



Haringey Council

NOTICE OF MEETING

Cabinet

TUESDAY, 16TH NOVEMBER, 2010 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Kober (Chair), Reith (Vice Chair), Bevan, Canver, Dogus, Goldberg, Mallett and Vanier.

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AGENDA

1. **APOLOGIES FOR ABSENCE** (if any)
2. **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 20 below. New items of exempt business will be dealt with at item 24 below).

3. **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.

4. MINUTES

To confirm and sign the minutes of the meeting of the Cabinet held on 12 October 2010.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE

7. THE COUNCIL'S PERFORMANCE: SEPTEMBER (PERIOD 6)

(Joint Report of the Chief Executive and the Director of Corporate Resources – To be introduced by the Leader and the Cabinet Member for Finance and Sustainability): To report on an exception basis financial and performance for the year to September 2010 and to agree the budget virements in accordance with financial regulations.

8. UPDATE ON STRATEGIC COMMISSIONING POLICY

(Report of the Director of Urban Environment – To be introduced by the Leader): To agree the strategic commissioning model as Haringey's future Commissioning Framework and to adopt this approach and change methodology in respect of other key Council Services.

9. DELIVERING AN EARLY YEARS SINGLE FUNDING FORMULA FOR HARINGEY

(Report of the Director of the Children and Young People's Service – To be introduced by the Cabinet Member for Children's Services): To inform Members on progress on the detail of the EYSFF and to seek agreement on the proposed elements of the formula.

10. NEW FOOTBALL STADIUM AND ASSOCIATED DEVELOPMENT AT TOTTENHAM

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Planning and Regeneration): To seek in principle approval for the Council to use its compulsory purchase powers and Section 237 if required to facilitate Tottenham Hotspur Football Club (THFC) to progress the land assembly of Northumberland Park Development Site which will in turn will enable THFC to build its new football stadium in Tottenham along with supporting regeneration.

11. PARKING CHARGES REPORT

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Neighbourhoods): To seek approval for proposed increases in parking charges and to agree that new types of permits be introduced.

12. NEW HOUSING ALLOCATIONS POLICY

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To inform Members of the results of a comprehensive consultation exercise carried out in relation to the review of the proposed new housing allocations policy; to seek final endorsement for the policy which prioritises applications on the basis of housing needs bands rather than housing points; and sets out the implementation process including the introduction of an on line re-registration between January and March 2011 for lower priority applicants with safeguards built in to support vulnerable applicants.

Note by the Head of Local Democracy

In the interests of economy Appendix 2 to this report has not been printed with this agenda but can be viewed on the Council's web site. Copies have also been placed in the Members' Room at the Civic Centre and in the political group offices at River Park House. A public inspection copy is available on application to the Cabinet Committees Manager (Committee Clerk).

13. USE OF INTRODUCTORY TENANCIES IN THE BOROUGH

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide Members with feedback on the consultation held with stakeholders in relation to the use of introductory tenancies and to seek approval for the use of such tenancies as a means of preventing, managing and controlling anti-social and disruptive behaviour.

14. KEY ISSUES FACING HARINGEY'S DECENT HOMES PROGRAMME

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To update Members on the Haringey Decent Homes Programme and to highlight that the implications of the outcome of the Comprehensive Spending Review announcements to the Programme will be incorporated in the final report for consideration.

15. HOMES FOR HARINGEY PERFORMANCE REPORT

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To update Members on Homes for Haringey's performance against the key indicators set out in the business plan for the monitoring period from April to end of August 2010.

16. HORNSEY TOWN HALL COMMUNITY PARTNERSHIP BOARD

(Report of the Assistant Chief Executive (People and Organisational Development – To be introduced by the Leader): To appoint a replacement member to serve on the Hornsey Town Hall Community Partnership Board.

17. MINUTES OF OTHER BODIES

- a. Voluntary Sector Committee – 20 September 2010;
- b. Children's Safeguarding Policy and Practice Advisory Committee – 4 October 2010;
- c. Procurement Committee – 21 October 2010;
- d. HSP Standing Leadership Conference – 21 October 2010.

18. BEREAVEMENT SERVICES - FUTURE PROVISION

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult and Community Services): To provide an assessment of the current performance and investment needs of the service; identify options to secure future viable and sustainable service delivery and to approve the recommended option for the Council to cease its Bereavement Services operation and dispose of its three operational sites.

19. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

(Report of the Assistant Chief Executive (People and Organisational Development): To inform the Cabinet of delegated decisions and significant actions taken.

20. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

21. EXCLUSION OF THE PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public as they contain exempt information which either relates to the business or financial affairs of any particular person (including the Authority holding that information).

Note by the Head of Local Democracy and Member Services

Items 22 and 23 allow for the consideration of exempt information in relation to items 18 and 19 which appears earlier on the agenda.

22. BEREAVEMENT SERVICES - FUTURE PROVISION

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult and Community Services): To provide an assessment of the current performance and investment needs of the service; identify options to secure future viable and sustainable service delivery and to approve the recommended option for the Council to cease its Bereavement Services operation and dispose of its three operational sites.

23. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

(Report of the Assistant Chief Executive (People and Organisational Development): To inform the Cabinet of delegated decisions and significant actions taken.

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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8 November 2010

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**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

Councillors *Kober (Chair), *Reith (Vice Chair), *Bevan, *Canver, *Dogus,
*Goldberg, *Mallett and *Vanier.

*Present

Also Present: Councillor Egan, Gorrie and McNamara

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB55.	<p>MINUTES (Agenda Item 4)</p> <p>Arising from our consideration of Minute CAB.50 (2) – Disposal of Commercial Properties, we were informed that the area of land shown as Site B on Plan No. 0342p which had been attached to the interleaved report was not correct. Plan No. 2395a showed in Site B the land the Council actually owned and would be selling.</p> <p>Having noted that the difference was a very small triangle of completely land locked land which would make no material difference to the sale price achieved and would have no value or future value if retained, we agreed that the land shown in Site B on Plan No. 2395a, a copy of which was to be appended to these Minutes, be the subject of the agreed disposal.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That, subject to the foregoing, the minutes of the meeting of the Cabinet held on 14 September 2010 be confirmed and signed.</p>	HLDMS
CAB56.	<p>THE COUNCIL'S PERFORMANCE: AUGUST 2010 (PERIOD 5) (Joint Report of the Chief Executive and the Director of Corporate Resources - Agenda Item 7)</p> <p>We noted that the report set out on an exception basis financial and performance information for the year to August 2010 and sought our agreement to budget virements in accordance with financial regulations.</p> <p>Concern having been expressed about the performance indicated against NI 135 - % of carers receiving needs assessment or review and a specific carer's service, advice or information, we were informed that although the service had fallen below the profiled target for this point in the year it was felt that the position was recoverable and that the end of year target should still be met.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">1. That the report and the progress being made against the Council's priorities be noted.</p>	

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>2. That approval be granted to the budget changes (virements) as set out in Appendix 2 to the interleaved report.</p> <p>3. That Directors be required to take any necessary action to bring current year spending to within their approved budget.</p>	<p>DCR</p> <p>CEMB</p>
CAB57.	<p>TREASURY MANAGEMENT 2010/11 MID YEAR ACTIVITY AND PERFORMANCE UPDATE (Report of the Director of Corporate Resources - Agenda Item 8)</p> <p>We noted that the report updated us on the Council's treasury management activities and performance in the first half of 2010/11 in accordance with the CIPFA Treasury Management Code of Practice and proposed that the Council's lending list be extended to include non UK banks and additional Money Market Funds.</p> <p>Clarification was sought of the differences in rates of interest paid to the Council and we were informed that while the Debt Management Office currently paid about 0.25%, money market rates typically were between 0.4 and 0.6%.</p> <p>Having noted the decisions taken on this matter by the General Purposes Committee on 23 September, we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Treasury Management activity undertaken during the first half of 2010/11 and the performance achieved be noted. 2. That the Council be recommended to approve the proposed extension to the lending list to increase the limit for individual money market funds to £20 million each and the group limit to £100 million subject to the controls set out below – <ul style="list-style-type: none"> • Only money market funds recommended by the Council's treasury management advisers are used; • Additional money market funds are only used following a selection procedure involving officers and the Council's treasury management advisers; • No more than 15% of the Council's portfolio is invested in any one money market fund at any time. 	<p>DCR</p> <p>HLDMS</p>
CAB58.	<p>PROPOSED ADDENDUM TO THE LONDON LOCAL AUTHORITIES RESOLUTION ON JOINT EMERGENCY ARRANGEMENTS (Report of the Director of Corporate Resources - Agenda Item 9)</p> <p>We noted that the report sought our approval to a proposed Addendum to the existing London Local Authority "Gold" resolution. This was intended to improve London-wide arrangements for responding both to exceptional crises and to lower impact emerging disruptive events.</p> <p>We also noted that the Addendum had been approved in principle by the Leaders' Committee of London Councils but that before the new</p>	

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>arrangements could take effect, the Cabinet/Executive of every London local authority had to pass a similar resolution to agree and accept the Addendum.</p> <p>We were advised that, subject to our approval of the amendment, the Constitution Review Working Group and the Council would be recommended to incorporate the new arrangements into the Council's Constitution through amendments to Article 11.07 in Part 2.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Addendum to the existing London Local Authority "Gold" resolution as set out in the Appendix to the interleaved report to take effect only once London Councils had notified that all London local authorities had agreed and accepted the Addendum. 2. That it be noted that the Memorandum of Understanding for Mutual Aid between the Boroughs, mentioned at paragraph 9.1 in the report, was to be entered into by the Chief Executive under his delegated powers. 3. That the Constitution Review Working Group be requested to recommend the Council to make the necessary amendments to the Council's Constitution to reflect the new emergency arrangements. 	<p>DCR</p> <p>DCR HLDMS</p>
<p>CAB59.</p>	<p>HARINGEY'S LOCAL DEVELOPMENT FRAMEWORK: PROPOSED SUBMISSION CORE STRATEGY - RESULTS OF PUBLIC CONSULTATION (Report of the Director of Urban Environment - Agenda Item 10)</p> <p>We noted that the Council was in the final stages of producing its Core Strategy, a spatial planning document setting out the strategic vision for the borough up to 2026. We also noted that the report sought our approval to suggested minor amendments to the proposed Submission Core Strategy.</p> <p>Approval was also sought to a revision to the affordable housing policy, part of Strategic Policy (SP) 2 Housing to go out to public consultation for four weeks, and to changes to the employment land designations to go out to public consultation for four weeks.</p> <p>We were informed that following the four week public consultation the Core Strategy would be recommended to the Council for approval in January 2011 and, together with other supporting documentation, for submission to the Secretary of State for independent examination by the Planning Inspectorate.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the suggested minor amendments to 	<p>DUE</p>

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>Haringey's proposed Submission Core Strategy, as set out at Appendix 1 to the interleaved report.</p> <p>2. That approval be granted to a revision to the Affordable Housing Policy, part of Strategic Policy (SP) 2 Housing, and changes to employment land designations as set out at Appendices 2a and 2b respectively to go out on a further four week public consultation.</p> <p>3. That authority to approve subsequent changes to SP2 Housing, the employment land designations and other minor amendments be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Planning and Regeneration.</p> <p>4. That Haringey's Core Strategy, a schedule of suggested minor amendments, a revised SP2 Housing, changes to the employment land designations (incorporating changes from the final four week consultation) and other supporting documents be submitted to the Secretary of State for examination by an Independent Planning Inspector and recommended to the Council for adoption.</p>	<p>DUE</p> <p>DUE</p> <p>DUE HLDMS</p>
<p>CAB60.</p>	<p>DRAFT SUSTAINABLE DESIGN AND CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT (Report of the Director of Urban Environment - Agenda Item 11)</p> <p>We noted that the report sought approval to go out to public consultation on a draft 'Sustainable Design and Construction Supplementary Planning Document (SPD) prepared as part of the Council's Local development. We also noted that the Sustainable Design and Construction SPD did not create new policy but aimed to complement and provide clarity on the implementation of national, regional and local planning policies which promoted sustainable buildings and reduction in carbon dioxide emissions.</p> <p>The SPD would support the implementation of Haringey's decentralised energy initiatives and, once adopted, would form part of the Council's Local Development Framework. It would have to be in conformity with the national, regional and local policies and consequently its full adoption would follow the adoption timeline of the emerging local spatial plan (Haringey's Core Strategy).</p> <p>The SPD, once adopted, would be taken into account in the determination of planning applications for major and minor development proposals and would be utilised in guiding design and construction projects including schemes in Muswell Hill Low Carbon Zone and refurbishment programmes.</p> <p>RESOLVED:</p> <p>1. That approval be granted to the draft Sustainable Design and Construction Supplementary Planning Document (SPD) as set</p>	<p>DUE</p>

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>out at Appendix 1 for public consultation between November 2010 and January 2011.</p> <p>2. That approval be granted to the utilisation of the draft SPD as an interim guide for planning and regeneration decisions on all planning schemes prior to its full adoption as an SPD.</p> <p>3. That authority to make minor clarifications and amendments to the draft guide which might be necessary prior to the public consultation be agreed by the Assistant Director Planning and Regeneration in consultation with the Cabinet Member for Planning and Regeneration.</p>	<p>DUE</p> <p>DUE</p>
CAB61.	<p>HOUSE EXTENSIONS IN SOUTH TOTTENHAM SUPPLEMENTARY PLANNING DOCUMENT (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>We noted that the report sought our approval to the adoption of the House Extensions in South Tottenham Supplementary Planning Document prepared for house extensions in the South Tottenham area of the borough.</p> <p>RESOLVED:</p> <p>That approval be granted to the adoption of House Extensions South Tottenham Supplementary Planning Document as set out at Appendix 1 as planning guidance as part of the Local Development Framework.</p>	<p>DUE</p>
CAB62.	<p>GOVERNMENT POLICY CHANGES IN HOUSING AND THE IMPACT ON TEMPORARY ACCOMMODATION AND HOUSING PROVISION IN THE BOROUGH (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>We noted that the report provided an update on recent Government policy changes in relation to housing and the likely impact that these changes would have on future housing provision and the Council's medium term financial strategy. Approval was also sought to a series of actions that were needed to minimise the impact of changes to the housing subsidy regime and the Housing Benefit system.</p> <p>Concern was expressed about the impact of measures announced by the Government designed to reduce expenditure on Housing Benefit. Particular disquiet was voiced about the outward migration from the Central London Boroughs where rents were significantly higher than the Local Housing Allowance caps which had been set to those boroughs like Haringey where private rented accommodation was less expensive. The outward migration would have a number of serious implications for a number of services including the safeguarding of children and provision of school places which in turn would have budgetary implications for the Council.</p>	

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

Reference was made to the forecast deficit on temporary accommodation of between £2.5 - £3 million and clarification was sought of how much of the additional resources agreed for measures to reduce the number of families in emergency accommodation had been spent and with what results. Clarification was also sought of how much of the forecast deficit arose from the failure of the Council to respond sufficiently to the changes announced by the Department for Work and Pensions in 2009 which had come into effect in April 2010 and whether this was the reason for the revised timetable for securing reductions in the number of households in temporary accommodation.

We were informed that targets for the numbers of families in temporary accommodation had been set in December 2004. At that time Haringey had 5,206 families in temporary accommodation and that number had increased to 5,861. However, from October 2007 onwards there had been a steady reduction and as a result of the successful implementation of the Temporary Accommodation Reduction Plan and the targeting of Emergency Accommodation good progress had been made in reducing the number of homeless households living in temporary accommodation so that by the end of September 2010 the number stood at 3,341.

Recognising the impact of the changes which came into effect in April 2010 a subsidy mitigation action plan had been implemented to reduce the overall cost of temporary accommodation by cutting management costs, negotiating price reductions and working with Registered Providers and other housing suppliers to generate an alternative supply of less expensive temporary accommodation into which the Council would be able to move homeless households that were living in more expensive temporary accommodation. The Council continued to work very closely with private landlords and rental agents in the borough in order to maximise the number of households prevented from becoming homeless and helped to move out of temporary accommodation. However, even though the number of homeless households living in temporary accommodation had reduced by 40% during the past three years and despite the good progress made in relation to the subsidy mitigation action plan so serious were the impacts of the changes to the housing subsidy regime that it was now forecast that the Council would spend between £2.5 and £3 million above budget in 2010/11.

Clarification was then sought, given the scale of the risks, of what action was being taken by London Councils to ensure a co-ordinated approach to a notified data base and to the movement of vulnerable families from one authority to another in order to mitigate those risks. We were advised that a summit meeting with the other local authorities in the North London Sub Region on temporary accommodation had been held to share ideas and information and agree on a course of action that would help minimise the impact of Housing Benefit changes on the Sub Region. There had been an agreement to share information about out of borough placements and there had been considerable interest in the idea of joint procurement and the setting of standard prices and a common letting standard. It was hoped that through London Councils

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>lobbying of the Government would continue for a redistribution of the homelessness grant in order to mitigate against the consequences of the proposed housing benefit changes to take effect in April 2011 and a rigorous enforcement of standards would be applied.</p> <p>Further analysis of the proposed housing benefit changes was being conducted and another report would be submitted in December 2010.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Government's policy changes and their likely impact on future housing provision and the availability and affordability of private rented accommodation in the borough be noted. 2. That the progress made in reducing to 3,341 the number of homeless households in temporary accommodation be noted and approval be granted to revised targets of 3,000 and 2,600 for March 2011 and 2012 respectively. 3. That the work being carried out to mitigate the impact of the changes to the housing regime and Housing Benefit system be noted and supported. 	DUE
CAB63.	<p>HOUSING ALLOCATIONS, LETTINGS AND HOMELESSNESS SERVICES RE-INSPECTION - FINAL REPORT (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>We noted that the report informed us of the outcome of the Audit Commission's re-inspection of the Council's Housing Allocations, Lettings and Homelessness services and summarised the contents of the final inspection report. Also, that the report sought approval to the approach the Council would take in responding to the Audit Commission's recommendations and findings.</p> <p>We were pleased to note the successful outcome of the re-inspection which indicated that good progress had been made in the Strategic and Community Housing Services since the last inspection in October 2007 and we asked that our thanks to staff for their efforts be placed on record.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Audit Commission's final report and judgements in relation to its re-inspection of the Council's Housing Allocations, Lettings and Homelessness services be noted. 2. That approval be granted to the proposed approach for responding to the Audit Commission's recommendations and findings. 	DUE

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

<p>CAB64.</p>	<p>WITHDRAWAL OF THE TEMPORARY ACCOMMODATION WORKER'S REBATE SCHEME (Report of the Director of Urban Environment - Agenda Item 15)</p> <p>Our Chair agreed to admit the report as urgent business. The report was late because of the need to review the transitional protection arrangements affecting households that were currently in receipt of Workers Rebate.</p> <p>Although the report was duly amended to reflect the changes made to the transitional protection arrangements following that review, there was not enough time to assess the financial implications (for the Council and service users) of those late changes.</p> <p>The report was too urgent to await the next meeting because the Council was required to give 2 months' notice of the withdrawal of the Workers Rebate and any delay in making and implementing this decision would result in a substantial loss of income to the Council.</p> <p>We noted that the Haringey's Workers Rebate Scheme was introduced in 1989 to limit the amount of rent that working households were required to pay for the temporary accommodation provided for them under the homelessness legislation. We also noted that the report described the purpose of the Scheme, how it operated, who benefited from the 'capping' of rents and the unintended consequences for the Council and residents of operating such a Scheme and recommended its withdrawal.</p> <p>Clarification was sought of whether there had been an analysis of the effectiveness of the Scheme, when it had last been reviewed, what tangible benefits there had been and what it had cost to administer. Clarification was also sought of whether there was any record of how long individual households had been in the Scheme and of the transitional arrangements. Officers indicated that they would provide Councillor Gorrie with details of the Scheme and the cost of its administration. With regard to timescales, it was proposed that the Scheme would be withdrawn with immediate effect for all new applicants, while existing recipients would receive 2 months' written notice of the change to their accommodation charges. They would continue to receive a rebate until 31 December 2010, or if they were currently receiving a rebate of more than £50 per week, they would continue to receive the Workers Rebate at a reduced amount until 31 March 2011. In cases of real hardship other options such as non secure tenancies with Homes for Haringey or cheaper temporary accommodation might be considered.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the withdrawal of the Workers Rebate Scheme with immediate effect. 	<p>DUE</p> <p>DUE</p>
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**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>2. That approval be granted to a £50 reduction in the weekly Workers Rebate awarded to all existing recipients with effect from 1 January 2011.</p> <p>3. That approval be granted to the withdrawal of the weekly Workers Rebate for all existing recipients with effect from 31 March 2011.</p>	<p>DUE</p> <p>DUE</p>
CAB65.	<p>WINTER SERVICE PLAN (Report of the Director of Urban Environment - Agenda Item 16)</p> <p>We noted that the Council as a highways authority had an obligation to keep highways free of snow and ice as far as reasonably practicable. We also noted that the report sought approval for the 2010/11 Winter Service Plan which detailed the Council's policies and operational procedures for dealing with snow and ice on the highway.</p> <p>We also noted that the report had been considered by the Overview and scrutiny Committee and that their comments had been incorporated into it. We were pleased to hear that the Government would be issuing a 'Snow Code' which clarified the position in respect of the residents and businesses clearing snow from outside their own premises.</p> <p>In response to a question about the unauthorised removal of grit from bins we were informed that while these could not be policed community wardens/volunteers would be asked to keep them under observation.</p> <p>RESOLVED:</p> <p>1. That approval be granted to the adoption of the Winter Service Operational Plan 2010/11 for the coming winter as set out at Appendix 1 to the interleaved report including the policies that determine when gritting would be undertaken and the prioritisation of locations for gritting activity.</p> <p>2. That approval be granted to the extension of the grit bin network to include 44 new sites of high and medium priority at a cost of £15,000.</p> <p>3. That approval be granted to the maintenance of medium grit stock levels throughout the winter and where stock falls below these minimum levels then in-season grit top up orders be placed to bring the stock back up to at least the minimum levels.</p> <p>4. That the Winter Service Operation Plan be reviewed annually.</p>	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
CAB66.	<p>MINUTES OF OTHER BODIES (Agenda Item 17)</p> <p>RESOLVED:</p>	

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

	<p>That the minutes of the following meetings be noted and any necessary action approved –</p> <p>a. Corporate Parenting Advisory Committee – 13 September 2010;</p> <p>b. Procurement Committee – 16 September 2010.</p>	
CAB67.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Assistant Chief Executive (People and Organisational Development) - Agenda Item 18)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB68.	<p>ESTABLISHMENT OF THE INSURANCE LONDON CONSORTIUM (ILC) UNDER AN S.101 AGREEMENT (Report of the Assistant Chief Executive (People and Organisational Development) - Agenda Item 22)</p> <p>The interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the amount of expenditure proposed to be incurred by the authority under a particular contract for the supply of goods and services.</p> <p>We noted that the report informed us of a proposal to establish an Insurance London Consortium (ILC) on a formal basis under a Section 101 agreement and sought our approval for the Council's participation.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Leader or a nominated Cabinet Member authorising the conclusion of an agreement under Section 101 (5) of the Local Government Act 1972 by the Council with the London Boroughs of Camden, Croydon, Harrow, Islington, Lambeth and Tower Hamlets, and the Royal Borough of Kingston upon Thames, in order to set up the Insurance London Consortium with the London Borough of Croydon as the Accountable Body. 2. That authority to make payments and to agree financial arrangements, within the limits of financial delegation, for the purposes of the proposed ILC agreement be delegated to the Director of Corporate Resources. 3. That authority to act on behalf of the Council as 'Representative' be delegated to the Risk and Insurance Manager and as 'Alternate' to the Head of Audit and Risk 	<p>DCR</p> <p>DCR</p> <p>DCR</p>

**MINUTES OF THE CABINET
TUESDAY, 12 OCTOBER 2010**

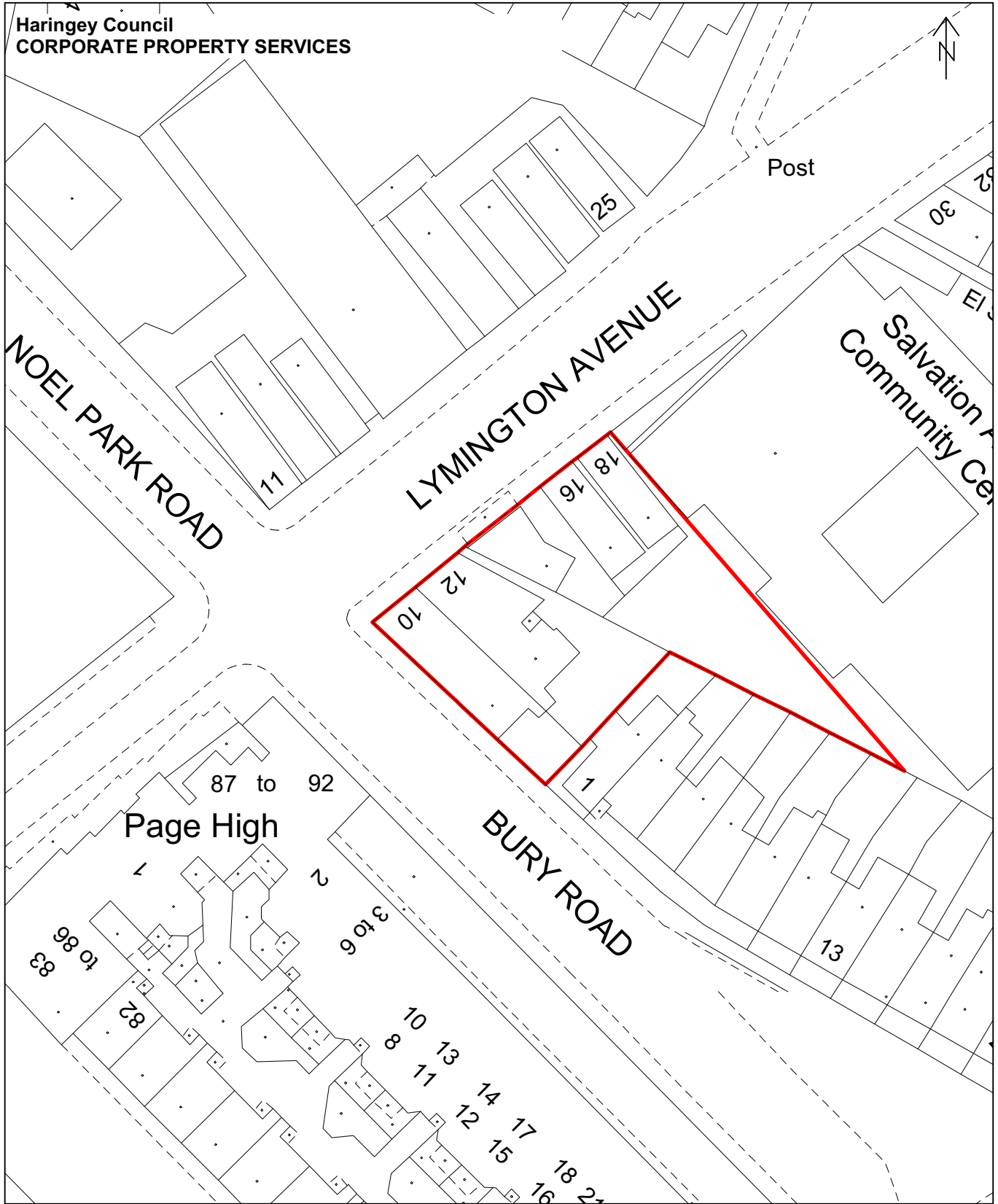
	Management for the purposes of the proposed ILC agreement.	
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The meeting ended at 20.35 hours.

CLAIRE KOBER
Chair

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Haringey Council
CORPORATE PROPERTY SERVICES



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Edged red - disposal site

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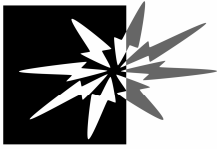
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Plan produced by Janice Dabinett on 28/09/2010

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Haringey Council

Agenda item:

Cabinet

16 November 2010

Report Title. **The Council's Performance: September 2010 (Period 6)**

Report of **The Chief Executive and the Director of Corporate Resources**

Signed :

Contact Officer : **Margaret Gallagher – Performance Manager**
Eve Pelekanos – Head of Policy & Performance
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Kevin Bartle – Lead Finance Officer
Telephone 020 8489 5972

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose of the report (That is, the decision required)

- 1.1. To report on an exception basis financial and performance information for the year to September 2010.
- 1.2. To agree the budget virements set out in this report in accordance with financial regulations.
- 1.3. To agree the recommendations set out in paragraph 4.

2. Introduction by Cabinet Member for Performance Management (Cllr Claire Kober)

2.1. I am pleased to introduce this report detailing the Council's performance in period six. I am delighted to see the number of adult social care clients receiving self directed support is well above the target set by government. We know that residents want to have more control over the support they receive so it is fantastic that so many have taken this opportunity.

2.2. In addition I am pleased to see an improvement in the number of streets judged to be acceptably clean, as well as the improved level of recycling. As a Council we are committed to making Haringey the 'Greenest Borough' so such achievements are important.

2.3. We are continuing to focus on the time it takes Haringey to process benefit applications, and the time taken to answer phone calls to our customer service centre. The economic situation means that there are additional pressures in these areas but we know that performance must improve.

2.4. Introduction by Cabinet Member for Finance & Sustainability (Cllr Joe Goldberg)

2.5. I draw attention to section 16 and to Appendix 2 of the report of the report and in particular to note the decrease to the reported revenue over spend this period. Colleagues will be aware that work had already begun earlier in the year to take action to deal with the notified grant reductions and to mitigate against the existing pressures arising from higher demand for services within safeguarding and homelessness. This was followed by more specific actions to restrict discretionary expenditure as shared with colleagues in previous reports.

2.6. Given the reduced forecast overspend it appears that this action is having some limited effect however, as highlighted in Section 7 below, only a relatively small amount of this relates to reductions in service expenditure and it is imperative that the pressure is maintained to find further savings and challenge every item of expenditure.

2.7. I ask that colleagues support Directors in the work they are undertaking to remain within budget this financial year but as importantly that they engage in preparatory work currently being undertaken that will enable a balanced budget to be set for 2011/12 and beyond.

3 State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 This report sets out performance against a number of indicators that measure progress against the Council priorities and the Local Area Agreement targets.

4 Recommendations

- 4.1 To consider the report and the progress being made against the Council's priorities.
- 4.2 To agree the budget changes (virements) set out in Appendix 2.
- 4.3 To require Directors, where possible, to take necessary action to bring current year spending to within their approved budget.
- 4.4 To agree the recommended allocation of the Performance Reward Grant (from the 2007-2009 LAA) between HSP partners as set out in section 16 and to agree the application of £0.7m of capital funding in support of 2010/11 road repairs.

5 Reason for recommendation(s)

- 5.1 Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations.
- 5.2 To ensure that Members are kept informed about service and financial performance against the priorities and targets set.

6 Summary (Performance)

- 6.1 Paragraph 15 and Appendix 1 of this report provide a summary of performance for this reporting period. Of the 37 key service indicators monitored 24 have improved since 09/10, 4 are roughly the same, 5 are worse with no comparison possible for 4 indicators.

Some areas where targets are being met or where there has been an improvement are highlighted below:
- 6.2 Continued good performance on adult social care clients receiving self directed support and further improvement on delayed transfers of care, both exceeding targets set.
- 6.3 Some positive responses from a social services survey of adults receiving equipment and minor adaptations in 2009-10 including 93.7% of clients satisfied with the most recent piece of equipment or minor adaptation received.
- 6.4 Progress on children's social care assessments continues with an improvement on the timely completion of core assessments in September just short of the 70% target.
- 6.5 Performance on processing benefit claims improved to 23 days in September. Whilst this remains above the target level of 17 days, it is significantly better than the 45 days reported at this time last year.
- 6.6 The number of most serious violent crimes has reduced by 23.2% compared with the same period last year.
- 6.7 Recycling and cleanliness targets continue to be exceeded.

Areas where targets are not being met include:

- 6.8 64% of calls to the Call centre were answered in 30 seconds in September, a reduction from the 73% achieved in August and below the 70% target. A seasonal increase in call volumes linked to enquiries around school admissions and council tax enquiries affected performance.
- 6.9 15.25% of looked after children have had 3 or more placements, higher than average.
- 6.10 Average re-let times for local authority dwellings decreased in September to 34.2 days but remain significantly higher than the target of 25 days.
- 6.11 Households in temporary accommodation continue to reduce but not at the targeted level and the pace of reduction has slowed.

7 Chief Financial Officer Comments

- 7.1 The overall general fund revenue budget, based on the September position stands at a projected £6.0m above budget, a decrease of £2.5m since last period. The actions to restrict expenditure put in place since July continue however the underlying causes of the forecast over spend remain, namely the high level of service demand particularly within Children and Young Peoples Services (CYPS) along with the increased financial liability due to changes in Housing Benefit Subsidy rules.
- 7.2 As stressed last period, the forecast level of overspend is extremely serious and if not addressed would utilise most of the council's general fund general reserve. The council is also currently planning for very significant reductions in funding from government as confirmed in the Spending Review announced on 20th October. It is imperative, therefore that there is no significant overspend in 2010/11 in advance of the tight budget position expected in years to come. Of the reduction in the forecast overspend now reported, only a small sum is due to reduced service expenditure and there must be no let up in effort to bring the budget in on target by the year-end.
- 7.3 The Council's Non-Service Revenue (NSR) budget had a £1.0m general contingency built in for 2010/11 as part of the budget planning process. This is now being held uncommitted thus contributing a year end under spend of £1.0m to help offset the significant service pressures being experienced. An additional under spend is now being forecast as a result of the use of internal cash balances instead of external borrowing which will reduce debt repayments by £2m this year.
- 7.4 The dedicated schools budget (DSB) element of the overall Children & Young People's (CYP) Service budget is projected to spend at budget.
- 7.5 The forecast revenue over spend within the Housing Revenue Account (HRA) has reduced further this period to £0.3m from an over spend of £0.7m reported last period. The main pressure remains the high costs of gas maintenance within the building services section of the accounts. Section 16 provides further detail.

7.6 The projected capital year end variance, based on the September position, is an underspend of £1.8m compared to the £1.4m underspend reported last period. The detail is set out in section 16.

8 Head of Legal Services Comments

8.1 There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

9 Equalities & Community Cohesion Comments

9.1 Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications. Equality impact is considered alongside performance by services.

9.2 This report deals with the way that we manage service outcomes and projects many of which have an impact on different sections of our community. Successful delivery of these projects will improve the services we provide to all sections of our community.

10 Consultation

10.1 Throughout the year the report will show the results of consultation with residents, service users and staff.

10.2 The Council consults widely on its budget proposals with residents, businesses, service users and other interested parties.

11 Use of appendices /Tables and photographs

11.1 Appendix 1. September performance for top service outcomes

11.2 Appendix 2. Financial tables

12 Local Government (Access to Information) Act 1985

12.1 Budget management papers and HR metrics

12.2 Service PI returns

12.3 Business Plans

13. Background





13.1 This is the September report for 2010/11, covering the period April 2010 to the end of September, detailing the Council's performance against agreed targets for

2010/11. Financial and performance information is based on the financial monitoring reports prepared for the budget and performance review meetings for period 6.

- 13.2 Appendix 1 details performance against monthly reported indicators.
- 13.3 We have revised our approach to performance reporting so that we focus on a smaller number of indicators (37) that reflect the council's priorities. Twenty Seven indicators measure service outcomes and the remaining ten are perception measures from the Residents' Survey.
- 13.4 In addition to progress against the 37 measures the following will be reported throughout the year:
- exceptional performance issues
 - financial performance
 - quarterly performance relating to projects and programmes
 - updated survey information or educational attainment results as they become available
- 13.5 Appendix 2 shows the aggregate projected positions for revenue and capital, proposed budget changes (virements) for approval in accordance with financial regulations, and the Red, Amber Green (RAG) status of planned savings and planned investments.

14. Use of Traffic Lights

- 14.1 Progress on performance indicators continues to be tracked on a monthly and year to date position against the 2010/11 target using a traffic light annotation.
- 14.2 Appendix 1 is a summary of the top performance Indicators (PIs) showing performance for 2009/10 and the year to date position for 2010/11 including some comparative benchmarking information and the RAG status against target where:

	Green: On target
	Amber: Just below target
	Red: Target not achieved
	Missing data or target not set

- 14.3 A direction of travel is also shown which compares the current year to date performance with the 2009/10 outturn. This enables the reader to make judgements about whether performance is improving over time as well as assessing performance against the target set.

15. Performance Highlights

Performance highlights in terms of service outcomes for September are as follows:

- 15.1 22.1% of adult social care clients are receiving self directed support – this is higher than the target of 15% for this period and remains significantly higher than the 09/10 London average of 13.4%.
- 15.2 A social services survey of adults receiving equipment and minor adaptations in 2009-10 found that 93.7% of clients were satisfied with the most recent piece of equipment or minor adaptation received placing Haringey 6th out of 32 boroughs. Although the response rate for the survey was low some other indicative findings were:
- The proportion of people who felt they had a choice about the equipment or minor adaptation they received was in the top quartile for London at 73.4% (8th of 32 boroughs)
 - 70.1% of clients in Haringey said the wait for their equipment/minor adaptation caused them no problems but this is below the average for London (77%) so may indicate that the length of wait may be longer in Haringey and an issue for some recipients.
 - 61% said they were shown how to use the equipment/ adaptation in a helpful and clear way higher than average illustrating that the demonstration of equipment is effective compared to other boroughs
 - Compared to the London average, less people had their equipment and minor adaptation needs discussed with them at home and/or on the phone, and more people had their needs discussed in hospital or in Disability Living Centres. In the case of Disability Learning Centres, Haringey's figure was over five times the London average.
- 15.3 Continued improved performance on delayed transfers of care with an average 6.9 delays per week per 100,000 population exceeding the target of 11. This is a step change improvement in performance as we were over double this rate (14.4) in September 2009. The current level means that Haringey's delayed transfers of care are better than the average for London (09/10) and performance is being sustained despite significant pressure on the adult commissioning budget and increased demand for the adult social care service.
- 15.4 Of council tax due in the year to September 55.44% was collected exceeding the profiled target of 54.36% and up 1.08% on this time last year.
- 15.5 Over 58,000 invoices have been processed in the year to September with 91.89% paid within 30 days exceeding the 90% target.

- 15.6 Reuse, recycling and composting of household waste was 28.4% in the year to September exceeding the 27% local target set for 2010/11.
- 15.7 In September 4% of streets were recorded as having unacceptable levels of litter, better than the 10% target.
- 15.8 Improvement in dealing with acquisitive crime has continued into 2010/11. There have been 3,473 offences of this nature in the year to the end of September, a 13% reduction when compared with the same period last year.
- 15.9 There have been 192 serious violent crimes in the period April to September, 23.2% fewer when compared with the same period last year and exceeding the 4% reduction target.

Areas where targets are not currently being met include:

- 15.10 Carers receiving a needs assessment or review and a service in the year to September performance is 10.1% but this is below the profiled target of 11.6% for this point in the year. The expectation is for performance to improve as more carers are reviewed or assessed in the year. An action plan to make it easier to record carers receiving only information and advice on Framework-I has been agreed.
- 15.11 There has been a dip in call centre telephone calls answered in 30 seconds, 64% in September and although a reduction from the 73% achieved the previous month performance is significantly better than the same period last year (49% September 2009) The main factors impacting on performance were an 11% increase in call volumes linked to enquiries around school admissions and council tax enquiries and a reduction in staffing resource of approximately 10%.
- 15.12 At the end of September, the average time taken to process new benefits claims and change events is 28 days for the year to date although there was a marked improvement in September with a 23 day performance. The team dealing with the backlog has now left and the Service has to cope with existing resources only whilst continuing to manage an increasing caseload (the amount of live claims has reached an all time high of over 41,000). The e-benefits strategy continues to be a success with 58% of new claims paid within 10 days and 70% paid within 17 days. Although in-month processing and productivity improvements are being made it remains unlikely that the 17 day target will be achieved for 2010/11, due to the original backlog.
- 15.13 In September 66.2% of children's social care initial assessments were carried out in 10 working days against the target of 70%, the year to date position is 65.8%.
- 15.14 In the twelve months to the end of September 15.25% of looked after children have had 3 or more placements, 41 children (6.7%) in the period April to September 2010. This is higher than average and places Haringey's performance below that of statistical neighbours. This should be considered alongside the length of placements and Haringey's performance of looked after children in the same placement for at least 2 years is reducing and below target at 65%. An exercise will

take place to look at all the children who have had placement breakdowns since April 2010 and identify the reasons why the placement broke down.

- 15.15 In the year April to September 979 public complaints have been received across the council and 91% of these have been dealt with in the 10 day timescale, slightly short of the 93% target.
- 15.16 The number of households in temporary accommodation stands at 3,341 against a profiled target of 3,073. The pace of reduction in temporary accommodation continues to slow down as market conditions in the private sector fluctuate. The situation with securing alternative supply in the Private Sector has not improved as Landlords continue to look at alternative markets and options.
- 15.17 The average re-let time for local authority dwellings decreased in September to 34.2 days, for the year to date it is 40.9 days remaining above the 25 day target. The Voids Improvement Plan has improved performance for void turnaround and the trend continues to improve but it has not yet delivered the step change in performance that is required. The contributory factors include process flaws leading to significant dead time in the life of the void, productivity not being fully maximised by use of efficient work planning and management and low take up (4%) of the 4 weeks incentive scheme.

16. Finance

- 16.1 The overall general fund revenue budget monitoring, based on the September data, shows an over spend of £6.0m; a decrease of £2.5m over last period. There has been some change in the forecast service expenditure however the main reduction has been achieved via successful debt rescheduling which will result in reduced borrowing costs. Pressure must continue on cost containment as the underlying causes of the forecast over spend – high demand in CYPS and changes to Housing Benefit Subsidy – have not significantly reduced.
- 16.2 Adults are continuing to experience increasing client numbers, but are mitigating much of this pressure with a vacancy factor against all non-statutory positions resulting in a year end overspend forecast of £0.2m. Within Recreation the main pressure remains a declining income with projected shortfalls of £0.4m in the Bereavement Service and Finsbury Park concert income along with sponsorship income short by £0.3m. Actions have been taken to contain a number of other pressures within the service to date and this position may reduce further in coming months. The net position for ACCS this period is £0.5m.
- 16.3 The estimated outturn for the Children and Young People's Service has reduced slightly from the previous month's projection and now stands at an overspend of £7.2m. As described last month a detailed review of spending in key areas was undertaken by the Director and the Lead Finance Officer; primarily it is this action that has identified areas where spending has been further reduced. The underlying pressure remains significant at around £11.9m although action has been taken to

maximise grant income and make in-year savings in order to reduce the net position to £7.2m.

- 16.4 The factors causing the overspend can be attributed to the high numbers of Looked After Children (LAC) and their associated costs. The overall number of LAC has risen slightly this month (from 565 to 568) and the consequent pressure in this area now stands at £3.9m.
- 16.5 Additional staffing costs in the key areas supporting children's safeguarding work (First Response, Safeguarding and Support, Children-in-Care, Leaving Care and the Contact Service) are continuing with the costs of both additional staff and the additional cost of agency staff resulting in a total overspend in the above areas of around £3m. The costs of providing legal advice to Social Workers and in support of court work are currently reporting an overspend of £1.4m.
- 16.6 In addition to the above, families with No Recourse to Public Funds and Asylum Seekers for which grant support from the government is not available, are leading to budget pressures amounting in total to £1.5m.
- 16.7 In addition to the Council wide measures to reduce spending the Director has, as detailed above, reviewed spending patterns in a number of key areas and, together with specific actions to maximise the use of existing grants, has instigated action to offset some £4.7m of the underlying overspend.
- 16.8 The Urban Environment directorate is maintaining the forecast overspend at £2.3m this period. Pressures within the Frontline Services business unit, particularly around a shortfall in parking income, are being managed as far as possible through management action such as freezing vacant positions and strict control on non-essential spend. The significant budget pressure however, remains within Strategic and Community Housing which is forecasting an overspend of £2.6m in line with that reported last period. Strategic and Community Housing have been working to an agreed action plan to address the known financial liability due to changes in Housing Benefit Subsidy rules. This is comprised of three broad areas, which are outlined in more detail below, however the original plans have been compromised by more recent rule changes announced by Government thus creating the on-going in year overspend.
- 16.9 The first area continues to reduce the cost of Private Sector Leasing (PSL) and Emergency Accommodation by negotiating with private landlords to reduce the rent on leased properties that were costing the Council more than it was receiving in housing subsidy. Some success has been achieved here, with around £0.3m of savings having been identified and further work is being carried out with the remaining PSL portfolio to reduce costs further.
- 16.10 The second area involves working with Registered Providers (Housing Associations) with a view to them taking on a proportion of the Council's portfolio of leased properties and acquiring new and cheaper units of leased accommodation

as a replacement for the expensive PSL units that the Council needs to hand back. However, the feasibility of transfer has been adversely affected by the government's recent announcement that, from April 2011, housing associations will be subject to the same housing subsidy arrangements (for TA) as local authorities.

- 16.11 The third area was around continuing to work with customers in order to manage expectations and explore other housing options, including the private sector. To date some progress has been made in securing alternative accommodation in the private sector to prevent households going into temporary accommodation, however prevailing market conditions have meant that the amount of expected supply has not been forthcoming as suppliers appear to be looking to alternative markets and avenues which in some cases includes working with other London Boroughs. The DWP has also announced that, with effect from April 2011, it will apply further 'caps' to the Local Housing Allowance rates, which is expected to make private sector lettings unsustainable for households that are in receipt of Housing Benefit in a significant number of Central London Boroughs, leading to further outward migration to Haringey.
- 16.12 The forecast overspend in the HRA budget has fallen another £0.4m since last period and now stands at £0.3m. The pressure relates to continued high demand for boiler replacement and a projected income shortfall in the DLO account. The outline restructure of the repairs operations was agreed in August however, significant savings are unlikely to be achieved until 2011/12. In the interim, the pressure is being offset by the use of contingency, savings on service charge costs and a reduced bad debt provision requirement.
- 16.13 The Corporate Resources year end forecast is being maintained at an under spend of £0.4m. Agency numbers across the directorate have reduced and compliance with the embargo on discretionary spend should enable the under spend to be delivered however Members should note that there remains pressure on budgets largely from continued high demand for services within Benefits and Local Taxation and low occupancy rates at Technopark. It is hoped that the work programme to deliver increased integration between B< and Customer services will remove some of the pressure in the longer term, however, in the interim savings from the rest of the Directorate are forecast to compensate.
- 16.14 The three Chief Executive directorates (Policy, Performance, Partnerships & Communications (PPP&C), People & Organisational Development (POD) and the Chief Executives (CE)) are now projecting a slightly higher combined under spend of £0.6m at year end. The change is largely due to continued challenge to planned expenditure and some projects being delayed.
- 16.15 The year end forecast for Non-service revenue (NSR), which largely consists of budgets for capital financing costs, levies and contingencies, is now forecasting an increased under spend of £3.0m. The previously reported assumption that the £1.0m general contingency built into the 2010/11 budget will remain uncommitted remains however a further under spend of £2.0m is now forecast against the debt

interest repayment budgets due to the use of internal cash balances in lieu of borrowing. The Council increased the base revenue contribution to the Alexandra Palace Park and Trust as part of the 2010/11 financial planning process, however given the over spend of £0.6m last financial year this needs to be closely monitored. Furthermore, as reported last period, there will be an increased shortfall in income due to the delays to the re-opening of the ice rink; this is likely to exceed the previously reported forecast of £0.1m. The Trust Board has considered this matter and advised that the amount of additional deficit funding that the Trustees will in due course be asking the council for will be dependent on the Trust's ability to further restrict its expenditure and the trading company's success in maximising profit during the remainder of the year. The Trust has advised that it is actively seeking to minimise the impact on the Council by maximising the profit generated by APTL and keeping discretionary expenditure in both entities to a minimum however, the position reported to the Board meeting on the 14th October is likely to necessitate a revision upwards.

- 16.16 The monitoring reports for the Haringey Forward planned 2010/11 savings continue to show a shortfall of £0.438m against the 2010/11 profile. Discussions have taken place on potential action to address this and ensure delivery; however this will need to be carefully monitored and is not currently reflected in the forecast year end position.
- 16.17 The RAG status of agreed 2010/11 revenue savings and investments is shown in Appendix 2. Only 2% (£0.2m) of savings is currently flagged as red and is largely due to under achievement of planned external income; this is factored into the directorate year end forecasts.

Treasury Management

- 16.18 The Treasury Management activity in the first six months of 2010/11 was compliant with the Treasury Management Strategy Statement agreed in February 2010. The investments continued to be restricted to the Debt Management Office, UK institutions and AAA rated money market funds. The recommended extension of the use of money market funds was approved by full Council in October. The changes have increased the total funds that can be invested in money market funds to £100m with individual limits increased to £20m per fund. Both of these changes have increased capacity whilst ensuring the level of security of the portfolio is not compromised. The average balance invested during the period was £56.5m and the average long term credit rating of the portfolio remained at AA-
- 16.19 £50m of long term borrowing matures during 2010/11 and £20m of new borrowing was taken on 31st August as a starting point to refinancing this. Rates have been rising since this new borrowing was taken. The Council continues to make use of internal cash balances as far as possible. This is generating a saving due to the significant difference between short term investment interest rates and long term borrowing rates. The Council's treasury management advisers continue to monitor interest rate movements closely, alongside officers' monitoring of the cash position, to ensure that further borrowing is taken at an optimal time.

Capital

- 16.20 The aggregate capital programme position for 2010/11 is as shown in Appendix 2 and at Period 6 is forecasting an underspend of £1.8m, an increase of £0.4m from the £1.4m underspend reported in Period 4. The detail is set out by Directorate in the following paragraphs.
- 16.21 The Adults, Culture and Community Services capital programme is currently projecting full spend with the exception of the Coombs Croft Library project which is currently projecting an over spend of £0.1m due to higher than forecast construction and professional fees. The current expectation is that the gap will be met from other parts of the ACCS capital programme. As reported previously, the outcome of the in year review of the ACCS capital programme has been to prioritise the planned work at Park Road Leisure centre by redirecting some in year funding from other recreation schemes.
- 16.22 The Urban Environment general fund capital programme is maintaining the P5 forecast at an under spend of £2.1m this financial year. This is largely in relation to 2 projects which are not expected to proceed significantly in 2010-11; the re-provision of the recycling centre at Cranford Way and the Marsh Lane project the latter which is on hold until the options to fill the funding gap are reviewed and the integrated waste management contractor is appointed in December 2010. Within the HRA capital programme, the forecast in year over spend of £0.3m reported last period has reduced to £0.1m. The pressure remains within the boiler replacement programme as well as voids requiring structural works to bring them back into habitable condition. At this stage any eventual over spend should be contained by rephasing Decent Homes work.
- 16.23 There is currently no forecast variance within the Corporate Resources capital programme, however a review of the scope of the current smart working programme is being undertaken in response to the forecast challenging revenue funding position both in year and beyond; this is likely to lead to a reduction in the in year capital expenditure within the Accommodation Strategy programme. For Hornsey Town Hall there will be a need to review the spend profile of the project based on the latest project plan; this is likely to highlight slippage against the current cost profile. Revised forecasts of in year spend should be available shortly.
- 16.24 Within Children's Services the BSF programme as at period 6 of the 2010/11 financial year is forecast to spend to full budget in 2010/11.
- 16.25 Given that Haringey has a statutory obligation to make sufficient provision of primary school places the in year review of the non-BSF Children's Capital Programme aimed to protect as far as possible programmes delivering this. Key projects already significantly advanced continue such as Rhodes Avenue, Coleridge and the Broadwater Farm Inclusive Learning Campus with reductions to contingency and delays to less developed projects. Budgets have been revised

accordingly. At period 6 a small in year over spend against the Primary and pre-school projects is being forecast. This is largely in relation to the Broadwater Farm Inclusive Learning Campus spending ahead of profile however no overall project variances are expected and the funding can be met by temporarily using grants as yet unapplied.

- 16.26 The general target level of in year receipts from asset disposals is £2m. However, the current forecast for this year is approximately £6m resulting from the identification of additional properties considered surplus to requirement and now recommended for disposal in this financial year and also actions to bring forward some disposals planned for 2011/12 to 2010/11. A degree of risk is still attached to some of the disposals in the programme which therefore continues to be kept under review and updated accordingly.

Performance Reward Grant

- 16.27 In 2007 the Haringey Strategic Partnership agreed 13 stretch targets as part of the 2007/8-2009/10 Local Area Agreement (LAA). The total potential reward available for the achievement of these targets was £9m. However, in June 2010 the Government announced that the reward grant available was to be reduced and local areas will only receive 50% of the reward achieved on any target.
- 16.28 The 2007/8-2009/10 LAA stretch targets ended in March 2010 and based on the performance data Haringey can expect to receive approximately £3.582m; payment should be received this financial year and will be paid as a non ring-fenced grant with a 50% capital and 50% revenue split.
- 16.29 Possible allocation models have been discussed by officers, Members and the HSP Executive and the recommendation is that all the stretch reward be allocated to the lead delivery partners for the individual stretch targets (where successful delivery has been achieved) to use as they see fit in line with guiding principles. This would result in an allocation as set out below:

Lead agency	Targets	Approx. PRG
Council	9.9	£2.525m
Police	2.0	£0.704m
NHS	1.0	£0.325m
Fire /VCS	0.1	£0M
TOTAL	13.0	£3.554M

- 16.29 Due to the impact of the severe weather on the quality of Haringey roads, Cabinet in March agreed a proposal to increase the capital budget for planned road repairs for 2010/11 by £1.3m. This was recommended to be funded by bringing forward £475k of capital receipts from each of the 2011/12 and 2012/13 capital highways' budgets, plus a further £350k contribution from general reserves. However, due to the challenging position in generating capital receipts, it is proposed that £700k of

the capital element of PRG is applied to this scheme along with the approved contribution from general reserves (£350k) and the use of £250k from the available capital receipts

Virements

16.30 The virements proposed in this period are listed in Appendix 2 in accordance with financial regulations.

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Appendix 1

Service Performance	
● 10	△ 5
● 22	● 22
● ?	● 0

Key Indicators		Perception Indicators	
△ ACCS	● ACCS	△	△
● CR	● CR	△	△
● CYPs	● CYPs	△	△
● POD	● POD	△	△
△ PPPC	△ PPPC	△	△
△ UE	● UE	△	△

For a list of the indicators turn to next page. Full details of indicators where targets have not been achieved are shown in the exception reports which follow.

People	
● 3	△ 1
● 2	● 2
● ?	● 0

Sickness	
△ ACCS	△
● CR	●
● CYPs	●
△ POD	△
△ PPPC	△
● UE	●

A full list of progress against all National Indicators is available on request

Finance	
● 3	△ 2
● 5	● 5
● ?	● 0

Revenue		Capital	
● ACCS	●	△	△
△ CR	△	△	△
● CYPs	●	△	△
△ POD	△		
△ PPPC	△		
● UE	●		

Council Performance Scorecard

Key	
△	Amber: Just below target
●	Red: Target not achieved
?	Missing data or target not set

ACCS													
Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment	
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11					
		Value				Value	Value	Value	Target				
NI 130	Social care clients receiving Self Directed Support (2010 Definition)					18.8%	22.1%	15%	15%	Green			
NI 131	Delayed transfers of care	13.4	7.3	11.5	6.8	6.9	6.9	11.0	11.0	Green	Improving		
NI 135	% of carers receiving needs assessment or review and a specific carer's service, or advice and information - YTD (LAA)	21.2%	24.6%	17.0%	23.2%	8.6%	10.1%	11.6%	11.6%	Red	Getting Worse	12.8% in September 2009	
L0083a	Local street and environmental cleanliness, parks and open spaces with unacceptable levels of litter	5%				3%	6%	8.5%	8.5%	Green	No significant change	0% in September 2009	
L0568a	Satisfaction with parks and open spaces	69%				-	-			Green	Improving		
L0568b	Satisfaction with leisure and sports facilities	45%				-	-			Green	Improving		
L0568c	Satisfaction with libraries	63%				-	-			Green	Improving		

CR

CR													
Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment	
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11					
		Value				Value	Value	Value	Target				
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	24	11.9			28	23	17	17	Red	Getting Worse (Improving on this time last year)	45 Days in Sep '09 33 days YTD Sep'09	

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11				
		Value				Value	Value	Value	Target			
BV 8	Council - invoices paid within 30 days	92.23%				91.91%	89.16%	91.89%	91%	Green	No change	
BV 9	% of council taxes due for the financial year which were received in year (Annual Target 93.5%)	N/A				47.08%	55.44%	55.44%	54.36%	Green		
CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)	52%				73%	64%	59%	70%	Red	Improving	
L0568d	Satisfaction with housing benefit service	23%				-	-			Green	Improving	
L0568e	Satisfaction with collection of council tax	51%				-	-			Green	Improving	

CYPS

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11				
		Value				Value	Value	Value	Target			
NI 59 (10 days)	Percentage of initial assessments for children's social care carried out within 10 working days of referral					63.5%	66.2%	65.8%	70%	Red		
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)	47.3%	73%	78%	88%	48.4%	69.6%	58%	70%	Red	Improving	
NI 62	Stability of placements of looked after children: number of moves (LAA local)	13.88%	11.44%	14.1%	9.1%	15.69%	15.25%	15.25%	10%	Amber	No change	
NI 64	Child Protection Plans lasting 2 years or more	16.9%		10%	5.8%	0%	0%	5.5%	9.5%	Green	Improving	

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11				
		Value				Value	Value	Value	Target			
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	11.7%		13.5%	9%	5.9%	8.9%	9.2%	10%	Green	No change	
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (LAA)	68.0%	75.1%	70.0%	76.0%	-	-		75.0%	Red	Improving	
NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths (LAA)	45.7%	54.6%	46.4%	58.4%	-	-		55.0%	Amber	Improving	

POD

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11				
		Value				Value	Value	Value	Target			
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL	9.38	8.62			9.21	9.1	9.1	8.5	Red	Improving	

PPPC

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11				
		Value				Value	Value	Value	Target			
NI 15 N	No. of recorded most serious violent crimes	476				174	192	192	224	Green	Improving	250 in September 2009

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11	2010/11			
		Value				Value	Value	Value	Target			
NI 16_N_YT D	No. of recorded serious acquisitive crimes YTD	7,421				2,978	3,473	3,473	3,650	Green	Improving	3853 in September 2009
L0038	% of Stage 1 public complaints dealt within target (10 day) timescale. Council wide.	91%				92%	91%	92%	93%	Amber	Improving	

UE

Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11	2010/11			
		Value				Value	Value	Value	Target			
NI 117	% of 16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 LAA stretch target)	6.8%	5.3%	6.8%	4.6%	7.5%	7.3%	-	8.9%	Green	No Change	
NI 155	Number of affordable homes delivered (gross) (LAA local)	207	465			-			340	Red	Getting Worse	
NI 156	Number of households living in temporary accommodation (LAA)	3,547	1,183			3,370	3,341	3,341	3,073	Red	Improving	
NI 158	% non-decent council homes (LAA local)	27.5%	23.5%			-			23%	Green	Improving	
NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 LAA stretch target)	26.1%	31.61%	24.91%	34.19%	27.86%	27.61%	28.41%	27%	Green	Improving	
NI 195a L0478a	Percentage of highways having deposits of litter that fall below an acceptable level - in house monitoring	4.3%				1%	4%	4%	10%	Green	Improving	


Ref:	Description	Last Year		Benchmarking		Month		Year to Date		Traffic Light	YTD against last year	Comment
		2009/10	London Average 2009/10	London Boroughs - BQ 2008/09	London Boroughs - TQ 2008/09	August 2010	September 2010	2010/11	2010/11			
		Value				Value	Value	Value	Target			
IC01	% of rent collected (of rent due - excluding arrears)	N/A				99.76%	99.75%	99.75%	100.5%	Amber		
L0066 BV 212	Average relet times for local authority dwellings (calendar days)	44.6 days				46.1 days	34.2 days	40.9 days	25 days	Red	Improving	
L0568h	Satisfaction with refuse collection	73%				-	-			Green	Improving	
L0568i	Satisfaction with street cleaning	55%				-	-			Green	Improving	
L0568j	Satisfaction with repair of roads and pavements	33%				-	-			Amber	Getting Worse	
L0568k	Satisfaction with council housing	19%				-	-			Green	Improving	
L0568l	Satisfaction with recycling facilities	71%				-	-			Green	Improving	

People Perspective

Generated on: 14 October 2010

Ref:	Description	2009/10 Value	Latest Value	Current Target	Status	Trend
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. UE	13.55	13.21	10.7	Red	Improving
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. PPP&C	10.5	8.2	8.2	Green	Improving
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. ACCS	9.04	8.83	8.6	Amber	Improving
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. POD	5.62	3.91	4.7	Green	Improving
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. CYPS	11.25	10.27	9.6	Red	Improving
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. CR	9.84	10.03	8.3	Red	Getting Worse

ACCS

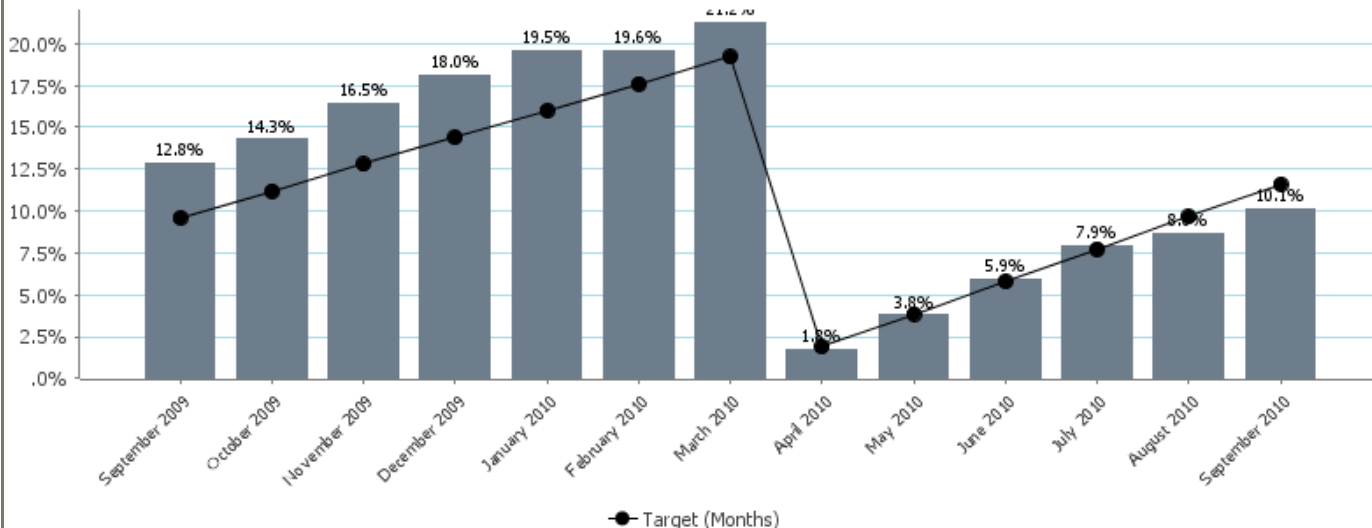
NI 135	% of carers receiving needs assessment or review and a specific carer's service, or advice and information - YTD (LAA)			
Status:	YTD against last year	September 2010	Current Target:	Polarity:
Red		10.1%	11.6%	Aim to Maximise

Rationale

This indicator measures the number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year.

Related PIs

The number of adults receiving a community-based service during the year	2010/11	5262
Number of carers receiving a specific carers service, advice or information, following a carer's assessment or review	2010/11	530


Monthly Performance**AC02_P_N0135 % of carers receiving needs assessment or review and a specific carer's service, or advice and information - YTD (LAA)****Comment**

The Framework-i system has now been updated in order to make it easier to record when a carer receives information and advice. This will help increase the number of carers recorded on the system, and therefore improve performance in this indicator over the next few months.

Past Performance and Benchmarking

	Value	London Boroughs - BQ	All England - Average	London Boroughs - TQ	London Average
2008/09	22.1%	17.0%	23.0%	23.2%	21.0%
2009/10	21.2%				24.6%
Value					
April 2010				1.8%	
May 2010				3.8%	
June 2010				5.9%	
July 2010				7.9%	
August 2010				8.6%	
September 2010				10.1%	
October 2010					
November 2010					
December 2010					
January 2011					
February 2011					

CR

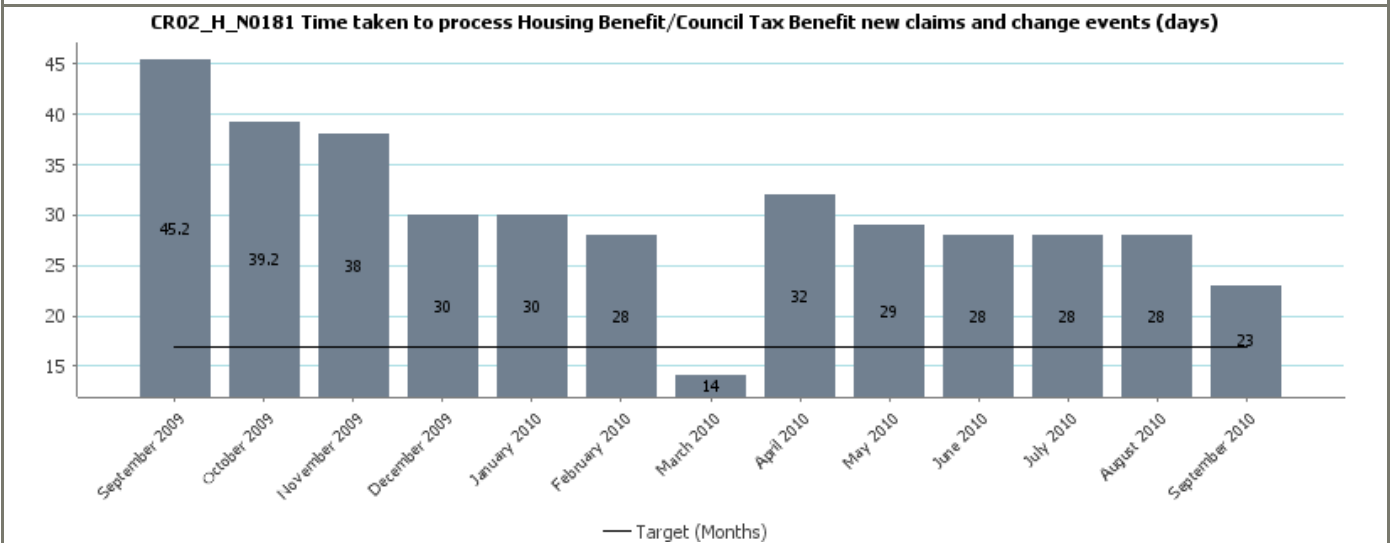
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red		28	17	Aim to Minimise

Rationale

This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and change of circumstances reported by customers receiving those benefits.

Related PIs

Monthly Performance




Comment

With the ring fenced backlog cleared there has been a marked improvement in performance against this target this month. This trend is likely to continue. The service continues to manage an increasing caseload due to prevailing economic conditions and the amount of live claims has reached an all time high of 41,000+.


Productivity of Benefit officers has increased by around 10% and various other process improvements continue to be put in place to enable the Service to cope with the increase in demand. E-benefits continues to improve the speed of processing with 58% of new claims paid within 10 days and 70% paid within 17 days.

Past Performance and Benchmarking

	Value	London Average
2008/09	18.3	
2009/10	24	11.9
		Value
April 2010		32
May 2010		29
June 2010		28
July 2010		28
August 2010		28
September 2010		23
October 2010		
November 2010		
December 2010		
January 2011		
February 2011		
March 2011		

CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)																																													
Status:	YTD against last year	2010/11	Current Target:	Polarity:																																										
Red		59%	70%	Aim to Maximise																																										
Rationale																																														
Related PIs																																														
Call Centre calls answered as a % of calls presented			2010/11	85%																																										
Monthly Performance																																														
<p align="center">CR07_H_L0006 Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)</p> <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>September 2009</td><td>49%</td><td>70%</td></tr> <tr><td>October 2009</td><td>62%</td><td>70%</td></tr> <tr><td>November 2009</td><td>48%</td><td>70%</td></tr> <tr><td>December 2009</td><td>64%</td><td>70%</td></tr> <tr><td>January 2010</td><td>55%</td><td>70%</td></tr> <tr><td>February 2010</td><td>65%</td><td>70%</td></tr> <tr><td>March 2010</td><td>35%</td><td>70%</td></tr> <tr><td>April 2010</td><td>15%</td><td>70%</td></tr> <tr><td>May 2010</td><td>54%</td><td>70%</td></tr> <tr><td>June 2010</td><td>67%</td><td>70%</td></tr> <tr><td>July 2010</td><td>79%</td><td>70%</td></tr> <tr><td>August 2010</td><td>73%</td><td>70%</td></tr> <tr><td>September 2010</td><td>64%</td><td>70%</td></tr> </tbody> </table> <p align="center">● Target (Months)</p>					Month	Performance (%)	Target (%)	September 2009	49%	70%	October 2009	62%	70%	November 2009	48%	70%	December 2009	64%	70%	January 2010	55%	70%	February 2010	65%	70%	March 2010	35%	70%	April 2010	15%	70%	May 2010	54%	70%	June 2010	67%	70%	July 2010	79%	70%	August 2010	73%	70%	September 2010	64%	70%
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Comment		Past Performance and Benchmarking																																												
<p>The year to date performance as at the end of September 2010 (59%) has increased by 1 percentage points over the August year to date performance of 58%. In September, 64% of the calls answered were answered within 30 seconds and overall, of the number of calls presented, 96% were answered.</p>		Value																																												
		2008/09		75%																																										
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CYPS

NI 59 (10 days)	Percentage of initial assessments for children's social care carried out within 10 working days of referral			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red		65.8%	70%	Aim to Maximise

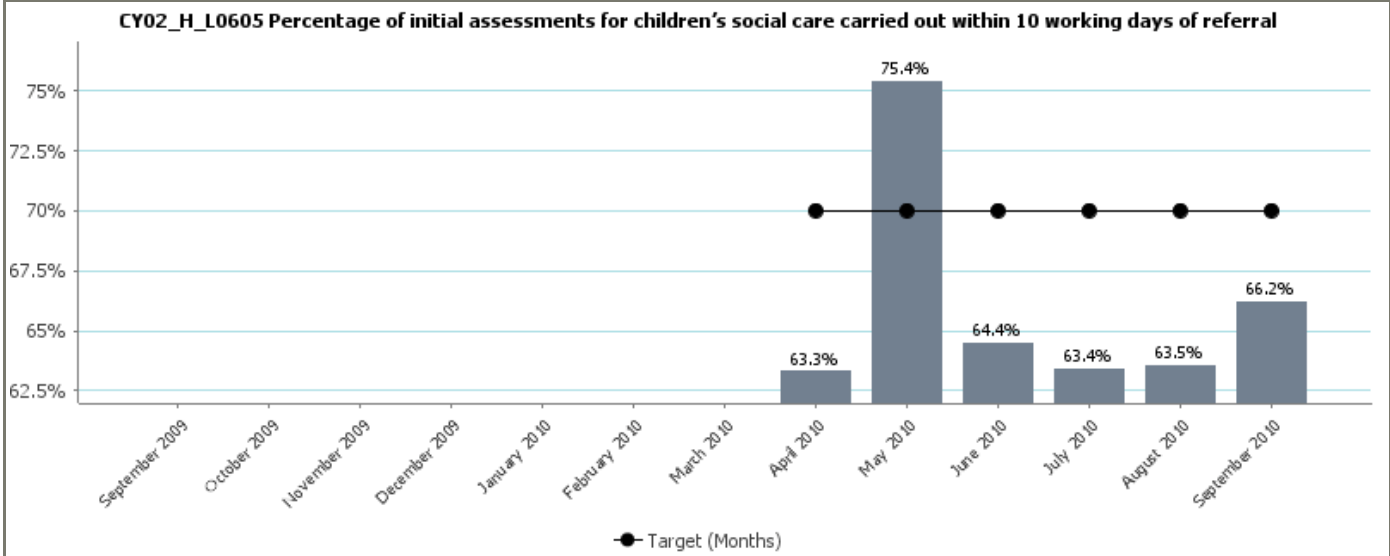
Rationale

This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas

The number of initial assessments completed in the period between 1 April and 31 March, within ten working days of referral, as a percentage of the number of initial assessments completed in the period between 1 April and 31 March.

Related PIs


The number of initial assessments completed within ten working days of referral	2010/11	640
Percentage of initial assessments for children's social care carried out within 7 working days of referral (LAA)	2010/11	29%
The overall of initial assessments completed in the period	2010/11	973

Monthly Performance**Comment**

We are making progress against the target whilst keeping the quality on an improvement trajectory.

Past Performance and Benchmarking

	Value
2008/09	
2009/10	
	Value
April 2010	63.3%
May 2010	75.4%
June 2010	64.4%
July 2010	63.4%
August 2010	63.5%
September 2010	66.2%
October 2010	
November 2010	

NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red		58%	70%	Aim to Maximise

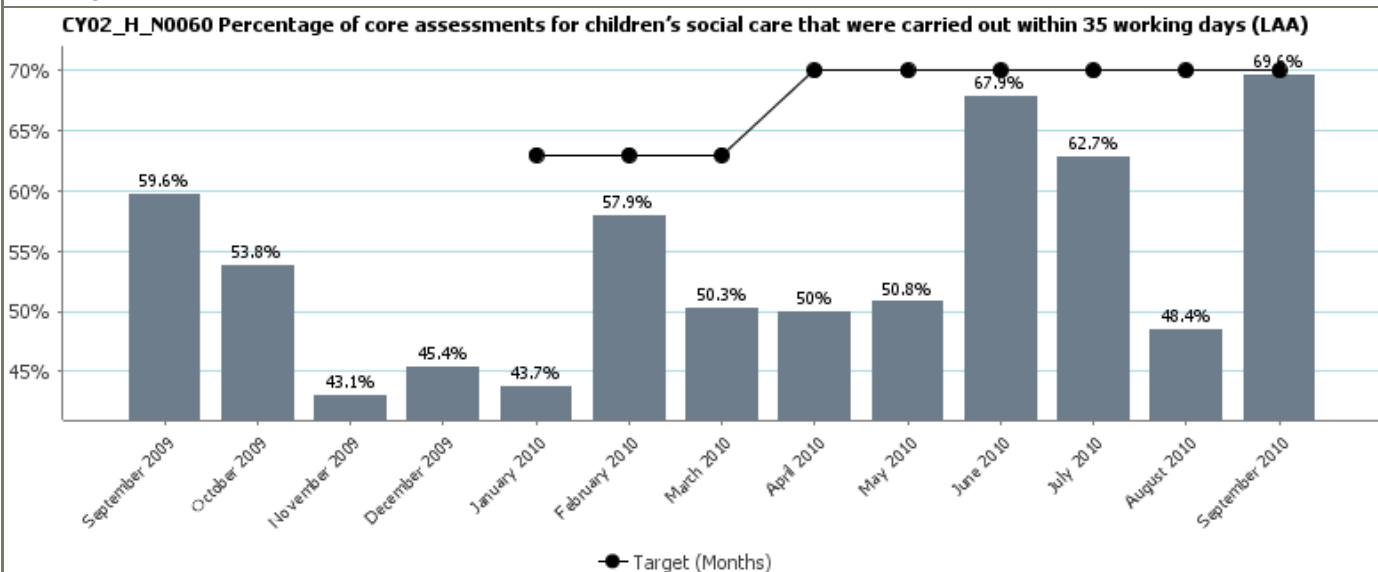
Rationale

This indicator measures the percentage of core assessments which were completed within 35 working days.

Related PIs

The total number of core assessments completed	2010/11	629
The number of core assessments that had been completed within 35 working days	2010/11	365

Monthly Performance



Comment

All systems and working arrangements are in place to enable continued progress in this area.

Past Performance and Benchmarking

	Value	London Boroughs - BQ	All England - Average	London Boroughs - TQ	London Average
2008/09		78%	78.4%	88%	80.4%
2009/10	47.3%	66.1%	74%	84.1%	73%
				Value	
	April 2010			50%	
	May 2010			50.8%	
	June 2010			67.9%	
	July 2010			62.7%	
	August 2010			48.4%	
	September 2010			69.6%	
	October 2010				
	November 2010				
	December 2010				
	January 2011				
	February 2011				
	March 2011				

POD

BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red	↑	9.1	8.5	Aim to Minimise

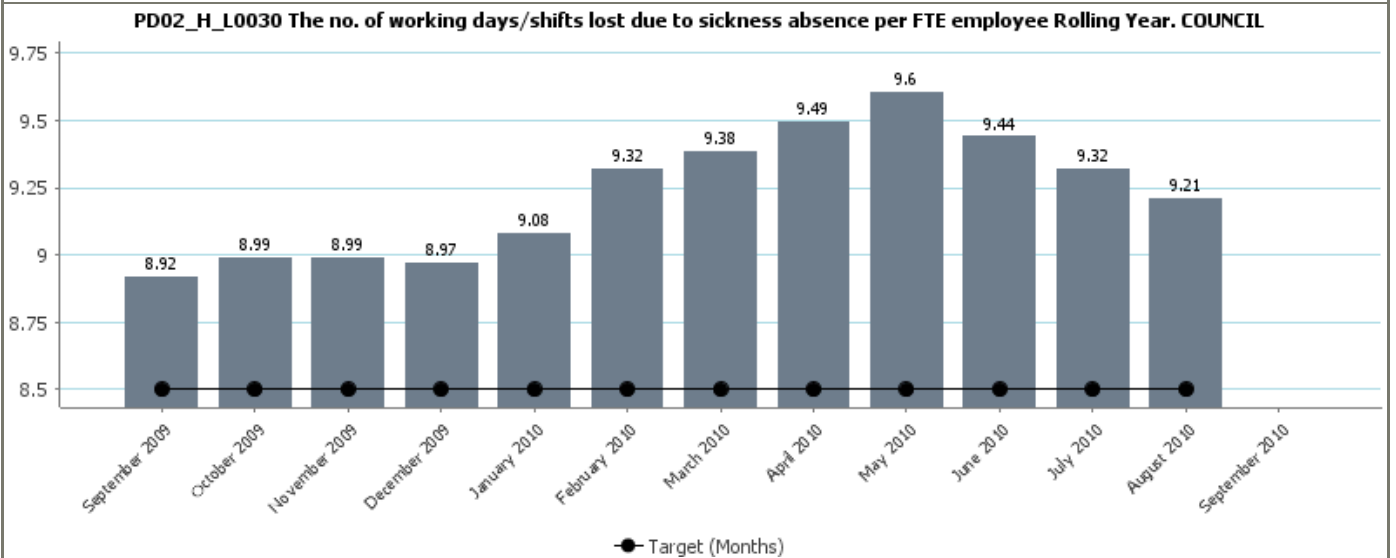
Rationale

Purpose: To monitor the level of sickness absence in local authorities.
 Definition: The numerator is defined as the total number of working days lost due to sickness absence, including industrial injury, irrespective of whether this is self-certified, certified by a GP or long-term.
 Calculated as average days per employee not as a percentage.

Related PIs

The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. ACCS	September 2010	8.83
The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. CR	September 2010	10.03
The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. CYPS	September 2010	10.27
The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. POD	September 2010	3.91
The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. PPP&C	September 2010	8.2
The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. UE	September 2010	13.21

Monthly Performance



Comment

Management actions to control sickness absence have been identified and are being monitored.
 Realistic targets have been set for each business unit to achieve the overall stretching 8.5 days target


Number of working days lost per full time equivalent employee:

- UE: Target 10.7days;
- PPP&C: Target 8.2days;
- ACCS: Target 8.6 days;
- POD: Target 4.7 days;
- CYPS: Target 9.6 days;
- CR: Target 8.3 days.

Past Performance and Benchmarking

	Value	London Average
2008/09	8.88	
2009/10	9.38	8.62
		Value
April 2010		9.49
May 2010		9.6
June 2010		9.44
July 2010		9.32
August 2010		9.21
September 2010		9.1
October 2010		

UE

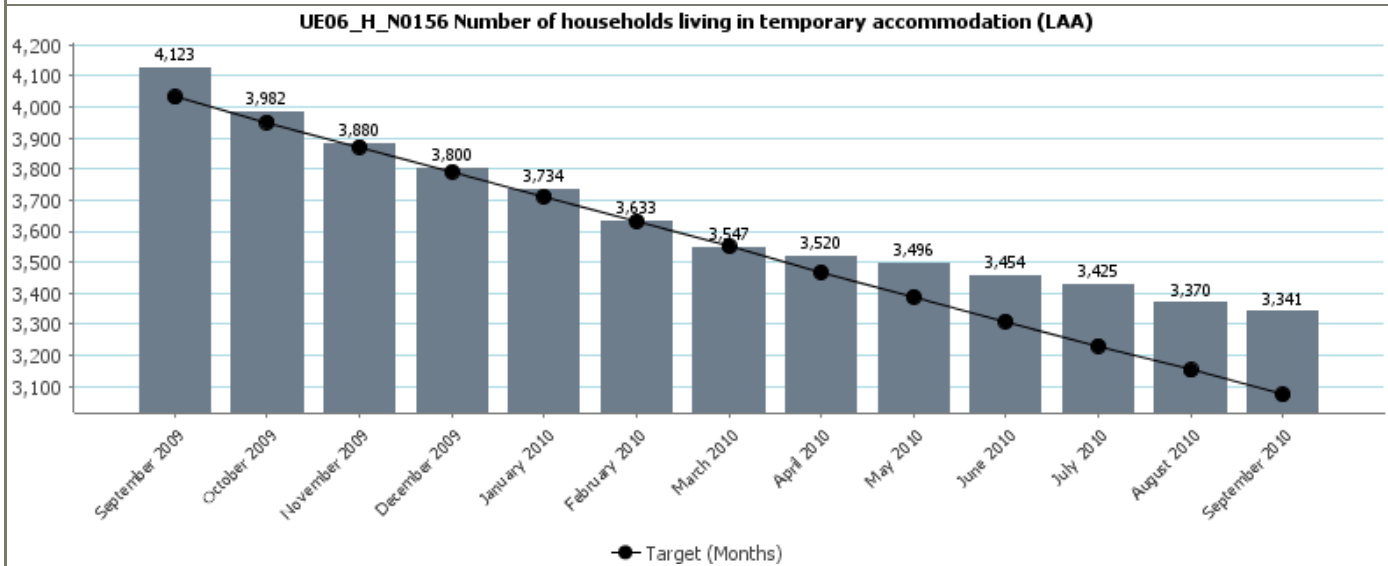
NI 156	Number of households living in temporary accommodation (LAA)			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red		3,341	3,073	Aim to Minimise

Rationale

This indicator measures the numbers of households living in temporary accommodation provided under the homelessness legislation.

Related PIs

Monthly Performance




Comment

Work to reduce numbers in TA continues. There have been particular problems in the last quarter in securing alternative supply in the private sector. This has meant that more households have had to remain in temporary accommodation. Efforts are continuing to secure alternative supply which will assist the continued drive to reduce numbers, although this is becoming increasingly difficult as suppliers continue to explore the market for a range of options.

Past Performance and Benchmarking

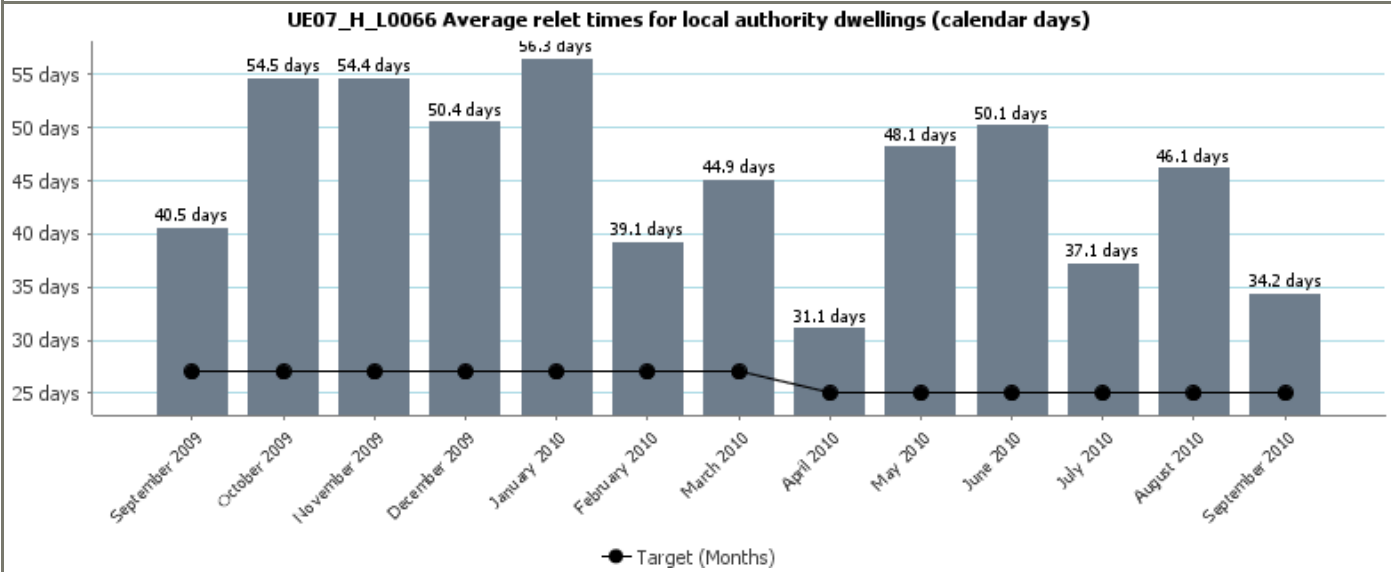
	Value	London Boroughs - BQ	All England - Average	London Boroughs - TQ	London Average
2008/09	4,548				1,448
2009/10	3,547	1,779	188	611	1,183
		Value			
April 2010		3,520			
May 2010		3,496			
June 2010		3,454			
July 2010		3,425			
August 2010		3,370			
September 2010		3,341			
October 2010					
November 2010					
December 2010					
January 2011					
February 2011					
March 2011					

L0066 BV 212	Average relet times for local authority dwellings (calendar days)			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red		40.9 days	25 days	Aim to Minimise

Related PIs

Average general needs relet times for local authority dwellings(calendar days)	2010/11	38.4 days
Average supported housing relet times for local authority dwellings (calendar days)	2010/11	52.8 days

Monthly Performance



Comment

The figure provided for September 2010 is only provisional until approved by HfH's Executive Management Team (EMT) Board. HfH will provide a commentary following the EMT Board meeting and therefore the commentary provided relates to last month's performance.

The commentary below relates to the previous months performance for August 2010:

The number of days for a void to reach ready for let status (VAV). The performance for August was 20.7 days against a target of 16 days compared to 16.52 days for July.

The contributory factors include process flaws leading to significant dead time in the life of the void, productivity not being fully maximised by use of efficient work planning and management. Low take up (4%) of the 4 weeks incentive scheme. As part of the Void Improvement Plan (VIP) there have been considerable developments to improve the turnaround and, building on the improvement HfH have started to review all DLO /Repairs functions.

Past Performance and Benchmarking

	Value
2008/09	44.3 days
2009/10	44.6 days
	Value
April 2010	31.1 days
May 2010	48.1 days
June 2010	50.1 days
July 2010	37.1 days
August 2010	46.1 days
September 2010	34.2 days
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

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Table 1: **Revenue 2010/11** - The aggregate revenue projected position in 2010/11 is shown in the following table.

	Approved Budget	Projected variation
	£m	£m
Children and Young People	70.5	7.2
Adults, Culture & Community	77.5	0.5
Corporate Resources	6.2	(0.4)
Urban Environment	53.8	2.3
Policy, Performance, Partnerships & Communications	2.1	(0.3)
People, Organisation & Development	(0.8)	(0.3)
Chief Executive	1.0	0.0
Non-service revenue	34.7	(3.0)
Total - General Fund	245.1	6.0
Children and Young People (DSG) - Non-Schools	0.0	0.0
Children and Young People (DSG) - ISB	0.0	0.0
Total - Dedicated Schools Grant	0.0	0.0
Total - Housing Revenue Account	2.9	0.3

Table 2: **Capital 2010/11** - The aggregate capital projected position in 2010/11 is as shown in the follow

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People			
BSF Schools Capital Programme	62.9	28.5	
Primary Capital Programme	9.9	2.8	0.3
Early Years, Community and Access	3.1	0.8	(0.1)
Planned Asset Maintenance	0.9	0.9	
Devolved Schools Capital	1.6	0.0	
Social care and other	0.1	0.0	
Total - Children & Young People	78.4	33.1	0.2
Libraries	0.9	0.4	
Agency (DFG)	1.6	0.5	
Housing Aids & Adaptations	1.5	0.6	
Lordship Recreation Grounds	0.8	0.1	0.1
Sports and Leisure Improvement Programme	0.9	0.1	
Play Provisions	0.9	(0.0)	
Strategic Sports Pitches Improvement Programme	0.4	0.0	(0.1)
Other schemes/projects under £1m	2.2	0.4	
Total - Adults, Culture & Community	9.1	2.1	0.0
Corporate Resources			
Information Technology	2.6	0.3	
Property Services	0.2	0.0	
Corporate Management of Property	0.8	0.3	
Accommodation Strategy Phase 2	3.2	0.2	
Hornsey Town Hall	1.2	0.1	
Alexandra Palace - Replacement Ice Rink& Repairs& Maintenance	2.8	(0.1)	
Other schemes/projects under £1m		0.3	
Total - Corporate Resources	10.7	1.2	0.0
Urban Environment – General Fund			
Parking Plan	0.6	0.1	
Street Lighting	0.8	0.2	
BorRds,H'Ways Resurfacing	1.3	1.0	
TFL	3.9	1.2	
Marsh Lane Depot Project - GAF 3	3.1	0.3	(1.8)
Other schemes/projects under £1m	2.6	1.5	(0.2)
Total - Urban Environment – General Fund	12.3	4.4	(2.1)
Urban Environment - HRA			
Planned Preventative Maintenance	3.0	0.5	0.0
Housing Extensive Void Works	1.2	0.6	0.3
Boiler Replacement	2.2	1.4	0.4
Capitalised Repairs	4.4	1.4	
Lift Improvements	1.5	0.4	(0.0)
Decent Homes Standard	33.5	11.0	
Mechanical & Electrical Works	3.2	0.3	(0.2)
Professional Fees	1.4	1.0	0.0
Fire Protection Work	1.6	0.9	
Other schemes/projects under £1m	2.4	0.4	(0.4)
Total - Urban Environment - HRA	54.3	17.8	0.1
Total- Haringey Capital Programme	164.8	58.5	(1.8)

Table 3: Proposed virements are set out in the following table.

Revenue Virements						
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
6	ACCS	Rev	101	101	Corrective Budget Realignment	Virement from Older People Residential Care to Emergency Response to cover underachieved income
6	ACCS	Rev	133.3	112.3	Corrective Budget Realignment	Adjustment to recharge budget for Wolves Lane
6	ACCS	Rev	125	208	Corrective Budget Realignment	Transfer budget for transition client from Learning Disabilities to Mental Health
6	ACCS	Rev	107.2	0	2010/11 Grant Allocation	Allocation of AIDS Support Grant
6	ACCS	Rev	186.7	186.7	Corrective Budget Realignment	Realignment of Park Force budgets
6	ACCS	Rev		300	Budget Savings	To make permanent the previously temporary vacancy factor budget reductions
6	ACCS	Rev*	300	300	Corrective Budget Realignment	Allocate Directors "Special Measures" (contingency) budget to care purchasing on a permanent basis.
2	UE	Rev	244.3	244.3	Corrective Budget Realignment	Transfer budget from publicity to more appropriate account
3	UE	Rev*	451	451	Corrective Budget Realignment	Review of contingency codes
4	UE/ACCS	Rev	165	165	Corrective Budget Realignment	Realignment of budgets within Planning, Regeneration and Economic business unit and transfer of £70k groundwork budget to Recreation services where works are carried out.
5	UE	Rev*	439	0	Corrective Budget Realignment	Realignment of TFL revenue grant income
5	UE	Rev	154.5	154.5	Corrective Budget Realignment	Realignment of budgets within housing options team to reflect activities and team structures
6	UE	Rev	139.9	0	Corrective Budget Realignment	UE 10% Top Slice - Supply & Services budgets moved from service to Directors budget
6	UE	Rev*	446.8	0	2010/11 Grant Allocation	Allocation of grant from North London Strategic Alliance to fund Upper Lee Valley Partnership (£220k) & North London Strategic Alliance (£226k) projects
7	UE	Rev*	275	0	2010/11 Grant Allocation	Allocation of New Deals for communities grant to fund Dev and Emb Neighbourhood Mangt (£200K) & Succession and legacy (£75K) projects
6	POD	Rev	160	0	2010/11 Grant Allocation	Social work training grant
6	NSR	Rev	62	118	Corrective Budget Realignment	Realisation of Property value for money savings
6	Council wide	Rev*	411.2	411.2	Corrective Budget Realignment	Insurance Recharges 2010-11

Capital Virements						
Period	Service	Key	Amount current year (£'000)	Full year Amount	Reason for budget changes	Description
5	UE	Cap*	264		Grant Allocation 2010-11	Approved capital funding for Coleridge road (S106), Muswell Hill low carbon zone project (GLA), TFL monies for Electric charging points, TFL monies for Cycling Greenways Link 04, Hermitage and Brabant roads (S106)
5	UE	Cap	101		Grant Allocation 2010-11	Capital TFL monies approved to fund High Road and Car Club projects and S106 to fund Lordship Lane

1 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table. These changes fall into one of the following categories:

all changes in gross expenditure and/or income budgets between business units in excess of £100,000; and

all changes in gross expenditure and/or income budgets within business units in excess of £100,000.

any virement that affects achievement of agreed policy or produces a future year's budget impact if above £100,000.

2 Under the Constitution, certain virements are key decisions. Key decisions are:

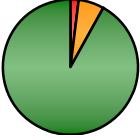
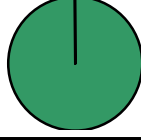
· for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and

· for capital, any virement which results in the change of a programme area of more than £250,000.

3 Key decisions are highlighted by an asterisk in the table.

4 The above table sets out the proposed changes. There are two figures shown in each line of the table. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year).

Table 3: **RAG status** of planned savings and planned investments

Council Wide Savings and Investments	2010/11 Target £'000	Sep-10	
Planned Savings - Red		166	
Planned Savings - Amber		469	
Planned Savings - Green	<i>8,004</i>	7,369	
Planned Investments - Red		0	
Planned Investments - Amber		0	
Planned Investments - Green	<i>8,899</i>	8,899	

Agenda item:

[No.]

Cabinet

On 16/11/2010

Report Title. Update on Strategic Commissioning Programme

Report of **Niall Bolger** , Director of Urban Environment

Signed : pp  3/11/2010 .

Contact Officer : Niall Bolger 020 8489 4523

Wards(s) affected: **All**

Report for: **Key**

1. Purpose of the report

1.1. Cabinet received a report on the council's proposed Strategic Commissioning Policy in March 2010. This is an update report on the progress of the early implementation of the Strategic Commissioning Programme, identifying lessons learnt from the pilot projects, identifying a model for commissioning in Haringey , establishing commissioning standards and setting objectives for commissioning activity, together with a timetable for the decisions required on the pilot projects and the wider roll out of the approach to support the delivery of the Haringey Efficiency and Savings Programme .It sets out a model which will help members to focus upon the decisions to be made .

2. Introduction by Cabinet Member –

2.1. This report sets out the one of the foundations for the future organisation of the way the council will deliver its services. The report builds upon develops the commissioning framework considered by cabinet earlier this year. The council faces the severe financial constraints over the next few years and our ability to effectively commission in a manner which meets our strategic objectives will be critical to the overall success of the council.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 The approach underpins the delivery of the vision for L B Haringey – ‘A Council we are all proud of – Delivering high quality , cost effective services

3.2 It also underpins the Haringey Strategic partnership vision of a ‘A place for diverse communities that people are proud to belong to ‘ where people are truly at the heart of change

3.3 The approach will also support the delivery of the council’s priorities :

- A safer future for all
- Brighter futures for Children and Families
- A cleaner greener and more sustainable future
- Homes and neighbourhoods fit for the future
- Spending wisely and investing in the future

4. Recommendations

Cabinet is recommended:

(i) to agree the strategic commissioning model as Haringey’s future Commissioning Framework; and

(ii) to adopt this approach and (change) methodology in respect of other key Council Services.

5 Reasons for Recommendations

5.1 There are a number of imperatives driving this approach, including;

- The need to improve services in a period of fundamental change,
- Reducing costs in a period of unparalleled resource constraints,
- The evaluation of services to ensure they are understood from the user’s perspective,
- Strategic Commissioning will form a fundamental part of the direction of travel for LB Haringey. This will require an evolutionary approach to the Strategic Commissioning Policy in terms of governance and delivery.

5.2 The Strategic Commissioning policy agreed by cabinet in March 2010 is firmly based on strong public sector values. It provides an approach to ensuring that the residents and businesses of Haringey receive better public services which are grounded in recycling resources in the local economy. The focus will always be on maximising positive outcomes in terms of public benefit, rather than approaches that are based on narrow outputs. However, the Council recognises that services must be at a price that people wish to pay (whether through their contribution as Council Tax or by direct payment) and our commissioning intentions are premised on the fact that we need to manage within constrained resources - we will seek to reduce costs wherever possible in line with our communities’ priorities in order to secure continuous attention to the value for money of the services we provide for our residents. This is particularly important in light of the reductions in council’s future finances.

5.3 Whilst ensuring a continued focus on positive outcomes, public services must be prepared to take evidence based; pragmatic and innovative approaches to the way services are delivered. This will lead to the greater involvement of citizens and the third and fourth sectors in the development and delivery of service models. There are clearly a range of options for service design and delivery, which does not necessarily mean that the Council will provide them directly.

6. Other Options considered

6.1. The development of the Strategic Commissioning framework reflects the necessity to respond to the changing pressures and context in which the council works by reviewing the way in which it commissions its services. It has therefore not been appropriate to consider other options, however as services are re-commissioned options for the future delivery of these services will be considered.

7. Summary

7.1 Background

7.1.1 It is clear that a comprehensive approach to strategic commissioning is critical to meeting the Council's objectives and priorities in a period of reduced resources and changing expectations on public service. It has been identified as a key delivery stream within the Haringey Efficiency and Savings programme through which the Council is seeking to deliver better outcomes and meet local needs in the context of reduced resources, changing aspirations, new parameters of national policy and continuing increases in demand.

7.1.2 There is a need for a common organisational culture for meeting local priorities, which uses a common vocabulary and approach in deciding what priorities are critical, what options for meeting them are possible, and what arrangements are required to achieve the desired outcomes and results. The outcomes that the Council is seeking must be clear, and the means to deliver those (through direct provision, contracts, grant aided services, management buy-outs, partnership arrangements, delegation to other agencies or other mechanisms of procurement) follow from those outcomes, rather than form the starting point for seeking efficiencies and establishing commissioning arrangements.

7.1.3. The original Commissioning and Procurement Policy set out a robust and comprehensive methodology for how to market test and procure services that the Council wished to provide. This framework is set out in Appendix 1. However it did not provide a means of fundamentally challenging whether these activities needed to be undertaken at all, or whether the results sought could be achieved through alternative means.

7.1.4. The new context is that Strategic Commissioning provides a framework to undertake a fundamental review identifying the demand supply and need for services to achieving those outcomes that the Council sets as its priorities. The key requirements of a Strategic Commissioning approach are that it should enable the Council to reduce cost and improve

Efficiency; decommission and stop providing non-priority activities and measure outcomes against its priorities.

7.2 Progress on Commissioning Pilots

7.2.1 Although four pilot projects were identified to test the commissioning framework set out in Appendix 1, significant commissioning of services has been undertaken within the council for a number of years, particularly within Adults, Children's and Urban Environment, including the ongoing development of joint commissioning of services with other partners and public sector organisations. The undertaking of the pilots was to bring together the specialisms, experience and skills of the staff undertaking commissioning within their individual services into a wider virtual team to support a consistent council wide approach to develop a commissioning culture for all council services.

7.2.2 Four pilot areas of commissioning activity were identified in the original programme brief and set out in the reports to CEMB and Cabinet in October 2009 and March 2010. These have been subsequently confirmed as:-

- Extra Care Housing ;
- Disaffected and vulnerable young people;
- Parking and Sustainable Transport;
- Regulatory Services.

7.2.3 The programme envisaged that on the basis of a scope agreed with the relevant department and with resources made available from the service area, the commissioning pilots would:-

- test the application of the commissioning policy to the area of service;
- identify specific commissioning objectives;
- quantify the scale, timescales, risks and opportunities for realising efficiencies and/or changing the service model;
- realise efficiencies within 2010/11 financial year and future years ;
- provide learning to allow a revision and agreement of the commissioning policy;
- identify the skills and competencies required for effective commissioning activity; and,
- propose steps to deploy or develop these skills and competencies to meet future commissioning intentions.

7.3 Lessons learnt

7.3.1 Commissioning is primarily about defining outcomes and results for citizens/customers, the procurement process provides the mechanisms to be employed to deliver the outcomes. The role of the local authority is changing rapidly away from being the main provider or purchaser of services towards a strategic role, working with partners to ensure that valued public services are available – but these may be supplied from a variety of providers and agencies. Commissioning is therefore about having a process to inform decisions and set priorities. Strategic Commissioning includes, and relies on, effective procurement, but is much

more about the role of the local authority and providing the leadership and direction to deliver better outcomes. This is particularly true as the pattern of provision is likely to change and shrink and will be shaped much more by direct customer choice and direct. Demand (from citizens, residents, businesses, communities) may be met by supply from a range of sources, many of which may not involve the local authority directly.

7.3.2 The work on the pilots has established some clear requirements for effective commissioning work. There is a need for strategic oversight – to coordinate, prioritize and forward plan, to support joint working and partnerships and to ensure that specific services fit with a corporate approach to commissioning.

7.3.3. The development of strategic commissioning approach needs to reflect strong relationships with policy and finance and must be informed by a robust analysis of need. This has been particularly illustrated through the work on the Extra Care and Vulnerable Young People pilots. Projects must be able to source key skills and resources – for example data interrogation and analysis, financial modelling, project management and change management, and communication and marketing capacity.

7.3.4. Methods and tools used in the pilots have included the following:

- Robust and detailed financial modeling of the outcomes
- Research and analysis of practice and experience elsewhere
- Customer insight and experience mapping
- Professional good practice models and performance data
- Consultation, engagement and marketing
- Collaboration with partners
- Income generation
- Make or buy choices
- Fundamental challenge to presumption of separate and independent capacity and provision by each separate agency

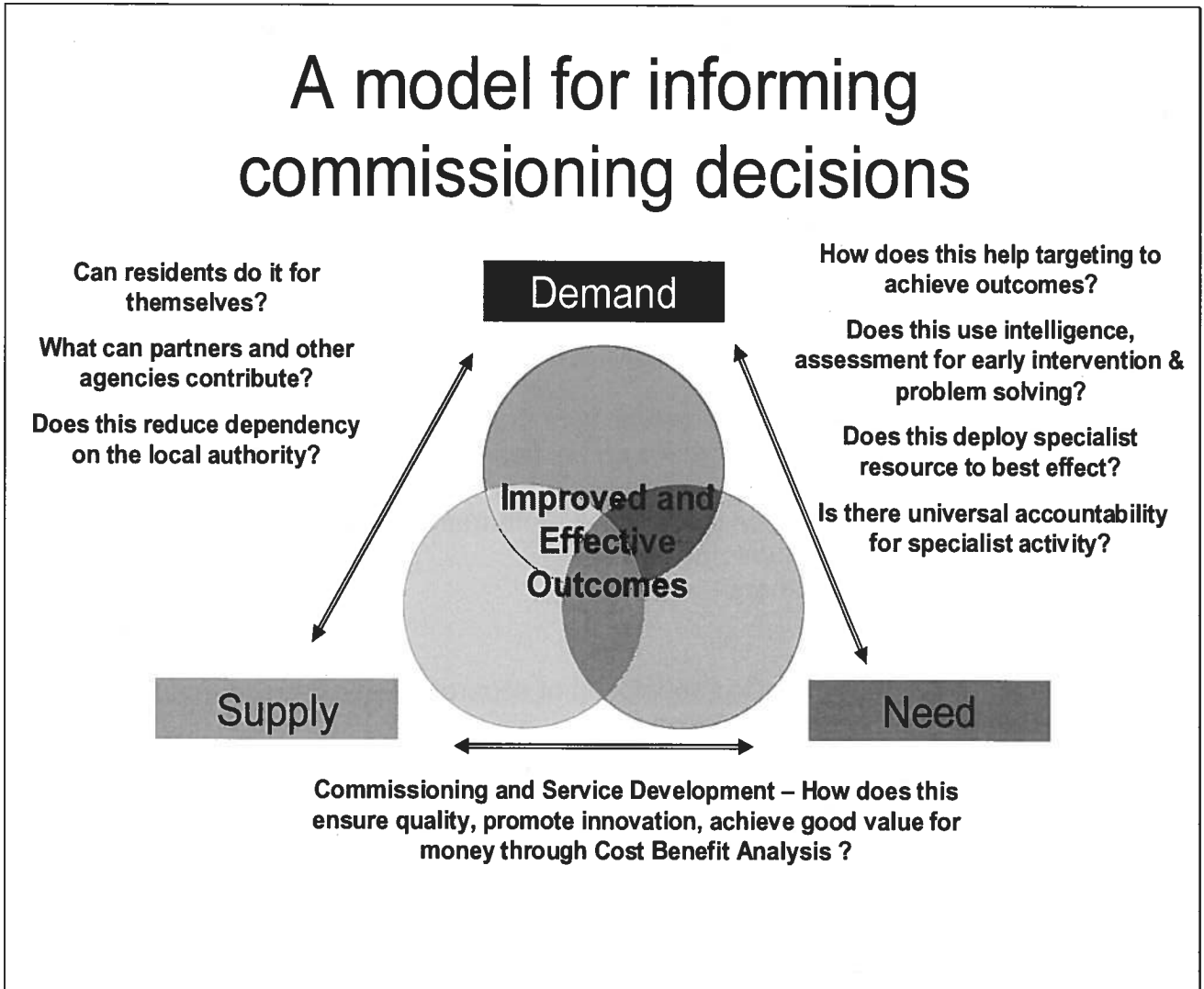
7.3.5 The evidence from pilot work suggests that commissioning, procurement and purchasing functions are currently delivered in a fragmented approach by different areas of the council. Commissioning expertise is dispersed across the council. The skills and competencies for supporting commissioning already exist but are undervalued and subsumed within a focus on operational delivery. Some skills and competencies are in need of further strengthening such as financial modelling etc.

7.4 Commissioning Model

7.4.1 Members and partners need to be fully engaged in setting priorities and ensuring outcomes are delivered. The diagram of the model below has been developed through the experience of the pilots and a series of workshops as the Strategic Commissioning Programme has developed. It is presented for endorsement as an approach that can be applied across all services as a way of informing commissioning decisions, and articulating the different perspectives of demand, supply and need that need to be balanced through effective commissioning. The model fits with the overall definition of commissioning adopted by the

Council:

“The process, system and means of securing long-term, sustainable outcomes which meet the needs of our diverse customers and communities whilst providing excellent value for money”.
Haringey’s Strategic Commissioning Policy



7.4.2 An example of the use of this model to inform decision making would be as follows:

The plans for a new Re-ablement Service for Haringey’s most vulnerable older residents¹ will transform the existing rapid response and in-house home care service into a Re-ablement Service at the point of hospital discharge. Evidence shows that investing in an

¹ As presented to the Leader’s Conference, September 2010

effective Re-ablement service can prevent hospital re-admission and reduce demand for costly long-term care packages by 30 - 40%²; while improving the independence of Haringey's vulnerable older people. In terms of the commissioning model above, the example demonstrates how redesigning the service can help to manage future demand, maximising both the efficient use of resources and outcomes for residents.

7.4.3 The model above links the key components for successful commissioning of demand for service, need for service and supply of service, with the questions that need to be answered to set the outcomes. These questions can be referenced to the key priorities that the council wishes to deliver. These are :

- A safer future for all
- Brighter futures for Children and Families
- A cleaner greener and more sustainable future
- Homes and neighbourhoods fit for the future
- Spending wisely and investing in the future

7.4.4 The future model for public services arising from the implementation of strategic commissioning will result in a pattern of services that is likely to have most of the following characteristics. In two to three years we expect many more services for citizens and residents to be:

- Centred on customers' needs rather than the existing pattern of provision
- Primarily delivered through universal and community settings
- More targeted at those with priority needs
- Based on evidence of improving results
- Recognising the varied and multiple ways in which individuals, families, communities and organisations can relate to services, for example as resident, citizen, customer (paying), user (non-paying), business, subject of regulation or enforcement, complainant or advocate/petitioner.
- Seeking to prevent crises through support and practical help rather than through enforcement, formal proceedings and the need for intervention
- Specific and time-limited, reflecting interventions for a purpose rather than open-ended entitlements to provision
- Encouraging citizens to build their own capacity, develop resilience and reduce dependency on accessing formal services
- Aimed as achieving specific outcomes or results agreed with the user
- Family, community and neighbourhood based, delivered at home or through a accessible location rather than at a given service site
- Linked to other services rather than stand alone, working across professional and agency boundaries in the interests of the resident, citizen or customer
- Able to access timely and appropriate specialist input, commissioned borough or city wide but deployed locally
- More responsive to issues of poverty, deprivation, ethnicity, disability and social exclusion

² Source: Department of Health Care Services Efficiency Programme (CSED)

- Delivered in closer co-operation with other agencies and partners, who met defined standards of quality, performance and value for money
- Extensive development of need to develop new and current markets within the voluntary sector to deliver future services to customers and clients particularly as the council moves from giving grants to commissioning services from the 3rd Sector
- The need to make new markets as the type of service provided to clients is changed e.g. the Personalisation agenda in Adult Services.
- Commissioned to published standards, to meet shared priorities identified in the Community Strategy and other published plans.
- Identifying the risks to the organisation and the customer and clients it services of the changes to the way services are commissioned and decommissioned in the future.

7.5 Next Steps

7.5.1. The next steps are the consideration of the individual reports from each of the pilot projects which will be considered by cabinet over the next 2 meetings, including Parking and Sustainable Transport which is to be considered later on the agenda.

7.5.2 The future projects will be determined by the decisions made on the priorities and areas for review within the Strategic Commissioning Stream within the Haringey Efficiency and Savings Programme.

8 Chief Financial Officer Comments

8.1 This report identifies at paragraph 7.2.2 the four initial pilot projects which will themselves be the subject of individual reports to Cabinet which will contain specific Financial comments.

8.2 This report is agreeing a methodology and a way forward and thus is not specifically about savings to be achieved from the pilots or any other projects. However, in order to address the significant financial challenges facing the Council going forward the need to identify considerable savings will need to be a key feature of future commissioning.

8.3 Some specialist commissioning support has been used in 2010-11 in order to support this work stream. This is due to cease shortly and therefore the management and delivery of the pilot and other projects will need to be met from existing resources.”

9 Head of Legal Services Comments

9.1 Legal Services is supportive of this Policy Initiative. There are no specific legal issues at this time as the clients are already obtaining legal advice on the specialist areas covered by the policy e.g. Social care work: waste management contracts.

10 Equalities &Community Cohesion Comments

10.1 The equalities service is supportive of this policy initiative and note the need to consider equalities and diversity issues has been acknowledged in the report. The service recommends that an equalities impact assessment is undertaken to ensure there is equality of opportunity for all. It is recommended that equal opportunities monitoring of strategic commissioning arrangements is carried out.

11 Consultation

11.1 Consultation will be undertaken with partners and voluntary groups as the pilots progress

12 Service Financial Comments

12.1 Please refer to section 8

13 Use of appendices /Tables and photographs

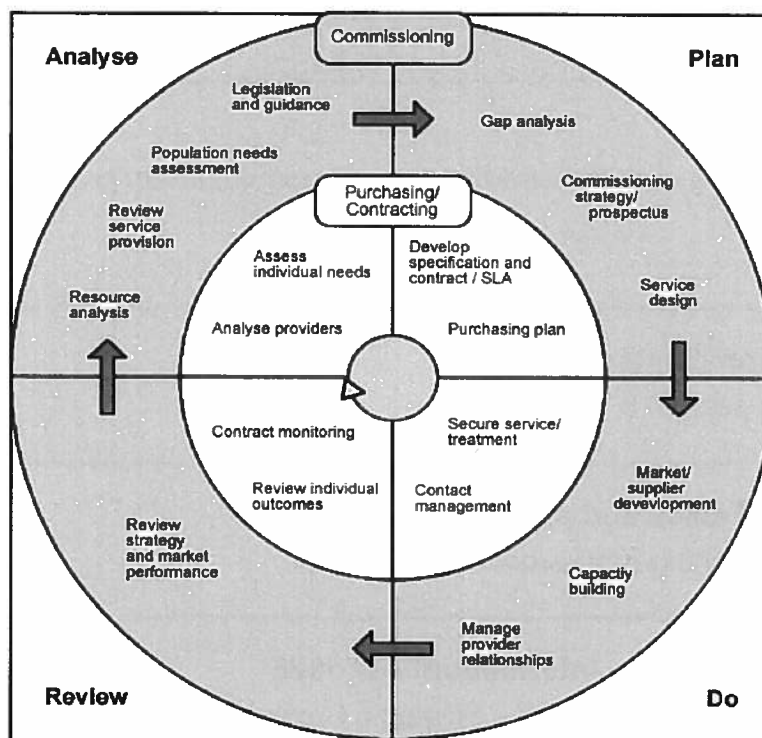
Appendix 1 – Commissioning framework

14 Local Government (Access to Information) Act 1985

14.1 Report to Cabinet 23rd March 2010 – Strategic Commissioning Policy

Appendix 1 Standard Model of Commissioning (currently used within the HSP)

1. Summarise Model



In simple terms:

- Assessing the needs of people and communities and identifying gaps – **Analyse**
- Specify what is required and develop ways to meet need with the available resources– **Plan**
- Influencing the market and secure the required services – **Do**
- Monitoring and reviewing the impact of services and learning for the future commissioning cycles – **Review**

This model will underpin our approach to commissioning and informs the step-by-step process for commissioning described below

These key elements of our approach inform the step-by-step commissioning process explained below.

The Step	Description
Analyse	
One Understanding Needs	Consider evidence base to understand needs of the local community and the priority outcomes for LB Haringey / HSP / LAA
Two Setting Commissioning Priorities	Consider: <ul style="list-style-type: none"> ▪ baseline performance and direction of travel on key targets; ▪ Areas of potential greatest financial gain; This will inform the services to be reviewed
Three Evaluating the service	<ul style="list-style-type: none"> ▪ Understand the market, the need now and in the future ▪ Evaluate the current and future service against “PEP” – Performance, Efficiency and Perception ▪ Examine how the service contributes to the corporate and partnership’s priorities and the sustainable development of Haringey
Plan	
Four Refining and identifying the options	<ul style="list-style-type: none"> ▪ Research, information gathering and interviews with other providers, clients and relevant organisations to inform options for appraisal Identify “best in class practice” and examine its replicability for Haringey
Five Designing the Brief	Development of appraising criteria and business needs based on identified outcomes (service and community) and PEP
Six Assessing and Approving the brief	Assess options against the agreed criteria and business needs
Do	
Seven Commissioning	Undertake tender exercise (Preferably by Competitive Dialogue but may include Open Tender or Restricted Procedure) resulting in recommendations to CEMB / Members
Eight Approving the contract	Approve award of contract
Nine Contracting	Negotiate detailed SLA with successful delivery organisation
Review	
Ten Ongoing Contract Monitoring	<ul style="list-style-type: none"> ▪ Ensuring that services are being delivered and achieving their outcomes, Robust performance management and taking proactive steps to address poor performance

Eleven Evaluation	Evaluate performance against contract specification, desired outcomes and key performance measures
Twelve Reviewing needs and priorities	Review of performance measures through a two way dialogue between commissioner and provider that allow for emerging priorities to be addressed



Agenda item

[No 1

Cabinet**On 16 November 2010**

Report Title.

Delivering an Early Years Single Funding Formula for Haringey

Report authorised by

Peter Lewis, Director Children and Young People's Service

Contact Officer :

Neville Murton 020 8489 3176
Belinda Evans 020 8489 3637

Wards(s) affected:

All

Report for:

Key Decision

1. Purpose of the report

- 1.1 To inform Members of the work that has been done to implement the statutory requirement to introduce the Early Years Single Funding Formula (EYSFF) from April 2011.
- 1.2 The intention is to improve the transparency of funding and have a single formula that addresses the current inequalities in the funding arrangements. The EYSFF replaces a number of different funding mechanisms that have been in place for Nursery Schools, nursery Classes in maintained schools, Children's Centres and provision in the Private, Voluntary and Independent (PVI) sector.
- 1.3 The free entitlement is a universal benefit of 15 hours per week provision over at least 38 weeks per year that will be allocated through a formula to fund childcare

for all three and four year olds in maintained settings or registered Private, Voluntary or Independent provision.

1.4 The Schools Forum must be consulted on the implementation of the EYSFF and established a sub-group to work with officers to guide the development of the EYSFF, comprising representation from Primary and Nursery Schools, Children's Centres, the PVI sector and Trade Unions. This is known as the EYSFF Project Board.

1.5 Detailed consultation took place in Autumn 2009 and Spring 2010 and the outcome of that is reflected in the proposed methodology for operating the formula.

1.6 Appendix 2 sets out the areas of the formula that have been subsequently reviewed. Cabinet is asked to agree further consultation on this formula with providers and with the Schools Forum.

1.7 Therefore, the purpose of this report is to inform members on progress on the detail of the EYSFF and to seek agreement on the proposed elements of the formula.

1.8 Cabinet will be asked to approve final recommendations in January 2011, following consultation organised by the EYSFF Board, and any further refinement of the formula necessary to ensure that this meets the needs of Haringey children and families. The formula will be implemented in April 2011 in accordance with the relevant regulations.

2. Introduction by Cabinet Member

2.1 The adoption of the Single Funding formula is a statutory requirement. There has been considerable consultation with providers and the report reflects that consultation. Further consultation will follow once the report has been agreed by Cabinet before a final decision in January.

2.2 The underlying principles on which the elements of the formula are based are aimed at achieving good quality care across the borough and targeting resources in a way that ensures the best outcomes for all children by compensating for deprivation and disadvantage where necessary.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 The introduction of the EYSFF is aligned to a number of key council priorities:

3.2 The plans reflect the Council Plan vision set out in strategic priority 3 to “Encourage lifetime well being”. The proposals address this priority by seeking to ensure there is equitable payment for all providers who are delivering to the highest possible quality, targeted at our more disadvantaged families.

In addition, the introduction of the Formula links to the Children and Young People’s Plan 2009 - 2020 priorities set out below;

Priority 1 – to improve health and well-being throughout life

Priority 3 – to improve safeguarding and child protection

Priority 4 – develop positive human relationships and ensure personal safety

Priority 5 – develop sustainable schooling and services with high expectations of young people

Priority 6 – engender lifelong learning for all across a broad range of subjects both in and out of school

Priority 10 – Empower families and communities

3.3 The programme also links with the Council’s Sustainable Community Strategy - 2007-2016, in particular the outcomes;

- Economic vitality and prosperity shared by all
- Safer for all
- Healthier people with a better quality of life.

3.4 The programme has clear links to the Council’s Child Poverty Strategy and Action Plan 2008-2011, namely;

Objectives 1: Addressing worklessness and increasing parental employment in sustainable jobs

Objective 2: Improving the take-up of benefits and tax credits

Objective 3: Reducing educational attainment gaps for children in poverty

4. Recommendations

4.1 That Cabinet agree the process for introducing the EYSFF in Haringey in April 2011 and the broad components of the formula;

4.2 That Cabinet receives a concluding report, including the recommendations of the Schools Forum, in January 2011 setting out any changes that have been made following the consultation process on the detail of the EYSFF.

5. Reason for recommendation(s)

- 5.1 Early indications are that greater targeting of resources will be central to the Governments future policy for early years and childcare. The Haringey draft Early Years policy (Appendix 1) is intended to ensure that services are of the highest quality and are targeted at the most disadvantaged so that outcomes for children are improved. This is the foundation for the EYSFF.
- 5.2 The EYSFF Project Board has involved a wide range of services and interested parties and the Board has discussed all aspects of the proposed policy and formula and will continue to work on the refinement of the formula during the current consultation period. Cabinet decisions will be incorporated into the final proposal for the implementation of the EYSFF in Haringey.
- 5.3 The proposed rates reflect the suggested relative distribution of resources as indicative funding allocations will not be released by the DfE until November-December 2010. Final confirmation by the DfE will not be given until June 2011. Therefore Cabinet are asked to agree the provisional methodologies that have been used to arrive at a proposed formula.

6. Other options considered

- 6.1 The government originally proposed implementation of the EYSFF from April 2010 but, following a number of concerns, announced in January 2010 its deferment until April 2011. Confirmation of the statutory requirement to implement the EYSFF has recently been made clear by the government.
- 6.2 The implementation of the EYSFF is a statutory requirement and there is no other option that could be adopted. There is local discretion on the detail of the formula and our proposal is intended to support the delivery of our draft Early Years Policy and our priority of ensuring that resources are targeted to those in greatest need. The Board has considered what supplements should be used to make sure that the formula delivers this priority.
- 6.3 The model of funding in the original consultation has been adapted following the initial period of consultation that was undertaken when the obligation was to introduce this in April 2010. The changes under consideration are set out in Appendix 2.

7. Summary

- 7.1 This report sets out draft proposals for an Early Years Single Funding Formula to be implemented in April 2011 on which there will be further consultation during the Autumn term 2010. The Schools Forum must be consulted on the process for operating the EYSFF and Members are asked to agree the proposals put forward in this report, subject to further consultation with providers and the Schools Forum.
- 7.2 Following these consultations, the Schools Forum will receive feedback in December 2010 and make a recommendation to Cabinet for final decisions in January 2011.

7.3 The formula comprises a number of base rates which reflect the main costs of providing the free entitlement within the different types of settings e.g. variations in pay rates, contact ratios and support costs are taken into account. The base rate, which will account for around 80% of the resources distributed, is augmented by a number of supplements which reflects fundamental differences in the cost of providing the free entitlement or to prioritise expenditure in line with the Council's Early Years Policy; in this way quality, flexibility in provision and deprivation are particularly recognised.

7.4 The EYSFF will replace a number of disparate funding arrangements such as payments to PVI providers based broadly upon the previous Nursery Education Grant which paid providers at a single hourly rate and the arrangements for Nursery Schools and Nursery Classes which were previously part of the Haringey Formula for Financing Schools.

8. Chief Financial Officer Comments

8.1 The introduction of the EYSFF is a statutory requirement and will be funded from the ring-fenced Dedicated Schools Grant (DSG). The EYSFF determines how the funding will be distributed. Resources to cover the additional cost of the extension of the free entitlement are also available in 2010/11 through the flexible entitlement grant. However, it is expected that this will be incorporated within the DSG in 2011/12. The level of resources allocated to the EYSFF from the DSG will be a decision for the Cabinet, in consultation with the Schools Forum, once the indicative resources for 2011/12 are known.

9. Head of Legal Services Comments

9.1 The Head of Legal Services has been consulted on the content of this report. The recommendations and content meet the requirements of the framework established by the Department for Education arising from Section 202 of the Apprenticeships, Skills, Children and Learning Act 2009.

10. Head of Procurement Comments –[Required for Procurement Committee]

11. Equalities and Community Cohesion Comments

11.1 An Equalities Impact Assessment (EIA) has been conducted on the implications of the Early years Single Funding Formula. The EYSFF does not in itself provide more resources – it is a means of distributing existing resources. There are more PVI settings in the West of the Borough and therefore the EYSFF has the potential to redirect resources away from East of the Borough where the maintained nursery settings are located. Therefore it is important to ensure that the formula comprises the elements that will ensure that the most vulnerable attract the most favourable distribution of resources.

11.2 The families who face the greatest barriers to social inclusion are those who

are least likely to access the benefits and services to which they are entitled. The lower levels of take-up of free funded early education and childcare from ethnic minority groups and from the most socio-economically deprived communities contributes to the widening gap in achievement and aspiration as children move through the school system. We must make sure that formula funding does not compound these barriers.

11.3 Therefore the proposed EYSFF deprivation component comprises two factors – the Index of Multiple Deprivation and the location of ethnic minority groups in the community. This means that funding is directed to the provision that meets the needs of the most deprived or at risk of low attainment.

11.4 We propose to centralise the targeted childcare places which have been historically allocated to specific primary and nursery schools and Children's Centres so that we can ensure that these places are allocated to the children most in need. This will assist in the mitigation of the risk of the potential migration of resources from the areas of greatest disadvantage. A summary of the targeted childcare funded places is shown in Appendix 3.

11.5 In addition, in the (unlikely) event that headroom is available i.e. funding over and above that necessary to meet the proposed rates and transitional arrangements, we recommend that this is distributed through the deprivation factor.

12. Consultation

12.1 Substantial work took place in developing the EYSFF in the lead up to the original implementation date of April 2010. Consultation documents were distributed to a wide range of stakeholders including providers from the maintained, private, voluntary and independent (PVI) sector, Headteachers and Governing Bodies, giving the opportunity to provide written feedback.

12.2 Consultation events were held in December 2009 and January 2010.

12.3 The EYSFF has been reviewed in the light of the comments received from these consultation exercises.

12.4 In preparation for the implementation of the EYSFF in April 2011 we are holding consultation meetings with the PVI sector and Headteachers in the Autumn term and circulating the consultation document to the Chairs of Governing Bodies and through the Haringey website.

13. Service Financial Comments

13.1 The introduction of the EYSFF is a statutory requirement and replaces existing early years funding allocations for maintained settings (nursery classes in primary schools, nursery schools and some elements of Children Centres) and Private, Voluntary and Independent settings. Funding for the

former weekly free entitlement of 12.5 hours of early years provision was provided from the ring-fenced Dedicated Schools Grant (DSG). In the current financial year there is also a specific grant, the flexible entitlement grant, covering the extension of the free entitlement to 15 hours over 38 weeks. We expect that this will be incorporated within the DSG in 2011/12.

- 13.2 In the current financial year, the resources allocated to support the free entitlement amounts to c£11.5m and is funded primarily from the DSG. We will not know the indicative DSG for 2011/12 until late November or early December 2010 (the final allocation will not be confirmed until June 2011). It will be a decision for the Cabinet, in consultation with the Schools Forum, on the level of resources to be allocated for the EYSFF. The rates set out in the appendices are therefore indicative and will be confirmed once the funding has been agreed.

14. Use of appendices /Tables and photographs

- Appendix 1 Draft Early Years Policy (Daycare and Education)
- Appendix 2. Changes to Supplements and Methodologies.
- Appendix 3 Currently funded targeted child care places

15. Local Government (Access to Information) Act 1985

Not Applicable

DRAFT

APPENDIX 1

**HARINGEY COUNCIL
CHILDREN AND YOUNG PEOPLE'S SERVICE
EARLY YEARS POLICY**

"We want every child and young person to be happy, healthy, safe and confident about their future" Haringey Children's Trust Vision 2009

INTRODUCTION

Haringey has a long and successful tradition of investment in early years education and care. We know from experience that from birth children have a love of discovery and a natural desire to learn and explore. They need stimulating, child centred environments where they can play indoors and outdoors and, as they grow, to talk and think creatively with adults and other children.

Well established national and international research shows that the quality of care, support and education children receive in the first five years of life has a fundamental impact on their development for the rest of their lives. Given the best foundation, this can prepare children for a lifetime of successful learning and achievement. We believe passionately that providing that best start is a vital task and that if the services we provide directly, or support, do this well, that we can significantly influence children's life chances, so they achieve better outcomes.

Providing the highest quality of education and care is essential to make that difference for young children, but investing in early years is not only about these aspects of service delivery. It is also about investing in families, and over the last sixteen years Haringey has worked to develop comprehensive and holistic services to our youngest citizens and their families, especially those who are poorer and disadvantaged. We see families as partners in this process where they are engaged and are active participants in the process.

Working with many partner providers across all sectors, and many agencies, our early years policy is rooted in that comprehensive model where those who are most disadvantaged are prioritised, and encouraged to access our services within the wider universal framework. We believe that targeted intervention can contribute to narrowing the gap between those who are socially and economically disadvantaged and those who are not, and that early years services have a key role in tackling child and family poverty.

Using our collective resources we aim to transform life chances for children and families through collaborative working across services and in partnership with families.

OUR POLICY

To do this we will work to:

- Ensure that early years education and childcare provision is of the highest quality, supporting providers through training, guidance, support and challenge to raise standards
- Narrow the gap between the 20% most disadvantaged in our community and others by targeting our early years provision and resources effectively
- Manage our SSCC early years admissions and available resources to ensure we reach the neediest children in our communities
- Build strong multiagency and collaborative working with Health, Children's Social Care, Jobcentre Plus and other partners to ensure families' needs are identified and met as effectively as possible
- Help parents/carers in preparing for employment and/or accessing employment opportunities as a route out of poverty
- Develop an early years funding formula which reflects this commitment to narrow the gap between the most and least disadvantaged, and ensures that the allocation of funding is open, transparent and fair, taking into account the specific challenges of each setting.
- Support all private, voluntary and independent providers in preparing for Ofsted inspection by introducing an accreditation scheme
- Ensure they secure at minimum a satisfactory judgement when inspected by Ofsted and to support them in continuous improvement to achieve a good or outstanding judgment
- Ensure all settings are as flexible as possible, to meet the needs of individual children and their families, to be accessible and to have well qualified staff who have regular and ongoing training in order to continually improve their practice
- Assess annually the sufficiency of education and childcare in Haringey and the needs of families in order to identify gaps and establish plans.

In implementing these principles there are key factors which mitigate against some of the disadvantages many children experience and which can reduce their impact and effects on them.

These include:

- strong relationships between parents, family members and other significant adults
- parental interest and involvement in education and learning
- clear and high expectations
- high self esteem, feeling valued, confident and motivated
- a nurturing environment that develops these dispositions and provides positive and caring role models
- recognition , praise and experience of success
- Economic well-being

Resourced to provide outreach, family support and many other local services to complement early education and childcare provision, Sure Start Children's Centres are particularly well-placed to work with families to focus on promoting these, and to work with families raise aspirations for themselves and their children.

We aim to ensure that:

- families have easy access to the services they need
- parents/carers are actively engaged and involved in provision
- interventions are evidence based and well-matched to the different levels of need so they have a lasting and positive impact on children, young people and their families.
- we work with partners to engage families, offering the right early years provision and support for them and their children in a timely and effective way using our universal services wherever possible , and signposting to other targeted or more specialist services when needed

WHAT SHAPES OUR POLICY?

Demography and social factors

Haringey is one of the most socially divided boroughs in England with extremes of wealth and poverty. Tottenham has the highest level of child poverty in England and overall Haringey is the fifth most deprived borough in London and the tenth most deprived district in England.

Some seventy five per cent of Haringey's children and young people are from black and ethnic minority communities, and over 190 different languages are spoken. Thirty six per cent of children in the Borough grow up in families struggling to meet the basic necessities of life. There is a significantly rising birth rate in the eastern wards placing pressure on school places and other services. But what differentiates and demarcates Haringey is the wide social divide which exists between the poor eastern part of the borough and the richer west. This makes Haringey the most socially divided borough in London.

The borough also has an increasing number of children subject to child protection plans and/or who have come into the care of the Local Authority. There are also children who require more specialist provision, often outside of Haringey, because they have an additional need.

Our early years policy takes account of these key demographic and social changes and these, alongside the inequality gap underpin our approach to service planning and resource allocation.

Legislative Framework

To be inserted

Risk Factors

The Children's Trust Preventative Strategy identifies a number of specific groups of children who maybe or become at risk. National research also demonstrates that when families are subject to certain risk factors, the children are more likely to become vulnerable. These are cumulative and the more risk factors experienced by the child, the greater the risk. These include:

- Poverty
- Poor housing
- Crime and experience of the criminal justice system;
- Poor mental/physical health
- Poor quality and/or disrupted education

Early years providers across all sectors have an important role to play giving children and families the best provision and support they can to make a real difference to children and their families in these crucial early years. As the commissioning and accountable body the Local Authority will ensure providers perform effectively in line with their service level agreements, and will offer support, challenge, guidance and training to assist in this.

At present the responsibility for admitting children rests with each provider. To enable them to target the children with the highest priority, we will work with providers to make sure that they have the best information available. The Council's Admission criteria for maintained settings are set out in Appendix A.

What will we do?

Working in our children's networks and through well-understood and established collaborative arrangements we will share information about need in the relevant reach area for each Sure Start Children's Centre. This sharing of information is vital so:

- community outreach workers effectively identify parents or prospective parents who might not otherwise take advantage of the services that could make a difference to them.
- Partner services can set local priorities and plan effectively to meet those needs

To achieve this we will bring together the commitment and resources of the full range of statutory, voluntary and community partners.

We will monitor the intake of our early years provision to make sure that the children most in need are accessing places and where necessary, we will adapt and challenge the decision-making processes within the statutory framework within which we are required to work.

All children must have access to 15 hours free provision from the term following a child's third birthday up until they reach compulsory school age. We will fund providers to deliver a minimum core offer of flexibility to any parent who wants it and working with parents and providers, we will identify a workable and economic flexibility model which incorporates local choice within the Government's national limits, working to the Code of Practice on Provision of the Free Early Education Entitlement for 3 and 4 year olds.

As a Local Authority, we have a duty to provide information to the public on childcare and related services and to ensure that the information is made accessible to all parents who might benefit from it (including those that require services for their children up to their 20th birthday). The Haringey Family Information Service and the online Directory www.haringey.gov.uk/fisd partly fulfils this but there must also be outreach and face to face discussions with families within their local community.

Admissions Criteria

Insert the full criteria here

- Children who are looked after by the Local Authority;
 - children with Special Educational Needs;
 - children who are resident of Haringey and:
 - have a social or medical need;
 - are housed in temporary accommodation;
 - are cared for by a lone parent;
 - are refugees and asylum seekers;
 - are families on income support;
 - have English as an additional language;
 - are from a family with a number of pre-school children

Appendix 2

Review of Supplements and Nursery School Basic Allocations.

1. Deprivation Supplement. We are not proposing any changes here. The methodology agreed last year was based on two factors:
 - i. Sixty percent is distributed with reference to the Index of Multiple Deprivation for the home address of pupils at each setting. The aggregate IMD for each setting determined into which of four bands a setting falls. Each band is allocated one of the following weightings:

Band	Level of Deprivation	Weighting
1	Least deprived	1
2		1.5
3		2
4	Most deprived	4

- ii. Forty percent is allocated with reference to the number of pupils from targeted underachieving ethnic groups. .
2. Quality Supplement. In the consultation proposals, we used the quality supplement to recognise the additional costs of PVI settings with graduate leaders (the cost of teachers are recognised within the basic allocations for nursery classes and schools). We propose to retain this factor as a contribution towards these extra costs but supplement it with a lump sum element to help PVI settings improve the quality of their service, as determined by Haringey Council's Quality Improvement Accreditation Scheme. The following table illustrates the rates for the proposed graduate leader supplement as set out in the earlier consultation and the following extract sets out the Accreditation Scheme in more detail.

	Small PVI	Medium PVI	Large PVI
Proposed Graduate Leader Supplement	£0.12 per hour	£0.08 per hour	£0.06 per hour

The Haringey Quality Improvement Accreditation Scheme has been created to run alongside the EYSFF to support settings to improve. Those settings that achieve accreditation at bronze level will be invited to work with the Authority to improve their provision with the aim of achieving a silver level accreditation the next year. A quality supplement will be paid to the setting once an action plan has been agreed with their Advisory Teacher that will specify the areas for development, actions to be taken, people responsible, resources needed and monitoring notes. The supplement may be used towards;

- *the cost of cover for individuals to attend EY training courses or visit other settings and observe practice*
- *closure of the setting to allow for the whole staff group to access EY training*

- *buying specific resources or equipment needed to support improvements for provision for children*
- *other agreed spending that can be shown to improve provision for children*

The progress of the action plan will be monitored through the EYQ&I Team and renewed or re written as necessary. If the setting does not show commitment to improvement the supplement may be withdrawn.

3. Flexibility Supplement. The consultation proposals included a flexibility supplement based on providing a top up to the basic rate direct staff cost for those settings offering a flexible entitlement. We are proposing a local definition of flexibility as:
 1. 3 hours a day over 5 days per week, taken with two providers
 2. Free entitlement taken over 3 days per week –
 - a. 5 hours a day over 3 days
 - b. 6 hours + 6 hours + 3 hours
 3. Free entitlement taken over a full year instead of term time only
 - a. Over 48 weeks – 11.8 hours per week
 - b. Over 50 weeks – 11.4 hours per week

We are also proposing that the supplement be standardised across all settings based on the cost of providing lunchtime cover. The old and new proposed rates are set out in the following table.

	PVI Settings			Maintained Settings		
	Small	Medium	Large	Children Centres	Nursery Classes	Nursery Schools
Old	£0.40	£0.39	£0.40	£0.51	£0.43	£0.45
New	£0.50	£0.50	£0.50	£0.50	£0.50	£0.50

4. Profit Supplement. This is an allowable factor under DfE guidelines and in the earlier consultation, a supplement of 5% on the basic hourly rate was suggested. Within some PVI settings the EYSFF hourly contribution is below the market rate they would charge and some will argue below the hourly cost they will incur, in such circumstances this may be seen not as a profit supplement but a way of reducing real losses or opportunity costs.
5. VAT Supplement. We need to ensure equity between those setting able to recover VAT and those that cannot. The original proposal was a supplementary hourly rate of £0.07 for the latter settings based on the prevailing rate of 17.5%. The increase in VAT rates to 20% in January 2011 requires an increase to £0.08 to maintain parity.

6. Nursery School Basic Rate. Nationally, nursery schools are regarded as a high quality and high cost resource and are potentially at risk from any redistribution of resources arising from the EYSFF. The DfE have made it clear that they do not expect the EYSFF to result in the closure of nursery schools and a survey they have recently published indicate that a significant number of local authorities provide a sustainability lump sum for this sector. We are reviewing the make up of the base rate for nursery schools and will consider, following consultation, if a lump sum should be included within the formula.
7. PVI Premises Costs. Work is continuing with a representative from the PVI sector as to the best way of reflecting these costs given the diversity of premises costs within the PVI sector.
8. Childminders. This is a developing area for funding the free entitlement and it is not expected that there will significant initial demand. Information from DfE in its recently published 'Early Years Pathfinder Formula Analysis' and from neighbouring authorities identify the base rates, excluding supplements, of:

DfE	Lower Quartile	£3.25
	Median	£3.54
	Upper Quartile	£3.73
	Barnet	£3.66
	Croyden	£3.49
	Havering	£3.49

A survey of childminding charges indicate that hourly rates vary considerably but it should be possible, based on the foregoing rates to link any demand to the one of the existing base rates.

9. Full-time places. Appendix 2 sets out the resources currently allocated for targeted places. We are continuing to discuss the targeting of places to those children in the greatest need. A centralised allocation of vulnerable children to settings is the most likely outcome. Any changes to current allocations will need to be phased over three years in as children will already be occupying places and admission procedures will need to change.

Targeted places currently funded

Appendix 3

Individual Schools Budget (ISB)				
	<u>Places/pupils</u>	Current provision (£)	Amount required for 12.5 hours (EYSFF rates) (£)	Available for options (£)
Nursery school full time places	<u>115</u>	443,574	362,925	80,649
Nursery school SEN places	<u>23</u>	183,705		183,705
Nursery class full time places	<u>517</u>	1,994,152	708,757	1,285,396
Nursery class statemented support	<u>2</u>	22,168		22,168
Children's Centres/Central Provision				
SEN 3+	7	99,036		99,036
Language places 3+	15	213,120		213,120
Children in Need 3+	10	142,080		142,080
Woodside Autistic unit	6	118,000	118,000	0
Additional funding for places in PVI and resource for SEN children		100,000	100,000	0
Funding available	38	998,4240	218,000	454,236
Total				2,026,154

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Agenda item:

[No.]**CABINET****16 November 2010**

Report Title. New Football Stadium and Associated Development at Tottenham, Northumberland Park.

Report of Director of Urban Environment

Signed: *W.P. Bobb* 4th Nov. 2010
Director of Urban Environment

Contact Officer : Mark Hopson, Physical Regeneration Manager, Planning & Regeneration

Wards(s) affected: Northumberland Park

Report for: **Key Decision**

1. Purpose of the report

1.1. The following report seeks authority from Members for the following:

To give an "in principle" approval for the Council to use its Compulsory Purchase Powers and powers under Section 237 of the Town and Country Planning Act 1990 ("Section 237") (if required) to facilitate Tottenham Hotspur Football Club (THFC) to progress the land assembly of Northumberland Park Development Site which, in turn, will enable THFC to implement the recently approved planning application and build its new football stadium in Tottenham along with supporting regeneration.

2. Introduction by Cabinet Members

2.1. Members will note that development proposals submitted by THFC were granted planning permission on 30th September 2010 for a comprehensive redevelopment scheme on the existing stadium site subject to a combined S106 & S278 agreement and referral to the Mayor of London and Secretary of State (SoS). The

redevelopment proposals include a new football stadium for THFC with increased spectator capacity, a food superstore, hotel and residential development as well as associated office and public space.

2.2. Critically, the development proposals present an opportunity for the Council's strategic regeneration goals to be realised in what is acknowledged and recognised as part of the Borough which suffers from endemic socio-economic deprivation and environmental degradation. A framework for the delivery of proposed regeneration initiatives and obligations is set out in the planning committee report and the provisionally agreed S106 agreement approved at the Planning Committee on 30 September 2010.

2.3. Members are asked to support the recommendations of this report and recognise the importance of preserving THFC's heritage and history in Tottenham. The socio-economic, cultural and community benefits of the new football stadium and associated development in Tottenham will not only bring much needed regeneration to the eastern part of the Borough but also promote the redevelopment of other key stadium sites across London. This, in turn, will lead to a net socio-economic and environmental benefit to London as a whole.

Cllr Mallett – Cabinet Member for Planning & Regeneration

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. *The expansion of THFC's stadium is a site specific proposal in the UDP, highlighted in the Council's Regeneration Strategy as such and is part of the commitment in the Sustainable Community Strategy 2007 – 2016 which aims to work with neighbouring boroughs and the Mayor of London to improve transport and bring employment opportunities and new homes to North Tottenham.*

3.2. *The THFC site is within the Tottenham High Road Regeneration Corridor and identified in the UDP as a major site for potential redevelopment to act as a catalyst for prime regeneration*

3.3. *The Councils Housing Strategy 2009 -2019 identifies three main goals – to improve housing services to residents across all tenures; to maximise the supply of affordable homes; achieving decent homes for all and contributing to an improving environment. The approved development proposals at THFC will contribute to all of these.*

3.4. *Emerging Core Strategy – Policy SP1 Managing Growth identifies Northumberland Park as an area of change which includes the Tottenham Hotspur Football Stadium as a potential development site. This policy recognises that the redevelopment of the stadium will provide opportunities which would result in regeneration benefits to the local community. Additionally, the proposed redevelopment of THFC will contribute to meeting the Boroughs Housing target as set out in SP2 Housing of the Core Strategy. Policy SP16 - Community Infrastructure sets out that the Council will work with partners to ensure that*

appropriate improvement and enhancement of community facilities and services are provided for Haringey's residents.

3.5. *The proposals were the subject of an equalities impact assessment which has also been considered in relation to this decision.*

4. Recommendations

4.1. That Cabinet agrees 'in principle' to use its Compulsory Purchase powers and "in principle" to acquire or appropriate the Site shown edged red on the draft plan in Appendix 2 for planning purposes pursuant to Sections 226 and/or 237 of the Town and Country Planning Act 1990 (as amended), to enable Tottenham Hotspur Football Club (THFC) to build its new football stadium in Tottenham along with associated development supporting regeneration.

4.2. That Cabinet agrees to authorise the Head of Legal Services and the Head of Corporate Property Services to issue requisitions for information pursuant to Section 16 of the Local Government Act (Miscellaneous Provisions) Act 1976 to all potential owners of legal interests affected by the Scheme.

4.3. To grant delegated authority to the Head of Legal Services and Head of Corporate Property Services to complete and settle the land referencing exercise with THFC to identify all owners, tenants, occupiers and others with a legal interest affected by the Scheme and which may be included in any future Compulsory Purchase Order or become eligible for compensation under Section 237.

4.4. To appoint the Head of Corporate Property Services as the authorised officer pursuant to S.15 of the Local Government (Miscellaneous Provisions) Act 1976.

4.5. That the above Resolutions are conditional upon:

- THFC using all their reasonable endeavours to assemble the development Site by agreement/private treaty by 31st March 2011; and
- In the event that THFC are unable to assemble the Site by agreement/private treaty by 31st March 2011, that a further report is presented to Cabinet seeking authority to make a full and unconditional CPO for the Site and to acquire or appropriate the site for planning purposes so as to trigger the provisions of Section 237.

4.6 That Cabinet will not consider a request to authorise a full unconditional CPO or use its appropriation powers under section 237 for the Site unless the following pre-conditions are met by THFC:

- a) THFC unequivocally states that it is staying in Tottenham and intends to operate from the new stadium and is not pursuing any interest in moving to a stadium or

site elsewhere and will not do so prior to their occupation and use of the new stadium;

- b) The Council being satisfied that there is a legally binding delivery mechanism (a S106 Agreement) with THFC which ensures that there is a comprehensive redevelopment of the whole Site and that the new football stadium will be built on the Site and completed within a reasonable time period of any other development on the site such as the supermarket being occupied or opened for business.
- c) The Council being satisfied that THFC has a viable business plan and funding strategy, together with a full and sufficient indemnity agreement and appropriate financial bond covering the costs of making and confirming any such CPO/section 237 appropriation.
- d) That an Equalities Impact Assessment (EqIA) is undertaken of the potential impact of the proposed Compulsory Purchase Order.
- e) That the Council is satisfied that it is not providing an illegal indirect subsidy or State Aid to THFC in the use of the CPO powers or S.237 land appropriation powers.

5. Reasons for recommendations

- 1. To enable THFC to stay within the Borough
- 2. To enable a comprehensive development and regeneration of the whole of the Northumberland Park Development Site to be achieved.
- 3. To enable London as a whole to benefit from the regeneration of a number a strategic sites within the Borough and other London Boroughs.
- 4. To maximize the benefits to the community and businesses within London as a whole and within the local area.
- 5. To allow THFC to assemble the site by agreement and as a last resort by the Council to facilitate the development by the use of Compulsory Purchase and S.237 powers.

6. Other options considered

- 6.1 **Not to support THFC** in land assembly by use of CPO and S.237 powers. The proposed decision enables the THFC to assemble the site by agreement by 31st March 2011. So far, THFC have had difficulties in assembling the site which has blighted the local area and caused decay of the built environment around the existing stadium. If the Council decides not to support THFC in the land assembly process and the development of this area, the regeneration of this area may not be realised and properties along the High Road will continue to be an environmental eyesore for a longer period.

6.2 Other Agencies who have Compulsory Purchase and S.237 Powers.

Although the Council have these powers, there are also other Government agencies which have these powers. For example, the London Development Agency has undertaken similar land assembly projects throughout London. Unfortunately due to the comprehensive spending review, the public sector financial climate and the current consolidation of agencies for financial and efficiency reasons, the London Borough of Haringey is best placed to use these powers, particularly as the site is of strategic importance and in the locality of the Council. In addition, THFC have agreed "in principle" to fully indemnify the Council for all the costs associated with the use of these powers.

7. Report

7.1 Background

On the 30th September 2010 THFC were given outline planning consent for the comprehensive redevelopment of their existing stadium and adjacent land. Broadly, the Northumberland Park Development proposals include the a new supermarket and associated parking, a replacement football stadium with an increased spectator capacity of 56,250 seats, a new podium, hotel, offices and residential housing along with associated public space.

At present THFC own and control approximately 85% of the land required for their overall development proposals. Of the remaining land there are still a number of interests that will need to be acquired in order to facilitate the overall stadium and supporting regeneration development.

The Council owns various landholdings (e.g. strips of highway, land, school and housing units) within the areas which are affected by the THFC scheme both in terms of land assembly and Rights of Light. The Council, as landowner, has retained external property advisors and valuers: District Valuer (a Government Agency which is part of the Inland Revenue's Valuation Office Agency) and Drivers Jonas Deloitte (Chartered Surveyors) to advise the Council as landowner separately. Reports will be presented to the Council's Cabinet on these matters in due course.

7.2 Compulsory Purchase

Section 226 of the Town and Country Planning Act (as amended) enables the Council to acquire land compulsorily for "planning purposes". Section 226(1)(a) allows these powers to be used if acquiring the land will facilitate the carrying out of the development, redevelopment or improvement on or in relation to the land being acquired and it is not certain that the necessary land can be acquired through agreement. This is a wide power and it is subject to sub section (1A) of Section 226 which provides that an acquiring authority must not exercise this power unless it thinks the proposed development, redevelopment or

improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of the area.

Further details of the Compulsory Purchase process and powers will be presented to Cabinet should the Council decide to proceed with an "in principle" decision and if a full CPO resolution is required.

7.3 Compulsory Purchase "in principle" decision

At this stage THFC are seeking an "in principle" resolution indicating that the Council will support the scheme by compulsory purchase and use of S.237 land appropriation powers, if necessary. There have been similar resolutions passed for developments elsewhere in the Borough with the Council being indemnified against the costs of CPO acquisition, claims of blight and statutory compensations as well as inquiry costs if the CPO is contested.

Compulsory purchase is a course of last resort, and THFC will be using all reasonable endeavours to agree terms with interested parties by voluntary means. It is in their interest to do so and is also in accordance with Government advice in ODPM Circular 06/2004. This also recommends the use of alternative dispute resolution techniques including mediation and arbitration wherever appropriate. The Urban Task Force reported in 1999 on the decline of cities and in recommending a series of measures in their report "Towards an Urban Renaissance" specifically included that local authorities should use statutory powers to assist the private sector to bring forward proposals which are desirable in their areas. The Stadium expansion proposal is an important site specific proposal and regeneration opportunity for the Borough

7.4 Rights of Light

The height of the proposed stadium and housing development may impinge on the daylight of some properties. The extent of this impact is still being assessed by THFC and the Council's advisors. Under the Prescription Act 1832 rights of light may arise after 20 years uninterrupted use of daylight through windows and this can be a problem in the construction of high buildings. It is a specialist issue for surveyors and lawyers

Rights of light issues will not arise where there is a consent or agreement in writing by virtue of which the light was enjoyed but the landowner is compensated for its loss. In the absence of agreement the issue can be resolved by the use of S.237 land appropriation powers when the works have the benefit of planning permission. THFC are therefore seeking the Council's "in principle" decision to use these powers if they are unable to reach agreement.

THFC have agreed "in principle" to indemnify the Council in respect of any rights of lights claims, and this is included in the proposed indemnity agreement.

A further report on Rights of Light will be presented to Cabinet in due course.

7.5 Oversailing rights

This is the right for construction cranes to use air space above properties. So far as public highways are concerned there are statutory powers in the Highways Act 1980. The proposed scheme of development by THFC is a very substantial construction project and if special oversailing rights need to be considered THFC will report on this in good time for them to be included in the proposed CPO.

7.6 Efforts to acquire to date

The Council is taking into account Government Circular, 6/2004 'Compulsory Purchase and the Crichel Down Rules' in considering whether or not a CPO may be required.

Government guidance is that CPO powers should only be exercised where there is a compelling case in the public interest.

Compulsory acquisition is usually a last resort, as the preference is to acquire by way of agreement wherever practicable. Despite the ongoing negotiations with third parties it is anticipated that THFC will not be able to secure all the interests within the timescale needed for delivery of the scheme. THFC have agreed to use their best endeavours to reach agreement with landowners before they call upon the Council to use their CPO powers.

It is clearly in everyones interests that agreements can be reached rather than the use of compulsory powers. However, if the Council are prepared to use their compulsory purchase and Section 237 powers as a last resort then it is appropriate to make that clear in public so that all parties know the context in which they are negotiating. That is the primary purpose of the "in principle" decision.

7.7 Financial issues and risk to the Council in making a CPO

A stage 1 indemnity agreement has been prepared subject to Cabinet's decision. This will provide full financial protection for the Council in respect of the resources devoted to making the "in principle" decision, and its exercise of its compulsory purchase and other powers subject to the conditions outlined in the recommendations to this report. The draft indemnity agreement sets out the basis on which the CPO will be promoted, if Cabinet agrees to this, and makes it clear that although the Council will conduct the CPO all costs fall to be paid by the Developer (THFC). The draft agreement ensures that the Council's costs in connection with the "in principle" decision (if this is decided) and the promotion, making, and confirmation of the CPO and S.237 and compensation costs are met in full by THFC.

The CPO project will be lead by and managed by the Council's Project Manager in the Planning & Regeneration Service, in consultation with the Head of Corporate Property Services, Head of Legal Services and Head of Finance. A joint project team has also been set up with THFC professional advisors.

Officers will be assuring the Council that the arrangements outlined below mean that there is no material financial exposure for the Council and that the indemnity agreement is comprehensive.

There are potential liabilities if, for example, the agreed levels of compensation are inadequate. However, this is believed to be an acceptable risk and is covered by requiring THFC, through the indemnity agreement, to pay a specified margin above the estimated costs on their deposit, and also to fully indemnify the Council should the compensation that is awarded by the Land Tribunal is greater than the amount deposited with the Council.

THFC's intention and strategy is to acquire as many, if not all, the interests they require to implement the Scheme, by agreement, without the need to call upon the Council's CPO powers, which they and the Council see as a last resort. They have employed professional property advisors to advise them on the CPO process and compensation issues. Under the terms of the proposed indemnity agreement, THFC have agreed for these professional advisors to provide technical support to the Council to assist in preparing the reasons and case for the CPO and implementing a CPO (if one is needed) and with the advisors owing a joint duty of care to the Council and THFC.

7.8 CPO Costs

As a matter of general principle all costs associated with the "in principle" decision and proposed Compulsory Purchase Order and S.237 powers will be met by THFC, including:

- time spent by Council staff and consultants in progressing the CPO (including a specific case manager appointed throughout the CPO process to whom those with concerns about the proposed acquisition can have access);
- legal costs of the Council (including any time spent by external Counsel, Legal Services as well as any other agents, advisors etc);
- compensation payments to include acquisition costs and disturbance payments to all affected landowners, lessees or tenants which arise from the CPO and are a natural and reasonable consequence of the property being acquired; and
- other relevant CPO related costs, including all costs, fees and expenses relating to any public inquiry in respect of the CPO.
- Compensation payments to include any Rights of Light, covenants, etc,

which arise from the use of the Council's S.237 Planning Appropriation powers.

- Compensation payments for any statutory nuisance, severance, injurious affection, interference with, disposal or acquisition of rights or interests, which flow as a consequence of the scheme.

7.9 Financial exposure

The formal steps of the CPO process are set out in a flow diagram in Attachment 1. There are a number of areas of financial exposure associated with a CPO and the Appropriation for Planning Purposes (S.237) which are set out below:

1. Professional Costs

Throughout the process of promoting the CPO the Council will be incurring professional and administrative costs. To date the Council has relied on THFC and their solicitors' undertakings that those costs will be paid. It has been agreed with THFC that a budget costing of the programme for the CPO and S.237 process will be prepared and presented to Cabinet if a full CPO resolution is required. It is proposed that THFC will deposit an agreed cash sum into an account that the Council can draw down to pay fees and administrative costs by a given date.

2. Blight Notices and Purchase Notices

A limited number of owners may be able to serve blight notices or Purchase Notices. A blight notice is, effectively, a reverse CPO requiring the Council to take their property immediately. The Council will have two months to respond to the notice. A Purchase Notice may be served by an owner if Planning Permission is refused and the land cannot be put to any reasonable beneficial use. Each blight notice or Purchase Notice will be considered on its' merits in accordance with statutory criteria and any payments required to be made should be covered by the proposed indemnity agreement with THFC.

3. Implementation of the CPO

The decision to proceed with a CPO resolution and implement a CPO will be subject to a further report to Cabinet and will be conditional on the matters outlined in the recommendations to this report.

If the Council makes a CPO resolution, a pre-condition of the Council implementing the CPO and acquiring land compulsorily, is that THFC will have to provide evidence of their intention and ability, in terms of funding & financial arrangements and other evidence, to proceed with the CPO and whole development scheme. If there is any doubt, at that stage, about their financial standing then the Council will not be required to acquire properties

or implement a CPO or S.237.

Assuming that the Council agrees that THFC have the appropriate resources then, prior to the CPO being implemented in relation to any land interest, it is proposed that THFC deposit an agreed estimate of the compensation (plus a margin) into an appropriate account, for the Council to draw on to pay any compensation that is due by an agreed date.

The proposed indemnity agreement protects the Council risk in this respect and requires THFC to pay a specified margin on their deposit to cover variations in value of the interests.

THFC will be responsible for security, insurance, maintenance of the building and land and any other ongoing liabilities from exchange of contracts but will be responsible for payment of any costs the Council incurs in regard to any of these issues.

4. Insolvency

The worst case scenario is if THFC become insolvent after having deposited cash and after the implementation of the CPO, but before transfers of the acquired properties to them took place. In this unlikely circumstance the Council would have the compensation amounts, including an amount to cover ongoing costs, plus a margin so the cost risk is low.

However, the intention is to transfer all interests to THFC as soon as practicable. In order to minimise this risk the transfer will be made almost immediately upon the CPO being implemented, and mechanisms such as holding irrevocable deeds of transfer to THFC will be explored so that the risk (if any) only lasts for the minimum possible time scintilla.

Further details of the financial risks and exposure of the Council will be presented to Cabinet should a full CPO resolution be required.

5. Rights and Other Interests

The CPO process, and other legal mechanisms (S.237, etc), convert any rights over the site into an entitlement to compensation. Prior to the relevant legal process taking place THFC will lodge an agreed estimate of the likely compensation (and a margin) into a deposit account.

6. CPO Compensation

Under the Statutory Compensation Code owners will be paid the full market value of their interest in any land acquired, with the interest being valued at the date that the property is acquired. They will also be paid "disturbance" costs, which include all reasonable costs associated with finding new premises and

relocating their businesses and/or residences. To provide a further level of protection for the Council, THFC are obliged, through the indemnity agreement, to pay a specified margin on any deposit to cover variations in value of the interests being acquired. THFC will endeavour to acquire as many of the interests by agreement and will pay at least the same amount the owner would be paid under the statutory compensation code.

THFC and the Council will publish a scheme for compensation should the Council resolve to use its CPO and S.237 powers in due course.

7.10 Relocation and Hardship

The Council and THFC have been working on relocation and hardship strategies to minimise the impact of the proposed development. THFC have been successful in compensating and relocating businesses by agreement most of those affected by the Scheme and have so far acquired 85% of the development site. If there are any other owners who wish to sell prior to any CPO resolution, then THFC and their professional advisors will use their best endeavours to reach an appropriate commercial agreement with them. As part of this they will offer support in trying to find alternative premises, if this is feasible, and consider advance payment of any compensation that is likely to fall due under a legal agreement to mitigate hardship.

7.11 Risk Register

A risk register has been prepared for this project.

A Project Implementation Document (PID) has been prepared and will be monitored by the Council's Regeneration Board.

8. Chief Financial Officer Comments

8.1 The body of the report provides an overview of the financial issues and the financial exposure of the Council in making a CPO. It should be borne in mind that at this stage, the Council is being asked to only make an "in principle" decision to use its' powers. A full detailed assessment of the financial implications and costs of making CPO will be prepared and presented to Members in a further Cabinet Report should a CPO actually be required.

8.2 The extent of the financial risks to the Council in making an 'in principle' decision to use CPO powers is considered by the Head of Legal Services to be "low". A draft indemnity agreement is being negotiated with THFC at the time of writing this report and should provide the Council with the protection it requires to avoid almost all financial risks. However, until a suitable indemnity is in place the Council will need to consider the extent to which it is prepared to continue to incur additional un-indemnified costs.

- 8.3 To date the Council have incurred approximately £20,000 in costs to obtain the specialist external legal and property advice that has been necessary to progress the development to the current position. The Council is currently awaiting THFC's re-imburement of these costs together with a further £20,000 to cover the cost of officer time engaged in the process.
- 8.4 In addition THFC have employed advisors to provide them and the Council with support in terms of land referencing and advice for the "in principle" CPO and S.237 decision. THFC are paying these advisors directly.
- 8.5 In terms of Blight Notices and Purchase Notices, there is a risk, as with any major scheme in the Borough, that an owner may serve these notices. However there are strict legal criteria on which these notices can be served and assessed as valid. The Council's position is that it is unlikely to accept a notice following the "in principle" decision and will ask THFC to negotiate with the owner by agreement.
- 8.6 Looking beyond an 'in principle' agreement, a prerequisite to any resolution of Council to acquire land by CPO will be a robust and viable business plan and funding strategy. It should be recognised at the outset that the business model of many football clubs is not constructed on standard commercial lines. Furthermore, as recent events at both Liverpool FC and Portsmouth FC have highlighted, a clubs balance sheet is very exposed to the success or failure of the football team. This will therefore be an important factor in considering the financial framework that underpins the redevelopment proposals and the risks that the Council will need to mitigate.

9. Head of Legal Services Comments

Legal implications have been outlined in the body of the report.

10. Equalities & Community Cohesion Comments

- 10.1 The Council is required to have regard to its obligations under equalities legislation including the obligations under section 71 of the Race Relations Act 1976. This section requires that in carrying out the Council's functions due regard must be had, firstly to the need to eliminate unlawful racial discrimination, and secondly to the need to promote equality of opportunity and good race relations between persons of different racial groups.
- 10.2 The impact of this scheme has been considered in relation to section 71 as set out above. The Development will have an impact on the local community and in view of the diversity of the Northumberland Park area where a large proportion of homes and business units are owned by members of Black and Minority Ethnic

communities. The conclusion of the Equalities Impact Assessment in relation to the planning application is that the development will have a significant impact on BME communities. However, it is considered, that the delivery of the development itself will ultimately have a positive impact and promote equality of opportunity through improved housing (including affordable and family housing), regenerating the physical environmental, providing local employment and improving sporting facilities.

10.3 This report has been reconsidered to determine its application to the "in principle" decision. Since the "in principle" decision is one step in seeking to bring the planning proposals to fruition it is considered that the conclusions of the report remain valid and can properly be applied to this "in principle" decision as well. In particular, at this stage it is hoped that matters will be resolved by agreement so that no one will be forced to move or give up rights of light against their will.

10.3 However, a further Equalities Impact Assessment will be undertaken and presented at the full resolution stage which will assess separately any equalities issues specifically in relation to making a CPO or the use of Section 237 powers.

11. Service Financial Comments

11.1. N/A Section 8 covers the corporate finance implications of this report.

12. Use of appendices /Tables and photographs

- 12.1. Summary of development proposals and indicative context image
- 12.2. Site plan showing redline boundary of proposed CPO.
- 12.3. CPO process flow diagram
- 12.4. Site plan showing scheme superimposed on the proposed CPO redline boundary and ownerships.

13. Local Government (Access to Information) Act 1985



The New Tottenham Hotspur Planning Application: A Brief Summary

Tottenham Hotspur Football Club submitted new plans for the redevelopment of the existing stadium and the surrounding site. The previous application, submitted in October 2009, has now been withdrawn and will not be determined by the Council.

The new application will include:

- A Planning Application
- A Conservation Area Consent Application
- Two Listed Building Consent Applications

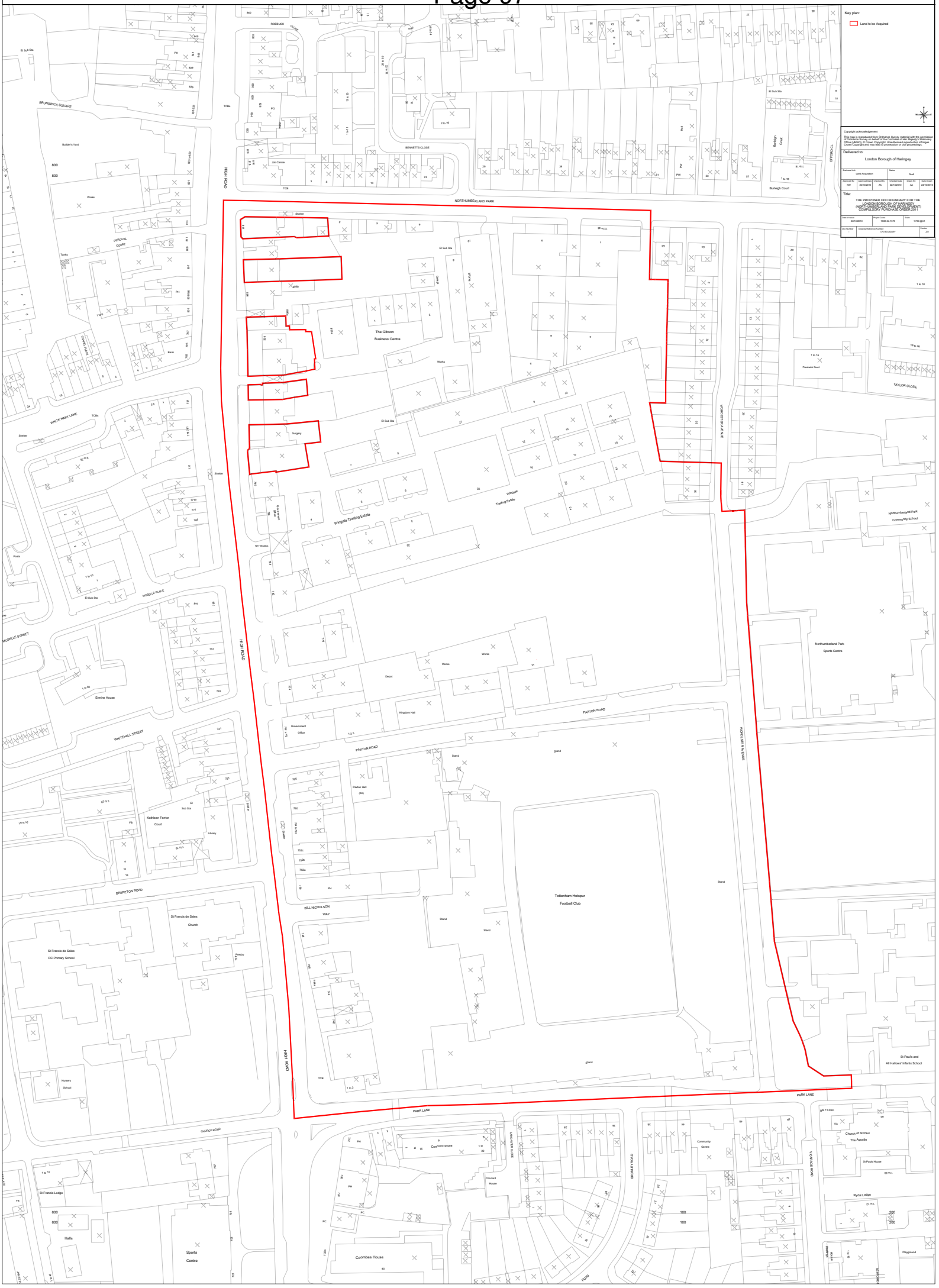
The proposed scheme comprises of the following elements:

1. A new stadium to increase in capacity from 36,000 to 56,250 seats, and will include conferencing and hospitality facilities.
2. A large supermarket with 400 parking spaces. On the upper floors and roof of the supermarket there are additional Spurs offices and hospitality suites with new terraces.
3. The retention of Nos. 744, 746, 748 and 750 High Road (Warmington House, The Dispensary, The Red House and Valentino's), and their conversion to offices, café and public house with a new piazza to the rear.
4. The demolition of a number of buildings facing onto the High Road and Northumberland Park, including Nos. 752 – 788 High Road and No. 774, Fletcher House, which is a Grade II listed building.
5. A new landscaping scheme for the site, which includes a podium on which there will be a public space, and new paving and sculptural elements facing onto the High Road.
6. A new club shop and museum.
7. An outline application for 200 housing units facing onto Park Lane.
8. An outline application for a 150 bed hotel adjacent to Worcester Avenue.

PUBLIC MEETING

The Council has decided to hold a Development Management Forum meeting to discuss the issues of the application. The meeting will take place at 7pm at the Sixth Form Centre, White Hart Lane, N17 on the 24th June 2010. You are invited to attend to ask questions or express your views about the application. More details and information about the Development Management Forum are available on the Council's website (www.haringey.gov.uk)





Key plan:
 Land to be Acquired

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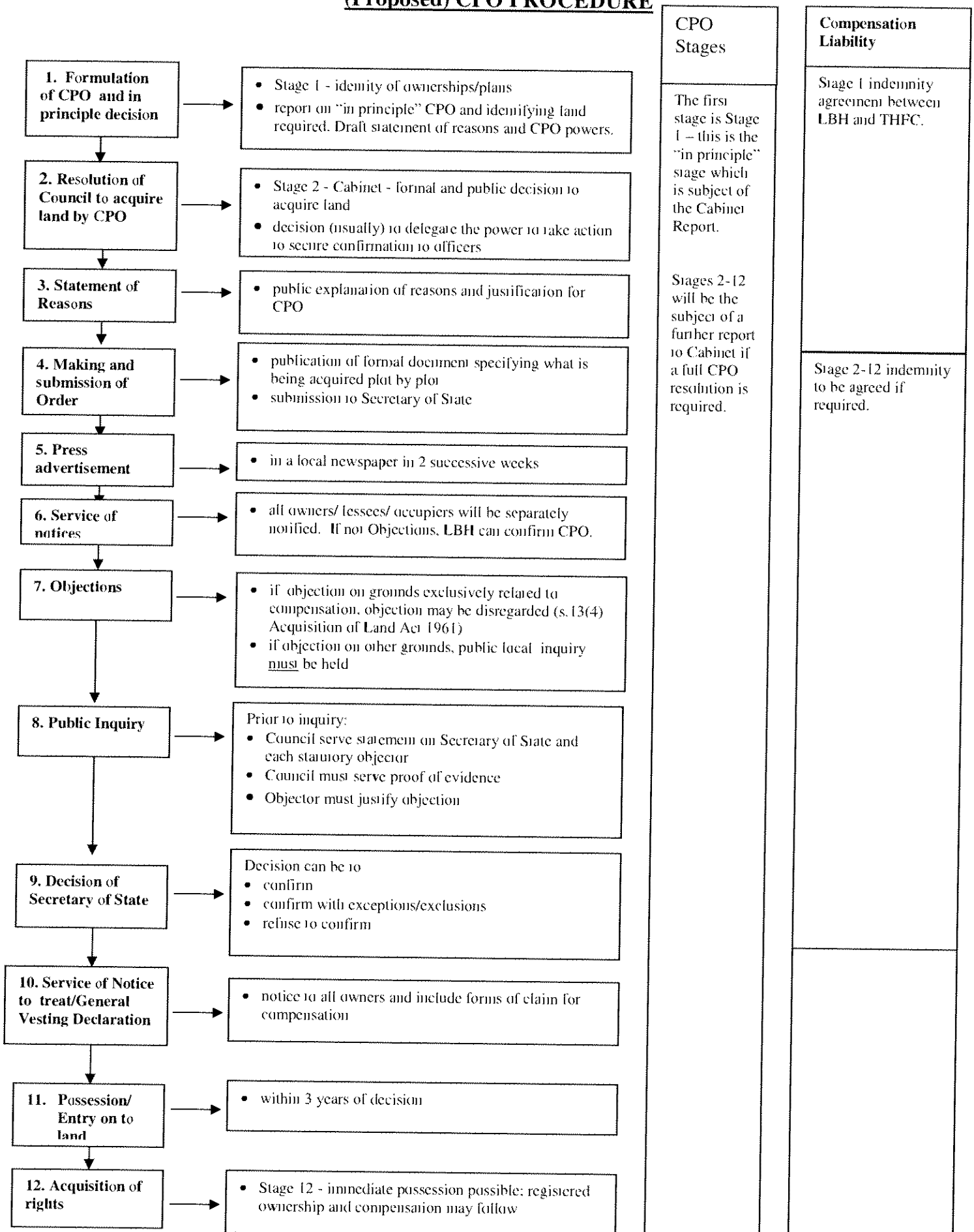
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Title:
 THE PROPOSED CPO BOUNDARY FOR THE
 NORTHUMBERLAND PARK DEVELOPMENT
 COMPULSORY PURCHASE ORDER 2011

Client: [Name]
Project No.: [Project No.]
Revision: [Revision]

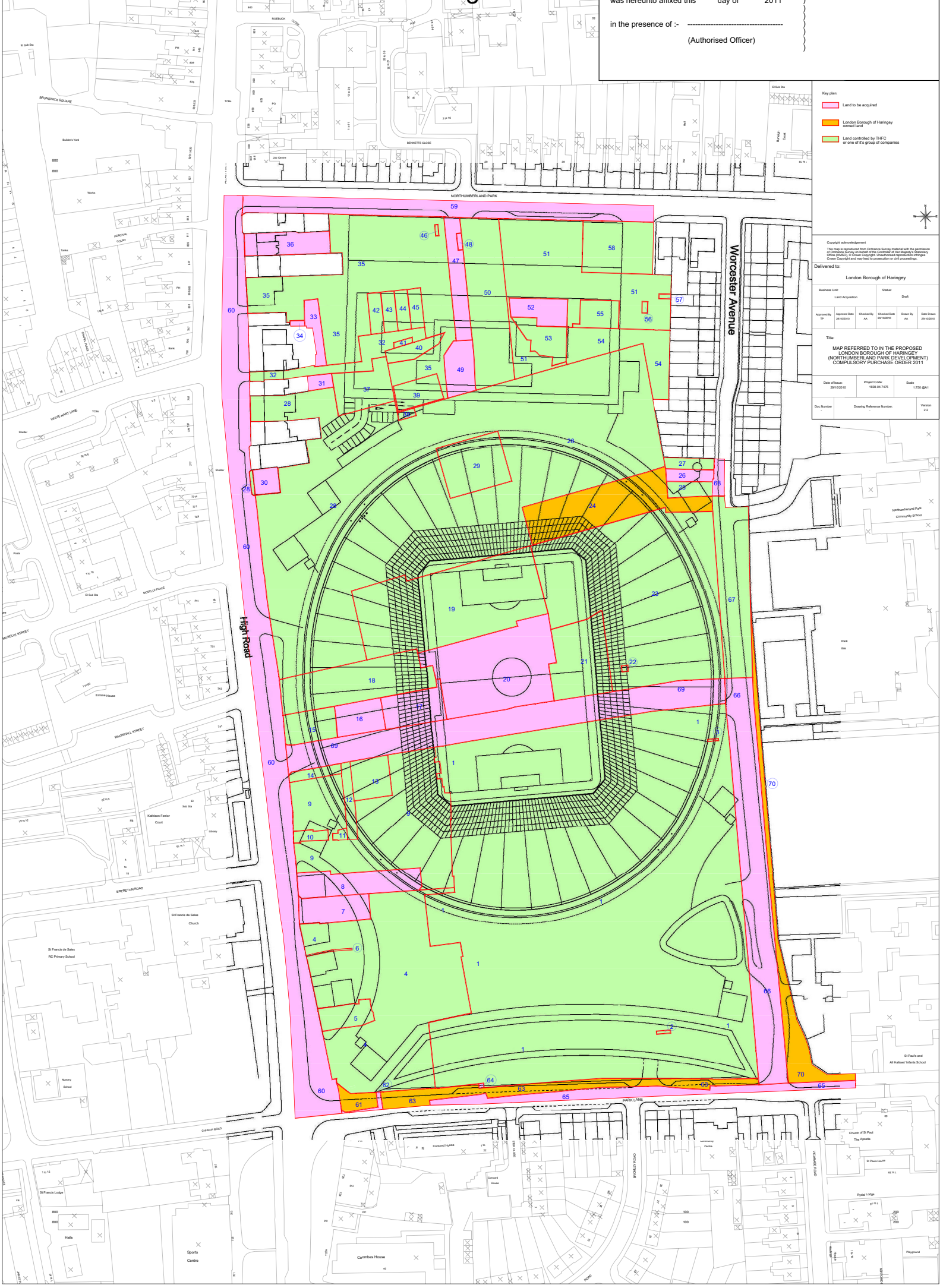
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**Northumberland Park Development Project : London Borough of Haringey
(Proposed) CPO PROCEDURE**



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The COMMON SEAL of
London Borough of Haringey
was hereunto affixed this day of 2011
in the presence of: - _____
(Authorised Officer)



Key plan:

- Land to be acquired
- London Borough of Haringey owned land
- Land controlled by TfL or one of its group of companies

N

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Business Unit	Land Acquisition	Status	Cost

Approved by: _____
Checked by: AA
Checked Date: 28/10/2010
Drawn by: AA
Date Drawn: 28/10/2010

Title:
MAP REFERRED TO IN THE PROPOSED LONDON BOROUGH OF HARINGEY (NORTHUMBERLAND PARK DEVELOPMENT) COMPULSORY PURCHASE ORDER 2011

Date of Issue	Project Code	Scale
28/10/2010	100-04-7475	1:750 @ A1

Doc Number: _____
Drawing Reference Number: _____
Version: 2.2



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[No.]

Cabinet

On 16 November 2010

Report Title. Parking Charges Report

Report of : Niall Bolger, Director of Urban Environment

Signed : *N Bolger*, 8th November 2010.

Contact Officer : Ann Cunningham Head of Parking Services

Wards(s) affected: All

Report for: Cabinet

1. Purpose of the report (That is, the decision required)

To seek Cabinet approval for proposed increases in parking charges and to agree that new types of permits be introduced

2. Introduction by Cabinet Member (if necessary)

Given the unique range of challenges faced by Local Government it is important to continually review service provision to ensure that service costs and charges are appropriate and will remain so.

The 2010 Parking Services charges' review (the first since important changes were introduced in 2007 and 2008) has been undertaken to assess whether Haringey's range of charges are appropriate and whether they are in line with neighbouring and other London Boroughs.

The proposed changes included in this report aim to ensure that Haringey's charges remain in line with the London average. Also a range of new permits are being proposed to address some service issues – it is the aim that these new initiatives will improve the service experience for residents.

3. Recommendations

It is recommended that the Cabinet:

- a) agree the increase in charges as proposed in Appendix 1
- b) agree the introduction of new permits as proposed in paragraph 6.8
- c) authorise officers to proceed to statutory consultation on implementing the proposed changes (including making consolidation orders and correcting errors in existing orders where this is considered appropriate).
- d) authorise Officers to proceed with implementation of those changes this financial year without further Cabinet approval (if no major objections are received).
- e) agree that parking charges be reviewed annually to ensure that they remain at the London average

4. Reason for recommendation(s)

4.1 A fundamental review of parking permit charges was undertaken in 2007 which resulted in the introduction of an emission based charging structure and an incrementally higher charge for second and subsequent permits per households.

4.2 In 2008 the Council introduced a charge band for Pay & Display parking linked to occupancy levels and based on a low, medium and high band. This was to ensure consistency of charging across the Borough and allowed charges to increase or decrease within those bands if there was a change in occupancy levels.

4.3 There have been no further changes to those charges since the 2007 and 2008 reviews.

4.4 It is good practice that charges be reviewed regularly to test whether they are appropriately in line with rising expenditure and to compare Haringey's charges with those of neighbouring and London wide Boroughs.

4.5 The 2010 review of charges has been undertaken to assess whether the Council parking permit charges are in need of revision given that no increase in charges have occurred since the 2007 and 2008 reviews.

4.6 The review has concluded that charges should be increased to a level which stays in line with increases (on average) which have been and will be introduced by neighbouring Boroughs and other Boroughs across London.

5. Other options considered

5.1 The 2010 review has considered a range of options in terms of charging and the proposed increases outlined in this report are deemed as the most appropriate given a range of checks and balances and given a range of general considerations.

6. Summary

6.1 Resident Permit Holders

Since 2002 (when permit charges in Haringey were reduced by 50%) permit charges in the Borough have remained below the London average and have remained lower than most neighbouring Boroughs.

Resident permit holders occupy the largest single fixed allocation of parking space across the Borough and there is an important requirement to ensure that the financial contribution that resident permit holders make to the overall running of the parking service strikes an appropriate balance.

Since 2002 they received a financial subsidy from PCN income and the 2010 review has concluded that this is a balance which cannot be maintained because PCN issues are declining and the consequent financial pressure that this decline creates in Haringey's parking account needs to be addressed.

The proposed price increases are in response to this issue.

6.2 Concessions

The review has concluded that the current range of concessions should remain – ensuring that elderly and vulnerable residents still qualify for a 50% reduction in visitor permit charges, with an increased allocation of such permits.

6.3 Doctors' Permits

Doctors' permits are administered by Legal Services and not by Haringey's Parking Services. They have not been reviewed in the past 10 years and the 2010 review has carefully considered a range of balancing factors which have emerged during the past decade.

The existing charge applies per bay as opposed to per permit and this has been assessed in terms of whether it is now most appropriate.

The review has concluded that it is more appropriate to change this arrangement and in this report it is proposed that instead the Council should charge per permit and bring Doctors' permit charges in lines with business permit charges.

6.4 Pay & Display Parking Facilities

The number of these has increased steadily in recent years and the charge banding introduced in 2008 ensured that charges are linked to occupancy levels.

These charges have been reviewed carefully to assess the impact of increased costs.

The increases proposed in this report attempt to strike a reasonable balance by ensuring that the new charges (if agreed) will still compare favourably with neighbouring boroughs.

6.5 Crouch End, Muswell Hill and Green Lanes

Occupancy levels are high in these areas but currently charges are set at the medium usage band (currently £1.40).

To ensure turnover of kerb space and to achieve consistency in charging, this report proposes that tariffs be increased in these areas to the high usage band.

6.6 Suspension Charges

This report proposes that suspension charges be increased to ensure that the costs of suspensions are met.

It is also proposed that any resident who seeks to place a skip in a parking bay pays for the suspension of that bay for the duration of the works because such a suspension deprives other residents the use of that parking space.

6.7 Skips and Building Materials

These licence charges have been reviewed and this report proposes increases.

(Note:

All charges and the range of proposed increases are set out in Appendix 1 to this report)

6.8 New permits

The review has concluded that there is a need to introduce a number of new permits;

(i) Car Clubs

These have now been introduced in the Borough and the review has concluded that there is a need for the Council to introduce a permit that will meet their needs.

It is proposed that this is a generic permit to be used in car club or residential permit bays.

It has been concluded that it is not practical to link such charges to CO2 emissions.

It is also proposed that an annual charge of £120 is introduced to be paid by the car club provider.

(ii) Carers

The review has concluded that this initiative should be introduced to cater for the needs of those caring for residents (including children) in their own homes.

It is proposed that residential permits be issued to residents if satisfactory evidence is submitted to support an application for such a permit.

(iii) New Residents One Month Permit

When a new resident applies for a residential parking permit they are often unable to provide satisfactory evidence that links them to the property and the vehicle. This causes delays and frustration.

To improve customer service and administration it is proposed to introduce a one month non refundable permit at a charge of £20.

7. Chief Financial Officer Comments

7.1 The proposed charges outlined in this report should bring Haringey more in line with the London average for permit charges.

The exact level of additional income generated will depend on usage levels but it is expected that the revised charges will address the base issues within the Parking account and contribute towards the savings the Council will be required to deliver in future years.

8. Head of Legal Services Comments

8.1 Amendments to the parking charges will need to be by orders made under the Road Traffic Regulation Act 1984. The procedure to be followed in making these orders is set out in the Local Authorities Traffic Orders (Procedure)(England and Wales) Regulations 1996.

It is noted that Section 55 of the Road Traffic Regulation Act 1984 requires the Council to keep an account of the income received and expenditure incurred in respect of designated parking places, and limits authorities to spending surplus revenue on the provision and maintenance of on and off street parking, provision of public transport services, environmental improvements, maintenance of roads, highways and road improvements or environmental improvements.

9. Equalities &Community Cohesion Comments

9.1 The demographic profile of Haringey highlights a number of equality considerations that the Parking Services needs to take into account. An example of this is that there are significant levels of deprivation and disadvantage in particular wards, notably those in the east of the borough, coupled with low income and worklessness. This has implications for the revised parking permit charges in terms of ensuring that certain individual and groups are not adversely affected. The proposed increase in charges based on occupancy levels will disproportionately affect larger household. Demographic information indicates that many black and ethnic minorities have larger household sizes in comparison to non black and ethnic minority households. Black and ethnic minorities are therefore more likely to be affected by the increased charges if they have more than one vehicle per household. It is recommended that clear criteria be developed for carers permit applications. This will ensure that all applications are assessed in a fair and consistent way and enable applicants to identify the reasons for an unsuccessful application. It is recommended that an equalities impact assessment be carried out with regard to the impact of the revised parking and permit charges.

10. Consultation

Statutory consultation will be undertaken as part of drafting the legal orders to reflect the revised charges.

11. Service Financial Comments

There are significant underlying budget pressures in the parking account in 2010/2011. A number of measures are being implemented this year to address those pressures. The additional income generated from this review will be used to address the existing base budget issues and will also contribute towards the savings the Council will be required to deliver in future years.

12. Use of appendices /Tables and photographs

Appendix 1 _ Parking charges proposals

Appendix 2- Average parking permit charges across London

13. Local Government (Access to Information) Act 1985

Parking charges applied in other Boroughs

Appendix 1 – Proposed increase to Parking Charges

1. Residential Permit

Proposed increases are set out in the table below.

CO ₂ Emission band	Current charge (First permit)	Proposed charge	Current Second and subsequent permit per household	Proposed charge
Up to 100 CO ₂ g/km including electric vehicles	£15	£20	£15	£20
101 – 150 CO ₂ g/km	£30	£50	£60	£80
151 – 185 CO ₂ g/km	£60	£95	£100	£130
186 CO ₂ g/km and over	£90	£150	£150	£200

(Please note above that second and subsequent permit charges are proportionally higher than 1st permits and the level of increase proposed reflects this)

Engine size	First permit (annual)	Proposed Increase (Second and subsequent permit per household	Proposed Increase
1549cc or less	£30	£50	£60	£80
1550cc to 3000cc	£60	£95	£100	£130
3001cc and above	£90	£150	£150	£200

2. Visitors Permits

Visitors permits	Current charge	Proposed increase
One hour scratch card	20p	30p
Two hour scratch card	40p	60p
Daily scratch card	£2.00	£3.00
Weekend permit	£5.00	£7.50
Two week permit	£8.00	£12.00

(Please note that concerning the above a 50% reduction will still apply to visitors' permits issued to elderly and disabled residents)

3. Traders Permits

	Current charge	Proposed Increase
Traders permits - Daily	£5	£7
Traders permits - Monthly	£100	£125

4. Business permits

	Current charge	Proposed increase
Business permits – (annual)	£200	£240

5. Doctors Permits

	Current charge per bay	Proposed charge per permit
Doctors permits – (annual)	£45	£240

6. Car Parks

Car Parks are not included in this report and are being looked at separately.

7. Pay & Display charges

It is proposed to increase pay & display charges in all bands

Banding	Current charge per hour	Proposed charge Per hour
Low	£1.00	£1.20
Medium	£1.40	£1.90
High	£2.20	£3.00

8. Suspensions

Suspension	Current charge	Proposed increase
Administration Fee	£53	£80
Charge per parking space	£13	£15

9. Skip & building materials Licenses

	Current charge	Proposed increase
Skips	£40	£70
Building materials	£40	£70
Combined skip & building materials	£55	£80

Appendix 2 - Resident Permit Charges – October 2010

Current Ranking	Borough	Current Charge (average)
1	Richmond	£130
2	Lambeth ¹	£125
3	Kensington & Chelsea ¹	£121
4	Westminster	£132
5	Wandsworth	£120
6	Camden ¹	£99.80
7	Southwark	£99.30
8	Hammersmith & Fulham	£99
9	Hackney ¹	£92
10	Tower Hamlets	£90
11	Islington ¹	£85
12	Enfield	£70
13	Merton	£65
14	Kingston	£60
14	Lewisham	£60
14	Hounslow	£60
14	Haringey ¹	£60
15	Redbridge	£55.75
16	Bromley	£50
16	Greenwich	£50
17	Croydon	£48
19	Harrow	£46
17	Ealing	£45
21	Barnet	£40
20	Sutton	£40
21	Waltham forest	£22.50

(£95 with proposed increase)

¹price based on CO₂ emissions.
For those boroughs we have used the average vehicle (185g/km)

(Please Note:

Information available from other authorities suggests that they intend reviewing charges with increases of between 20% to 50%.



Haringey Council

Agenda item:

[No.]

Cabinet

On 16 November 2010

Report Title: **New Housing Allocations Policy**

Report of: Niall Bolger, Director of Urban Environment

Signed:

Date: 3 November 2010

Contact Officer: Zulfiqar Mulak, Head of Housing Needs and Lettings
e-mail: zulfiqar.mulak@haringey.go.uk
Tel: 0208 489 4890

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose of the report

- 1.1 To inform the Cabinet of the results of a comprehensive consultation exercise carried out in relation to the review of Haringey's Housing Allocations Policy.
- 1.2 To provide Cabinet with details of the implementation arrangements in relation to the new Allocations Policy, including the introduction of an online re-registration of lower priority applicants between January and March 2011, with safeguards built in to support vulnerable applicants.
- 1.3 To seek Cabinet's approval of a new Housing Allocations Policy that prioritises applications on the basis of housing needs bands rather than housing points.

2. Introduction by Cabinet Member

- 2.1 We need to simplify the system (to assist people's understanding and ensure that it is perceived as being fair to all applicants) and we need to reduce the complexity and cost of administering the housing register.
- 2.2 The new Housing Allocations Policy will enable us to do this and to meet our statutory obligations, including those resulting from new regulations and case law.
- 2.3 I welcome the plans to introduce a 'banding' system and I am delighted that high priority will now be given to the transfer applications of Council tenants and housing association tenants who are willing to 'free up' family homes and specially adapted homes that they no longer need.

2.4 The three month consultation agreed by Cabinet in June 2010 has now concluded and I am pleased to see there is widespread stakeholder support for the new Housing Allocations Policy and the move from points to bands.

3. State links with Council Plan Priorities and actions and/or other Strategies:

3.1 The new Housing Allocations policy will support the delivery of a number of key strategic objectives, including those related to housing, homelessness, domestic violence, regeneration, sustainable communities and community safety.

3.2 It will also support the Council's objective of improving housing conditions in the borough and it will help meet the following priorities in the Council Plan:

- **Priority 3** – “Encouraging lifetime well-being, at home, work, play and learning”

By allocating social housing stock in a fair and transparent manner, the Council will provide families and vulnerable households with the stability they need, making it easier for them to maintain their links with schools, healthcare professionals and support networks.

- **Priority 4** – “Promoting independent living while supporting adults and children When needed”.

By assisting planned move-on from temporary accommodation and supported housing schemes into settled social housing, the new Housing Allocations Policy will enable some of the borough's most vulnerable residents to plan their lives and work towards independent living.

- **Priority 5** – “Delivering excellent, customer focused, cost effective services”.

By targeting social housing towards those applicants who need it most and those who are willing to give up large and/or specially adapted homes that they no longer need, the Council will make best use of Haringey's social housing.

As the new banding system will mean that applicants within each housing needs band will be prioritised in date order (and anyone moving up a band will be given a new 'effective date' that reflects the date they are awarded the higher priority), the Housing Allocations Policy will assist applicants' understanding and enable them to make informed decisions about their future housing. This will improve transparency and ensure that the service is more customer focused.

By tackling under-occupation and making better use of specially adapted social housing, the Council will be able to make optimum use of the borough's social housing to meet the needs of those households that are in the greatest housing need, including families and people with disabilities whose social care and support needs may be met better and more cost effectively in social housing.

4. Recommendations

4.1 It is recommended that Cabinet:

- (a) Affirms its earlier decision of 15 June 2010 to introduce a new Housing Allocations Policy, based on housing needs bands rather than housing points, with effect from January 2011;
- (b) Notes the results of the extensive 3 months consultation exercise, carried out with a wide range of stakeholders between June and October 2010, which overwhelmingly supports the proposed changes to the way in which applications for housing are administered and prioritised – as set out in the Draft Housing Allocations Policy – including the use of housing needs bands, instead of points, as the basis for determining applicants' relative priority;
- (c) Notes the results of the Equality Impact Assessment carried out;
- (d) Notes and approves the proposed implementation arrangements, as set out in this report, including the plans for the re-registration of applicants in Bands C, D and E between January and March 2011;
- (e) Approves the new Housing Allocations Policy 2011 (set out in **Appendix 2**) and authorises the Director of Urban Environment in consultation with the Cabinet Member for Housing to make further minor changes to the Policy (and to confirm the exact date of implementation) using their powers of delegated authority.

5. Reasons for recommendations

- 5.1 Every local authority has a statutory duty to publish its housing allocations policy.
- 5.2 Haringey's existing Housing Allocations Policy is extremely complex, difficult to explain and administer, prevents households from making informed decisions about their future housing, and makes only a limited contribution to the achievement of the borough's key strategic objectives.
- 5.3 A detailed review of the housing allocations policy has been carried out, taking into account the new staffing structure of Strategic & Community Housing Services, good practice, government guidance and recent court decisions.
- 5.4 At a Leader's Conference in October 2009, there was strong cross-party support for the use of housing needs bands (rather than housing points) and policy changes that will make it much easier for applicants to assess their housing prospects and make better, more informed decisions in relation to their options.
- 5.5 A revised Housing Allocations Policy was drafted and approved by Cabinet in June 2010 subject to a three months consultation with a wide range of stakeholders. This consultation is now complete and the outcome is set out in Section 14 of this report. This shows that there is widespread support for the new Allocations Policy, which moves away from points to housing needs bands.
- 5.6 The implementation of the proposed changes will simplify the administration of the Housing Allocations Policy, make it easier to explain decisions, and ensure that housing choices are clearly and precisely communicated to customers.

6. Planned Implementation

- 6.1 There are three key elements to assist the planned implementation of the new policy. These are ensuring applicants are in correct bands based on their current points, re-registration of current applicants and ensuring that a comprehensive equality impact assessment is carried out which looks at the impact of the new policy on the diverse communities in the borough.

Housing Needs Bands

- 6.2 A critical element in implementing the new Housing Allocations Policy is to ensure that existing applicants on the housing register are placed in the correct housing needs band in accordance with the new policy. To assist this process, a detailed modelling exercise has been undertaken to determine the band into which each applicant will be placed.
- 6.3 The modelling exercise has shown that, based on the information available, there will be 394 applicants in Band A, and 3,725 applicants in Band B. In order to notify the remaining 16,566 applicants of their provisional banding (Band C, D or E) in January 2011, the modelling exercise will be completed in November 2010.
- 6.4 The modelling exercise for Bands A & B has been robust and is consistent with the previous estimates for these bands. Applicants in these two bands will be notified in December 2010 that they have been placed in these bands and will be able to continue bidding for properties in the normal way.
- 6.5 Applicants in Bands C, D & E will be notified of their provisional bands and asked to re-register between January and March 2011. Details of the re-registration process are set out below.
- 6.6 A number of changes have been made to the categories in each band as a result of the issues and concerns raised during the consultation. The revised categories in each band are set out in **Appendix 1**.

Re-Registration

- 6.7 Our highest priority applicants (Bands A and B) will not be required to re-register. They will be notified in December 2010 of the policy change and the impact this will have on their position on the housing register, based on the band they are in and their effective date instead of their number of points.
- 6.8 As explained in paragraph 6.3 above, the number of applicants in Bands A and B is currently 3,911. As most of these applicants are either in temporary accommodation provided by the Council or are council tenants seeking alternative accommodation (through a management transfer or the under occupation scheme), the Council already has sufficient information to determine the band into which these applicants should be placed. At this stage, therefore, these applicants will not be asked to re-register.
- 6.9 The remaining 16,566 applicants on the existing housing register will be required to re-register within the defined period, starting in January and ending on 1 April 2011. Each applicant will be notified of a provisional banding (C, D or E) based on the information currently held by the Council and will be asked to confirm that they wish to remain on the housing register and to complete the new application form. Applicants will have three choices for the completion of their form:

- **Use of the online application form via the Council's website:** applicants will be provided with the required details for this (including a secure PIN) and will be able to use public access computers in Council buildings for this purpose. The form will be available in community languages, and written guidance and support will be provided by local staff.
- **In person, by appointment, at designated Council offices:** applicants will be helped to complete the online application form. At Apex House, opening hours will be extended (to include evenings and weekends) to assist applicants who cannot attend during the day. Interpreters will be arranged as required.
- **At home, by appointment:** applicants whose mobility is restricted and who cannot attend an interview at one of the Council's offices will be visited at home by a member of staff who will help them complete the form. Interpreters will be arranged as required.

6.10 All correspondence will be in the appropriate language (where we have this information) or will be translated on request. In addition to the initial letter requiring re-registration, applicants will receive two reminders. Regular use will be made of Council publications and the website to advertise the re-registration exercise. An extensive communications plan has been developed to ensure that stakeholders and partners are informed and that they are able to help applicants to successfully complete the re-registration process.

6.11 During the re-registration period, applicants will not be able to bid for properties until their re-registration is completed. Applicants who do not re-register within the time period, or do not contact us in anyway, will have their applications cancelled. Under the Housing Act 1996 Section 167, applicants have the right of appeal against a decision to cancel their application but the re-registration arrangements have been designed to ensure that applicants are given every opportunity to re-register, with safeguards built in to support vulnerable clients. Appropriate arrangements to ensure widespread communication and the removal of any barriers to re-registration are planned.

6.12 During the preparation for the re-registration it will be necessary to limit new applications to join the register to high priority cases only. This is to ensure that routine applications using the paper form do not have to be processed at a time when workload will be very high. This restriction will apply for a period of up to a month, but has been planned to run over the Christmas/New Year period when demand is lower and to coincide with the regular, seasonal closure of the Home Connections choice based lettings scheme. During this period, all high priority applications will be registered, face to face, by housing staff.

7. Summary

7.1 The review of Haringey's Housing Allocations Policy concluded that a housing needs banding system should be adopted in line with government guidance but with significant changes to the existing priorities, in line with the 'reasonable preference' categories set out in the legislation.

7.2 The main advantages of the proposed arrangements are that:

- They will end the complexity of having a variety of points for different categories and a situation in which a high number of points is the primary factor in determining whether or not someone is rehoused.

- The new Band A will include a relatively small number of applicants. Applicants with high levels of need (and those whose transfer to alternative accommodation will benefit the Council and/or free up a family home or a specially-adapted home) will be awarded the highest priority, based upon explainable and transparent criteria.
- Exceptional priority cases are likely to be housed more quickly.
- There is a clear and explainable distinction between Bands A & B.
- The new Band B will have a real relevance for applicants. It will also enable better planning and transparent decision making and hold the Council more accountable for the way in which it prioritises the allocation of its very limited supply of social housing

7.3 All homeless households in Band B will be housed in date order. Where they are able to remain 'homeless at home', their application will be placed in Band B (the same category as other homeless applicants), thereby removing the incentive for such households to move into temporary accommodation.

7.4 In October 2009, the Council introduced auto-bidding for highly-pointed homeless households living in temporary accommodation. This has already started to have an impact on the bidding behaviour of applicants and, when it is eventually rolled out to everyone who is living in temporary accommodation, it is likely to reduce the number of households who use the homelessness legislation as a route into social housing.

7.5 Following a Leader's Conference in Autumn 2009 where there was cross party support for the move from points to banding, a new policy was drafted and approved by Cabinet in June 2010 subject to a extensive three month consultation with a wide range of stakeholders.

7.6 This consultation has now concluded and details of this are set out in section 11 which confirm widespread stakeholder support for the new housing allocations policy which is seen to be fairer and more transparent.

8. Chief Financial Officer Comments

8.1 Although there will be some initial costs incurred in the course of changing the Housing Allocations Policy (including staff and IT costs), these will need to be contained within existing budgets.

8.2 In the longer-term, a simplified Housing Allocations Policy (together with the reduced number of households on the housing register, achieved through the proposed re-registration exercise and annual review of the housing register) may reduce the number of staff required to administer the housing register.

9. Head of Legal Services Comments

9.1 The Head of Legal Services has been consulted in the preparation of this report and makes the following comments.

- 9.2 The Council is under a statutory obligation to have an allocations scheme for determining priorities and for defining the procedures to be followed in allocating housing. Procedures include all aspects of the allocation process, including the people or descriptions of people by whom decisions are taken. The Council must allocate all housing in accordance with its allocations scheme and the allocations scheme must be compatible with the Council's Community Strategy.
- 9.3 Before adopting an allocations scheme or making an alteration to its scheme effecting a major change in policy, the Council must consult with every registered social landlord with whom it has a nomination arrangement and consider the comments received. In line with the code of Guidance registered providers were involved at an early stage.
- 9.4 Anyone likely to be affected by an alteration to the allocations scheme which reflects a major change of policy must be notified of it. Statutory guidance also recommends that in addition to notification, the Council should consider its wider duty to involve and should consult with those who are affected by or interested in the way social housing is allocated.
- 9.5 When making changes to its allocations scheme the Council must have regard to the statutory guidance on the allocation of accommodation and choice based lettings. The Council must take such steps as it considers reasonable to bring the effect of major changes to the policy to the attention of those likely to be affected within a reasonable period of time.

10. Equalities and Community Cohesion Comments

- 10.1 The Council has a statutory duty to promote equality and diversity and foster good relations between all communities. Greater transparency of the way in which it prioritises and allocates the increasing demands for its housing will assist it to demonstrate fairness and equality of opportunity.
- 10.2 The implementation of a banding system will benefit all qualifying applicants. It will positively contribute to equalities, diversity and social cohesion by increasing applicants awareness and knowledge of how the council's lettings policy operates. The lack of clarity of how the current system operates has led to misconceptions that allocations policies favour certain communities and groups, over others. The introduction of a more transparent system will help to demystify the lettings procedure and lead to an increase in individual's confidence that they are being treated fairly.
- 10.3 An Equality Impact Assessment (EIA) has been carried out to assess the impact the new policy will have on the diverse community in the borough. The EIA shows that the introduction of the new Housing Allocations Policy will unlikely to have any adverse impact on the allocation of social housing in the borough. A copy of the detailed EIA will be placed in the members library
- 10.4 It is recommended that an analysis of equal opportunities monitoring information reviewing the profile each band by equality group is carried out. This will allow the Council to identify whether giving preference by date order will create any significant imbalances or disadvantage any equality group. It is also recommended that ongoing equalities monitoring and analysis continues to be carried out to assess the impact of the new policy on all equality groups. It is noted that not all applicants with health, medical or disability related needs will

be allocated to the Band A category which will mean that the new policy will be clear for those applicants in relation to the priority awarded on these grounds.

- 10.5 It is recommended that the service continues to carry out equal opportunities monitoring in relation to the outcomes of the lettings procedure. This will contribute to public confidence in the new policy and assist the Council to demonstrate that it contributes to equality of opportunity in the allocation of its social housing.
- 10.6 A further specific Equalities Impact Assessment will be carried out to assess the impact of the re-registration process, particularly the introduction of the online registration process to ensure this does not disadvantage Black and Ethnic Minority households and vulnerable applicants

11. Consultation

- 11.1 The consultation provided people affected by the change to Haringey's Allocations Policy wide and varied opportunities to ask questions and give feedback during the consultation.
- 11.2 It included all Councillors, partners such as Registered Providers; Homes for Haringey; housing support providers and their service users; voluntary sector organisations; equality groups and community groups and the general public
- 11.3 We used a range of mediums appropriate to the audience and ensured that we covered as many stakeholders as possible. This included:
- Newspapers – Haringey People, Homezone (Homes for Haringey's tenants and leaseholders newsletter), staff newsletters; Forum for Older People newsletter, special edition of Moving On magazine sent to everyone living in temporary accommodation and local press
 - Haringey Council's website
 - Presentations at Boards, including the Integrated Housing Board, Supporting People Partnership Board and the Transforming Social Care Board
 - Discussion at Forums, including the Temporary Accommodation User Forum, the Area Assemblies and the Haringey Policy Network
 - Workshops with support providers and with Council staff
 - Consultation meetings with Elected Members
 - Half day event for Council staff, stakeholders and consultative groups
 - Stands at Customer Service Centres and Wood Green Shopping City

11.4 The table below summaries consultation activity

Activity	Number
Number of events held	49
People directly spoken to about policy	Approx 1500
Number of people in temporary accommodation who received Moving On magazine	3,500
Number of Homes for Haringey tenants and leaseholders who received Homezone newsletter	20,000
Emails/ Telephone calls	55

Feedback received from consultation

11.5 We have received feedback through a variety of methods, including emails and telephone calls, but most was captured during discussion at events and meetings.

11.6 Individual feedback centred on individuals wanting to know how the new Policy will affect them. We explained that, although we were unable to respond to such queries during the consultation, we would deal with them when we undertake the re-registration.

11.7 All of the comments received have been collated and assessed by the Housing Allocations Project Team to determine whether or not the Draft Policy needed to be amended. A response was given to everyone who provided comment.

11.8 Overall, the feedback has been very positive. The banding system is recognised as being fair and transparent and considerably less complex than the previous 48 points categories. The fact that the new Policy addresses strategic priorities such as under occupation, overcrowding and move-on from short term accommodation has also been welcomed.

11.9 The majority of the feedback related to:

- Local connection
- Move-on through the non-priority rent deposit scheme
- The need for a clear definition of 'vulnerable'
- Auto-bidding
- The need for clear procedures

11.10 Some consultees (particularly providers who work with vulnerable people) said it is essential that re-registration does not in any way disadvantage applicants. This has been taken on board and the comprehensive arrangements set out in Section 6 of this report have been developed in response to that feedback.

11.11 In response to the consultation, we are developing a communication and training plan to ensure that the move to the new system is as smooth as possible.

Conclusion

- 11.12 The consultation responses confirmed that the new Housing Allocations Policy is fair; easier to understand; and that it will help manage the expectations of people on the housing register by giving clear information about the likelihood of them being offered social rented housing.
- 11.13 Specific feedback on technical issues was welcomed as this will ensure that the Policy is robust and minimise challenges.

12. Background

12.1 Haringey's existing Housing Allocations Policy is based on a points assessment and is delivered through a choice based lettings scheme, Home Connections.

12.2 It is not easy to fully explain the policy to applicants and, although there are now more than 20,000 households on Haringey's housing register, only about 20% of the households on the register have any real prospect of being offered the tenancy of a council or housing association home.

Review of the Housing Allocations Policy

12.3 The purpose of the review was to develop a clearer, fairer, simpler housing allocations policy that will give unequivocal and clear signals to our customers about their prospects of accessing social housing, improve applicants' understanding of their prospects of rehousing and be better aligned with the borough's strategic priorities.

12.4 However, it also has to comply with the requirements of Part VI of the Housing Act 1996 (as amended by the Homelessness Act 2002) which covers:

- Allocations of local authority housing to new tenants;
- Transfers requested by local authority tenants;
- Allocations of local authority housing to current tenants of registered social landlords (now known as "registered bodies");
- Nominations that the local authority makes to registered social landlords.

12.5 In order to comply with the law, Haringey's new Housing Allocations Policy must have a mechanism for determining different levels of housing need, allow for multiple needs to be identified, take account of government guidance and case law, and give reasonable preference to those that the government considers to be in greatest housing need. This includes:

- People who are homeless or owed a duty under the homelessness legislation;
- People who are overcrowded / living in unsanitary conditions;
- People who need to move on medical /welfare grounds; and
- People who need to move to avoid hardship.

- 12.6 Governance for the review of the policy was provided by a multi agency Project Board, comprising representatives from Strategic & Community Housing Services, Legal Services, and Homes for Haringey, the Citizens Advice Bureau and registered bodies.
- 12.7 The review considered and examined the structure of the points scheme, the relative merits of banding and points schemes, the information that housing applicants receive in relation to their housing prospects, and how the policy can best contribute to the achievement of the borough's key objectives. The outcome of this review was reported to members and agreed by cabinet in June 2010 subject to a three month consultation which has now been completed and also endorses the new policy.
- 12.8 The views of Members were also sought at a Leader's Conference held in October 2009 when they had the opportunity to participate in a prioritisation exercise and consider the merits of housing needs bands. A similar exercise was also carried out at stakeholder event in September 2010 which was well attended and supported the move away from points to bands.

13. Service Financial Comments

- 13.1 The existing scheme is administratively complex and demands a very high amount of customer contact, in person, by phone and correspondence. The proposed changes to the housing allocations policy will begin to reduce this demand and they will lead to greater efficiency in the use of staff resources and produce better outcomes for customers.
- 13.2 These changes, together with last year's restructuring of Strategic & Community Housing Services, will improve productivity, increase flexibility and provide better value for money.
- 13.3 The cost of software updating is anticipated to be in the region of £70,000, this will be a one off cost. Additional maintenance costs will amount to £5,000 a year. These sums will be contained within existing budgets.
- 13.4 Any extra cost incurred in the development and implementation of the housing allocations policy will be contained within the existing budget.

14. Use of Appendices

- Appendix 1 – Revised banding categories
- Appendix 2 – Housing Allocations Policy 2011

15. Local Government (Access to Information) Act 1985

Appendix 1 – Revised Banding categories

Following consultation, the revised banding categories are as follows;

HOUSING NEEDS BAND 'A'

1. Applicants who need to move urgently because of a critical medical or welfare need, including emergencies.
2. Applicants who, at the discretion of the Council, need to move urgently because there are serious safeguarding circumstances. Included as a separate point. Originally part of point 1 above.
3. Tenants of the Council or of partner housing associations who have been approved for an emergency management transfer because of harassment, domestic violence or hate crime, including cases agreed through reciprocal arrangements with other local authorities. Revised to include.
4. Haringey Council tenants and partner housing association tenants living in Haringey who are under-occupying a family home (with three or more bedrooms) and are willing to transfer to a home that has at least two fewer bedrooms. Revised to include.
5. Haringey Council tenants and partner housing association tenants living in Haringey who are under-occupying a two-bedroom family home and are willing to transfer to a bedsit or one-bedroom home. Revised to include.
6. Haringey Council tenants and partner housing association tenants living in Haringey who are occupying a specially-adapted home and are willing to transfer to a home that is more appropriate to their needs. Revised to include.
7. Applicants who have a right of succession to a Council tenancy but are under-occupying their accommodation (or occupying a specially-adapted home) and are required to move to somewhere smaller and/or more appropriate to their needs.
8. Haringey Council tenants and partner housing association tenants living in Haringey who require extensive disabled facilities that can be provided more appropriately in alternative accommodation. Revised to include.
9. Applicants who are in severe need and have been accepted for rehousing, by Haringey Council, under the homelessness legislation.
10. Haringey Council tenants and partner housing association tenants living in Haringey who need to be permanently decanted in order to enable essential repairs or redevelopment to be carried out, or as part of a regeneration scheme in Haringey. Revised to include.
11. Applicants who are required to leave their homes as a result of an prohibition order served by the Council or the Fire Service in relation to the premises.

12. Applicants (including young care leavers and people leaving hospital, residential care and supported housing) who are nominated for move-on accommodation by named agencies in accordance with an agreed nominations agreement that includes specific quotas.
13. Retiring service tenants who are living in Council accommodation and for whom Haringey Council has a contractual obligation to provide accommodation.
14. Situations where it is in the overriding interests of the Council to prioritise an allocation of housing to a particular household and/or it is necessary to fulfil an urgent statutory or legal duty.
15. Applicants (except homeless households for whom the Council has accepted a rehousing duty) who have two or more needs in Band B.

Note: Applicants assessed as meeting Housing Needs Band A criteria but with no local connection with Haringey will be placed in Band C, except in those cases of emergency management transfer through reciprocal arrangements with other local authorities. Revised from Band A to C and additional information included.

HOUSING NEEDS BAND 'B'

1. Applicants who need to move because they have been assessed as having a serious medical or welfare need.
2. Haringey Council tenants and partner housing association tenants living in Haringey who are severely overcrowded and have at least two rooms less than the number of rooms to which they would be entitled to under Haringey's Housing Allocations Policy. This includes reception rooms that could reasonably be used as bedrooms. Revised to include.
3. Adult (aged over 25) members of the households of Council and partner housing association tenants living in Haringey who require single person accommodation, and are severely overcrowded and have at least two rooms less than the number of rooms to which they would be entitled under Haringey's Allocations Policy. This includes reception rooms that could reasonably be used as bedrooms. New point.
4. Applicants for whom Haringey Council has accepted a full rehousing duty under the homelessness legislation.
5. Applicants who need to move to a particular locality in the Borough, where failure to meet that need would cause hardship to themselves or to others.
6. Applicants living in accommodation for which an improvement notice has been served, or is about to be served, by Haringey Council in relation to the applicant's dwelling and the Council has determined that the dwelling must be vacated because the remedies that are needed to reduce the hazard will require the property to be vacated for a significant period of time or will make the property unsuitable for occupation by the applicant. New point.
7. Applicants with 4 or more needs in Housing Needs Band C.

Note: Applicants assessed as meeting Housing Needs Band B criteria but with no local connection with Haringey will be placed in Band D. They will have a lower relative priority than those applicants in Band D who do have a local connection, regardless of those applicants having later 'effective dates'. Revised from Band C to D and additional information included.

HOUSING NEEDS BAND 'C'

1. Applicants who need to move because they have been assessed as having a moderate medical or welfare need.
2. Haringey Council tenants and partner housing association tenants living in Haringey who are overcrowded because they have one bedroom less than the number of bedrooms to which they would normally be entitled under Haringey's Housing Allocations Policy. Revised to include.
3. Applicants who are homeless or threatened with homelessness but have been assessed by the Council within the previous 12 months as having no right to rehousing under the homelessness legislation because they are not in priority need. Revised to include.
4. Applicants who are homeless or threatened with homelessness but have been assessed within the previous twelve months by the Council as having no right to rehousing under the homelessness legislation because they are considered to have become homeless intentionally, and have not been resident in settled accommodation. Revised to include. Originally part of point 3 above.
5. Applicants who have no fixed abode.
6. Applicants who the Council has placed in specialist or supported accommodation, or applicants (including young care leavers and people leaving hospital, residential care and supported housing), and require move-on from that accommodation. Revised to include.
7. Protected tenants and tenants of tied accommodation who have been served with a valid notice to quit and the Council is satisfied that they have little or no prospect of successfully defending the possession proceedings.
8. Applicants who are severely overcrowded and living in private rented (including non-partner housing association) accommodation in Haringey. Revised to include.
9. Applicants living in accommodation for which a hazard awareness notice has been served, by Haringey Council in relation to a Category 1 or 2 hazard in the applicant's dwelling and the remedies needed to reduce the hazard will require the property to be vacated for a significant period of time or will make the property unsuitable for occupation by the applicant.
10. Council tenants and partner housing association tenants in Haringey who are under-occupying a family home (with three or more bedrooms) and are willing to transfer to a home that has at least one fewer bedroom. New point.

Note: Applicants assessed as meeting Housing Needs Band C criteria but with no local connection with Haringey will be placed in Band D. They will have a lower relative priority than those applicants in Band D who do have a local connection, regardless of those applicants having later 'effective dates'. Revised to include.

HOUSING NEEDS BAND 'D'

1. Applicants who have an identified housing need but are awarded 'reduced preference' under the law.
2. Applicants who are overcrowded and living in private rented accommodation in Haringey. New point.
3. Applicants who are tenants of a non-partner housing association (whose housing is not subject to a tenancy nominations agreement with Haringey Council), are overcrowded and have a local connection with Haringey. New point.
4. Applicants living in accommodation lacking permanent facilities or sharing facilities with others not included on their application. New point.

Note: Applicants assessed as meeting Housing Needs Band D criteria but with no local connection with Haringey will be placed in Band E. They will have a lower relative priority than those applicants in Band E who have been relegated from Band D because they do not have a local connection, regardless of those applicants having later 'effective dates'. Revised to include this footnote.

HOUSING NEEDS BAND 'E'

1. Applicants who are living in tied accommodation, a caravan or mobile home, but with no identified housing need.
2. Applicants who live in a property that is adequate to meet their needs in terms of property type, size and facilities.
3. Applicants who are in prison.
4. Applicants whose homes are (or will be) the subject of a hazard awareness notice or improvement notice, but the specified remedies are low-cost and straightforward to achieve.
5. Applicants who are owner-occupiers (but see Section 5.9).
6. Applicants who are overcrowded and living in private rented accommodation outside Haringey. New point.

Note: Applicants assessed as meeting Housing Needs Band E criteria but with no local connection with Haringey will be placed in Band E. They will have a lower relative priority than those applicants in Band E who have a local connection, regardless of those applicants having later 'effective dates'. Revised to include this footnote.



Haringey's Housing Allocations Policy

(including information about the
Housing Register and Choice Based Lettings Scheme)

November 2010

CONTENTS

	Page
1 INTRODUCTION	
1.1 Statement of Choice	8
1.2 Haringey's Housing Register	9
1.3 Partner organisations	9
1.4 Objectives of the Housing Allocations Scheme	10
1.5 How the Housing Allocations Scheme will operate	12
1.6 Reviewing and monitoring the Housing Allocations Policy	12
2 THE LEGAL FRAMEWORK	
2.1 Housing Act 1996 (as amended)	13
2.2 Allocations that are covered by the Housing Allocations Policy, but where the rules under Part 6 do not apply	13
2.3 Allocations that are not covered by the Housing Allocations Policy (and are also not covered by the rules in Part 6)	14
2.4 Reasonable preference	14
2.5 Equal opportunities and diversity	15
3 HARINGEY'S HOUSING REGISTER	
3.1 Who can join the Housing Register?	16
3.2 Joint applications	16
3.3 People who can be included in the application	16
3.4 Applicants who are ineligible for housing	16
4 HOW THE HOUSING REGISTER WORKS	
4.1 How to apply to join the Register	18
4.2 Civil partnerships and cohabittees	18
4.3 Applicants' consent and declaration	18

4.4	Notification of changes in circumstances	19
4.5	Renewal of housing applications	19
4.6	Cancellation of housing applications	19
4.7	Verification of housing applications	20
4.8	Data protection	20
4.9	Misrepresentation and fraud	20
4.10	Councillors' involvement in decision making	21
4.11	Members of the Council, staff and relatives	21
4.12	Equal opportunities and monitoring	21
4.13	Confidentiality	22
4.14	Access to personal files	22
5	ASSESSMENT OF HOUSING NEED	
5.1	Housing Needs Bands	23
5.2	Assessment of housing applications	23
5.3	Deciding the effective date	24
5.4	Local connection to Haringey	24
5.5	Applicants from outside of Haringey who have no local connection with the borough	25
5.6	Applicants given reduced priority	26
5.7	Applicants given reduced preference	26
5.8	Applicants who have deliberately made their housing situation worse	28
5.9	Owner-occupiers	28
5.10	Applicants living in 'tied accommodation' which is suitable for their needs	29

6	FINDING A HOME THROUGH THE CHOICE BASED LETTINGS SCHEME	
6.1	Choice based lettings	30
6.2	Circumstances when eligible applicants will not be able to Participate in choice based lettings	30
6.3	Advertising available homes	31
6.4	Labelling properties	31
6.5	Expressing an interest in available homes	32
6.6	Applicants who may be suspended from bidding through the choice based lettings scheme	33
6.7	Shortlisting of interested applicants	34
6.8	Properties not offered through choice based lettings	34
6.9	Properties selected for 'direct lets'	35
6.10	Circumstances when homeless households living in temporary accommodation may be made a direct offer	36
6.11	Making an offer of accommodation	36
6.12	Circumstances when homeless households living in temporary accommodation may be subject to auto-bidding	37
6.13	Refusing an offer of accommodation	38
6.14	Failing to respond to an offer of accommodation	39
6.15	Accepting an offer of accommodation	39
6.16	Withdrawing an offer of accommodation	40
6.17	Feedback on the letting of social housing	40
6.18	Homes in lower demand	40
7	OFFERING HOUSING TO TENANTS WHO OWE RENT	41
8	TYPE OF PROPERTY OFFERED	
8.1	Property size and household size	42
8.2	Parents with 'staying access' to dependent children or shared residence orders	42

8.3	Parents with a dependent child who is in foster care or being looked after by the local authority	42
8.4	Support for fostering and adoption	43
8.5	Applicants with a medical or social need for a larger property	43
8.6	Extra rooms for carers	43
8.7	Guidance on bedroom entitlement	43
8.8	Additional properties for larger families	45
9	ALLOCATION OF PROPERTIES DESIGNED FOR OLDER PEOPLE AND PEOPLE WITH PHYSICAL DISABILITIES	
9.1	Supported housing for older people	46
9.2	Eligibility criteria for supported housing	46
9.3	Applicants who may not be offered supported housing	48
9.4	Applying for supported housing	49
9.5	Allocation of supported housing	50
9.6	Refusing an offer of supported housing	51
9.7	Failing to respond to an offer of supported housing	52
9.8	Accepting an offer of supported housing	52
9.9	Withdrawing an offer of supported housing	52
9.10	Properties designed or adapted for people with physical disabilities	53
9.11	Age restrictions on homes	54
10	TYPES OF TENANCIES OFFERED	
10.1	Introductory and starter tenancies	55
10.2	Letting permanent housing on a temporary licence	55
10.3	Joint tenancies	55
11	LOCAL LETTINGS POLICIES	
11.1	Introduction	56
11.2	Legislation and guidance	56

11.3	Purpose of Local Lettings Policies	56
11.4	Local Lettings Policies - properties	57
11.5	Local Lettings Policies – people	58
11.6	Monitoring and review	58
12	MAKING THE BEST USE OF OUR HOUSING STOCK	
12.1	Tenants of registered social landlords where no nomination rights exist	59
12.2	Council tenants and tenants of registered social landlords who are living outside Haringey	59
13	REVIEWS, APPEALS AND COMPLAINTS	
13.1	Right of review	60
13.2	How to request a review	60
13.3	Requesting a review of the suitability of an offer of housing	61
13.4	The Council’s complaints procedure	61
13.5	Local Government Ombudsman	62
13.6	Housing Ombudsman Service	62
14	THE BANDING SCHEME	
14.1	Introduction	63
14.2	Housing Needs Bands	63
15	HOUSING PRIORITY	
15.1	Deciding who has priority on the Housing Register	67
15.2	Overcrowding	67
15.3	Children sharing bedrooms	68
15.4	Applicants without children	68
15.5	Disrepair, poor design and lack of facilities	69
15.6	Sharing with another household	69

15.7	People living in mobile homes, houseboats or caravans	69
15.8	Applicants for whom Haringey Council has accepted a rehousing duty under the homelessness legislation	69
15.9	Accepted homeless households in severe need	70
15.10	Other homeless households not owed a duty	70
15.11	Tenants of tied accommodation under notice	71
15.12	Protected tenants under notice	71
15.13	Qualifying Agricultural workers (protection under the Rent Agricultural Act 1976)	71
15.14	Emergency Management Transfers	71
15.15	Decant Moves (for essential repairs / redevelopment)	72
15.16	Move-on from specialist or supported accommodation	73
15.17	Applicants in prison	74
15.18	Medical, welfare and hardship	74
15.19	Medical assessments	74
15.20	Welfare / hardship assessments	76
15.21	Tenants with a home that is bigger than they need	77
15.22	Tenants with a specially adapted home that they no longer need	77
15.23	Applicants offered housing because of a death of a secure tenant	78
15.24	Applicants offered housing because of a relationship breakdown of a secure tenant	80
15.25	Transfers which will release a property that is needed	81
15.26	Applicants who have negotiated the surrender of their former tenancy	81
15.27	Discretionary Powers	82

1. INTRODUCTION

1.1 Statement of Choice

1.1.1 We are committed to providing excellent services that ensure the widest possible access to housing and prevent discrimination on the grounds of race, religion, gender or marital status, sexual orientation or disability.

1.1.2 Our aim is to achieve this by:

- Offering choice of accommodation, within the constraints of available supply.
- Giving applicants the opportunity to express preferences about their accommodation whenever possible, whilst at the same time allowing us to meet the needs of the borough in relation to housing, health and social care, sustainable communities and value for money.
- Meeting our legal and strategic obligations and requirements in a way that also takes into account the needs of local communities
- Setting out clear standards for the services we provide, so that everyone knows what to expect
- Writing our publications in plain English and offering translations, large print or a reading service where needed to help customers make informed choices about their housing
- Ensuring that decisions reflect policy and are consistent and transparent, and that all decisions made in relation to applications for housing are closely monitored and confirmed in writing
- Responding to the needs of our customers and partners and ensuring that the views of our customers are heard
- Providing comprehensive and accurate advice and information (in person and over the telephone) about social housing and other housing options, including how to access them
- Directing customers to the appropriate team, service or organisation where specialist advice is required

1.1.3 If you are applying for housing, it is your responsibility to:

- Provide full and accurate details on all forms or correspondence in relation to your application for housing
- Tell us immediately if your circumstances change in any way, for example, your address, family details, medical condition
- Respond to all of our requests for information
- Make a decision on viewed properties within the specified timescale agreed with the landlord.

Throughout this document, we refer to people seeking access to social housing for rent or low cost home ownership options as “applicants”.

1.2 Haringey’s Housing Register

1.2.1 Haringey’s Housing Register is a local register of housing need. All applicants seeking social housing in Haringey must apply through its Housing Register.

1.2.2 Applicants are advised that, due to the high demand for social housing in the borough, most of the people who are able to join the Housing Register are unlikely to be offered a council or housing association home. The demand for housing exceeds supply and the Housing Register exists to enable the Housing Allocations Policy to prioritise those households that are in greatest need and to maximise their opportunities for rehousing. Unfortunately, the majority of people on the Register will never be offered a home however long they wait; for them, waiting for a social rented home is unrealistic, and other options will be encouraged.

1.2.3 The Register also provides information on local needs which the Council and its partners use to develop new affordable housing.

1.2.4 The Housing Allocations Policy sets out:

- The objectives of the Housing Allocations Scheme
- How the Housing Register operates
- Who is eligible to be rehoused
- How applicants’ housing needs are assessed
- How social rented homes are let
- How the choice based lettings allocations scheme operates.

1.2.5 The Housing Allocations Scheme will operate through a choice based lettings (CBL) system and a Housing Allocations Policy. However, there may be local variations in order to make best use of social housing, in which case eligibility for properties will be clearly labelled in the advertisement.

1.2.6 The system is designed to be easy to use, and allows applicants to have an understanding of their housing situation, enabling them to make the best choice from the housing options available to them.

1.3 Partner organisations

1.3.1 Homes for Haringey (which manages homes on behalf of the Council) manages the largest stock of social housing in the borough.

1.3.2 All of the homes that Homes for Haringey manages are let in accordance with this Housing Allocations Policy.

1.3.3 Registered social landlords (often referred to as ‘housing associations’) may advertise their available homes through the choice based lettings scheme.

where nomination arrangements exist. This is when the Council has the right to nominate prospective tenants to a property; in these cases the landlord will normally be required to advertise the vacancy through the scheme. The Council will, except where set out below, nominate applicants in accordance with the Housing Allocations Policy.

1.3.4 In the Housing Allocations Policy, unless stated otherwise, references to registered social landlords or housing associations relate to partner organisations that have entered into nomination arrangements with the Council. They may also be referred to as 'partner organisations.'

1.3.5 The names and contact details of the organisations participating in Haringey's Housing Allocations Scheme are constantly changing. Appendix 1 An up-to-date list of the organisations that have agreed to participate can be obtained from the Council's Housing Service.

1.4 Objectives of the Housing Allocations Scheme

To meet the legal requirements for the allocation of social housing as set out in Part 6 of the Housing Act 1996 (as amended by the Homelessness Act 2002)

The Council will ensure that its Housing Allocations Policy complies with all legislative requirements, related legislation, case law, local policies and strategies.

To provide a system of choice in housing

The Council and its partners will develop the Housing Allocations Policy in accordance with the principles agreed locally. All assessments of need and allocations will be made in accordance with the agreed Policy.

The Housing Allocations Scheme aims to provide applicants with sufficient information to explain where homes are more likely to become available. This will allow them to make informed choices about their housing options.

To produce a system that applicants can understand and which is both open and fair

In order to ensure that it is consistent, fair and transparent, the Housing Allocations Scheme will include:

- Comprehensive feedback on the homes that have been let
- Adoption of a common housing needs banding structure
- Clear labelling of the properties advertised
- Detailed procedures for needs assessment and allocations
- Performance management information
- A consistent review process.

To increase the sustainability of local communities

Homes may be advertised with criteria aimed at improving the long-term stability of a community. In such cases, properties will be clearly advertised to show that special criteria apply.

To assist in minimising homelessness and assist applicants in the highest assessed need

All applicants will have their housing needs assessed and be placed in a housing needs band according to their circumstances. This will take into account the reasonable preference criteria outlined in the Housing Act 1996 (as amended by the Homelessness Act 2002).

Homes will generally be let to the applicant in the highest housing needs band who has been waiting the longest, having expressed an interest in the home and meeting the criteria advertised.

To minimise the use of temporary accommodation

A system of auto-bidding, together with the provision of comprehensive advice on housing options, will markedly reduce the length of time that applicants have to stay in temporary accommodation.

To ensure that vulnerable applicants are supported

Vulnerable people will be appropriately supported to access the Housing Allocations Scheme. A number of measures will be taken to ensure that vulnerable applicants are not disadvantaged such as:

- Providing appropriate advice and assistance
- Translating documents on request
- Providing information in other formats on request
- Partnership working with support agencies
- Undertaking monitoring and regular reviews of the allocations policy

To ensure that vulnerable groups are not disadvantaged by the Housing Allocations Scheme, the Council and its partners will put in place appropriate support systems and a full monitoring system to ensure that vulnerable people are successfully using the scheme.

To ensure that the scheme allows the Council and its partner organisations to make best use of homes and in particular adapted properties

Properties that have been adapted or developed for people with a disability will be advertised as such and, due to the shortage of adapted properties, preference will be given to households needing that adaptation. Property advertisements will show which groups may express an interest in them.

1.5 How the Housing Allocations Scheme will operate

- 1.5.1 Haringey is part of the Home Connections choice based lettings scheme. This is the choice based lettings scheme operating in North London.
- 1.5.2 Applicants who join Haringey's Housing Register are placed in one of five Housing Needs Bands to reflect their housing need.
- 1.5.3 Most vacant homes are advertised for a set period of time on a regular basis. This is called an advertising cycle.
- 1.5.4 Applicants can only express an interest in the homes for which they are eligible. They must, for example, meet the criteria for the number of bedrooms in the home.
- 1.5.5 They may express an interest by telephone, text message, through the website or by calling in person at one of the Council's designated offices.
- 1.5.6 Once the deadline of the advertising cycle is reached, a shortlist of the applicants who have expressed an interest is provided by the Home Connections system.
- 1.5.7 The Housing Allocations Policy is then used to determine who is prioritised for housing from the shortlist.
- 1.5.8 Feedback on lettings is made when a property has been let.
- 1.5.9 The feedback will include information about the priority and effective date of the selected applicant, but not any personal information relating to them.
- 1.5.10 The choice based lettings scheme will not operate when:
- In accordance with section 6.9 below, applicants are made a direct offer of housing.
 - In accordance with section 6.12 below, applicants are subject to 'auto-bidding'.

1.6 Reviewing and monitoring the Housing Allocations Policy

- 1.6.1 The Housing Allocations Policy will be reviewed regularly to ensure that it meets its stated objectives, complies with existing and proposed legislation and guidance, and does not operate in a manner that disadvantages, or discriminates against, any particular group.
- 1.6.2 An annual report on the application of the Housing Allocations Policy will be considered by the Integrated Housing Board and the Council's Overview and Scrutiny Committee, and will be fed back to stakeholders.

2. THE LEGAL FRAMEWORK

2.1 Housing Act 1996 (as amended)

2.1.1 This policy has been drafted to comply with the requirements of Part 6 of the Housing Act 1996, as amended by the Homelessness Act 2002.

2.1.2 Part 6 of the Housing Act 1996 covers:

- allocations of local authority housing to new tenants;
- transfers requested by local authority tenants;
- allocations of local authority housing to current tenants of registered social landlords; and
- nominations that the Council makes to registered social landlords.

2.1.3 It sets out the circumstances of applicants to whom reasonable preference must be given when deciding who will be offered a property.

2.1.4 The policy has regard to the Allocation of Accommodation, Code of Guidance 2002 and the Allocation of Accommodation: Choice Based Lettings Code of Guidance 2007 (consultation document) for local housing authorities, and the Fair and Flexible Statutory Guidance 2009.

2.2 Allocations that are covered by the Housing Allocations Policy but where the rules under Part 6 do not apply

2.2.1 In the following situations (where the rules under Part 6 of the Housing Act 1996 do not apply), homes will be allocated in accordance with the Housing Allocations Policy:

- Where Homes for Haringey (on behalf of the Council) needs to provide alternative accommodation for its tenant in order to carry out repairs or improvements to their property.
- Where the Council has a duty to re-house home owners following a compulsory purchase, provide suitable alternative accommodation under the Land Compensation Act 1973, s 39, or under the Rent Agricultural Act 1976. If it is not possible to provide an introductory or secure tenancy immediately, the applicant will be registered within Band A of the Housing Allocations Scheme.
- Where the Council grants an introductory or secure tenancy to a former owner-occupier or statutory tenant of a defective home under the Housing Act 1985, s554 or s555.

- Where the Council provides temporary accommodation for council employees under Para 5, Schedule 1 of the 1985 Housing Act (Temporary Accommodation for Persons Taking Up Employment).

2.3 Allocations that are not covered by the Housing Allocations Policy (and are also not covered by the rules in Part 6)

2.3.1 The following allocations of accommodation are not covered by the Housing Allocations Policy:

- Temporary accommodation provided for homeless people under Part 7 of the Housing Act 1996. However applicants in this situation can apply to join the Housing Register and take part in the choice based lettings scheme.
- Mutual exchanges between Council tenants or between Council tenants and the tenants of registered social landlords under the Housing Act 1985, s92.
- Where a secure tenant dies, the tenancy is a periodic one, and there is a person qualified to succeed the tenant under the Housing Act 1985, s89, then that person will be offered the secure tenancy. If the home is bigger than they reasonably need they may be offered a suitable alternative home better meeting their needs.
- Where a secure tenant with a fixed term tenancy dies and the tenancy remains secure by virtue the Housing Act 1985, s90.

2.3.2 Where a secure tenancy is assigned to someone who would have qualified to succeed to the tenancy if the secure tenant died immediately before the assignment. That person becomes the secure tenant.

2.3.3 Where a Court makes an Order about who is to be the secure tenant under:

- a) the Matrimonial Causes Act 1973, s24 (property adjustment orders in connection with matrimonial proceedings);
- b) the Matrimonial and Family Proceedings Act 1984, s17(1) (property adjustment orders after overseas divorce); or
- c) the Children Act 1989, Schedule 1, paragraph 1 (orders for financial relief against parents).

2.4 Reasonable preference

2.4.1 All applicants will be placed in the appropriate Housing Needs Band based on an assessment of their needs. This will ensure that the Council and the Partner Organisations (Homes for Haringey and registered social landlords) let homes to those in the highest assessed need and ensure that they meet their legal obligations as set out in the Housing Act 1996 (as amended by the Homelessness Act 2002).

2.4.2 The law sets out five groups of applicants which the Housing Allocations Policy must give reasonable preference to:

- Applicants who are homeless (within the meaning of Part 7 of the Housing Act 1996, as amended by the Homelessness Act 2002).
- Applicants who are owed a duty by any local housing authority under section 190(2), 193(2) or 195(2) of the 1996 Act (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by such authority under section 192(3).
- Applicants occupying unsanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions.
- Applicants who need to move on medical or welfare grounds (including grounds relating to a disability).
- Applicants who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others).

2.4.3 The Housing Allocations Policy has been designed to ensure applicants who fall within the reasonable preference categories will be awarded the due reasonable preference.

2.4.4 Every application received by the Council will be considered according to its facts. Because every applicant's situation is different, applications will be considered on an individual basis and individual circumstances will be taken into account.

2.5 Equal opportunities and diversity

2.5.1 The Council will ensure that its Housing Allocations Policy is applied in a manner that actively promotes equality and complies with its statutory obligations relating to equal opportunities and diversity.

3. HARINGEY'S HOUSING REGISTER

3.1 Who can join the Housing Register?

3.1.1 Anyone aged 16 or over (except those described below as 'ineligible' for housing) can apply to the Council to join the Housing Register. Some landlords, however, may only offer tenancies to applicants under the age of 18 if they have a guarantor.

3.2 Joint applications

3.2.1 Where more than one eligible applicant wishes to have a shared application they will be joint applicants.

3.2.2 For a joint application, all applicants have to qualify and meet the conditions on eligibility. A joint tenancy will not be granted to two or more people if any one of them is a person from abroad who is ineligible or is a person who is being treated as ineligible because of unacceptable behaviour.

3.3 People who can be included in the application

3.3.1 An applicant can only include, in their application, people who normally live with them (or might reasonably be expected to reside with them) as a member of their household. Usually this will mean members of the applicant's family as follows:

- Husband, wife or civil partner
- Son and/or daughter
- Brother and/or sister
- Grandparents and/or grand children

3.3.2 The Council can decide whether a person is normally resident as a member of the household. The Assistant Director for Strategic & Community Housing Services has the discretion to allow additional people to be included on the application when s/he considers it is appropriate, taking into account all of the circumstances. When exercising this discretion, the Council will also take into account the prevailing housing conditions in the borough.

3.4 Applicants who are ineligible for housing

3.4.1 Section 160A of the Housing Act 1996 (as amended) sets out who is ineligible to receive an allocation of housing. Applicants who are ineligible for housing fall into three categories:

- Certain persons who are subject to immigration control, unless they are re-included by order of the Secretary of State or are exempt because they are already a secure tenant
- Other persons from abroad whom the Secretary of State deems to be ineligible for an allocation of housing accommodation by a

local housing authority or are exempt because they are already a secure tenant

- Certain persons who the local authority decides to treat as ineligible due to unacceptable behaviour, which would prevent them from being considered as a suitable tenant.

3.4.2 When deciding whether or not an applicant is eligible for housing, the Council may decide that the applicant should be treated as ineligible for housing if it is satisfied that:

- The applicant, or a member of their household, has been guilty of unacceptable behaviour serious enough to make them unsuitable as a tenant of the Council; and
- In the circumstances at the time their application is considered, they are unsuitable to be a tenant of the authority by reason of that behaviour.

3.4.3 Behaviour that may be regarded by Haringey Council as unacceptable includes the following:

- Behaviour of the applicant(s) which would (if they were a secure tenant of the Council) entitle the Council to a possession order of their property under section 84 of the Housing Act 1985 on any ground mentioned in Part 1 of Schedule 2 to that Act (other than ground 8); or
- Behaviour of a member of the applicant's household which would (if they were a person living with a secure tenant of the Council) entitle the Council to such a possession order of their property under section 84 of the Housing Act 1985 on any ground mentioned in Part 1 of Schedule 2 to that Act (other than ground 8).

3.4.4 The Council cannot allocate housing to anyone who is not eligible to join the Housing Register, even jointly with someone else who is eligible to join the Housing Register.

3.4.5 Where an application is refused because the applicant falls into one of the three ineligible categories defined in 3.4.1 to 3.4.3 above, applicants will have the right to request a review of that decision under section 167 (4A) of the Housing Act 1996 (as amended). In making a decision whether to accept or refuse an application, the decision shall be notified to the applicant in writing, giving full details of the reason for refusal.

3.4.6 An applicant who has been deemed ineligible due to unacceptable behaviour may make a fresh application if s/he considers their behaviour should no longer be a factor due to a change in circumstances. It will be the applicant's responsibility to show that his/her circumstances or behaviour have changed.

4. HOW THE HOUSING REGISTER WORKS

4.1 How to apply to join the Register

4.1.1 To apply to join the Housing Register, applicants must complete a housing application using the on-line form (through Haringey Council's website: www.haringey.gov.uk) or by visiting one of the Council's designated offices.

4.1.2 Multiple applications are not allowed. An applicant may have only one active application on the Housing Register.

4.2 Civil partnerships and cohabitees

4.2.1 Civil partnership is a legal relationship, which can be registered by two people of the same sex. The Civil Partnership Act came into force on 5 December 2005.

4.2.2 For the purpose of the Housing Register, civil partners will be treated in the same way as married applicants in the following cases:

- Parental responsibility for the other civil partner's child
- Succession and assignment of a tenancy agreement
- Protection from domestic violence
- Immigration and nationality purposes

4.2.3 Cohabiting couples will be treated in the same way as married applicants, except that some evidence of an abiding relationship will be required before a joint tenancy is awarded.

4.3 Applicants' consent and declaration

4.3.1 When applicants apply to join the Housing Register, they must sign a declaration to confirm that:

- The information they have provided is complete, true and accurate.
- They will inform the Council immediately of any change in circumstances.
- They understand that information will be shared with the Partner Organisations (Homes for Haringey and the registered social landlords) together with other relevant organisations in order to complete or verify information or to prevent fraud or protect public funds in other ways.
- They consent to the Council making enquiries of any relevant persons (including credit checking / referencing companies) to confirm that the information on the application form is correct or to add to the information given where this is necessary to complete an assessment of need or to consider suitability for housing.

4.4 Notification of changes in circumstances

4.4.1 Applicants must notify the Council if their circumstances change.

4.4.2 Examples of such a change in circumstances include someone joining or leaving the household, the birth of a child, a change of address, the purchase or acquisition of an interest in a home, or a change in the health or welfare of the applicant and/or a member of their household.

4.5 Renewal of housing applications

4.5.1 To keep the Housing Register up to date, applicants may be contacted to see if they still want help with housing.

4.5.2 Applicants are required to re-register their housing application once a year, in order to confirm that they still want to be considered for housing.

4.5.3 On the anniversary of the date their housing application was registered, applicants will be required to renew their application. Applicants will be notified of the arrangements for completing this renewal and must do so within the specified time period.

4.5.4 When completing their renewal, applicants must confirm that they still want to be considered for housing and provide details of all changes in their circumstances.

4.5.5 Failure to complete renewal within the time period specified (or to respond to a written request for information needed to assess their housing application) will result in the applicant being removed from the Housing Register.

4.6 Cancellation of housing applications

4.6.1 A housing application will be cancelled (and removed from the Housing Register) in the following circumstances:

- When the applicant requests it
- When the applicant becomes ineligible for housing
- When the applicant has been housed through the Allocations Scheme
- When the applicant accepts an Assured Shorthold Tenancy via a Council scheme
- When an applicant fails to maintain their housing application (through the renewal process) or they move home and fail to provide the Council with a contact address.
- When an applicant fails to respond to a request for further information within the specified time.

4.6.2 Should an applicant whose application has been cancelled wish to re-join the Housing Register they will receive a new effective date.

4.6.3 In exceptional circumstances the Council may agree to reinstate a cancelled application without revising the effective date if the applicant notifies it within 3 months of the application being removed from the Register.

4.7 Verification of housing applications

4.7.1 Before offering an applicant the tenancy of social housing, the Council will need to verify what the applicant has said in their housing application.

4.7.2 The verification interview may take place before or after an applicant is shortlisted for a particular property. The purpose of the interview is to check on the accuracy of the Council's initial assessment.

4.7.3 During the interview, a record will be made of the applicant's current circumstances, a check will be made to ensure that the applicant has been put into the correct Housing Needs Band, and a photograph will be taken of all applicants.

4.7.4 All applicants who are eligible for housing will be expected to produce original documents to verify their housing need at the verification appointment. If they are unable to produce the relevant documents, they may not be able to go ahead with any current bid.

4.7.5 For everyone included in the housing application, the Council will require proof of identity, together with proof of residence for all addresses used during the past five years. It will also require proof of income, proof of pregnancy, medical conditions and any disabilities, and a range of other documents, including for example birth certificates, marriage certificates, divorce papers, tenancy agreements, and bank statements, as appropriate.

4.8 Data protection

4.8.1 The Council and the Partner Organisations (Homes for Haringey and registered social landlords) will make every effort to keep information provided by applicants safe and confidential. They will comply with policies on Data Protection, which can be viewed on their websites.

4.8.2 Computer records are covered by the Data Protection Act 1984 which controls the way in which personal data is collected, processed, distributed and stored.

4.8.3 The Data Protection Act 1984 gives rights to individuals about whom the information is recorded. These rights include the rights of access to the information and the right to challenge the accuracy of that information.

4.8.4 Requests for access to data must be made in writing to the Council's Feedback and Information Team. Although a fee will not normally be charged for data access, a £10 charge will be made for a copy of the applicant's file.

4.9 Misrepresentation and fraud

4.9.1 Haringey Council and its partners are committed to prosecuting any applicant who deliberately misrepresents their circumstances or attempts to deceive or

defraud the Council in order to secure the tenancy of a council or housing association home to which they are not entitled.

- 4.9.2 The law imposes severe penalties (including substantial fines or imprisonment) where an offence is proved. If the applicant has gained a tenancy through misrepresentation or fraud, legal action will be taken to recover possession of the property and evict them.

4.10 Councillors' involvement in decision making

- 4.10.1 Elected Councillors cannot be involved in assessing housing applications or the allocation of housing.

- 4.10.2 This does not prevent them, however, from seeking or providing information on behalf of their constituents, or from being involved in developing and approving future policy.

4.11 Members of the Council, staff and their relatives

- 4.11.1 In order to ensure that the Council is treating all applicants fairly, any application for housing or re-housing from Councillors or employees of the Council or associated persons must be disclosed.

- 4.11.2 These applications will be assessed in the normal way but any allocation of housing must be approved by the Assistant Director for Strategic & Community Housing Services.

4.12 Equal opportunities and monitoring

- 4.12.1 The Council is committed to the principle of equal opportunities in the delivery of all of its services. The Council will seek to ensure that its Housing Allocations Policy is applied in a manner that is fair to all sections of the community regardless of nationality, ethnic origin, marital status, age, gender or disability.

- 4.12.2 The Council and its partners will be responsive, accessible and sensitive to the needs of all applicants. They will not tolerate prejudice and discrimination and will actively promote equality

- 4.12.3 Applicants will be invited to indicate if they wish to make use of the Council's translation and interpretation services, and if they require other special services as a result of visual impairment, hearing difficulties or other disability.

- 4.12.4 Confidential interview facilities are provided at all Customer Service Centres and the Broadwater Farm Neighbourhood Office, all of which are wheelchair accessible. Home visits will be carried out as required, especially where the applicant has a disability or mobility problems.

- 4.12.5 All applicants for housing or re-housing will be asked to provide details of ethnic origin, age, gender, faith, sexuality and disability. This will not, however, be a requirement for acceptance of an application. Diversity records will be kept and monitored on a regular and systematic basis to ensure properties are being offered and allocated fairly, and will be reported to the Overview and Scrutiny Committee.

4.12.6 The Housing Allocations Policy (including amendments) will be reviewed regularly in order to ensure that it does not operate in a manner that disadvantages, or discriminates against, any particular group.

4.13 Confidentiality

4.13.1 Information about a housing application must only be disclosed to a third party on a “need to know” basis and in the following circumstances:

- For the purpose of effective joint working with health, education, social services and other agencies, in appropriate cases, to ensure the safeguarding of children and vulnerable adults and positive outcomes for households
- For the purpose of detecting and preventing fraud
- For the promotion of community safety and the detection and prevention of crime
- For efficient administration of offers of re-housing, lettings, housing association nominations and rent and benefit accountancy
- Where disclosure of information is a legal requirement.

4.14 Access to personal files

4.14.1 Housing applicants have the right to see what information is held about them on non-computerised records by virtue of the Access to Personal Files (Housing) Regulations 1989 in respect of records made after 1 April 1989.

4.14.2 Applicants also have a right of access to information held about them and their households. This right of access extends only to “personal” information.

4.14.3 In certain circumstances, the Council may refuse access where, for example, the information has been provided in confidence by a third party or disclosure may identify a third party who has not consented to disclosure.

4.14.4 Requests for access to data must be made in writing to the Council’s Feedback and Information Team. A fee of £10 may be charged for supplying an applicant (or their representative) with a copy of their file.

5. ASSESSMENT OF HOUSING NEED

5.1 Housing Needs Bands

5.1.1 To apply for housing, all applicants must join the Housing Register by completing the on-line housing application form.

5.1.2 Following assessment, the application will be placed on the Housing Register (if the applicant is eligible for housing) in one of 5 Housing Needs Bands, based on the information provided:

Band A
Band B
Band C
Band D
Band E

5.1.3 Band A will contain those applicants in highest housing need and Band E those applicants in lowest need (see Section 14 for more information on banding).

5.1.4 Some allocations will be dealt with outside the choice based lettings scheme; these are explained in Section 6.8 and 6.9).

5.2 Assessment of housing applications

5.2.1 When the Council has assessed their housing application, the applicant will receive a letter setting out the outcome.

5.2.2 In that letter, the Council will:

- Confirm what Housing Needs Band the applicant has been placed in on initial assessment. Some assessments (such as those relating to medical conditions) may take longer and may result in a change in banding
- Confirm the size (and, if applicable, the type) of property the applicant is eligible for
- Confirm the applicant's effective date
- Include a reminder about informing the Council of any change in the household's circumstances
- Provide details of the appeal and review procedures
- Provide a registration number and unique pin number

- Explain the reasons for any temporary restriction from bidding or reduced preference
- Explain the requirement for annual re-registration.

5.3 Deciding the effective date

5.3.1 Priority within Bands is determined by an applicant's effective date. The effective date is usually the date the application is received, except:

- Where an applicant is moved from one Band to another Band their new effective date will be the date when the change of circumstances causing the banding change is processed and accepted. In the event that an applicant moves up a Band and subsequently has a further change of circumstances that causes a band demotion, the original effective date in the lower band will be retained where this demotion is within six months of the band change upwards.
- Where an applicant receives priority on medical or welfare grounds, their effective date will be the date they applied for this award.
- Where an applicant has been accepted as being 'homeless', the effective date will be the date of the determination of their homelessness application, unless they already qualify for Band B with an earlier date.

5.4 Local connection to Haringey

5.4.1 To establish a local connection with Haringey, applicants must be able to demonstrate that they can meet at least one of the following conditions:

- Their principal home is situated in Haringey and they have been living in the borough continuously for at least 12 months;
- They are a secure tenant of Haringey Council and living in an out-of-borough property;
- They have received confirmation, from Haringey Council, that they will be rehoused under the homelessness legislation and that duty has not yet been discharged;
- They have been placed in specialised housing by Haringey Council or the Health Authority and are continuing to receive services from the Council and/or the Health Authority;
- They are resident in a women's refuge outside the Borough and had been living in Haringey continuously for at least 2 years immediately prior to moving into the refuge;

- They are temporarily residing outside Haringey in prison, hospital or residential care but have the intention of returning to Haringey and had been living in Haringey continuously for at least 2 years immediately prior to moving into prison, hospital or residential care;
- They have a son, daughter, brother, sister, mother or father, who is over 18 and lives in Haringey, and has done so for at least 5 years before the date of application;
- They are being nominated to the Council as part of Haringey's multi agency Move-On Strategy;
- They are a member of Her Majesty's Armed Forces and have completed 5 years' service after enlisting from an address in Haringey.

5.4.2 Applicants will lose their local connection with Haringey if their circumstances change in any of the following ways:

- Since applying to join the Housing Register, they have moved out of the borough and no longer meet any other local connection conditions;
- They had a local connection through a close relative but the relative is no longer residing in Haringey;
- They had a local connection because Haringey Council had a rehousing duty to them under the homelessness legislation but that duty has since been discharged.

5.4.3 Applicants whose principal home is situated in Haringey but are unable to establish a local connection and have not been living in the borough continuously for at least 12 months will have their housing application reassessed when they have supplied the Council with evidence they have been living in the borough continuously for at least 12 months.

5.4.4. Applicants with no local connection will be assessed and relegated in accordance with the banding details set out in section 14. In these circumstances, local connection will take priority over effective dates.

5.5 Applicants from outside of Haringey who have no local connection with the borough

5.5.1 Haringey is a high demand borough where demand for social housing is in excess of supply. For this reason, applicants who live outside of the borough and have no local connection with Haringey cannot expect the same priority for housing as those applicants who have a local connection.

5.5.2 Applicants living outside of the borough will be assessed in the same way as others to establish their Housing Needs Band. If the applicant has no local connection to Haringey, the application will be placed two Bands lower than the assessment, except where:

- An application is assessed as qualifying for Band C, in which case it will be placed in Band D but will have a lower relative priority than those applicants in Band D who do have a local connection (regardless of their effective date)
- An application is assessed as qualifying for Band D, in which case it will be placed in Band E but will have a lower relative priority than those applicants in Band E who do have a local connection (regardless of their effective date)
- An application is assessed as being in Band E, in which case it will stay in Band E but will be shortlisted below those applicants in Band E who do have a local connection (regardless of their effective date).

5.6 Applicants given reduced priority

- 5.6.1 A number of local authorities use temporary accommodation in Haringey to accommodate their homeless households.
- 5.6.2 Applicants owed a rehousing duty under Part 7 of the Housing Act 1996 (as amended) by another council are entitled to join Haringey's Housing Register if they are eligible for housing and have a local connection with Haringey. Although they are entitled to reasonable preference, their application will be placed in Band C rather than Band B.
- 5.6.3 Some applicants in Band A may have their priority reduced (to Band B) if they have not made a bid under the Home Connections choice based lettings scheme within 6 months of being placed in Band A.

5.7 Applicants given reduced preference

- 5.7.1 Section 167 (2A) of the Housing Act (1996) as amended by the Homelessness Act 2002 allows allocation schemes to give reduced preference to the following groups of applicants:
- An applicant with significant financial resources and where s/he is financially able to secure alternative accommodation at market rent for himself
 - An applicant whose behaviour (or that of a member of his household) affects their suitability to be a tenant.
- 5.7.2 The decision to give reduced preference to an applicant because of their behaviour (or the behaviour of a member of their household) is a sanction. It should not be confused with the Council's power to decide that an applicant is ineligible to join the Housing Register.
- 5.7.3 Where an applicant with reasonable preference has sufficient resources to buy (or lease) a suitable home applies to join the Housing Register, their housing need will be assessed in the usual way, but their priority may be reduced due to their financial resources.

- 5.7.4 In reaching a decision, the Council will take into account the applicant's income, capital and any equitable interest they hold in their existing home and any other property, together with their ability to get a mortgage and the size and type of property they require.
- 5.7.5 Applicants who cannot afford to buy a property on the open market but who could afford to buy through low-cost home ownership will be placed in Housing Needs Band D under reduced preference if they have an assessed need.
- 5.7.6 Where an applicant with reasonable preference has an assessed need, they may be given reduced preference if any of the following situations applies:
- They are a tenant of the Council or a registered social landlord and have property-related debts (such as rent arrears, council tax arrears or a Housing Benefit overpayment) that are owed to the Council and/or Homes for Haringey and/or their landlord in relation to an existing or former home, due to property damage and/or non-payment.
 - They are a tenant of a private landlord and have property-related debts (such as rent arrears, council tax arrears or a Housing Benefit overpayment) that are owed to the Council and/or their landlord in relation to an existing or former home, due to property damage and/or non-payment, and have been served with a Possession Order.
 - They are a tenant who has breached the terms of a postponed possession order within the last five years.
 - They (or someone they have included as part of their household) have committed acts of anti social behaviour that have caused, or are likely to cause, a serious nuisance or annoyance to their neighbours or others in the locality of where they live or have previously lived.
 - They have been convicted of assaulting or harassing an employee or agent of Haringey Council, Homes for Haringey or a registered social landlord (including those with whom the Council does not have nomination arrangements).
 - They (or someone they have included as part of their household) have deliberately damaged a property that they are renting, or were previously renting, from Homes for Haringey, a registered social landlord, a local authority or a private landlord.
- 5.7.7 In the above situations, an applicant who has an assessed need will generally be placed in Band D to reflect reduced preference. If they have no assessed housing need, they will be placed in Band E.

- 5.7.8 The Council will notify applicants given reduced preference. Applicants can ask for the decision to be reviewed. The Council will inform applicants in writing if there is any action they can take to improve their assessment.
- 5.7.9 If the applicant owes money to the Council or their existing or former landlord and they are able to demonstrate that they have entered into and maintained effective arrangements for repaying this debt, it may not necessarily result in them being given reduced preference.
- 5.7.10 This is not a blanket policy and each case will be considered on its merits. In exceptional circumstances, applicants retain additional preference despite meeting the criteria outlined above. This may occur, for example, where an owner-occupier has a severe medical need and needs sheltered housing, or someone who is fleeing domestic violence has rent arrears.

5.8 Applicants who have deliberately made their housing situation worse

- 5.8.1 The Council will consider whether an applicant has deliberately made their housing situation worse to increase their housing need, and consequently improve their chances of rehousing through the Housing Register.
- 5.8.2 If the Council decides that the applicant has made their housing situation worse, the applicant will remain in the Band that reflects their housing need before the deliberate action (or inaction) that made their situation worse.
- 5.8.3 If the applicant was not on the Housing Register when the deliberate action (or inaction) that made their situation worse occurred, the assessment of housing need will be based on their housing need immediately before that date.
- 5.8.4 The assessment will be reviewed on request but not normally within the first twelve months of the application being made. If the restriction is removed, the application will be placed in the Band that reflects the applicant's current circumstances and their 'effective date' will be the date that the application was moved to the new Band.

5.9 Owner-occupiers

- 5.9.1 Owner-occupiers and applicants who own other residential property (freehold or leasehold) will be placed in Band E. Applicants who have previously owned a property and have sold it will be asked to provide proof of the sale, together with evidence of the proceeds received from the sale.
- 5.9.2 Unless they are unable to meet their housing needs from their own resources and require an adapted property or are over the age of 60, owner-occupiers generally will not be able to move to another Band or be awarded medical or welfare priority.
- 5.9.3 Owner-occupiers will be able to express an interest for a property if they wish to do so. However, as tenancies provided by councils or registered social landlords can only be held as a main home, homes are not usually offered to applicants who still own their home or are buying their home with a mortgage.
- 5.9.4 An exception may be considered where an elderly owner-occupier is interested in low demand sheltered accommodation.

5.9.5 Owner-occupiers may be able to be moved to a higher Band and awarded medical or welfare priority if they fall within one of the following groups:

- They are over 60 and have been assessed as being unable to meet their housing needs from their own resources; or
- They have a disability, require an adapted property and have been assessed as being unable to meet their housing needs from their own resources.

5.9.6 The Council will decide whether or not an applicant is able to meet their housing needs from their own resources. To make this assessment, it will require details of the applicant's income and savings.

5.9.7 After considering all of the information, the Council may decide that:

- The applicant has sufficient resources to buy or lease a suitable home outright, without the need for shared ownership or a mortgage.
- The applicant has sufficient resources and the mortgage potential to buy or lease a suitable home with a mortgage.
- The applicant cannot afford to buy or lease a suitable home.

5.9.8 If the applicant meets the criteria in paragraph 5.9.5 above and the Council decides that they are unable to buy or lease suitable accommodation, their application will be moved to a higher Band if they are awarded priority on medical or welfare grounds.

5.10 Applicants in Haringey 'tied' accommodation which is suitable for their needs

5.10.1 Applicants are considered to be residing in tied accommodation if the occupation of their home is essential for the performance of their duties as an employee. This includes applicants who are accommodated by Her Majesty's Armed Forces.

5.10.2 Applicants residing in tied accommodation will be placed in Band E, but moved to Band C if they are 6 months away from retirement or have received a legally binding notice asking them to leave their home.

6. FINDING A HOME

6.1 Choice based lettings

- 6.1.1 Anyone who is on the Housing Register can bid for properties that are appropriate to their housing need.
- 6.1.2 Although applicants cannot bid for homes that are larger than they need, applicants who need 3 bedrooms or more may bid for homes that have one bedroom less than they need.
- 6.1.3 In exceptional circumstances (involving very large families that have little or no prospect of obtaining a home that is large enough for their needs), applicants may be permitted to bid for properties that are up to three bedrooms smaller than they need. Before this can happen, however, the applicant must obtain the permission of the Council.
- 6.1.4 Where an applicant chooses to accept an offer of accommodation that has fewer bedrooms than they need and subsequently re-applies to join Haringey's Housing Register, they will not be awarded any priority for overcrowding unless their circumstances have changed significantly since they accepted the tenancy of their existing home.
- 6.1.5 Registered social landlords have their own standards for occupancy and may not offer properties that are smaller than the applicant needs.

6.2 Circumstances when eligible applicants will not be able to participate in choice based lettings

- 6.2.1 Some applicants who are eligible for housing will not be allowed to participate in the choice based lettings scheme if the Council considers that, due to their age or their need for specialist support, they are not yet ready to sustain a tenancy. The circumstances in which this may occur are described in section 6.6 below.
- 6.2.2 Applicants who are eligible for housing will also not be allowed to participate in the choice based lettings scheme if they have accepted an offer of housing but the property is not yet ready for occupation, or if it has been agreed that they will only receive a 'direct offer' of accommodation.
- 6.2.3 Applicants who are eligible for housing can be suspended from bidding for homes through the choice based lettings scheme if they refuse two written offers after making successful bids. Any suspension will be effective for up to twelve months.
- 6.2.4 Decisions on whether or not applicants should be temporarily prevented from participating in the choice based lettings scheme will be made by the Council. Where it decides that an applicant should not be allowed to participate, the Council will inform the applicant of the reasons why they are not able to take part, any conditions that will need to be met before they will again be entitled to take part, and the date that they may request a review of the decision to prevent them from taking part.

6.3 Advertising available homes

- 6.3.1 All of the homes offered through Haringey's choice based lettings scheme will be advertised as widely as possible.
- 6.3.2 Some registered social landlords may decide not to advertise all of their homes through the choice based lettings scheme. This will depend on the level of tenancy nomination rights that the Council has agreed with them.
- 6.3.3 In exceptional cases, a home may be excluded from the advertising scheme because it is needed, for example, to deal with an emergency or for use as alternative accommodation for a tenant who has to move out of their home because it has become unsafe or requires extensive repairs. Other examples include homes that are needed for applicants who have specific housing needs or have been specially adapted and meets the particular needs of an applicant. (See Sections 6.8 and 6.9 for further details).
- 6.3.4 To ensure that applicants are aware of the homes that are available, they will be advertised on the choice based lettings website (www.homeconnections.org.uk)
- 6.3.5 Advertisements will include a description of the home and any other relevant information, for example the rent, size and any special facilities or adaptations.
- 6.3.6 In the advertisement, the home will be labelled to show whether it is restricted to any particular group of applicants.

6.4 Labelling of properties

- 6.4.1 The Council will label the advertised homes in a way that provides as much information as possible about the property and which applicants are eligible to express an interest.
- 6.4.2 Where an applicant does not meet the criteria outlined, they will not be considered for the home.
- 6.4.3 Labelling criteria will include:
- Transferring tenant: The Council and registered social landlords may sometimes decide that a home will only be available for their own existing tenants.
 - Property size: Applicants must be eligible for the size and type of the property they are bidding for – they will be advised of what they can bid for when they join the scheme.
 - Housing needs bands: Some homes may only be offered to applicants who are in particular Bands.
 - Adapted homes: Homes that are particularly suitable for people with disabilities will have special symbols to help applicants with those needs to identify them. Adverts for adapted or accessible

homes (for example those with wheelchair access) will specify that they are only available for people assessed as needing them.

- Age restrictions: Some homes may have a minimum age requirement.
- Local lettings policies: In order to promote sustainable and settled communities, the Council, Homes for Haringey and registered social landlords may introduce specific lettings policies in some areas which will vary from this Housing Allocations Policy. They may do this, for example, where there are too many vulnerable residents in an area or there is a need to reduce child density, tackle serious anti social behaviour or increase the proportion of tenants who are in employment, education or training.
- Pets: The advertisement will identify whether pets are allowed.
- Home type and facilities: The advertisement will show the type of home, the floor level, the type of heating, the service charges and any other relevant details.

6.5 Expressing an interest in available homes

- 6.5.1 To be considered for an available home, applicants must apply for the home by the publicised deadline and meet the labelling criteria.
- 6.5.2 Applicants will generally be able to make expressions of interest each advertising cycle. The bidding cycle will be weekly.
- 6.5.3 In each weekly cycle, applicants will be able to express an interest in up to three properties for which they are eligible.
- 6.5.4 The number of homes in which an applicant may express an interest each bidding cycle, the length of the bidding cycle and the frequency with which details of newly available properties are added to the choice based lettings website may be changed after monitoring of the scheme and applicant consultation.
- 6.5.5 Support will be offered to applicants who require assistance in using the scheme.
- 6.5.6 Applicants will be able to express an interest in a property by several methods:
 - By telephone
 - Using the website
 - In person at their local designated Council office
 - By text (using a mobile phone)

- By using an advocate for any of the above methods

6.5.7 In certain circumstances applicants may bid for properties by proxy. Council staff, support agencies and other providers may be used as proxies for this purpose, subject to the Council's agreement to any such request.

6.6. Applicants who may be suspended from bidding through the choice based lettings scheme

6.6.1 An applicant who is eligible for housing may be suspended from bidding through the choice based letting scheme (or any bid that they make may be disregarded during shortlisting) in any of the following circumstances:

- Where the applicant has been assessed as being incapable of independent living or sustaining a tenancy;
- Where the applicant is only capable of sustaining a tenancy if they are provided with support, but that support is not being provided;
- Where the applicant's eligibility or level of priority is being reviewed because of, for example, a change of circumstances or concerns about possible fraud or the accuracy of the information that has been supplied in relation to their application for housing;
- Where the applicant has already accepted an offer of another property or has been formally offered another property and has not yet confirmed whether or not they will accept that offer;
- Where the applicant repeatedly fails to attend viewings of properties for which they have bid and been shortlisted;
- Where the applicant repeatedly refuses, without good reason, formal written offers of properties for which they have made a successful bid under the choice based lettings scheme.

6.6.2 In deciding whether or not an applicant is ready for independent living and capable of sustaining a tenancy, the Council will be guided by its specialist housing teams, by support providers and the relevant health and social care professionals.

6.6.3 Where it is decided that the applicant is not yet ready for independent living (or is not receiving the support they need to live independently), their situation will be closely monitored by the Council's specialist housing teams and action will be taken to ensure that appropriate housing and support are provided as soon as practicable.

6.6.4 An applicant will normally be deemed to have 'repeatedly' failed to attend viewings or refused formal offers when, without good reason, they have failed to attend 2 viewings or accept 2 formal written offers.

6.6.5 Where it decides that an applicant should be suspended from bidding through the choice based lettings scheme, the Council will inform the applicant of the reasons why they are not able to take part, any conditions that will need to be

met before they will again be entitled to take part, and the date that they may request reconsideration of the decision to suspend them from bidding for properties.

6.7 Shortlisting of interested applicants

- 6.7.1 Once the advert deadline has passed, a shortlist of applicants expressing an interest in the home will be produced from those who are eligible and meet the labelling criteria.
- 6.7.2 Following production of the shortlist, arrangements will be made by the relevant landlord (Homes for Haringey or a registered social landlord) for the shortlisted applicants to see the property as soon as possible.
- 6.7.3 The landlord will decide whether the applicants view the property individually (with separate appointments) or all at the same time.
- 6.7.4 During the viewing and/or on the telephone, applicants will be given further information about the property, the repairs to be carried out, the date when the property is expected to be available, and any special conditions of tenancy.
- 6.7.5 After the viewing, the property will be offered to the eligible applicant who is highest in the shortlist and is either subject to 'auto-bidding' or has confirmed their interest in being offered the tenancy.
- 6.7.6 The selected applicant will have up to 24 hours to make up their mind as to whether or not to accept the offer. In exceptional circumstances, this period of time may be increased.
- 6.7.7 When an applicant says that they are no longer interested in a property after the viewing, the applicant who is next on the shortlist will normally be considered for the tenancy.

6.8 Properties not offered through choice based lettings

- 6.8.1 The following types of property will not be advertised and let through the Home Connections choice based lettings scheme:
- Council homes used as temporary accommodation which are then let to the existing resident as an introductory or secure tenancy
 - Service tenancies
 - Supported housing, including housing for older people
 - Properties selected for 'direct lets'
 - Shared ownership, rent-to-purchase and keyworker homes (although these will be publicised through the choice based lettings advertisements).

6.9 Properties selected for 'direct lets'

6.9.1 Although most vacancies (except those in supported housing, sheltered housing and extra care supported housing) will be advertised through the choice based lettings scheme, the Council will make a direct offer of accommodation to applicants in exceptional circumstances.

6.9.2 A 'direct let' may be considered for any applicant whose assessment results in them being placed in Band A of the Housing Register and where, in the judgement of the Council, a 'direct let' offers a much better prospect of securing a move than may be achieved by bidding for a suitable home. This reflects the urgency of the move, and examples include the following:

- Where an existing council tenant or partner housing association tenant in Haringey has been approved for an emergency management transfer because of harassment, domestic violence or hate crime
- Where an applicant needs to move urgently because of a critical medical or welfare need, including emergencies and situations where there are serious safeguarding implications
- Where it is in the overriding interests of the Council to prioritise an allocation of housing to a particular household and/or it is necessary to comply with a Court Order and/or fulfil an urgent statutory or legal duty
- Where a council tenant or housing association tenant in Haringey is occupying a specially-adapted home or under-occupying a large family home and is willing to transfer to a home that is more appropriate to their needs.

6.9.3 A 'direct let' may also be considered in other situations, such as:

- Where an applicant has been assessed by a Multi Agency Public Protection Panel (MAPPA) and it is decided by that Panel that the applicant should be offered social housing
- Where the type and/or location of the accommodation offered to a particular applicant is likely to have significant implications in relation to child protection and/or public protection
- Where an applicant is being moved under a national witness mobility / protection scheme
- Where a specially adapted property has been built, acquired or adapted in order to meet the needs of a specific applicant
- Where a council tenant or housing association tenant in Haringey requires extensive disabled facilities that can be provided more appropriately in alternative accommodation of a particular type

- Where a property is currently occupied by a homeless household (as temporary accommodation and on the basis of a non-secure tenancy) and that property is then offered to them as an introductory / starter tenancy or secure / assured tenancy
- Where an applicant is a former council tenant who has previously surrendered their tenancy (without the need for possession proceedings) on the understanding that, when they leave prison, hospital, rehabilitation or residential care, or have successfully completed a supported housing tenancy, they will be offered the tenancy of a bedsit or one-bedroom home
- Where any delay in providing the applicant with suitable accommodation is likely to prove costly to the Council.

6.9.4 Properties will be selected for direct offers on the basis of the assessed requirements of the applicants.

6.9.5 Where a 'direct let' is made, the property will not be advertised through the choice based lettings scheme. However, to ensure transparency, the Council will report that the property has been used as a 'direct let'.

6.10 Circumstances when homeless households living in temporary accommodation may be made a 'direct offer'

6.10.1 Where an applicant meets the criteria for 'auto-bidding' and the Council decides that they are unsuitable for 'auto-bidding' (because of the specific nature of their housing requirements, for example), the applicant will be encouraged to continue bidding but may be considered for a 'direct offer' of accommodation.

6.10.2 When considering the need for a 'direct offer', the Council will take into account all of the circumstances, including any reasons why they must or must not reside in a particular part of the borough or type of property.

6.10.3 A 'direct offer' may be made, for example, where an applicant needs to move urgently because of a critical medical or welfare need, including situations where there are child protection and/or public protection implications and/or the applicant or a member of their household is a victim of harassment, domestic violence or hate crime.

6.10.4 Such offers may also be made, in exceptional circumstances, where it is in the overriding interests of the Council to prioritise an allocation of housing to a particular household and/or it is necessary to comply with a Court Order and/or fulfil an urgent statutory or legal duty.

6.11 Making an offer of accommodation

6.11.1 Before offering an applicant the tenancy of social housing, the Council will need to verify what the applicant has said in their housing application and ensure that the applicant is in the appropriate Band, has the correct effective date and is eligible for the size and type of the property available (see Section 4.7 for details of verification process).

- 6.11.2 If an applicant fails the verification process, they will not be offered the tenancy of the accommodation even if they are the highest in the shortlist of applicants who have confirmed an interest in being offered the tenancy. In such cases, the applicant will be told why they were not being offered the tenancy of the accommodation.
- 6.11.3 The successful applicant for each home will normally be the one who is eligible, meets any labelling criteria, and has been verified as being in the highest Band and having the earliest effective date. This is subject to the local connection exceptions set out in section 5.5.2.
- 6.11.4 The Offer letter describes the action the applicant must take to accept the offer of accommodation. The tenancy will commence on an agreed date after the property is ready for occupation and with reasonable notice given to the tenant.
- 6.12 Circumstances when homeless households living in temporary accommodation may be subject to 'auto-bidding'**
- 6.12.1 Applicants living in temporary accommodation are actively encouraged to bid for properties through the choice based lettings scheme.
- 6.12.2 In order to minimise the cost of temporary accommodation (and the amount of time that homeless households spend in temporary accommodation), the Council may bid for properties on behalf of homeless households or, exceptionally, make them a 'direct offer' of suitable accommodation.
- 6.12.3 Under the Council's 'auto-bidding' arrangements, applicants who have been living in temporary accommodation and are in a position to make a successful bid for accommodation through choice based lettings will be interviewed by one of the Council's Officers. The purpose of that interview is to confirm the applicant's circumstances and housing requirements, review their bidding history and discuss the full range of housing options available to them.
- 6.12.4 Although an applicant who is subject to 'auto-bidding' may continue to bid for properties under the choice based lettings scheme, the auto-bidding system will normally bid (on their behalf) for all properties that have the number of bedrooms that the applicant requires.
- 6.12.5 Where an applicant is subject to 'auto-bidding' and requires at least 3 bedrooms but is willing to accept a home with fewer bedrooms, it is essential that they bid for any smaller homes they like, as the 'auto-bidding' system will only place bids on properties that have the number of bedrooms that the applicant has been assessed as needing.
- 6.12.6 If an applicant is living in temporary accommodation and makes a successful bid for accommodation (or if an 'auto-bid', made on their behalf, is successful), they will be offered the tenancy of that accommodation. This is irrespective of whether or not they have chosen to attend the viewing.
- 6.12.7 Such an applicant will only be entitled to withdraw their interest in a property without penalty if they are not already subject to 'auto-bidding' and they withdraw their interest before they receive a written offer.

6.13 Refusing an offer of accommodation

- 6.13.1 When a shortlisted applicant (who is not subject to 'auto-bidding') views a home and says they are no longer interested in being offered the tenancy, the next applicant on the shortlist will be considered.
- 6.13.2 The consequences of refusing an offer of accommodation depends on the circumstances in which the offer is made. It is important for an applicant who is owed a rehousing duty under Part 7 of the Housing Act 1996 (as amended) to understand that the refusal of a suitable offer of accommodation is highly likely to result in the Council's duty to accommodate them under Part 7 being discharged, the loss of any temporary accommodation as well, and the loss of priority under this Housing Allocation Policy.

Applicants who bid for properties, but are not subject to 'auto-bidding'

- 6.13.3 If an applicant (who is not subject to 'auto-bidding') bids for a property through the choice based lettings scheme, they can withdraw their interest in that property without penalty.
- 6.13.4 However, if they refuse two written offers after making successful bids, the Council may suspend the applicant from bidding for homes through the choice based lettings scheme for a period of up to 12 months. This provision does not apply to supported housing, which is dealt with in section 9 below.

Applicants in temporary accommodation and subject to 'auto-bidding'

- 6.13.5 If an applicant is living in temporary accommodation and subject to 'auto-bidding', they are expected to accept any suitable offer of accommodation that is made to them. They have the right, however, to request a review of the suitability of that offer of accommodation.
- 6.13.6 Where such an applicant refuses an offer of suitable accommodation, the Council's duty to accommodate them under Part 7 of the Housing Act 1996 (as amended) will be discharged.
- 6.13.7 This means that, subject to the outcome of any review, the Council will stop providing the applicant with temporary accommodation. As well as losing their priority for housing (based on them being homeless), the applicant will have to make their own arrangements for housing.

Applicants who are offered a 'direct let'

- 6.13.8 If an applicant is offered a 'direct let' (based on an individual assessment of their requirements; see Section 6.9), the Council will consider the applicant's reasons for refusing the offer and decide whether or not it was reasonable for them to refuse the offer:
- Where the Council decides that it was reasonable for the applicant to refuse the accommodation offered, the Council will make one further offer of a 'direct let' of suitable accommodation
 - Where the Council decides that it was unreasonable for the applicant to refuse the accommodation offered, the Council will

make no further offers of a 'direct let' and, if the applicant is living in temporary accommodation, consideration will be given to whether or not that offer discharges the Council's duty to accommodate them under Part 7 of the Housing Act 1996 (as amended).

6.13.9 If an applicant is living in temporary accommodation and is offered a 'direct let', they will be expected to accept any suitable offer of accommodation that is made to them. They have the right, however, to request a review of the suitability of that offer of accommodation (except in management transfer cases):

- Where the Council decides that the accommodation offered was not suitable (so it was reasonable for the applicant to refuse the offer), the Council will make one further offer of a 'direct let' of suitable accommodation.
- Where the Council decides that the accommodation offered was suitable, the applicant will be invited to reconsider the offer and, if they still refuse the offer, the Council's duty to accommodate them under Part 7 of the Housing Act 1996 (as amended) will be discharged. This means that the Council will stop providing the applicant with temporary accommodation and the applicant will have to make their own arrangements for housing.

6.14 Failing to respond to an offer of accommodation

6.14.1 If an applicant fails to respond to a written offer of accommodation within the timescales specified, without good reason, they will be considered to have refused that offer of accommodation. In these circumstances, the Council will have discharged its duty under the law and no further offers of accommodation will be made.

6.15 Accepting an offer of accommodation

6.15.1 The Offer letter describes the action the applicant must take to accept the offer of accommodation, including signing the tenancy agreement and collecting the keys.

6.15.2 If an applicant signs a tenancy agreement and then rejects the property, this does not count as a refusal of an offer of accommodation because, at this stage, they are the tenant of that property.

6.15.3 If they have already given notice on their previous home, it may not be possible for them to withdraw the notice. Also, as they have accepted a tenancy, it is likely that their landlord will insist on receiving 4 weeks' notice (and will be entitled to rent during that time) if the tenant decides that they do not want to continue with their new tenancy.

6.15.4 Where the applicant is living in temporary accommodation and refuses to move out of that accommodation after signing a tenancy agreement in respect of alternative, settled accommodation, they will be evicted from their temporary accommodation and the Council's duty to accommodate them under Part 7 of the Housing Act 1996 (as amended) will be discharged. This

means that the applicant will have to make their own arrangements for housing.

6.16 Withdrawing an offer of accommodation

6.16.1 A written offer of accommodation can only be withdrawn from an applicant (before the tenancy agreement is signed) where one or more of the following situations applies:

- The applicant has made a false declaration or failed to provide the Council with up-to-date information and that, after reviewing their housing application, the Council has determined that the applicant is not eligible for the property;
- The property details available at the time that the written offer was made were incorrect and it was subsequently discovered that the size and type of the property is not, in fact, suitable to the applicant's needs;
- The applicant's eligibility has changed, since the written offer of accommodation, following a review of the application;
- The Assistant Director for Strategic & Community Housing Services decides that, taking all factors into account, the property should not have been offered to the applicant.

6.17 Feedback on the letting of social housing

6.17.1 After each advertising cycle, the Council will provide feedback on the outcomes of the bids it has received in respect of the social housing advertised through the choice based lettings scheme.

6.17.2 For each letting, the Council will provide the following information:

- The size, type and location of the home
- The number of applicants who bid for the property
- The Band and effective date of the successful bidder

6.17.3 In order to ensure transparency, the feedback will also include any homes that were let as 'direct lets' and were not advertised through the choice based lettings scheme.

6.17.4 Feedback is important because it helps applicants to assess their housing prospects and make informed choices about their future housing.

6.18 Homes in lower demand

6.18.1 Where there are no expressions of interest from eligible applicants, a home will be re-advertised or the criteria for selection will be reviewed.

7. OFFERING HOUSING TO TENANTS WHO OWE RENT
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- 7.1.1 Tenants on the Housing Register will not normally be offered a new tenancy if they are in arrears with their rent.
- 7.1.2 Where a tenant owes no more than four times their weekly rent (less any housing benefit payable), they may still be offered housing if they are willing and able to pay all of the rent owing before they sign the new tenancy or, if they are a housing association tenant, before they are offered the tenancy. This is checked with the housing association at the time.
- 7.1.3 If they are a housing association or council tenant, they may still be offered a new tenancy (despite owing more than four weeks' rent) if:
- They need to move urgently because of a critical medical or welfare need, including emergencies and situations where there are serious safeguarding implications;
 - They have been approved for an emergency transfer because of harassment, domestic violence or hate crime;
 - They need to move out of their home (temporarily or permanently) in order to allow repairs or redevelopment to take place;
 - They are under-occupying a family home that has three or more bedrooms and they are willing to transfer to a home that has at least two fewer bedrooms;
 - They are occupying a specially-adapted home and are willing to transfer to a home that is more appropriate to their needs.
- 7.1.4 Where the applicant is under-occupying their home and is entitled to receive a financial incentive for transferring to a smaller home, the transfer incentive payment will be used to reduce or clear any arrears.
- 7.1.5 If the applicant is living in temporary accommodation provided by the Council under Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002), they may still be offered housing if they have been paying their rent regularly, reducing their arrears to the satisfaction of their landlord and entered into an agreement to pay all outstanding rent, by affordable instalments, over an agreed period.
- 7.1.6 In exceptional circumstances, where there is an urgent need for a housing association or council tenant to move on social or housing management grounds, a new tenancy may still be approved, despite the arrears. Approval will be subject, however, to the support of the Assistant Director for Strategic & Community Housing Services and the applicant's landlord.

8. TYPE OF PROPERTY OFFERED

8.1 Property size and household size

- 8.1.1 The Council, Homes for Haringey and registered social landlords will always aim to make best use of their housing stock.
- 8.1.2 When determining the number and ages of the people who may occupy a property, the Council will have regard to the bedroom entitlement set out in 8.7 below.
- 8.1.3 Sometimes the applicant with the highest priority may not be allocated a home if this would result in either overcrowding or under-occupation, or if it would not make best use of ground floor or specially adapted accommodation.
- 8.1.4 Properties that have level access will be prioritised for those applicants who have a very serious medical need (so are in Band 'A') and require such accommodation.
- 8.1.5 With the agreement of the landlord, an applicant will be allowed to move into a home that is smaller than their needs, where this improves their situation. For example, if an applicant has 4 children and is entitled to a 4-bedroom home but is living in one with 2 bedrooms, their application for a 3-bedroom home may be considered.
- 8.1.6 Registered social landlords may apply different standards. The Home Connections advert will confirm how many people can be accommodated.

8.2 Parents with 'staying access' to dependent children or shared residence orders

- 8.2.1 Applicants with a shared residence order or staying access for children are not automatically entitled to bedrooms for their children.
- 8.2.2 The general principle is that a child needs one home of an adequate size, and that the Council and registered social landlords will not accept responsibility for providing a second home for children.
- 8.2.3 In determining the size of accommodation required for a household, children from current or former relationships will only be counted as part of the household if they live with the applicant for more than 50% of the time. Suitable evidence must be provided, in the form of a Residency Order and a child benefit statement.

8.3 Parents with a dependent child who is in foster care or being looked after by the local authority

- 8.3.1 When assessing bedroom entitlement, the Council will only take into account children who are currently in foster care or being looked after by the local authority if the Children & Young People's Service (CYPS) confirms that the children will be returned to the applicant when the applicant is rehoused in accommodation of a suitable size.

8.4 Support for fostering and adoption

- 8.4.1 When assessing bedroom entitlement, the Council will take into account the Children & Young People's Service's assessment of the requirements of prospective foster carers and adopters. This will not, however, result in any priority being given for overcrowding.

8.5 Applicants with a medical or social need for a larger property

- 8.5.1 Applicants can apply for an extra bedroom due to their medical or social needs. Their circumstances will be considered and evidence supporting the need for an extra room will be required.

8.6 Extra rooms for carers

- 8.6.1 If an applicant states that they need an extra room for a carer, the Council will carry out an assessment of the applicant's needs and decide whether or not an extra room is required. Due to the high demand for housing, such requests are only likely to be agreed in exceptional circumstances.
- 8.6.2 The Council's Adult Social Care service should be able to provide evidence of the need for a 'live in' carer and confirmation (where appropriate) that, if the support was not provided, the applicant would qualify for funding for a 'live in' carer.
- 8.6.3 Where the Council is satisfied that there is a need for a live-in carer who is not cohabiting with another member of the household, the household will be entitled to an additional bedroom.
- 8.6.4 To qualify for an additional bedroom for a carer, the applicant must demonstrate that this care is provided by someone who would not otherwise live with the applicant and that, if they are a relative or friend, they are in receipt of a Carer's Allowance.
- 8.6.5 In exceptional circumstances, an extra bedroom may be awarded where a substantial amount of specialist medical equipment has been installed in the home.

8.7 Guidance on bedroom entitlement

- 8.7.1 Although the assessment of applicants' bedroom entitlement is complex and based on a range of factors, the table on the next page provides guidance on how many bedrooms an applicant should have.
- 8.7.2 It should be noted that, if a member of the applicant's household is pregnant, this does not entitle them to an extra bedroom. Instead, their application will be amended on receipt of the birth certificate.
- 8.7.3 For the purposes of assessing the applicant's bedroom entitlement, adults under the age of 25 will be assessed as young people in accordance with the table below.

Household size	Lowest number of bedrooms needed
1 adult	Bedsit
2 adults living together as a couple	1 bedroom
Adults living together but not as a couple	1 bedroom each
1 adult (or 2 adults living together as a couple) with 1 child	2 bedrooms
1 adult (or 2 adults living together as a couple) with: <ul style="list-style-type: none"> ▪ 2 children of the opposite sex (both under 10); or ▪ 2 children/young people of the same sex 	2 bedrooms
1 adult (or 2 adults living together as a couple) with: <ul style="list-style-type: none"> ▪ 2 children of the opposite sex (one aged 10 or over); or ▪ 3 or 4 children / young people of the same sex; or ▪ 4 children / young people (two male & 2 female); or ▪ 4 children / young people (3 of one sex & 1 of the other) – where at least one male and one female are aged under 10 	3 bedrooms
1 adult (or 2 adults living together as a couple) with: <ul style="list-style-type: none"> ▪ 4 children / young people (3 of one sex & 1 of the other, where the former and/or the latter are aged 10 or over); or ▪ 5 or 6 children / young people of the same sex; or ▪ 5 or 6 children / young people (3 or 4 of one sex & 1 or 2 of the other); or 	4 bedrooms
1 adult (or 2 adults living together as a couple) with: <ul style="list-style-type: none"> ▪ 6 children / young people (three male & 3 female) – where all males and/or all females are aged 10 or over; or ▪ 7 or more children / young people. 	5 or more bedrooms

8.8 Additional properties for large families

- 8.8.1 Due to the shortage of family homes, very large families that are in urgent need of rehousing may prefer to be offered two separate properties, rather than bid for a property that is smaller than they need.
- 8.8.2 For this to happen, there must be an adult member of the household who is eligible for housing and is willing to hold the second tenancy. They must join the Housing Register and be rehoused after the original applicant, who will be offered alternative accommodation that is of a size that reflects the reduced size of their household.

9. ALLOCATION OF PROPERTIES DESIGNED FOR OLDER PEOPLE AND PEOPLE WITH PHYSICAL DISABILITIES

9.1 Supported housing for older people

9.1.1 The purpose of supported housing is to provide residents with the housing support they require to enable them to continue living independently, in their own home, for as long as possible.

9.1.2 In Haringey, there are 3 types of supported housing for older people, the main difference between them being the facilities and the level of support provided:

- Community good neighbour schemes – for people who require only low level support. Although the schemes lack the communal facilities offered by sheltered housing, residents are invited to attend activities at nearby sheltered housing schemes.
- Sheltered housing schemes – for people who require a medium or high level of support due to frailty, ill-health or restricted mobility. Communal facilities include a lounge and laundry, and a dedicated scheme manager provides residents with advice and support.
- Extra care supported housing schemes – for people who require a substantial amount of personal care and housing support, and who might otherwise have to move into residential care.

9.1.3 Although most of the people moving into supported housing will be aged 50 or over, younger people may also benefit from supported housing if, for example, they have mental health support needs or a physical or learning disability and have been assessed as requiring both housing and support.

9.2 Eligibility criteria for supported housing

9.2.1 All applicants for supported housing must be eligible for housing and be able to meet the eligibility criteria for joining Haringey's Supported Housing Register.

9.2.2 They must also meet other criteria relating to the strategic priorities affecting older people, community care and housing-related support.

9.2.3 To be eligible for supported housing, applicants must have an unmet housing need and have been assessed, by the Council, as requiring 'housing-related support' and ongoing monitoring of their condition and/or situation.

An unmet housing need

9.2.4 To satisfy the requirement that they have an unmet housing need, applicants must demonstrate that they meet at least one of the following criteria:

- They are homeless or about to become homeless and are entitled to rehousing under Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002);
- Their existing accommodation is wholly unsuitable (due to their health, mobility, social care and access requirements) and/or contains hazards that present a serious risk to their health and safety, to the extent that it is unreasonable to expect them to continue occupying their home.
- They are currently in hospital or residential care and are unable to return to their home but have been assessed as being able to live independently in supported housing with appropriate support.
- They need to move urgently, to avoid an inappropriate admission to hospital or long-term residential care.
- They are in need of 'move-on' after being temporarily accommodated in supported housing as part of Haringey's 'step down' service.
- They are under-occupying a family home that they are renting from Haringey Council or a registered social landlord.

Examples of 'housing-related support'

9.2.5 To determine whether or not an applicant is in need of 'housing-related support', they will be assessed by a member of the Council's specialist housing teams who will consider, amongst other things, the following:

- The extent to which the applicant needs help with daily living
- The nature and extent of any mobility problems, respiratory problems or sensory impairment
- Evidence of frailty, self-neglect or nutritional deficiency
- Whether or not the applicant is feeling socially isolated and/or vulnerable to crime or abuse by others
- Evidence of mental health or cognition problems, including depression, schizophrenia and dementia
- The extent to which substance misuse is affecting the applicant's ability to cope
- Evidence of a chaotic lifestyle and the applicant's need for support to enable them to cope.

Many supported housing tenants may also have (or develop over time as they age) care needs. Care may be provided by health or

social service providers as an addition to the support service in supported housing.

9.3 Applicants who may not be offered supported housing

9.3.1 Irrespective of their age, applicants who are not in housing need (or are in housing need but are not in need of 'housing-related support') may not be offered supported housing. Where they are in housing need, such applicants are advised to apply for general needs housing.

9.3.2 Even where an applicant is in housing need and requires 'housing-related support', they may not be offered supported housing if:

- They are unwilling to accept the support services offered;
- They require a level of care and support that is more appropriate to a nursing or residential care home and is beyond even that provided in extra care supported housing;
- They are likely to put themselves or other residents at risk of serious harm or injury (or to cause a serious nuisance to their neighbours) because of, for example, unresolved problems relating to substance misuse, anger management or violence;
- They insist that someone lives with them who is neither their spouse/partner nor their registered carer and who does not, in their own right, meet the eligibility criteria for supported housing.

9.3.3 If an applicant meets the above criteria but only needs low level support, they will be offered accommodation in a Community Good Neighbour Scheme. Applicants who meet the above criteria but who need medium or higher level support will be offered Sheltered Housing or Extra Care supported housing.

9.3.4 Applicants who have been assessed as needing accommodation in a Community Good Neighbour Scheme will not normally be offered sheltered housing (and those assessed as needing sheltered housing will not normally be offered a Community Good Neighbour Scheme) except where an extended waiting period may place them at risk or prevent their prompt discharge from hospital or residential care.

9.3.5 Where an applicant is displaying challenging behaviour (such as overt sexualised behaviour or a tendency toward violence and aggression) as a result of a medical condition, they may not be offered accommodation in sheltered housing or a Community Good Neighbour Scheme. However, they may be considered for Extra Care Supported Housing if it has the capacity to cope with such behaviour.

9.3.6 Extra Care Supported Housing is aimed at mentally or physically frail older people (and younger people with disabilities) who would otherwise be considered for residential care. Extra Care schemes have a dedicated on site care and support team available, 24 hours a day, to help with personal care

and support, who meet the statutory requirements for care and support providers.

9.4 Applying for supported housing

9.4.1 To join Haringey's Supported Housing Register, applicants must be assessed by a Supported Housing Assessment Officer and complete a supported housing application form.

9.4.2 Although applicants will usually only be considered for the type of supported housing they have been assessed as needing, they have the opportunity to express an interest in particular housing schemes or areas and are actively encouraged to visit the schemes before they make their final choice. The Council's specialist housing staff can help with this.

9.4.3 Following the housing needs assessment and based on the applicant's circumstances, the Supported Housing Assessment Officer will determine the type of supported housing each applicant is eligible for and place them (in date order) in the appropriate Priority Band:

Priority Band 1

- They are awaiting discharge from hospital or residential care (or move-on from 'Step Down' accommodation) and are unable to return to their home because it is no longer suitable;
- They are no longer able to live independently and, unless they are provided with supported housing, they will have to be admitted to long-term residential care;
- They are unintentionally homeless, in priority need and owed a housing duty by Haringey Council in accordance with Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002);
- They are threatened with homelessness, in priority need and owed a housing duty by Haringey Council in accordance with Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002);
- The condition or layout of their existing home is such that there is a significant risk of death or serious injury (confirmed by an assessment carried out under the Housing Health and Safety Rating System) and, in the opinion of the Council, the nature and extent of the hazards are such that the offer of supported housing is more appropriate and/or cost effective than eliminating the hazards to enable the applicant to continue living in their home;
- They are experiencing abuse, this can include elder abuse or domestic violence;

- Their home is the subject of a Compulsory Purchase Order or they are living in supported housing or social housing and need to move out of their home to enable major repairs, regeneration or redevelopment of the property or site.

Priority Band 2

- They have severe medical and social problems that are being aggravated by their existing home (for example, they have chronic bronchitis and are living in a damp house and being harassed by their landlord);
- They have received a Notice to Quit (NTQ) or Notice of Seeking Possession (NoSP) and their landlord has applied to the Court for a Possession Hearing, so they are at risk of homelessness;
- They are in hospital or have recently been discharged from hospital and have a severe medical condition that is aggravated by their existing home (for example, they are housebound because of access problems).

Priority Band 3

- They have a severe medical problem that is being aggravated by their existing home (for example, they have chronic bronchitis and they are living in a damp house);
- They have a severe social problem that is being aggravated by their existing home (for example, they have chronic bronchitis and they are being harassed by their landlord).

Priority Band 4

- They have severe medical and/or social problems, but these problems are not aggravated by their existing home (for example, they are housebound by a stroke, but their home is in good repair and they have no access problems).

Priority Band 5

- They would benefit from supported housing, but have a lower level of medical, housing or social need than those in higher bands.

9.5 Allocation of supported housing

- 9.5.1 Supported housing (including Community Good Neighbour Schemes, Sheltered Housing & Extra Care Supported Housing) is not let through the choice based lettings scheme.

- 9.5.2 Applicants who are eligible for housing and on the Supported Housing Register will be allocated properties on the basis of need, suitability and choice, and in accordance with the Priority Bands system.
- 9.5.3 Two bedroom properties will usually only be offered to siblings who apply together, couples who need separate bedrooms for verified medical reasons, and applicants who have a live-in carer who qualifies for Carer's Allowance and where it is beneficial to the applicant to have them living with them and it is necessary for their carer to live with them rather than somewhere else.
- 9.5.4 Priority for ground floor accommodation will be given to applicants who have been assessed as needing ground floor for medical reasons.
- 9.5.5 When a unit of supported housing becomes available, the Council's specialist housing teams will draw up a shortlist of suitable applicants who have expressed an interest in that scheme or area and been assessed as needing that type of supported housing.
- 9.5.6 Generally, properties will be offered to suitable applicants within Priority Band 1 before they are offered to suitable applicants in Priority Band 2, and so on. Within each Priority Band, applicants will be prioritised in accordance with their date of application.

9.6 Refusing an offer of supported housing

- 9.6.1 When an applicant is invited to view a property but says (before or after the viewing) that they are not interested in being offered the tenancy, the next applicant on the shortlist will be considered.
- 9.6.2 The consequences of refusing an offer of supported housing depends on the circumstances in which the offer is made.

Applicants who are living in temporary accommodation

- 9.6.3 If an applicant is living in temporary accommodation and has been accepted for rehousing under Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002), they are expected to accept any suitable offer of accommodation that is made to them. They have a right, however, to request a review of the suitability of that offer of accommodation.
- Where the Council decides that the accommodation offered was not suitable (so it was reasonable for the applicant to refuse the offer), the Council will make one further offer of suitable accommodation.
 - Where the Council decides that the accommodation offered was suitable, the applicant will be invited to reconsider the offer and, if they still refuse the offer, the Council's duty to accommodate them under Part 7 of the Housing Act 1996 (as amended) will be discharged. This means that the Council will stop providing the applicant with temporary accommodation and the applicant will have to make their own arrangements for housing.

Applicants who meet supported housing eligibility criteria who are not living in temporary accommodation

- 9.6.4 If an applicant is not living in temporary accommodation, they will usually receive more than one offer of supported housing and, to a limited extent, they may refuse an offer without penalty up to a maximum of three offers.
- 9.6.5 Where the applicant repeatedly fails, without good reason, to attend viewings of suitable properties (or refuses three consecutive offers of accommodation in schemes for which they have expressed a preference), the Council may decide to make the applicant no further offers of supported housing for a period of up to 12 months.

9.7 Failing to respond to an offer of supported housing

- 9.7.1 If an applicant fails to respond to a written offer of supported housing within the timescales given, without good reason, they will be considered to have refused that offer of accommodation.

9.8 Accepting an offer of supported housing

- 9.8.1 The Offer letter describes the action the applicant must take to accept the offer of accommodation, including signing the tenancy agreement and collecting the keys.
- 9.8.2 If an applicant signs a tenancy agreement and then rejects the property, this does not count as a refusal of an offer of accommodation because, at this stage, they are the tenant of that property.
- 9.8.3 If they have already given notice on their previous home, it may not be possible for them to withdraw the notice. Also, as they have accepted a tenancy, it is likely that their landlord will insist on receiving 4 weeks' notice (and will be entitled to rent during that time) if the tenant decides that they do not want to continue with their new tenancy.
- 9.8.4 Where the applicant is living in temporary accommodation and refuses to move out of that accommodation after signing a tenancy agreement in respect of supported housing, they will be evicted from their temporary accommodation and the Council's duty to accommodate them under Part 7 of the Housing Act 1996 (as amended) will be discharged. This means that they will have to make their own arrangements for housing.

9.9 Withdrawing an offer of supported housing

- 9.9.1 A written offer of accommodation can only be withdrawn from an applicant (before the tenancy agreement is signed) where one or more of the following situations applies:
- The applicant has made a false declaration or failed to provide the Council with up-to-date information and that, after reviewing their housing application, the Council has determined that the applicant is not eligible for the property;

- The property details available at the time that the written offer was made were incorrect and it was subsequently discovered that the size and type of the property is not, in fact, suitable to the applicant's needs;
- The applicant's eligibility has changed, since the written offer of accommodation, following a review of the application;
- The Assistant Director for Strategic & Community Housing Services decides that, taking all factors into account, the property should not have been offered to the applicant.

9.10 Properties designed or adapted for people with physical disabilities

- 9.10.1 The Council and a number of registered social landlords own and manage purpose-built and specially adapted housing in the borough.
- 9.10.2 Designed or adapted for people with mobility problems or physical disabilities, these homes will be let to households who have an assessed need for such accommodation.
- 9.10.3 Although some registered social landlords may decide not to advertise all of their homes, the Council is committed to ensuring that as many of these homes as possible are advertised through the choice based lettings scheme. To enable applicants to identify them easily, these properties will be clearly labelled.
- 9.10.4 Some specially designed or adapted properties, however, may not be included in the choice based lettings scheme, so will be directly allocated. Examples include the following:
- Where a specially adapted property has been built, acquired or adapted in order to meet the needs of a specific applicant;
 - Where the property is required in an emergency or for use as alternative accommodation (with disabled facilities) for a tenant who is required to move out of their home because it has become unsafe or requires extensive repairs;
- 9.10.5 The Council (or the relevant registered social landlord, if the property is not owned by the Council) will decide which homes should be included in the choice based lettings scheme.
- 9.10.6 Applicants who need a home that is suitable for wheelchair users will usually need to be assessed by an Occupational Therapist before an offer of appropriate accommodation can be considered.
- 9.10.7 If a council tenant is occupying an adapted property that they no longer need, the Council will actively encourage them to transfer to more suitable accommodation in order that someone else (who is in need of the disabled

facilities) is able to benefit from the adaptations. To enable this to happen as soon as practicable, the tenant will be placed within Band A of Haringey's Housing Register.

- 9.10.8 Although applicants who require disabled facilities may bid for any property they believe can be adapted to meet their needs, the Council will assess the feasibility of such adaptations and, based on the needs of the client, the cost of the adaptations and the availability of other more suitable accommodation, decide whether or not it is reasonable for them to be offered that accommodation.

9.11 Age restrictions on homes

- 9.11.1 Where there is an age restriction on who is able to live in the accommodation, this will be made clear in the choice based lettings advert. Although age restrictions are most commonly applied to supported housing, exceptions are made for younger people who have mental health support needs or a physical or learning disability and have been assessed as requiring both housing and support.

10. TYPES OF TENANCY OFFERED

10.1 Introductory and starter tenancies

- 10.1.1 Applicants who are offered permanent housing where the landlord is the Council will be offered an introductory tenancy (when these are introduced in April 2011) or a secure tenancy. Where the landlord is a registered social landlord, a starter tenancy or assured tenancy will be offered.
- 10.1.2 Introductory tenancies and starter tenancies are 'probationary tenancies' and provide reduced security of tenure during their first year. If the tenancy is conducted to the landlord's satisfaction, it will automatically convert to a secure tenancy or assured tenancy after 12 months have elapsed.
- 10.1.3 Tenants with an introductory or starter tenancy cannot mutually exchange their home or assign their tenancy but are eligible to transfer.

10.2 Letting permanent housing on a temporary licence

- 10.2.1 Homes are sometimes let temporarily to homeless households under a licence agreement or non-secure tenancy. This accommodation will not be let through choice based lettings.

10.3 Joint tenancies

- 10.3.1 The Council will normally only offer joint tenancies to applicants (including existing tenants) who have satisfied the Council of their intention to live together on a long term basis.
- 10.3.2 There is no right to a joint tenancy and a request for one will not be agreed in the following cases:
- Where there is a current Notice of Seeking Possession or Notice to Quit against the tenant;
 - Where Homes for Haringey is contemplating serving or re-serving a Notice of Seeking Possession or Notice to Quit;
 - Where there are management problems such as nuisance or anti-social behaviour;
 - Where an acceptable agreement is not being maintained in respect of rent arrears;
 - Where one of the proposed joint tenants is ineligible for an allocation of housing due to their immigration status or behaviour.
- 10.3.3 Haringey Council tenants who hold a joint tenancy but who have experienced a relationship breakdown can apply to the housing register. Should one or other party be successful in securing an offer of accommodation, s/he will be required to serve notice to terminate the joint tenancy. The Council will then make a decision on the future of the remaining joint tenant in accordance with section 15.25 below. In cases of proven domestic violence the Council will always seek possession of the property.

11. LOCAL LETTINGS POLICIES

11.1 Introduction

11.1.1 It is important that, in most circumstances, priority for accommodation goes to those households in greatest need. Consideration needs to be given, however, to whether or not it is may also possible to:

- Achieve a balance between meeting the housing needs of existing tenants and new applicants; and
- Promote more sustainable and balanced communities by ensuring a mix of households and widening the opportunities for those who are not in greatest housing need.

11.1.2 In exceptional circumstances, the Council and its partners may decide to allocate properties on a slightly different basis from normal, in the interests of building strong and sustainable communities or to deal with particular local issues. This is done through a Local Lettings Policy.

11.2 Legislation and guidance

11.2.1 Section 167 (2E) of the Housing Act 1996 (as amended) enables housing authorities to allocate accommodation to people of a particular description, whether or not they fall within the reasonable preference categories (see paragraph 2.4.2 of this Policy).

11.2.2 The decision to apply a Local Lettings Policy will be made jointly by the Council and the landlord of the property. Such policies should not directly or indirectly discriminate against any particular person.

11.2.3 Agreed for a specific period of time, a Local Lettings Policy will only be approved if it forms part of a strategy to tackle identified problems or contribute to sustainable communities.

11.2.4 Local lettings may be dealt with by restrictive labelling of vacancies advertised through the choice based lettings scheme.

11.3 Purpose of Local Lettings Policies

11.3.1 The purpose of Local Lettings Policies is to ensure a balance between housing priority (in accordance with legal duties and responsibilities) and the longer term sustainability of local communities.

11.3.2 Local Lettings Policies may be used to achieve a wide variety of housing management and other policy objectives, including:

- Reducing the incidence of anti-social behaviour
- Dealing with concentrations of deprivation
- Improving difficult-to-let estates
- Protecting existing stable communities

- Preventing future problems occurring on newly developed estates or in relation to recently modernised properties
- Helping to create balanced communities and achieve wider community objectives, such as a broader social mix and supporting and encouraging people into employment
- Making best use of the Council's housing stock.

11.4 Local Lettings Policies – properties

- 11.4.1 Local Lettings Policies may be used, for example, in an area or a block of flats with serious management problems, which put other tenants at significant risk and where other action has failed.
- 11.4.2 If a Local Lettings Policy is applied to an area due to a history of anti social behaviour, applicants applying for such properties may be asked to supply a tenancy reference and confirm that they, or a member of their household have no history of criminal convictions (this does not cover those convictions that are legally spent or are covered by the Rehabilitation of Offenders Act 1974).
- 11.4.3 **For existing social housing**, action against the perpetrators must be identified and agreed if possible with the other involved agencies before a decision is made as to whether or not a local lettings policy should apply.
- 11.4.4 Where it is proposed to introduce such a policy, there will need to be clear evidence that it is desirable and a time limit for review of not more than 2 years will apply. The implications for equal opportunities and the 'reasonable preference' criteria of the law will be considered..
- 11.4.5 **For new social housing**, the landlord in agreement with the Council may decide to let properties under a Local Lettings Policy. The reasons for doing so need to be clearly stated and should fall into one or more of the following categories:
- Targeting some properties to lower need bands on first lettings. Equal opportunities and legal issues would need to be taken into account;
 - On first lettings the landlord in consultation with the Council may consider under-occupying properties to achieve lower child densities;
 - On first lettings, the landlord in consultation with the Council may consider restricting the number of vulnerable applicants with high support needs from being offered a property.
- 11.4.6 Sometimes registered social landlords may have agreed that they will allow a certain amount of their stock to go to their own tenants. If this happens, homes may be advertised accordingly, subject to the Council's agreement.

11.5 Local Lettings Policies – people

- 11.5.1 A Local Lettings Policy may be used if the Council knows that an applicant has committed serious offences that restrict where they can live. This may include Registered Sex Offenders or those identified as posing a serious risk to a specific community. In such cases, the Council will consult fully with the Police, the Probation Service and other interested parties.
- 11.5.2 There may also be occasions when it is necessary and appropriate to make a sensitive letting to a property that has become vacant following a period of serious nuisance or anti social behaviour that has been caused by the drug, alcohol or mental health issues of the former tenant and/or their associates. In such instances, applicants who have such issues (and are likely to cause similar problems to arise) will be prevented from being considered for the property.
- 11.5.3 Local Lettings Policies may also be used to support the delivery of local initiatives set up to strengthen local communities and improve residents' life chances. This may involve, for example, prioritising key workers or setting aside a proportion of available lettings in the locality for applicants who are in employment, education or training.

11.6 Monitoring and review

- 11.6.1 To ensure that housing allocations continue to comply with the duty to give reasonable preference to applicants in the reasonable preference category, and also with the Council's equalities duties, the Council will record and monitor the number of local lettings that result from the use of Local Lettings Policies.

12 MAKING THE BEST USE OF OUR HOUSING STOCK**12.1 Tenants of registered social landlords where no nomination rights exist**

- 12.1.1 There are some registered social landlords in Haringey that are not subject to nomination agreements and can therefore choose to let all of their homes according to their own rules.
- 12.1.2 Applications received from tenants of these landlords will be treated in the same way as an application from a tenant in the private sector.
- 12.1.3 This recognises that, when the tenant moves out of their current home, the accommodation will not become available to help meet Haringey's unmet housing need.

12.2 Council tenants and tenants of registered social landlords who are living outside Haringey

- 12.2.1 Where an application is received from a council tenant (who is not a tenant of Haringey Council) or tenant of a registered social landlord and they are not living in Haringey, the application will be treated in the same way as an application from a private sector tenant.
- 12.2.2 This recognises that, when the tenant moves out of their current home, the accommodation will not become available to help meet Haringey's unmet housing need.
- 12.2.3 These tenants will be placed in Band E if they are adequately housed. Although they are able to apply for medical or welfare priority, any application for overcrowding priority will be assessed in the same way as an application from a private sector tenant.
- 12.2.4 Where there is no local connection to Haringey, such tenants will be assigned to lower bands (following assessment) than they would have been assigned if they had a local connection to Haringey.

13. REVIEWS, APPEALS AND COMPLAINTS

13.1 Right of review

13.1.1 Applicants have the right to ask for a review of certain decisions that the Council has made about their application for housing or an offer of accommodation. This includes a review of:

- Decisions about refusing an application to join the Housing Register
- Removing an application from the Housing Register
- Offers of housing
- The facts of an applicant's case which are likely to be or have been taken into account in considering whether or not to allocate accommodation to them

13.1.2 An applicant may request a review, for example, if the Council decides to exclude them from the Register, remove them from the Register or give their application reduced preference, or where they dispute a fact that is taken into account when deciding whether or not to make an allocation of accommodation.

13.1.3 Homeless applicants may also have a statutory right of review on certain homelessness decisions, including decisions on the suitability of accommodation offered and any discharge of duty.

13.2 How to request a review

13.2.1 Applicants who disagree with a decision that the Council has made must request a review, in writing, within 21 days of the date of the letter that informed them of that decision. The review request must outline the reasons why the applicant thinks the decision is wrong.

13.2.2 If an applicant is unable to put the request in writing, they may be offered an interview to explain why they disagree with the decision.

13.2.3 Where an applicant has requested a review, the Council is required to respond to it, in writing, within 56 days. This period starts from the date that the Council receives the applicant's request for a review.

13.2.4 Where the Review Officer finds in favour of an applicant who has been prevented from joining the Housing Register or has been given 'reduced preference', the original decisions will be cancelled and the housing application will be awarded the correct 'effective date' and priority.

13.3 Requesting a review of the suitability of an offer of housing

- 13.3.1 Under the choice based lettings scheme, there are generally no penalties for most applicants who refuse an offer of permanent accommodation. However, if applicants receive a direct offer and refuse that offer, their priority may be reduced and, if they are homeless and subject to 'auto-bidding', the Council may discharge its homelessness duty if they refuse an offer of suitable accommodation.
- 13.3.2 Where an applicant refuses an offer of accommodation, the Council may ask them to complete a form to record the reasons why the property has not been accepted. This information will be used to monitor the lettings process and the standard of accommodation, and to inform future decisions on the way in which services are delivered.
- 13.3.3 If an applicant wishes to request a review of the suitability of an offer of housing, they must submit their request to the Council in writing within 21 days of the offer being refused. The Council will normally confirm, in writing, the outcome of the review within 56 days and, in its reply, it will describe any further rights of appeal that the applicant has if they are still not satisfied with the decision.
- 13.3.4 Where the Review Officer decides that the offer of accommodation was not suitable, any penalty that has been imposed (including the discharge of the Council's homelessness duty) will be cancelled:
- Applicants who have not accepted the offer will be entitled to another offer of accommodation (through choice based lettings, a direct offer or 'auto-bidding', as appropriate)
 - Applicants who have accepted the offer and taken on the tenancy of that accommodation will be placed in Band A of the Housing Register and will be given an effective date that matches the date that they accepted the tenancy.

13.4 The Council's complaints procedure

- 13.4.1 If an applicant is dissatisfied with any aspect of the way in which their application for housing is dealt with (other than one for which a review can be requested), they should contact the Council and, if the matter is not resolved to their satisfaction, complete a complaints form.
- 13.4.2 Complaints may include:
- Not being considered for supported housing for older people.
 - The quality of the service they have received
- 13.4.3 Complaints will be dealt with in accordance with the Council's Corporate Complaints Policy.

13.5 Local Government Ombudsman

- 13.5.1 The Local Government Ombudsman investigates complaints of injustice and unfairness resulting from maladministration by local authorities and other organisations. They can be asked to investigate complaints about most council matters, including housing.
- 13.5.2 The Ombudsman normally asks complainants to give the Council an opportunity to deal with a complaint first, before agreeing to investigate. However, if the complainant remains dissatisfied with the action that the Council has taken, they can send a written complaint to the Ombudsman.
- 13.5.3 The Local Government Ombudsman can be contacted at:

Local Government Ombudsman
PO Box 4771
Coventry
CV4 0EH
Tel: 0300 061 or 0845 602 1983
Email: advice@lgo.org.uk

13.6 Housing Ombudsman Service

- 13.6.1 If an applicant wishes to make a complaint against a registered social landlord (housing association) – rather than the Council – they can contact the Housing Ombudsman:

Housing Ombudsman Service
81 Aldwych
London, WC2B 4HN
Tel: 0300 111 3000
Email: info@housing-ombudsman.org.uk
Web: <http://www.housing-ombudsman.org.uk/>

14. THE BANDING SCHEME

14.1 Introduction

- 14.1.1 Each application for housing will be assessed and placed in the appropriate Housing Needs Band (A, B, C, D or E), based on the individual circumstances of each case.
- 14.1.2 Reasonable preference, where appropriate, is awarded in accordance with legislation and guidance.

14.2 The Housing Needs Bands**HOUSING NEEDS BAND 'A'**

1. Applicants who need to move urgently because of a critical medical or welfare need, including emergencies.
2. Applicants who, at the discretion of the Council, need to move urgently because there are serious safeguarding circumstances.
3. Tenants of the Council or of partner housing associations who have been approved for an emergency management transfer because of harassment, domestic violence or hate crime, including cases agreed through reciprocal arrangements with other local authorities.
4. Haringey Council tenants and partner housing association tenants living in Haringey who are under-occupying a family home (with three or more bedrooms) and are willing to transfer to a home that has at least two fewer bedrooms.
5. Haringey Council tenants and partner housing association tenants living in Haringey who are under-occupying a two-bedroom family home and are willing to transfer to a bedsit or one-bedroom home.
6. Haringey Council tenants and partner housing association tenants living in Haringey who are occupying a specially-adapted home and are willing to transfer to a home that is more appropriate to their needs.
7. Applicants who have a right of succession to a Council tenancy but are under-occupying their accommodation (or occupying a specially-adapted home) and are required to move to somewhere smaller and/or more appropriate to their needs.
8. Haringey Council tenants and partner housing association tenants living in Haringey who require extensive disabled facilities that can be provided more appropriately in alternative accommodation.
9. Applicants who are in severe need and have been accepted for rehousing, by Haringey Council, under the homelessness legislation.
10. Haringey Council tenants and partner housing association tenants living in Haringey who need to be permanently decanted in order to enable essential repairs or redevelopment to be carried out, or as part of a regeneration scheme in Haringey.

11. Applicants who are required to leave their homes as a result of an prohibition order served by the Council or the Fire Service in relation to the premises.
12. Applicants (including young care leavers and people leaving hospital, residential care and supported housing) who are nominated for move-on accommodation by named agencies in accordance with an agreed nominations agreement that includes specific quotas.
13. Retiring service tenants who are living in Council accommodation and for whom Haringey Council has a contractual obligation to provide accommodation.
14. Situations where it is in the overriding interests of the Council to prioritise an allocation of housing to a particular household and/or it is necessary to fulfil an urgent statutory or legal duty.
15. Applicants (except homeless households for whom the Council has accepted a rehousing duty) who have two or more needs in Band B.

Note: Applicants assessed as meeting Housing Needs Band A criteria but with no local connection with Haringey will be placed in Band C, except in those cases of emergency management transfer through reciprocal arrangements with other local authorities.

HOUSING NEEDS BAND 'B'

1. Applicants who need to move because they have been assessed as having a serious medical or welfare need.
2. Haringey Council tenants and partner housing association tenants living in Haringey who are severely overcrowded and have at least two rooms less than the number of rooms to which they would be entitled to under Haringey's Housing Allocations Policy. This includes reception rooms that could reasonably be used as bedrooms.
3. Adult (aged over 25) members of the households of Council and partner housing association tenants living in Haringey who require single person accommodation, and are severely overcrowded and have at least two rooms less than the number of rooms to which they would be entitled under Haringey's Allocations Policy. This includes reception rooms that could reasonably be used as bedrooms.
4. Applicants for whom Haringey Council has accepted a full rehousing duty under the homelessness legislation.
5. Applicants who need to move to a particular locality in the Borough, where failure to meet that need would cause hardship to themselves or to others.
6. Applicants living in accommodation for which an improvement notice has been served, or is about to be served, by Haringey Council in relation to the applicant's dwelling and the Council has determined that the dwelling must be vacated because the remedies that are needed to reduce the hazard will require the property to be vacated for a significant period of time or will make the property unsuitable for occupation by the applicant.
7. Applicants with 4 or more needs in Housing Needs Band C.

Note: Applicants assessed as meeting Housing Needs Band B criteria but with no local connection with Haringey will be placed in Band D. They will have a lower relative priority than those applicants in Band D who do have a local connection, regardless of those applicants having later 'effective dates'.

HOUSING NEEDS BAND 'C'

1. Applicants who need to move because they have been assessed as having a moderate medical or welfare need.
2. Haringey Council tenants and partner housing association tenants living in Haringey who are overcrowded because they have one bedroom less than the number of bedrooms to which they would normally be entitled under Haringey's Housing Allocations Policy.
3. Applicants who are homeless or threatened with homelessness but have been assessed by the Council within the previous 12 months as having no right to rehousing under the homelessness legislation because they are not in priority need.
4. Applicants who are homeless or threatened with homelessness but have been assessed within the previous 12 months by the Council as having no right to rehousing under the homelessness legislation because they are considered to have become homeless intentionally, and have not been resident in settled accommodation.
5. Applicants who have no fixed abode.
6. Applicants who the Council has placed in specialist or supported accommodation, or applicants (including young care leavers and people leaving hospital, residential care and supported housing), and require move-on from that accommodation.
7. Protected tenants and tenants of tied accommodation who have been served with a valid notice to quit and the Council is satisfied that they have little or no prospect of successfully defending the possession proceedings.
8. Applicants who are severely overcrowded and living in private rented (including non-partner housing association) accommodation in Haringey.
9. Applicants living in accommodation for which a hazard awareness notice has been served, by Haringey Council in relation to a Category 1 or 2 hazard in the applicant's dwelling and the remedies needed to reduce the hazard will require the property to be vacated for a significant period of time or will make the property unsuitable for occupation by the applicant.
10. Council tenants and partner housing association tenants in Haringey who are under-occupying a family home (with three or more bedrooms) and are willing to transfer to a home that has at least one fewer bedroom.

Note: Applicants assessed as meeting Housing Needs Band C criteria but with no local connection with Haringey will be placed in Band D. They will have a lower relative priority than those applicants in Band D who do have a local connection, regardless of those applicants having later 'effective dates'.

HOUSING NEEDS BAND 'D'

1. Applicants who have an identified housing need but are awarded 'reduced preference' under the law.
2. Applicants who are overcrowded and living in private rented accommodation in Haringey.
3. Applicants who are tenants of a non-partner housing association (whose housing is not subject to a tenancy nominations agreement with Haringey Council), are overcrowded and have a local connection with Haringey.
4. Applicants living in accommodation lacking permanent facilities or sharing facilities with others not included on their application.

Note: Applicants assessed as meeting Housing Needs Band D criteria but with no local connection with Haringey will be placed in Band E. They will have a lower relative priority than those applicants in Band E who have been relegated from Band D because they do not have a local connection, regardless of those applicants having later 'effective dates'.

HOUSING NEEDS BAND 'E'

1. Applicants who are living in tied accommodation, a caravan or mobile home, but with no identified housing need.
2. Applicants who live in a property that is adequate to meet their needs in terms of property type, size and facilities.
3. Applicants who are in prison.
4. Applicants whose homes are (or will be) the subject of a hazard awareness notice or improvement notice, but the specified remedies are low-cost and straightforward to achieve.
5. Applicants who are owner-occupiers (but see section 5.9).
6. Applicants who are overcrowded and living in private rented accommodation outside Haringey.

Note: Applicants assessed as meeting Housing Needs Band E criteria but with no local connection with Haringey will be placed in Band E. They will have a lower relative priority than those applicants in Band E who have a local connection, regardless of those applicants having later 'effective dates'.

15. HOUSING PRIORITY

15.1 Deciding who has priority on the Housing Register

15.1.1 Applicants will be placed in the relevant Housing Needs Band, defined by their specific circumstances. Reasonable preference, where appropriate, will be awarded in accordance with legal responsibilities.

15.2 Overcrowding

15.2.1 When assessing overcrowding, the Council will only take into account those people who are part of an applicant's household. Applicants will be deemed to be severely overcrowded when they are lacking two or more rooms than they would be entitled to under Haringey's Allocations Policy. Applicants will be deemed to be overcrowded when they have one room less than they would be entitled to under Haringey's Allocations Policy.

15.2.2 Priority will not be given for overcrowding if the overcrowding is the result of someone moving into the applicants' household. If applicants need an extra room for medical or welfare/hardship reasons, they will instead be assessed for medical or welfare priority. If applicants need an extra room for any other circumstances, this will be assessed and the Council will exercise discretion in these cases. Due to the high demand for housing, it is likely that this discretion will only be exercised in exceptional cases.

15.2.4 Where an applicant is pregnant and will be entitled to a larger property, priority may only be given for overcrowding when that baby is born.

15.2.5 Where the applicant is not the main person who cares for the children named in their housing application, the children may not be taken into account in the assessment of overcrowding.

15.2.6 A second reception room will be counted as a bedroom in the assessment of overcrowding where it could reasonably be used as such.

15.2.7 As the Council has a responsibility to provide suitable temporary accommodation, homeless households will be provided with a home that is of the appropriate size when they first become homeless and, if they subsequently become 'severely overcrowded', they will be offered alternative temporary accommodation as soon as practicable. They will not, therefore, attract any additional priority for overcrowding.

15.2.8 The Housing Needs Band in which an applicant is placed depends on their tenure, the extent of their overcrowding and whether or not they have a local connection with Haringey:

- Applicants who are tenants of Haringey Council or a registered social landlord whose housing is subject to a tenancy nominations agreement with Haringey Council will normally be placed in Housing Needs Band B if they have a local connection with Haringey and have at least two bedrooms less than the number to which they would be entitled under Haringey's Housing Allocations Policy

- Applicants who are tenants of either Haringey Council or a registered social landlord that has entered into a nominations agreement with Haringey Council will normally be placed in housing Needs Band C if they have a local connection with Haringey and have one bedroom less than the number to which they would be entitled under Haringey's Housing Allocations Policy
- Applicants who are tenants of private rented accommodation (or are living with relatives or friends) will normally be placed in Housing Needs Band C if they are severely overcrowded and have a local connection with Haringey, or in Band D if they are overcrowded.
- Applicants who are tenants of a registered social landlord whose housing is not subject to a tenancy nominations agreement with Haringey Council will normally be placed in Housing Needs Band C if they are severely overcrowded and have a local connection with Haringey or in Band D if they are overcrowded.

15.2.9 Applicants who are overcrowded but have no local connection with Haringey will usually be placed two Bands below the Band in which they would have been placed if they had a local connection with the borough, as set out in section 5.5.

15.3 Children sharing bedrooms

15.3.1 Children and young people of the same gender up to the age of 25 are expected to share a bedroom unless there is a medical, behavioural or social reason why the children cannot share a bedroom.

15.3.2 Where children of different genders are sharing a bedroom, they will be assessed as requiring their own bedroom (if they are unable to share a bedroom with someone else) when the oldest child is aged 10 or over.

15.3.3 Applications will only be considered for overcrowding priority if the applicant is the main person who cares for the child(ren) named on the housing application. Welfare or medical grounds may be considered in other circumstances.

15.4 Applicants without children

15.4.1 Applicants who do not have children and are living in overcrowded conditions will only be given priority for overcrowding if they are living in self-contained accommodation which is too small.

15.4.2 This means that, although young adults (up to the age of 25) living with their parents (and people temporarily sharing with friends) will not be given overcrowding priority, a couple occupying a one-person bedsit will.

15.5 Disrepair, poor design and lack of facilities

- 15.5.1 Any complaint about disrepair in homes managed by the Council or a registered social landlord must be reported to the Repairs Service of the applicant's landlord.
- 15.5.2 Applicants living in private sector accommodation in poor condition must be referred to the Council's Housing Improvement Team (Private Sector) who will assess the situation and then make their recommendations according to the Banding Scheme (see section 14).
- 15.5.3 If an applicant's home lacks permanent facilities (such as cooking facilities, washing facilities, toilet facilities or heating) they will be placed in Housing Needs Band D.

15.6 Sharing with another household

- 15.6.1 Applicants will be placed in Housing Needs Band D if they share any of the following facilities with someone else (including friends or relatives) who is not included in their housing application:
- Living room
 - Kitchen / food preparation facilities
 - Bathing and washing facilities
 - Inside toilet

15.7 People living in mobile homes, houseboats or caravans

- 15.7.1 Applicants living in a caravan, mobile home or houseboat will be placed in Housing Needs Band E if there is no other housing need, reflecting parity with other private sector applicants.
- 15.7.2 It does not matter if the caravan is on a site or not, or if they own or rent the caravan.
- 15.7.3 If their accommodation lacks permanent facilities (see 15.6.1), applicants living in a caravan, mobile home or houseboat will be placed in Band D.

15.8 Applicants for whom Haringey Council has accepted a rehousing duty under the homelessness legislation

- 15.8.1 All homeless households for whom the Council has accepted a rehousing duty (which has not yet been discharged) under Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002) will be placed in Housing Needs Band B.

15.8.2 Homeless households will be actively encouraged to bid for properties through the choice based lettings scheme.

15.8.3 In order to minimise the cost of temporary accommodation (and the amount of time that homeless households spend in temporary accommodation), the Council may bid for properties on behalf of homeless households or, exceptionally, make them a 'direct offer' of suitable accommodation (see Section 3).

15.9 Accepted homeless households in severe need

15.9.1 In exceptional circumstances, homeless households (for whom Haringey Council has accepted a full rehousing duty under the homelessness legislation) will be placed in Housing Needs Band A if they are assessed, by the Council, as being in 'severe need'.

15.9.2 An 'accepted' homeless household will be regarded as being in 'severe need' (so may be placed in Housing Needs Band A) if any of the following situations applies to the applicant or a member of their household:

- They have a terminal or life-threatening illness
- They are permanent wheelchair users
- They are frail and elderly
- They have severe mental health problems and/or have been 'sectioned' under the Mental Health Act and have been unable (or are likely to be unable) to cope with living in temporary accommodation
- They have a critical medical or welfare need, including situations where there are serious safeguarding implications
- They are especially vulnerable and the Council is unable to provide them with suitable temporary accommodation.

15.9.3 The Council will decide which of these applicants will be placed in Housing Needs Band A.

15.10 Other homeless households not owed a duty

15.10.1 Other applicants who are homeless (including those who have no fixed address) or threatened with homelessness within 28 days but are not owed a rehousing duty under Part 7 of the Housing Act 1996 (as amended by the Homelessness Act 2002) are still entitled to 'reasonable preference'.

15.10.2 This covers people who are intentionally homeless and those who are not in priority need, but not those ineligible for assistance.

15.10.3 If they have a local connection with Haringey, these applicants will be placed in Housing Needs Band C.

15.11 Tenants of tied accommodation under notice

15.11.1 Tenants in tied accommodation with no need to move will be placed in Housing Needs Band E.

15.11.2 If the applicant has been served with a valid Notice to leave their accommodation and the Council is satisfied that they have little or no prospect of successfully defending the possession proceedings, they will be placed in Housing Needs Band C.

15.12 Protected tenants under notice

15.12.1 This applies to a tenant with a 'protected' tenancy (that is a tenancy with protection from eviction, but not an assured shorthold tenancy).

15.12.2 If the applicant has been served with a valid Notice to leave their accommodation and the Council is satisfied that they have little or no prospect of successfully defending the possession proceedings, they will be placed in Housing Needs Band C. If a possession order has been granted because of a breach of tenancy, an applicant may be given reduced preference and placed in Band D instead.

15.13 Qualifying Agricultural workers (protection under the Rent Agricultural Act 1976)

15.13.1 Certain categories of agricultural workers who are provided with accommodation as a condition of their employment, may be protected against eviction even if their employment comes to an end.

15.13.2 The worker can only be asked to leave their accommodation if an Agricultural Dwelling House Advisory Committee (ADHAC) decides that the accommodation will be required by a successor or that the property is no longer in the interest of efficient agriculture

15.13.3 If ADHAC decides that a worker must leave their accommodation, the local housing authority must use their best endeavours to offer housing to the worker.

15.13.4 An authority would not be properly carrying out its duty if it were to refuse to offer suitable accommodation to the worker because they did not have enough priority on the register.

15.13.5 In such cases this applicant will be placed in Housing Needs Band C

15.14 Emergency Management Transfers

15.14.1 In exceptional circumstances, tenants of Haringey Council and tenants of certain registered social landlords (where Haringey Council has nomination rights) may be provided with an emergency management transfer. This will occur when a Management Transfer Panel has

determined that a transfer to alternative social housing offers the most appropriate way of ensuring the personal safety of the tenant, members of their household and/or the local community.

- 15.14.2 Although most of the transfer requests that are approved relate to extremely serious incidents involving domestic violence, intimidation and harassment, hate crime or threats to kill, the Management Transfer Panel will only approve a transfer where it is satisfied that all other ways of resolving the problem have been exhausted and that it would not be reasonable to expect the tenant to continue living in their home.
- 15.14.3 Where the Management Transfer Panel approves the transfer, the tenant will be placed in Housing Needs Band A and will be made a 'direct offer' of alternative accommodation on a like-for-like basis in terms of number of bedrooms.
- 15.14.4 Where the applicant has already been awarded medical priority, the home that they are offered will reflect their assessed needs.
- 15.14.5 Given the urgency of the situation, it is essential that the transfer takes place quickly. For this reason, the Council and the relevant tenancy management officer will work closely with the tenant to ensure effective communication and that all available options are fully explained and properly considered.
- 15.14.6 On completion of the emergency management transfer, the tenant's transfer application will be either cancelled or reassessed in accordance with the wishes of the applicant. If the transfer application is reassessed, the original date of application will apply.

15.15 Decant Moves (for essential repairs / redevelopment)

- 15.15.1 A decant is where the landlord needs to do major repairs to their property or redevelop the area and the property needs to be vacant for this work to be carried out.
- 15.15.2 Decants will only apply to tenants of local authorities or tenants of housing associations who allocate all their properties through the Haringey Council Allocations Scheme. Moves will usually be temporary but in some circumstances consideration will be given to permanent moves arising from a decant.
- 15.15.3 All such cases will be dealt with outside the Choice Based Lettings Scheme to enable the landlord to move applicants as quickly as possible. To ensure full transparency, these moves will be included in the feedback given in relation to lettings outcomes.
- 15.15.4 Decants occur when a Decants Panel has decided that a transfer to alternative accommodation offers the best way of ensuring that essential repairs and redevelopment take place without causing huge disruption or hardship to the tenants.

- 15.15.5 If a tenant does not want to be permanently decanted to alternative accommodation, they have the right to return to their existing home.
- 15.15.6 When reaching a decision on whether or not a tenant should be offered another property, the Decants Panel will consider the likely impact of the planned repairs and improvements and whether they will be so disruptive that it would be unreasonable to expect the applicant to remain in the property while the works are carried out.
- 15.15.7 The Decants Panel will also consider whether or not, for technical or safety reasons, it is feasible for the applicant to remain in their home while the works are carried out around them.
- 15.15.8 For the tenant to be awarded decant priority, the Decants Panel will need to be satisfied that the work is so disruptive that it cannot be completed with the tenants remaining in occupation and either:
- The work is likely to take more than 3 months to complete; or
 - The health of the tenant or a member of their household will be severely affected if they have to leave their home and then move back again at a later date.
- 15.15.9 If the work is estimated to take less than three months but cannot be completed with the tenants in occupation, the tenant will be expected to move into temporary accommodation and to return to their permanent home after the work has been completed.
- 15.15.10 In the event of the tenant refusing a reasonable offer of temporary accommodation, their decant priority will be removed and possession proceedings will be commenced.
- 15.15.11 If the work is likely to take more than 3 months to complete and/or it would not be reasonable for the tenant to have to leave their home and then move back again at a later date, the tenant may be awarded priority for a transfer to suitable alternative accommodation.
- 15.15.12 If the work is estimated to take less than three months but then runs on for longer, the tenant will be awarded decant priority.
- 15.16 Move-on from specialist or supported accommodation**
- 15.16.1 Applicants living in a supported housing scheme will be placed in Housing Band C if they have a local connection with Haringey and are seeking move-on accommodation
- 15.16.2 Where the applicant has been assessed as being capable of sustaining a tenancy and is ready for independent living, they may apply for medical / welfare priority (see sections 15.20 and 15.21). If they are awarded extra priority, they will be placed in the appropriate Housing Needs Band.

15.16.3 Applicants who are nominated for move-on accommodation by named agencies (in accordance with the Move-On Strategy and an approved nominations agreement that includes a commitment to provide rehousing for an agreed number of residents) will be placed in Housing Needs Band A for six months.

15.16.4 If the applicant has not been rehoused within six months of being placed in Housing Needs Band A, the Council will interview the applicant and decide whether or not they should remain in Band A.

15.17 Applicants in prison

15.17.1 Applicants in prison will be placed in Housing Needs Band E.

15.17.2 However, in exceptional circumstances (where they have negotiated the surrender of their former council tenancy and Haringey Council has given them an undertaking to make them one offer of social housing upon their release from prison – see section 15.27), they will be placed in Housing Needs Band A six months immediately prior to their scheduled date of release from prison.

15.18 Medical, welfare and hardship

15.18.1 **Important:** priority can be awarded under three headings: medical, welfare and hardship.

15.18.2 Although applicants can be assessed under all three headings, they can only be awarded priority under one heading.

15.18.3 Any medical, welfare or hardship priority can be reassessed if an applicant's circumstances change.

15.19 Medical assessments

15.19.1 Where an applicant's current housing is detrimental to their health, or a move to more suitable accommodation would have a positive effect on their health, they may ask to be awarded medical priority.

15.19.2 Medical priority may also be awarded if the applicant is asking to be rehoused so they can receive care or specialist support.

15.19.3 Applicants accepted for rehousing under the homelessness legislation will not normally be eligible for medical priority because, if their temporary accommodation is detrimental to their health, or a move to more suitable accommodation would have a positive effect on their health, the Council will first look to provide alternative temporary accommodation.

15.19.4 Applications for medical priority will be considered by the Council's Special Needs Team which will assess the extent to which the applicant's health is affected by their housing conditions and the expected benefits of providing suitable alternative housing.

15.19.5 Extra information may be sought from landlords, housing officers, doctors, occupational therapists, health visitors and other parties.

- 15.19.6 The applicant will be awarded one of four categories and the table below is used as a guide to medical priority:

MEDICAL PROBLEM	EFFECT OF CURRENT HOUSING ON APPLICANT'S HEALTH			
	Very Serious 1	Serious 2	Moderate 3	Low 4
Very Serious 1	Band A	Band B	Band C	No award
Serious 2	Band B	Band B	Band C	No award
Moderate 3	Band C	Band C	Band C	No award
Low 4	No award	No award	No award	No award

- 15.19.7 Applicants who have an urgent need to move because they have a critical medical condition or very serious disability that is being made much worse by their current housing will be placed in Bands A or B.

- 15.19.8 Where it is decided that the applicant has a medical condition but it is decided that this is not being significantly worsened by their current housing, no medical priority will be awarded.

- 15.19.9 Although each application for medical priority is assessed on its individual merits, examples of the type of situation in which an applicant may be assessed as having a critical medical housing need include the following:

- The applicant's condition is life threatening and the existing accommodation is a major contributory factor
- The applicant's health is so severely affected by their current housing that it is likely to become life threatening
- The applicant's medical condition is expected to become terminal within a period of 12 months and re-housing is needed to provide a basis for the provision of suitable care
- The applicant is in hospital or residential care and is unable to return to their former home because this would severely worsen their medical condition and/or their mobility is severely restricted and the property cannot be adapted to provide level access.

- 15.19.10 Where the Council's specialist housing teams decides that medical priority should be awarded, they will also specify the type of housing that is suitable for an applicant. Although applicants will be able to bid for properties that do not meet this specification, the Council's specialist housing teams' recommendations will be strictly adhered to if the applicant is subject to 'auto-bidding' or is made a 'direct offer' of accommodation.

15.19.11 Where an applicant is placed in Housing Band A because of the seriousness of their medical problems and their urgent need for rehousing, their application and bidding history will be reviewed by the Council's specialist housing teams at least once every six months. If the applicant has not secured suitable accommodation within six months, the Council will interview the applicant and decide whether or not they should remain in Housing Needs Band A.

15.19.12 Medical assessments are an assessment of the impact of the applicant's current housing on their medical condition. Applicants are required to inform the Council of all changes in the circumstances relating to their housing application, including their health and the health of members of their household. Such changes may result in an increase or decrease in the level of priority they are awarded.

15.20 Welfare / hardship assessments

15.20.1 This applies if at least one person in the household is vulnerable and less able to find settled or suitable accommodation.

15.20.2 These applicants will have a need to move but may not get medical priority because their current housing may be suitable for their needs.

15.20.3 Applicants accepted for rehousing under the homelessness legislation will not normally be eligible for welfare priority because, if their temporary accommodation is unsuitable on welfare grounds, or a move to more suitable accommodation would have a positive effect on their welfare, the Council will first look to provide alternative temporary accommodation.

15.20.4 If a homeless applicant or household is especially vulnerable and they may be at significant risk in temporary accommodation, the Council can consider the Housing Needs Band A category of 'applicants who are in severe need and have been accepted for rehousing, by Haringey Council, under the homelessness legislation' (see section 15.9).

15.20.5 Applications for welfare priority will be considered by the Council's specialist housing teams who will assess the extent to which the applicant's welfare is affected by their housing conditions and the expected benefits of providing suitable alternative housing.

15.20.6 Extra information may be sought from landlords, doctors, support providers, social care professionals and other parties.

15.20.7 The applicant will be awarded one of three categories and the table below is used as a guide to welfare priority:

DEGREE OF VULNERABILITY	NEED FOR SUITABLE SETTLED HOUSING		
	High 1	Medium 2	Low 3
High 1	Band A	Band B	Band C
Medium 2	Band B	Band B	Band C
Low 3	Band C	Band C	Band C

15.21 Tenants with a home that is bigger than they need

- 15.21.1 This applies to tenants of Haringey Council and to the tenants of certain registered social landlords (where Haringey Council has nomination rights) who are 'under-occupying' their homes and want to move to a smaller property.
- 15.21.2 These applicants are given high priority for rehousing because it will free up larger family-sized homes to meet the housing needs of other applicants who are homeless or living in overcrowded or poor quality accommodation. Financial incentives and dedicated advice and support will be provided to help tenants to move.
- 15.21.3 Tenants who are currently living in accommodation that has three or more bedrooms and are willing to move to a smaller property which has at least two fewer bedrooms will be placed in Band A.
- 15.21.4 Tenants who are currently living in accommodation that has two or more bedrooms and are willing to transfer to a bedsit or one-bedroom home will be placed in Band A.
- 15.21.5 Consideration will be given to providing separate housing (in two smaller properties) for families that are under-occupying their home. For example, if a couple with an adult child are under-occupying a property with at least 4 bedrooms, they can be considered for two one-bedroom flats rather than one 2-bedroom flats. However, such moves must always achieve a net reduction of at least 2 bedrooms.
- 15.21.6 Where the applicant has rent arrears, any financial incentive that they are due to receive from moving to smaller accommodation will be used to clear or reduce those arrears. After this has been done, the balance will be paid to the applicant.
- 15.21.7 Tenants who are willing to transfer from large family homes that have four or more bedrooms may be allowed to under-occupy their new home by one bedroom.

15.22 Tenants with a specially adapted home that they no longer need

- 15.22.1 This applies to tenants of Haringey Council and to the tenants of certain registered social landlords (where Haringey Council has nomination rights) who are occupying a specially adapted home and are willing to transfer to a home more appropriate to their needs.
- 15.22.2 These applicants are given high priority for rehousing because it will free up specially adapted homes to meet the housing needs of applicants who require disabled facilities and are currently living in unsuitable accommodation or unable to leave hospital or residential care. To assist their move, such tenants will be placed in Band A.
- 15.22.3 Tenants who are willing to transfer from a family home that has three or more bedrooms and has been substantially adapted to meet the needs of a wheelchair user or someone with very limited mobility may be allowed to under-occupy their new home by one bedroom.

15.23 Applicants offered housing because of the death of a secure tenant

15.23.1 When a Council tenant dies, it may be possible for someone living with them to take over the tenancy. This is known as succession and the person who takes on the tenancy is called a 'successor'.

15.23.2 To be a 'successor tenant' the applicant has to meet certain rules – they must usually be related to the tenant, or be their partner, and have lived in the property a certain time. The rules for this are in the tenancy conditions for the property.

15.23.3 Succession can only occur following the death of the tenant. If the deceased tenant was a joint tenant, the only person who may be able to succeed the tenancy is the surviving joint tenant.

15.23.4 A succession can only happen once. This means that, if the deceased tenant was a 'successor' to the tenancy, the tenancy cannot be succeeded, again, by a partner or another family member.

15.23.5 The Council's policy on succession reflects the legal position and the rights of successors as laid out in the Housing Act 1985.

15.23.6 Succession may only take place when all of the following apply:

- The deceased tenant had been using the property as their only or principal home before their death.
- The person wishing to succeed to the tenancy is a partner or a member of their family.
- If the person wishing to succeed to the tenancy is the husband, wife or partner of the deceased tenant, they must have been living with them at the time of the death.
- If the person wishing to succeed to the tenancy is a member of the deceased tenant's family (but not their husband, wife or partner), they must have lived with the deceased tenant for at least 12 consecutive months before the date of death.

15.23.7 Subject to them being eligible for housing and satisfying all of the conditions relating to the right of succession, the Council will normally consider the following 'family members' to have an entitlement to succeed to the tenancy of a deceased tenant:

- The husband, wife, civil partner or unmarried partner of the deceased tenant
- The son, daughter, step-son, step-daughter or any adopted children of the deceased tenant
- The brother, sister, mother, father, grandfather or grandmother of the deceased tenant

- The aunt, uncle, niece or nephew of the deceased tenant
- The grand-daughter or grandson of the deceased tenant.

15.23.8 Succession will not be allowed when:

- The deceased tenant had previously succeeded to the tenancy (including a person who was joint tenant and later became a sole tenant after the other joint tenant died).
- The deceased tenant had been living alone.
- The deceased tenant had left the property and was not using it as their only home.
- The deceased tenant had left the property and been admitted to hospital or a residential home for long-term care or treatment.
- There had previously been an assignment of the tenancy or property adjustment order under the Family Law Act.
- The person asking for succession is unable to prove their relationship to the deceased tenant, or their period of residence at the address.
- The tenancy has been brought to an end by the Court granting the Council a possession order.

15.23.9 If the tenancy is succeeded by the husband, wife or civil partner of the deceased tenant, they will be allowed to stay in the property on a permanent basis (even if the property is larger than they need), subject to the terms and conditions of the tenancy.

15.23.10 If an occupant has no legal right to succeed to a Council tenancy when the tenant dies, they may still be granted a tenancy by the Council (as a non-statutory succession) if there has already been a statutory succession and they have lived in the property continuously for the past five years. This may happen in the following situations:

- They are the tenant's partner, civil partner or spouse;
- They are the tenant's child or sibling;
- They were a member of the tenant's household and named on the tenancy agreement when the tenancy began.

15.23.11 A tenancy may also be granted to an occupant if:

- They were the tenant's carer (they must have lived in the property continuously for at least 12 months and have been in receipt of Carer's Allowance); or
- They would be entitled to rehousing under the homelessness legislation if they have to leave the property.

15.23.12 Due to the severe shortage of family-sized and specially adapted accommodation, members of the deceased tenant's household (including partners who are not civil partners and have not married) will not be allowed to stay where they are if their existing home is bigger than they need or it has been specially adapted and they do not require those adaptations. Instead, they will be offered an alternative home that is more suited to their assessed needs.

15.23.13 Where the Council decides that the applicant should move to alternative accommodation, the applicant will be required to join the Housing Register and bid for accommodation through the choice based lettings scheme. To assist their early rehousing, their housing application will be placed in Housing Needs Band A and, where appropriate, they will be made a 'direct offer'.

15.23.14 If the applicant does not secure alternative accommodation within six months, the Council will review their situation and bidding history and may decide to make a 'direct offer'.

15.23.15 If a suitable offer is made and refused, the Council may decide to withdraw its offer to provide alternative accommodation and then commence possession proceedings.

15.24 Applicants offered housing because of a secure joint tenancy ending

15.24.1 This category applies to secure tenants who have a joint tenancy.

15.24.2 If a joint tenant ends the tenancy when moving out, the property is not automatically offered to the tenant remaining.

15.24.3 When one of the joint tenants moves out and the joint tenancy is ended, the remaining former tenant may be offered a sole tenancy of that property or, if appropriate, of an alternative, smaller property. If the leaving former tenant wishes to apply for housing, they must apply to join the register in their own right.

15.24.4 If the remaining former tenant qualifies to be offered the same property, the Council will offer them the tenancy of that property, which will not be part of the choice based lettings scheme.

15.24.5 If the remaining former tenant qualifies to be offered a smaller property, they will be placed in Housing Needs Band A and will be able to express an interest in properties advertised through the choice based lettings scheme. However, if they have not been rehoused within six months of being placed in Housing Needs Band A, the Council will interview the applicant and decide whether or not to make them a 'direct offer'.

15.24.6 If the applicant subsequently refuses a suitable offer, they will have no right to remain in their current accommodation.

15.25 Transfers which will release a property that is needed

15.25.1 In exceptional circumstances, council tenants and tenants of partner housing associations will be placed in Housing Needs Band A where their transfer to alternative accommodation will avoid the need for expensive alterations to the property or will meet the urgent housing needs of another household on the Housing Register that would otherwise would not be met within a reasonable time

15.25.2 This may normally only happen when there is not a serious shortage of the type of home the tenant is wanting to move to.

15.26 Applicants who have negotiated the surrender of their former council tenancy

15.26.1 At the Council's discretion, former tenants of Haringey Council may be placed in Housing Needs Band A where they have negotiated the surrender of their tenancy on the understanding that they will be offered accommodation upon their release from prison, hospital, rehabilitation or residential care.

15.26.2 Before agreeing to a tenancy surrender, Homes for Haringey must satisfy itself that the tenant meets the following conditions:

- They were a Haringey council tenant when taken into custody and the offence did not mean that they had broken their tenancy; and
- They have, or are likely, to be sent to prison for more than 13 weeks (including the time spent on remand) and
- They have conducted their tenancy in a reasonable way and have not broken their tenancy agreement and
- Their rent is up to date and
- They have not been served with a 'notice seeking possession' and
- They were living alone, require only a bedsit or one-bedroom home and offer to end their tenancy.
- They are entering residential care, hospital or rehabilitation on a long term basis

15.26.3 Applicants in this category will be placed in Housing Needs Band A six months before their scheduled release from prison. They will receive only one offer of suitable accommodation, after which they will lose their priority under this category.

15.26.4 If accommodation is not available at the time the applicant is released from prison, they will have to make their own housing arrangements until they receive their 'direct offer'.

15.27 Discretionary Powers

15.27.1 The Allocations Policy cannot cover every eventuality. In special cases with exceptional needs the Head of Housing Needs & Lettings has discretionary power to award additional priority and approve offers of housing.



Haringey Council

8

Agenda item:

[No.]**Cabinet****On 16 November 2010**Report Title **Use of Introductory Tenancies in the Borough**Report of **Director of Urban Environment**Signed : *W.P. Bell 23rd Oct. 2010*

Contact Officer : Phil Harris, Assistant Director (Strategic & Community Housing Services)

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Wards(s) affected: **All**Report for: **Key Decision****1. Purpose of the report**

- 1.1 The purpose of this report is to provide Cabinet with feedback on the consultation that has taken place with key stakeholders in relation to the use of introductory tenancies and seek Cabinet's approval for the use of such tenancies as a means of preventing, managing and controlling anti-social and disruptive behaviour.

2. Introduction by Cabinet Member

- 2.1 The Council supports the proposed use of introductory tenancies to prevent, manage and control anti social and disruptive behaviour.
- 2.2 It is good to note from the report that key stakeholders are also in favour of this new initiative, and I look forward to the detailed outcome.
- 2.3 This overwhelming support has confirmed the responses I observed from several meetings with residents when this initiative was discussed.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1 The use of introductory tenancies will support the Council's priority of 'Creating a Better Haringey: cleaner, greener and safer' and the successful implementation of the Anti Social Behaviour Strategy 2009-11:
- 3.2 The Council has a key role to play in preventing and reducing crime, the fear of crime, the harm caused by drugs and alcohol, and anti-social behaviour. These issues remain a high priority for the borough's residents.

4. Recommendations

4.1. It is **recommended** that Cabinet:

- (a) Notes the feedback received from tenants, leaseholders and other stakeholders during the consultation;
- (b) Approves the use of introductory tenancies with effect from 1 April 2011; and
- (c) Approves the rights (contained in Appendix A of this report) that the Council will give to introductory tenants.

5. Reason for recommendation(s)

- 5.1 Introductory tenancies, established by Part 5 of the Housing Act 1996, are now commonly used by many social landlords to tackle anti social behaviour and deal more effectively with serious breaches of their tenancy conditions.
- 5.2 Numerous London boroughs, including Hackney, Newham, Tower Hamlets, Camden, Southwark, Enfield, Wandsworth, Lambeth, Lewisham, Kingston Upon Thames, Sutton and Greenwich, have adopted introductory tenancy schemes and, in their view, these have proved invaluable in reducing and preventing anti social behaviour and serious rent arrears.
- 5.3 Many Registered Providers (including the London and Quadrant Group and Metropolitan Housing Trust) operate Starter Tenancies (the housing association equivalent of Introductory Tenancies) in the borough and consider their use to have assisted the management of tenancies.
- 5.4 Introductory tenancies are one of the methods recommended to deal with prevention and early intervention. They have been implemented to considerable effect by other local authorities and by Registered Providers as Starter Tenancies.

5.5 The Audit Commission's Housing Inspectorate's Key Lines of Enquiry document for Tenancy and Estate Management highlights the need for social landlords to consider the use of introductory tenancies as part of their prevention and early intervention work.

5.6 Through the RSL Anti Social Behaviour Partnership, the Council is encouraging all Registered Providers in Haringey to use Starter Tenancies. Introductory tenancies can help to reinforce the importance of positive / acceptable behaviour and the consequences of a failure to meet those expectations.

5.7 Rowan Associates were commissioned in 2004 by the Welsh Assembly to evaluate the use of introductory tenancies by local authorities and registered social landlords. Their findings included the following:

- The majority of tenants said that introductory tenancies had had a positive impact on how they behaved in their homes. They said that introductory tenancies made them more concerned to avoid causing nuisance to their neighbours. Some said that they had a lasting effect on the way they behaved after the introductory or starter period had expired.
- The majority of secure tenants were in favour of introductory tenancy schemes.
- There was no evidence to suggest that introductory tenants were exposed to any additional risk of losing their tenancy, due to unfair complaints by other tenants, than secure tenants.
- The majority of possession orders and evictions of introductory tenants were for rent arrears.
- Most staff felt that introductory tenancies were effective as one of a wide range of tools and powers available to prevent and tackle anti-social behaviour.

5.8 All of the landlords referred to in Rowan Associates' case studies said they intended to continue using introductory tenancies in the future.

6. Other options considered

6.1 The use of introductory tenancies is at the discretion of the Council. Consideration has been given to the option of not introducing such a scheme, but this option has been rejected in the light of the potential benefits of the scheme.

7. Background

- 7.1 When it considered the initial report recommending the use of Introductory Tenancies, the Cabinet decided that “the use of Introductory tenancies be supported and approval be granted to the rights that the Council will give to introductory tenants” as set out in Appendix A (attached to the original report) but that, before the scheme was approved, tenants and other stakeholders should be consulted.
- 7.2 Following extensive consultation (see Section 11 of this report), approval is now sought for the use of introductory tenancies with effect from 1 April 2011. This will afford the opportunity to include other, more minor changes to the Council’s tenancy conditions (which can be dealt with as part of the annual statutory consultation on rents) without incurring unnecessary additional costs.
- 7.3 If the use of introductory tenancies is approved, the appropriate processes and training will be put in place to ensure the efficient application of the scheme. The scheme will be reviewed annually for at least the first 3 years of its use.
- 7.4 To enable the reviews to be effective, data will be collected in respect of the tenancies failing, the frequency with which the probationary period is extended and the number and proportion of introductory tenancies that are successfully converted to secure tenancies.

8. Summary

- 8.1 Introductory tenancies have been used very effectively by many local authorities and social landlords, and are encouraged as an important measure to tackle ASB.
- 8.2 An introductory tenancy is for a probationary period of one year for new tenants, at the end of which period the tenancy automatically becomes secure unless action is taken to bring the tenancy to an end. The probationary period can be extended for up to 6 months.
- 8.3 If an introductory tenancy scheme is introduced in Haringey, it will apply to all new council tenants from the date that the scheme starts.
- 8.4 The introductory tenancy scheme **will not apply** to the following:
- Council tenants who are already secure tenants and who move home through a transfer or mutual exchange.
 - RSL tenants who are already assured tenants and who move home through a transfer or mutual exchange.

8.5 To obtain a possession order from a court against a secure tenant the Council must prove one of the grounds of possession set out in Schedule 2 to the Housing Act 1985 and, in most cases, satisfy the court that repossession is reasonable. To obtain a possession order against an introductory tenant, the Council would simply need to satisfy the court that the correct procedure for ending the tenancy had been followed. This procedure includes notifying tenants that they have the right to request that the decision to end their tenancy is reviewed by a person who is independent of the person who made the decision to end the tenancy.

8.6 Some Members have expressed concern that secure tenants who are required to leave their accommodation because of domestic violence, serious harassment or hate crime and are then placed in temporary accommodation will be seriously disadvantaged when they are eventually offered settled accommodation as an introductory tenancy.

8.7 These concerns have been addressed by amendments to the Lettings Policy that provide for such households to be moved as an urgent management transfer (ideally within 8 weeks) rather than spend years in temporary accommodation. Under these circumstances, the tenant would be given a secure tenancy.

9. Chief Financial Officer Comments

9.1 The actions within this report can be addressed from within existing resources.

9 Head of Legal Services Comments

9.1 The Head of Legal Service has been consulted in the preparation of this report and notes that the Council has complied with its statutory duty to consult on the proposals to implement introductory tenancies.

9.2 The use of introductory tenancies will require an amendment to the Council's current secure tenancy agreement and the statutory procedures for varying the tenancy agreement under s103 Housing Act 1985 will have to be followed. In particular, statutory notices of variation will have to be served upon all existing secure tenants, although their security of tenure will not be affected by the changes.

10 Equalities & Community Cohesion Comments

10.1 There will be in place individual tailor made support plans, and recognition that supporting people to become successful independent citizens includes giving clear information about acceptable and unacceptable behaviour. Use of the provision will also be in line with existing Children and Mental Health Protocols.

10.2 The Council's Vulnerable Adults Team Leader will be part of the panel that reviews decisions to seek possession.

- 10.3 The impact of the policies will be monitored on the basis of all equalities strands.
- 10.4 An Equalities Impact Assessment concerning use of the provision analysis will be completed prior to the use of introductory tenancies.

11 Consultation

11.1 The consultation summary is as follows:-

- Homes for Haringey survey of all tenants and leaseholders. This was completed last year, with 89% of tenants supporting the use of Introductory Tenancies
- A postal survey of all residents of the Council's temporary accommodation was completed this year, with 78% of residents supporting the use of Introductory Tenancies.
- Overwhelming support for the scheme was given by the residents of the Council's temporary accommodation who attended a dedicated workshop at a TA Users Forum in March 2010.
- Council staff and partner agencies were consulted. There was overwhelming support for the scheme, and a large number of respondents offered to provide advice and help to ensure the successful implementation of the scheme, improved joint working and the sharing of experience and good practice.

12 Service Financial Comments

12.1. There are no direct additional costs associated with the proposal and all incidental costs will be met from existing Housing Revenue Account budgets.

13 Use of appendices

Appendix A – Rights that will be given to introductory tenants

14 Local Government (Access to Information) Act 1985

Housing Act 1996 (Part V)

Housing Act 1985 section 82A (as amended by Anti-Social Behaviour Act 2003)

APPENDIX A - Rights of Introductory Tenants

While several rights of secure and introductory tenants are specified in law, others must be determined by the local authority.

Following legal advice and research on practice in other authorities, it is proposed that the Council grants rights as highlighted below:

Legal Right	Brief explanation	Secure Tenancy	Introductory Tenancy
Right to Buy	The right for a secure tenant to buy his/her council property on discounted terms; the discount being dependent on the period spent in public sector tenancies	Yes	Not during the period of the introductory tenancy. However, once the tenancy becomes secure, this counts towards the discount
Right to Repair	The right to have certain repairs carried out at the Council's expense in default by the Council. Examples of such repairs include total or partial loss of electrical or water supply, loss of heating, a leaking roof and blocked drains	Yes	Yes
Legal Right	Brief explanation	Secure Tenancy	Introductory Tenancy
Right to Consultation on Housing Management Issues	This includes for example the right to be consulted on changes of the terms of secure tenancies	Yes	Yes

Legal Right	Brief explanation	Secure Tenancy	Introductory Tenancy
Right to Consultation on a Decision to Delegate Housing Management	This includes, for example, the right to be consulted on the establishment of a TMO or ALMO	Yes	Yes
Right to Succession	The right, on death of the tenant, of the tenant's spouse, or a family member who had resided with the tenant for one year, to take over as tenant – limited to one succession on any tenancy. As in the case of demoted tenancies, the spouse must additionally have resided with the tenant for 12 months	Yes	Yes
Right to Assign	The right of a tenant to transfer the tenancy to another – limited generally to those who would be entitled to take the tenancy by succession (see above)	Yes	Yes



Haringey Council

Agenda item:

[No.]

CABINET

On 16th November 2010

Report Title: Key Issues Facing Haringey's Decent Homes programme:	
Report of: Niall Bolger, Director of Urban Environment	
Signed: <i>PP Kate Doherty</i> Date: <i>3-11-10</i>	
Contact Officer: Nick Powell, Head of Housing Strategy, Development & Partnerships, Strategic and Community Housing Tel: 020 8489 4890, email: nick.powell@haringey.gov.uk	
Wards(s) affected: All	Report for: Key Decision
<p>1. Purpose of the report</p> <p>1.1 The purpose of this report is to update Cabinet on the Haringey Decent Homes Programme and to highlight that the implications of the outcome of the Comprehensive Spending Review announcements to the Decent Homes programme will be incorporated in the final report for consideration.</p> <p>1.2 The Government has confirmed that investment via the Decent Homes programme will continue to improve the existing social housing stock and reports indicate that there will be a £2billion investment for Decent Homes programme. There is currently no agreed timeframe for the release of information and it is anticipated that the Government will make this clearer in the months ahead.</p> <p>1.3 The report also gives a summary of the current position on the programme, highlights key risks and issues facing it, and considers options for delivering sustainable investment to the stock.</p>	
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>2.1 The Government's Comprehensive Spending Review announcements on October 2010 indicated investment via the Decent Homes programme will continue to improve existing social housing stock and that there will be a £2billion investment for Decent Homes programmes. The Review will set the</p>	

context for future capital investment in housing and it is likely that there will be significant pressure on all capital funding, including the funding of the Decent Homes Programme. Haringey Council's allocation is currently unclear, and it is likely that the Council will need to consider a range of options for meeting the investment needs of the stock and to support key priorities.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 Potential changes in funding will have a significant impact on our ability to deliver our Housing Strategy 2009-19, including key priorities:

- To meet housing need through mixed communities
- To ensure housing in the borough is well managed, of high quality and sustainable
- To provide people with the support and advice they need.

4. Recommendations

It is recommended that Cabinet:

- (a) Note progress made in delivering the Haringey Decent Homes Programme and the key issues and risks facing the programme.
- (b) Agree to consider priorities for the Decent Homes programme and the various investment options available, when the funding position is clear and when survey information is available for Years 4 & 5 of the programme, early in 2011.
- (c) Agree to investigate a range of investment options for the stock on Noel Park and to receive a further report recommending a way forward for decision
- (d) Agree to consider options on how to deliver Decent Homes work for out of borough stock, in view of possible changes to funding, and TSA requirements around consolidating property holdings and more effective housing management.
- (e) Agree to investigate a range of options for making the Council's hostel stock decent to receive a further report recommending a way forward for decision.

5. Reason for Recommendation

5.1 The reasons for these recommendations are outlined in point 6.

6. Decent Homes - Current Programme Position

6.1 In January 2008, Haringey Council was awarded funding of £198,500,000 for the Decent Homes Programme to tenanted properties. In addition an estimated £19,000,000 will need to be spent on associated leasehold properties and then recovered from the leaseholders. This funding is broken

down as follows:

Decent Homes Work:	£187,090,000
Environmental Improvements:	<u>£ 11,410,000</u>
Tenanted Total:	<u>£198,500,000</u>
Leasehold improvements:	<u>£ 19,000,000</u>
Total construction works:	<u>£217,500,000</u>

6.2 It is currently anticipated that, subject to satisfactory outcomes from the Year 4 & 5 surveys the Decent Homes Standard can be delivered within programme resources. Key issues and assumptions are as follows:

- A total of 11,641 homes are anticipated to be made decent over the period of the Decent Homes programme. This figure includes the 6,704 homes that were identified as non-decent at the outset of the programme and the remaining 4,937 homes that are anticipated to become non-decent over the same period
- As a result of Value Engineering work to date the average unit cost has reduced from £18,309 in Year 1 to £17,392 in Year 3 – a reduction of 5%. It is anticipated that the Decent Homes Standard can be delivered to the full stock, based on an assumption that a similar level of investment is required in years 4 & 5, plus further savings of some £2m are delivered from cost efficiencies (delivered through supply chain management and intelligent contract procurement)
- That delivery is based on the basic and not an enhanced Decent Homes Standard
- This level of investment per unit can only be sustained for the remainder of the programme on the assumptions that current anticipated funding is delivered and that at least £19m of leaseholder contributions are reinvested in the programme.

6.3 2010/11 is the 3rd year of the six year Homes for Haringey Decent Homes Programme. To date more than 4,000 tenanted homes have benefited from works, including:

- Kitchens to 2,277 tenanted homes
- Bathrooms to 2,098 tenanted homes
- Roofs to 1,175 tenanted homes
- Windows to 2,119 tenanted homes.

6.4 Leaseholders also benefit from external works where works are carried out.

6.5 Resident satisfaction has been very high across both years at an average of 96.5%.

6.6 The level of stock decency has increased from 58% of dwellings at the start of the programme to 72.5% at the start of this year's programme.

6.7 Based on information currently available, the programme can deliver the Decent Homes standard to all stock within available resources. However, there are some significant areas of risk and challenges that will need to be managed. These are detailed in the following paragraphs.

6.8 Decent Homes Funding:

6.8.1 The Department of Communities & Local Government has confirmed the Decent Homes funding allocation for Years 1, 2 & 3. However, future funding for the programme is indicative at the present time. The Government is currently undertaking a detailed review of public spending and it is unlikely that there can be clarity regarding future funding ahead of the Comprehensive Spending Review in October 2010. Significant changes in the level of funding for the Decent Homes Programme would make the programme unaffordable.

6.9 Efficiency Savings:

6.9.1 Savings must be realised within the Decent Homes programme through Value Engineering and Supply Chain Management.

6.9.2 To date these efficiency savings have delivered a reduction of approximately 7.2% against key elements of the works programme (kitchens, bathrooms, windows, and scaffold) and have contributed to a reduction of 5% in average unit costs from between Year 1 and Year 3 of the programme. Further savings are anticipated for Years 4 and 5, through supply chain management, (including benefits anticipated from the Supply Chain Management Group [SCMG]) and re-procurement of the main partnering frameworks.

6.10 Survey of Year 4 and 5 Properties:

6.10.1 The average budget per unit for Years 4 to 5 is approximately £17k (which is consistent with average unit costs achieved in the programme to date).

6.10.2 Detailed survey information is not currently available for Years 4 and 5 (2011/12 and 2012/13) of the Decent Homes programme. Consultants are currently being commissioned to undertake this work and it is anticipated that detailed survey work will be completed by early 2011. Properties will be surveyed to establish:

- The level of investment required to bring them up to the Decent Homes Standard; and
- To establish the remaining life of major components that are not being renewed which will help plan future investment requirements.

6.10.3 When this exercise is complete, we will have a clear view of the precise level of investment required to bring the remainder of the stock up to the Decent Homes Standard and will be able to make decisions on the priorities for any remaining funds.

6.11 Sustainable Investment / Properties with High Investment need:

6.11.1 The level of investment affordable within the Decent Homes programme is limited. In order to achieve sustainable benefit from this investment it is important to consider the longer term needs of the stock.

6.11.2 Data received from the survey of Year 4 and 5 properties will be analysed to identify:

- Properties with particularly high investment needs
- Properties and estates that have fundamental design issues.

6.11.3 This analysis will be used to identify stock that needs a higher level of intervention than can be delivered through the Decent Homes programme and to consider a wider range of options before commencement of any works. Options that could be explored include:

- Managed disposal and reinvestment in the retained stock
- Trickle Transfer of vacant properties to a Registered Provider (RP)
- Transfer of stock to a Registered Provider
- Market rent options to assist in funding higher levels of investment
- Regeneration opportunities.

6.11.4 It is suggested that the Council appraises the range of available options to consider the choices for the future delivery of sustainable investment in the Housing stock once the more detailed stock survey information is available early in 2011.

6.12 Noel Park Estate:

6.12.1 Survey work undertaken to date has identified Noel Park is an estate that requires higher than average levels of investment. The following paragraphs outline the investment challenges facing these properties and the report goes on to recommend an approach to exploring options that would deliver sustainable investment in these homes.

6.12.2 The Noel Park Estate was built by the Artizans Company at the turn of the 19th Century and has been granted Conservation Area and Article Four Direction status.

6.12.3 Haringey owns 1,239 homes on Noel Park Estate:

- 609 of which are houses
- 630 are flats
- 167 of the flats are leasehold.

6.12.4 Given the age and heritage of all of the Noel Park buildings, the anticipated cost of bringing the homes up to the Decent Homes Standard will be considerably higher than the average unit costs achieved on the Decent Homes Programme to date. Factors contributing to this high level of cost include, for example:

- Many roofs are original and in poor repair. Conservation regulations would require renewal in slate, the cost of which is high.
- Many windows on the estate are original. Any renewal to the front façade would require timber double glazed windows, which are approximately twice the price of UPVC windows and would require ongoing redecoration.
- A number of flats have very small "galley" kitchens and require internal remodelling to bring them up to modern standards.

6.12.5 It is also clear that the Decent Homes investment will not be sufficient to address some of the "heritage" aspects of the estate, such as:

- The repair of glazed brickwork and other design details
- Property boundary treatments

- Removal of contemporaneous porch structures.

6.12.6 Furthermore, 217 of the properties have prefabricated "pod" rear additions that contain bathrooms. These pods are at the end of their useful life and require replacement. Of these 217 homes:

45 are houses:	45
86 are flats (2 per block):	<u>172</u>
Total:	217

6.12.7 The cost of the renewal of the pods is currently estimated to be in excess of £7.9m plus the cost of any decanting of residents. This sum is not covered by the Decent Homes Programme and there is currently no provision in the capital programme.

6.12.8 The level of investment that can be delivered through the Decent Homes Programme will not deliver a standard for these homes that is sustainable in the context of their age and heritage.

6.12.9 In addition to this, the likely reduction, and/or re-phasing of the Decent Homes Budget in the forthcoming Comprehensive Spending Review will make it necessary to consider alternative approaches to ensure that investment will prevent further deterioration of the stock and will preserve the heritage and character of the buildings.

6.12.10 It is recommended that Cabinet agrees that officers should investigate a range of options to deliver the level of sustainable investment required to Noel Park and to report the options back to Cabinet for a decision on the way forward.

6.13 Out of borough stock

6.13.1 Haringey Council currently owns 409 housing units that are located outside of the borough boundaries.

6.13.2 Given the limited level of capital funding available to the Council, Members have indicated that priority should be given to homes within the Borough, in order to maximise the quality of investment and ongoing management that can be delivered through available resources. Delivering high quality management and repairs services to out of borough homes is more challenging and it is recommended that options for providing local solutions to the investment and management needs of these homes are investigated.

6.13.3 Cabinet is therefore asked to agree that in the event of changes to government funding of the programme, investment in the out of borough properties is deferred. They are also asked to agree to the exploration of other options for funding these works. Options to be explored will include:

- Stock Transfer to a Registered Provider
- Trickle transfer
- Stock Swap with the host local authority.

6.14 HRA Hostels

- 6.14.1 Homes for Haringey's bid for Decent Homes in July 2006 excluded the hostels as it was based on the 2004 guidance given by the ODPM, which advised the target did not apply to homeless hostels even though they are local authority owned.
- 6.14.2 The Council received £12.9million as major Repairs Allowance for 2010/11. This allocation supports repairs to the housing stock of 16,283, including the 157 hostels units, resulting in a notional allocation of £119k for repairs to the hostels, this will reduce in 2011/12
- 6.14.3 Homes for Haringey have estimated a cost of £874k to bring the 11 hostels to be retained hostels up to the Decent Homes standard by March 2013. In order to comply with current fire risk standards, £85k of improvements works are also needed to the Fire Alarm and equipment in each of the retained hostel units.
- 6.14.4 The Council has a need to retain hostel accommodation as it is used to accommodate single vulnerable homeless households and small families, mainly the applicant and one child.
- 6.14.5 Cabinet is therefore asked to agree to receive a further report investigating a range of options for making the Council's hostel stock decent recommending a way forward for decision.

7. Summary

- 7.1 The Haringey Decent Homes Programme has delivered successfully to date and is on target to bring all homes up to the Decent Homes Standard by 2014 on the assumption that:
- Anticipated Government Decent Homes Funding is received
 - The level of investment required to homes in Year 4 & 5 of the programme is equivalent to the level of investment delivered in Year 3 (approximately £17k per home)
 - Assumed efficiency and procurement savings are achieved.
- 7.2 Survey work for Year 4 & 5 Decent Homes programme is currently being commissioned. Results of this work will be available in early 2011 and investment decisions will need to be made at that time in the context of available financial resources.
- 7.3 Homes on Noel Park Estate require a higher than average level of investment and the renewal of the rear addition "pods" is estimated to cost in excess of £7.8m, which is not funded as part of the Decent Homes Programme. Cabinet is asked to agree that alternative options for funding this work are investigated and a recommendation is reported back for decision.
- 7.4 For Haringey's "out of borough" stock, it is recommended that cabinet agree that in the event of changes to government funding Decent Homes work is deferred. It is also recommended that Cabinet agree that officers investigate a number of alternative funding options for a future decision. The options could include:
- Managed disposal and reinvestment in the retained stock

- Trickle Transfer of vacant properties to a Registered Provider (RP)
- Transfer of stock to a RP
- Market rent options to assist in funding higher levels of investment
- Regeneration opportunities
- Stock swap with host borough.

8. Chief Financial Officer's Comments

8.1 At present the Decent Homes programme is assumed to be on target to deliver the expected outcomes within budget. However this is based on 4 main assumptions;

- That present levels of funding continue post the CSR.
- That further efficiency savings are identified in later stages of the project.
- That surveys of works required in Years 4 and 5 show cost of works in line with those experienced in the early years of the project
- That leaseholders contributions are recycled back into the project.

8.2 Even if these assumptions hold true it is unlikely that sufficient funding would be available to deal with specific issues relating to the Noel Park Estate and the HRA Hostels that are not included within the assumed Decent Homes funding. Additionally the timing of receipts from leaseholders may have cash-flow implications as income is assumed to be received after expenditure takes place.

8.3 Given the likelihood that the Comprehensive Spending Review will impact on the level of funding available it is necessary to explore further options for funding of required works. It should be acknowledged that these actions are also likely to have a capital cost at a time when the level of capital funding available to the Council is severely restricted.

8.3 It is important to ensure that no further Decent Homes funding is committed until the totality of funding becomes clearer, otherwise the Council may find it has committed funds to areas that are no longer a priority in future years.

9. Head of Legal Services Comments

9.1. The Head of Legal Services has been consulted in the preparation of this report, and advises that there are no direct legal implications arising out of the report to include the Recommendations.

10. Head of Procurement Comments

11. Equalities & Community Cohesion Comments

11.1 A high proportion of households living in temporary accommodation are vulnerable and from Black and Minority Ethnic (BME) communities.

12. Consultation

12.1

13. Service Financial Comments

The forecast spend on the Decent Homes Programme is £217.5 million being funded through £198.5 million from specific government funding.

Up until the end of 2010/11 the government has released funding of £100 million and £3 million from contributions from leaseholders will be used. Government funding levels after 2010/11 will be announced after the Comprehensive Spending Review is announced.

Value for money is being sought through value engineering and supply chain management. In 2009/10 Some £1 million in savings was achieved on various elements of the programme and a similar forecast is assumed for 2010/11. These savings are taken into account in programming works which are monitored monthly along with all projects in the capital programme. These savings are being used to achieve the target of full decency by the end of the Decent Homes Programme.

14. Use of appendices

15. Local Government (Access to Information) Act 1985



Agenda item:

CABINET

On 16th November 2010

[No 1]

Report Title: Homes for Haringey Performance Report

Report of: Niall Bolger, Director of Urban Environment

Signed: *Kat Doherty*

Date: 3.11.10

Contact Officer: Nick Powell, Head of Housing Strategy, Development & Partnerships
Tel: 020 8489 4774
Email: nick.powell@haringey.gov.uk

Rowann Limond, Executive Director Resources, HfH
Tel: 020 8489 5339
Email: rowann.limond@homesforharingey.org

Wards(s) affected: All

Report for: Non - Key Decision

1. Purpose of the report

- 1.1 This report provides members with an update on Homes for Haringey's performance against the key indicators as set out in the business plan.
- 1.2 The performance data covers the monitoring period from April 2010 to end of September 2010

2. Introduction by Cabinet Member (if necessary)

- 2.1 Not applicable for this report

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1 This report is being presented following a request by Overview & Scrutiny Committee for Homes for Haringey's performance data from April to end of September 2010.
- 3.2. This report sets out the performance of Homes for Haringey which includes the year to date figures for the first six months of the reporting year in relation to the key performance indicators (KPIs) that the Council agreed it would monitor. The quarter one and two 2010/11 performance are also noted.

4. Recommendations

4.1 The Council is to note performance for the period concerned and the actions being taken to improve performance where targets are not being met.

5 Performance Summary

5.1 Performing Well

The Decent Homes Programme has moved into its third year, and the level of non-decency continues to reduce. At the end of September this figure stands at 24.65%, tracking well to meet its March 2011 target of 21%.

Design and Engineering continues to perform at a high level. The percentage of properties with a valid Gas Safety Certificate continued to hit the 100% target.

Two of the three repairs indicators are currently achieving their target, with one only marginally behind its target level. The percentage of non-urgent repair jobs where an appointment was made and kept achieved 97.9%. The percentage of urgent jobs completed within government time limits also exceeded target at 98.5%.

Estate Services continues to deliver positive performance. The headline rate of estate monitoring continues to exceed its target.

Feedback performance was strong in September. The percentage of stage one complaints answered within ten working days achieved 92% for the month. The percentage of stage two complaints answered within 25 days was also ahead of target.

The headline telephone answer rate rose to its highest ever level in September, with 95.4% of inbound calls answered. This exceeded the 93% target on this item.

The percentage of day to day service charges collected by the Home Ownership department was only 1% behind its 100% target.

HfH attempted to visit 100% of new tenants within four weeks in September.

5.2 Moving in the Right Direction

The number of days that a Void Available (VAV), or regular, void property was with the HfH repairs team was 15.7 days in September. Although this was slightly behind the 15 day target on the measure, over the course of the year the direction of travel on the indicator has been positive.

Only one of the target set Income Collection measures declined in September with respect to a month earlier. The percentage of tenants evicted due to rent arrears is achieving target.

The percentage of invoices paid within thirty days once again demonstrated a positive direction of travel. While still trailing the 93% target on this measure, it is moving in the right direction.

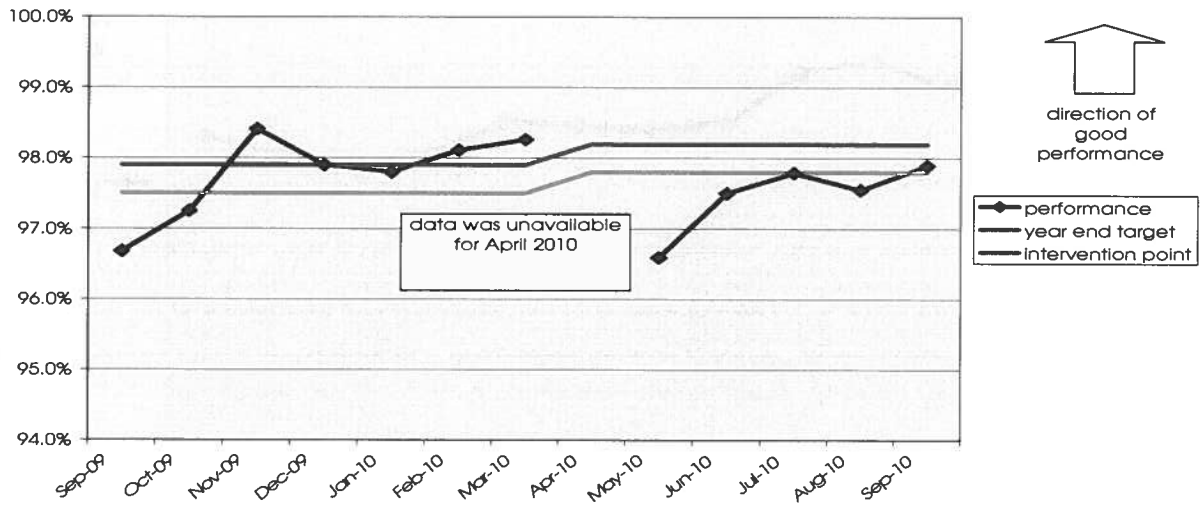
5.3 Areas of Concern

Void turn around performance, reflected in indicator BV 212, remains outside of target and tolerance. This is despite a positive movement in this indicator over the course of the month. HfH is primarily responsible for the repairs part of the process, and this has seen a significant improvement in performance over the last twelve months.

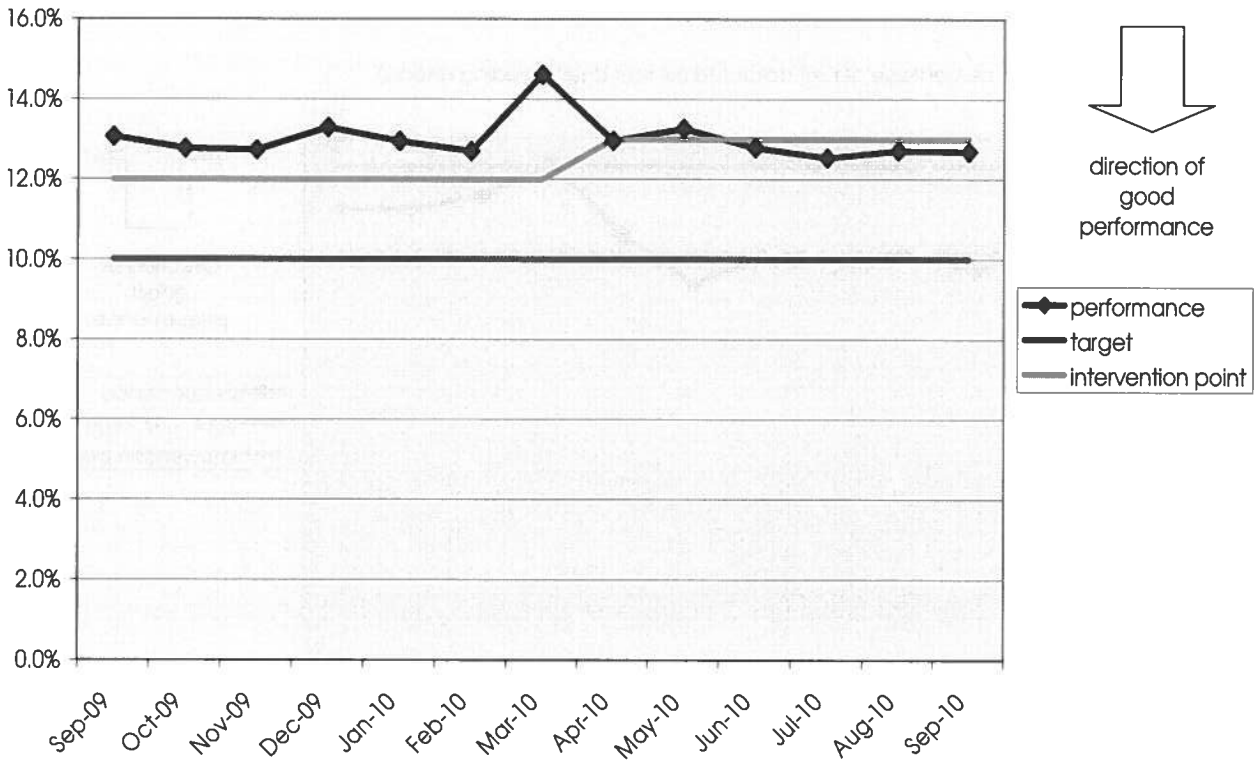
6 Performance Indicators by area of the business

6.1 Income Collection

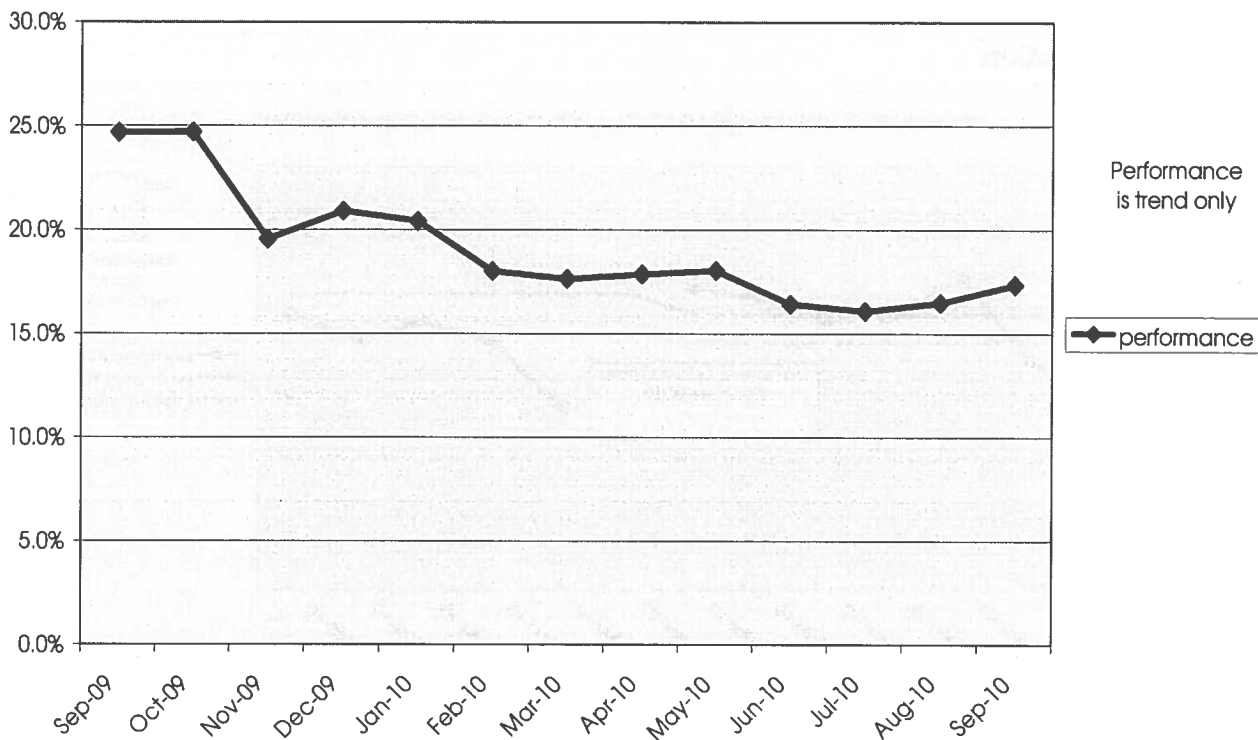
percentage of rent collected (including arrears and excluding water rates)



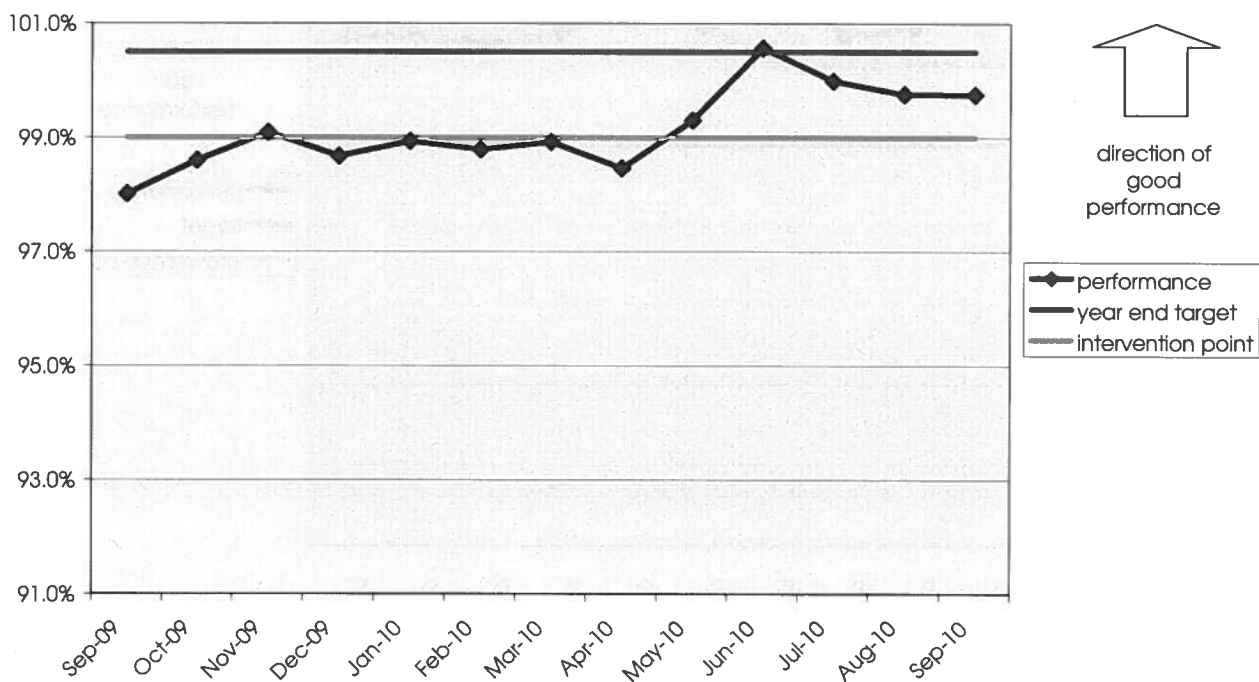
percentage of tenants more than seven weeks in arrears



percentage of tenants in arrears who have had a notice seeking possession served



percentage of rent collected (of rent due excluding arrears)



Ref	Income collection	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG	
Ex BV 66a	% of rent collected (including arrears and excluding water rates)	98.2% by 03/11	97.55 %	97.89 %	Year end RAG	↑	97.50 %	97.89 %	↑	97.89%	Year end RAG	
Ex BV 66b	% of tenants with more than seven weeks rent arrears	10%	12.71 %	12.69 %		↑	12.79 %	12.69 %	↑	12.69%		
Ex BV 66c	% of tenants in arrears who have had notices seeking possession served	Trend	16.48 %	17.35 %	Trend	↑	16.42 %	17.35 %	↑	17.35%	Trend	
Ex BV 66d	% of tenants evicted as a result of rent arrears	0.6%	0.20%	0.19%		↑	0.33%	0.19%	↑	0.19%		
IC01	% of rent collected (of rent due excluding arrears)	100.5 % by 03/11	99.76 %	99.75 %	Year end RAG	↓	100.57 %	99.75 %	↓	99.75%	Year end RAG	
IC 04	Former tenant arrears collected as a portion year start FTAs	Trend	Quarterly Indicator					4.54%	9.66%	↑	9.66%	Trend

Summary

All but one of the target set indicators rose in September with respect to August.

The complex rent collection figure that including arrears yet excluding water rates, BV 66a, recorded 97.89% in September. This is an improvement on the August figure of 97.55%. The rent collection measures typically demonstrate lower performance at the start of the reporting year due to their cumulative nature.

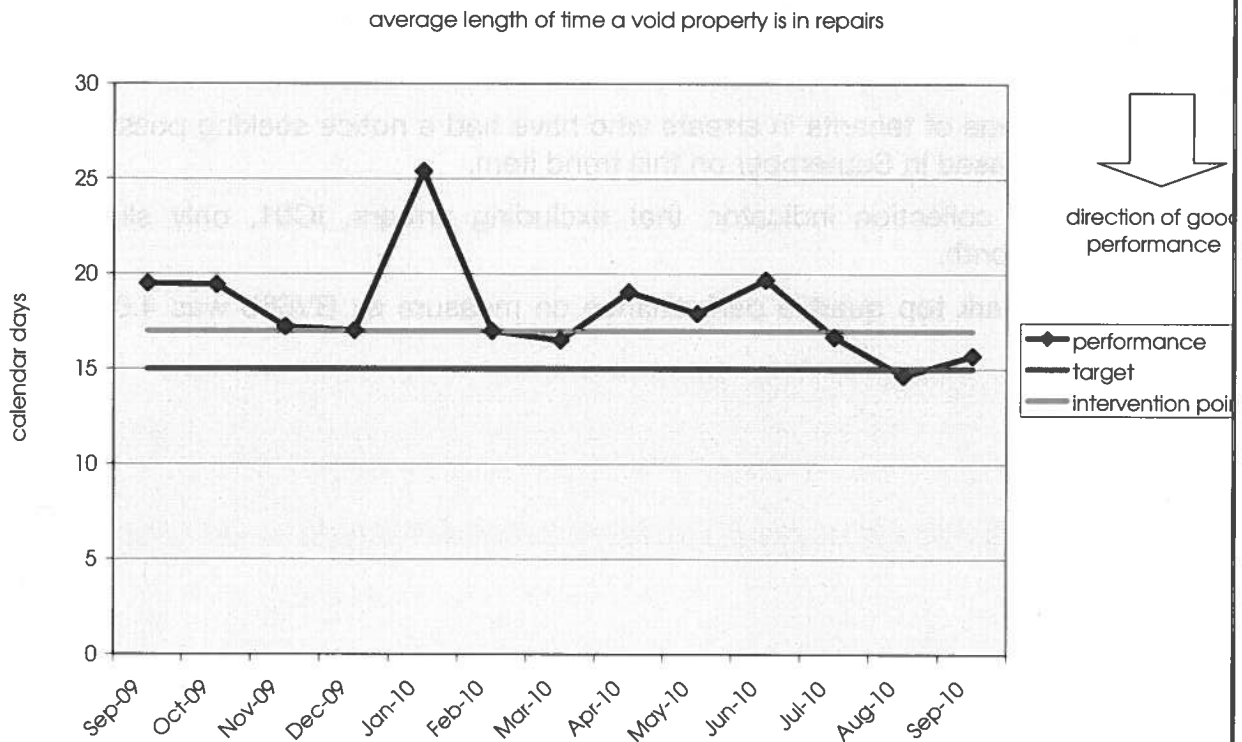
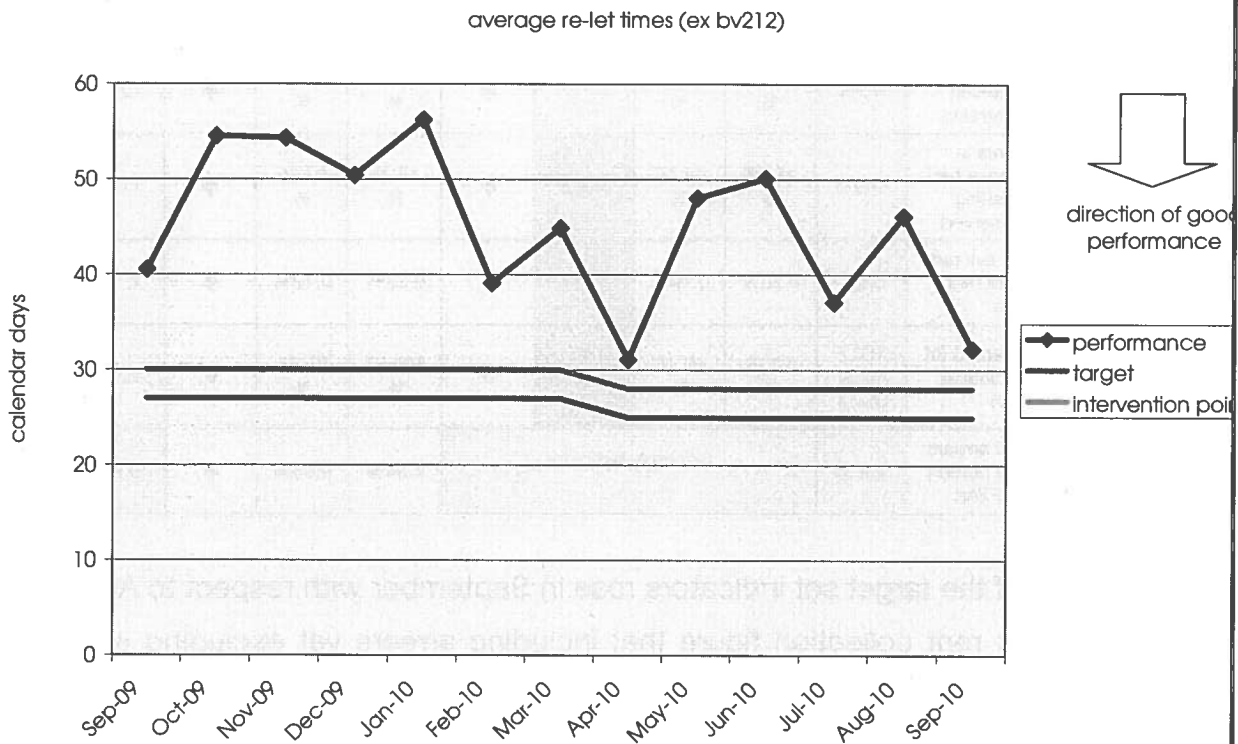
Performance improved with respect to the percentage of tenants more than seven weeks in arrears, ex BV66b. Although not currently achieving target, this measure is within tolerance.

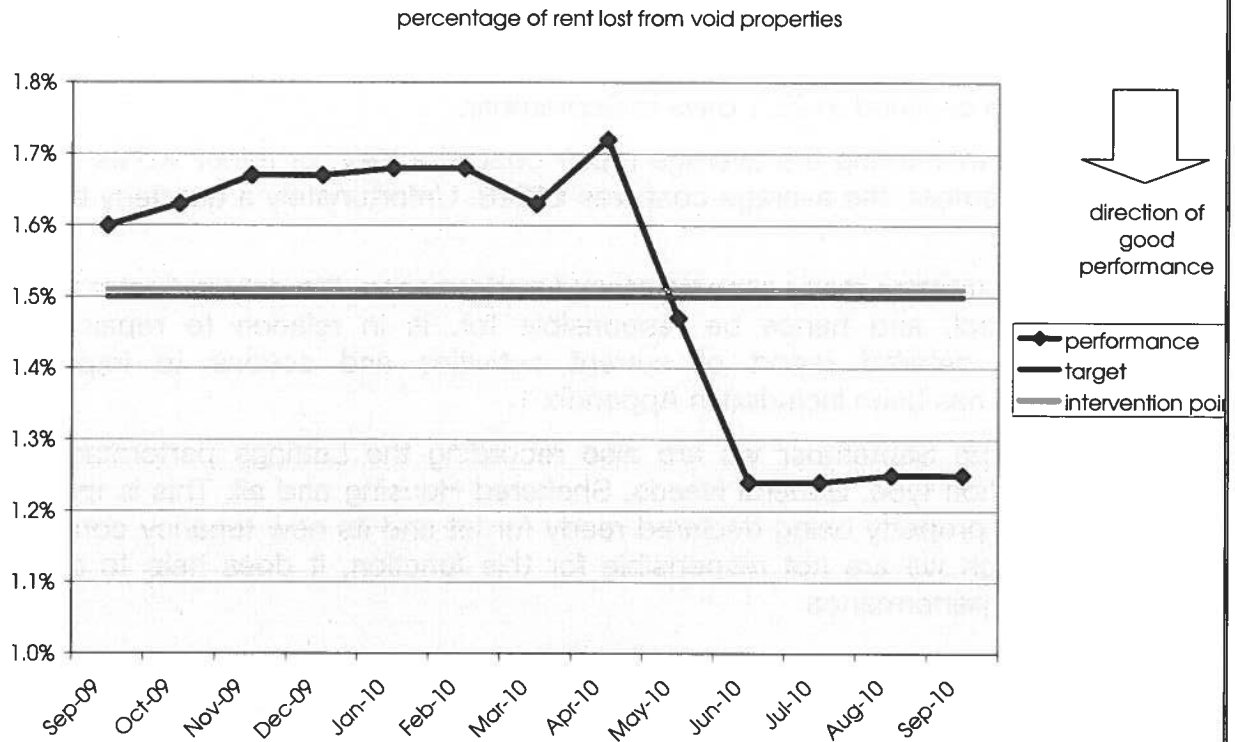
The percentage of tenants in arrears who have had a notice seeking possession served, BV66c, increased in September on this trend item.

The second collection indicator, that excluding arrears, IC01, only slightly changed month-on-month.

The HouseMark top quartile performance on measure ex BV66b was 4.0% and IC01 - 100.4%.

6.2 Voids





Ref	Voids	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG	
Ex BV 212	Average re-let time in calendar days	25 days	46.1	34.2		↑	44.3	39.8	↑	40.9		
Ex BV 69	Rent loss from voids	1.5%	1.25%	1.25%		→	1.24%	1.25%	↓	1.25%		
VO 03	Average time a void is in repairs (VAV)	15 days	14.7	15.7		↓	18.8	15.9	↑	17.1		
VO 04	Number of days for a void to reach ready to let status (VAV)	16 days	20.7	22.1		↓	21.8	19.9	↑	20.7		
VO 08	Average time in Lettings (General Needs stock)	Lower is better	38.0	19.6	No target	↑	30.9	29.4	↑	29.8	No target	
VO 09	Average time in Lettings (Sheltered Housing stock)	Lower is better	37.4	49.1	No target	↓	38.8	41.0	↓	39.8	No target	
VO 10	Average time in Lettings (All)	Lower is better	37.9	23.5	No target	↑	32.7	30.9	↑	31.6	No target	
VO 06	% of new tenants satisfied with the physical condition of the property	90%	Quarterly Indicator					77.8%	72.9%	↓	75.0%	
VO 07	Average cost of void	£2,200	Quarterly Indicator					N/A	N/A	N/A	£1298	

Summary

Void turnaround performance, ex BV212, improved to 34.2 days in September. The year to date position on this measure is currently 40.9 days. Both these figures are significantly outside of target. HouseMark benchmarked top quartile performance on this item was 22.1 days.

The percentage of rent lost through vacant dwellings remained at 1.25% in September. The HouseMark top quartile performance was 1.36%.

The average length of time that a void was in repairs, VO 03, extended to 15.7 days in September from 14.7 days a month earlier. This item is still within tolerance.

There are two sets of figures which relate to the time taken for a property to reach its ready to let date. The first of these is restricted to the time taken by repairs, whereas the second includes the time prior to our void repairs team receiving the keys. This second measure also declined to 22.1 days in September.

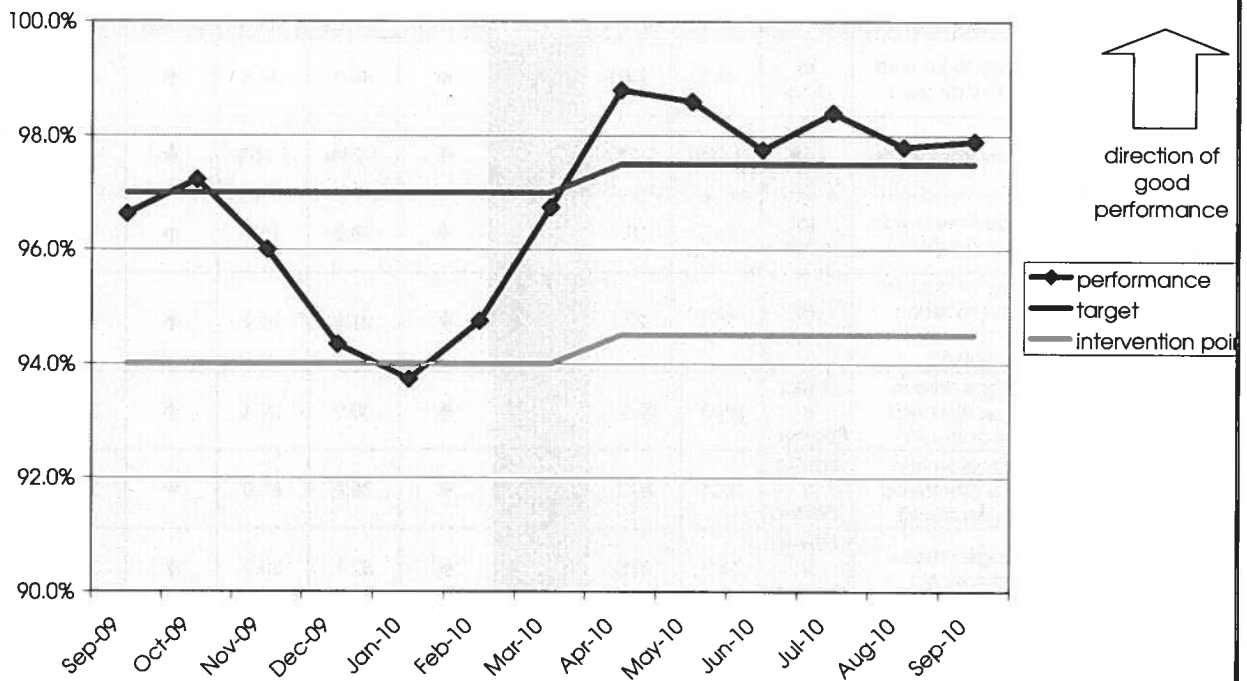
We are now monitoring the average repair cost of a VAV, or minor works void. For the year to September, the average cost was £1298. Unfortunately a quarterly breakdown is not possible.

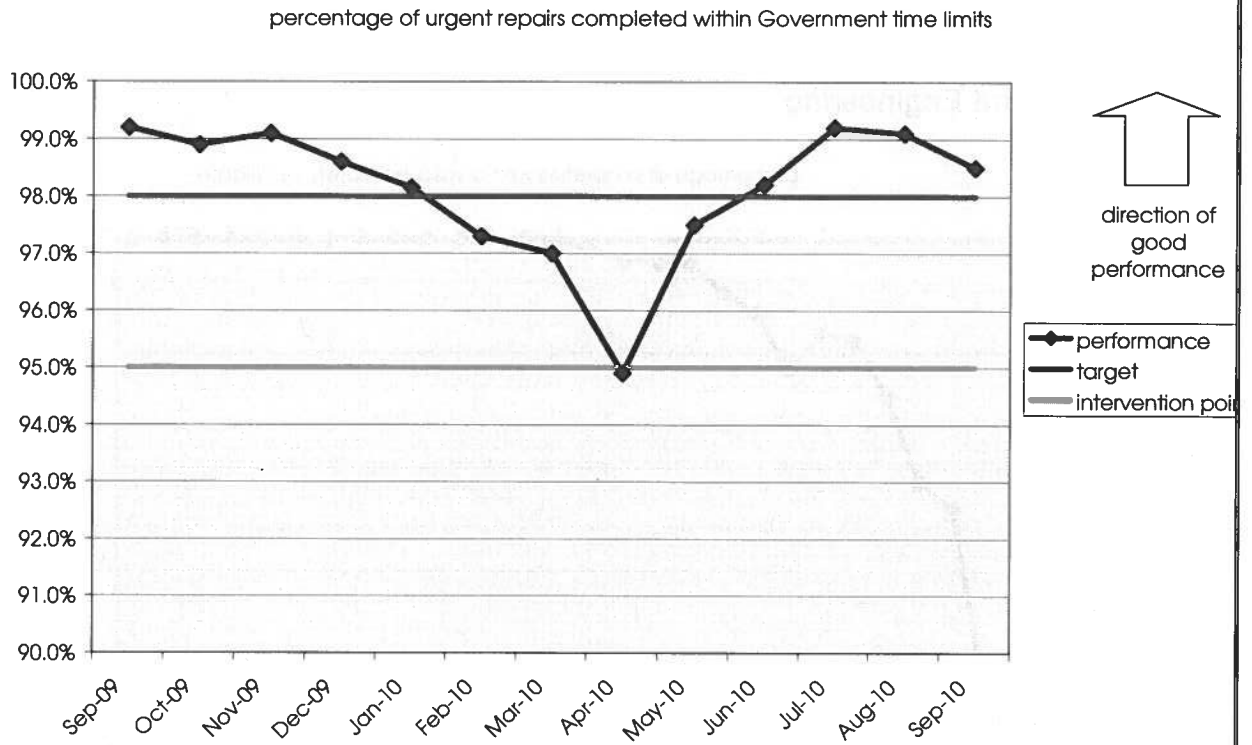
Although we monitor many aspects of void performance, the only indicator that HfH can directly control, and hence be responsible for, is in relation to repair turnaround. However, a detailed report of current activities and actions to improve overall performance has been included in Appendix 1.

Note that from September we are also recording the Lettings performance, split by accommodation type: General Needs, Sheltered Housing and all. This is the time taken between the property being declared ready for let and its new tenancy commencement date. Although we are not responsible for this function, it does help to contextualise overall voids performance.

6.3 Repairs

percentage of non-emergency repairs where appointment made and kept





Ref	Repairs	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
BV 185	% of non-emergency repairs where appointment made and kept	97.5%	97.8%	97.9%		↑	98.4%	98.3%	↓	98.3%	
BV 72	% of urgent (RTR) repairs completed within Government time limits	98%	99.1%	98.5%		↓	97.2%	98.9%	↑	98.0%	
BV 73	Average time taken to complete non-urgent responsive repairs (excluding programmed works)	9.0* days	9.1	9.4		↓	10.5	9.4	↑	10.0	

Summary

Performance in two of the three indicators exceeded target in September. No measures ended the month at a Red-RAG status.

The percentage of non-emergency repairs where an appointment was made and kept, BV 185, improved slightly in September. Its monthly performance, at 97.9%, remained in excess of its 97.5% target. The HouseMark top quartile performance on this measure was 99.0%.

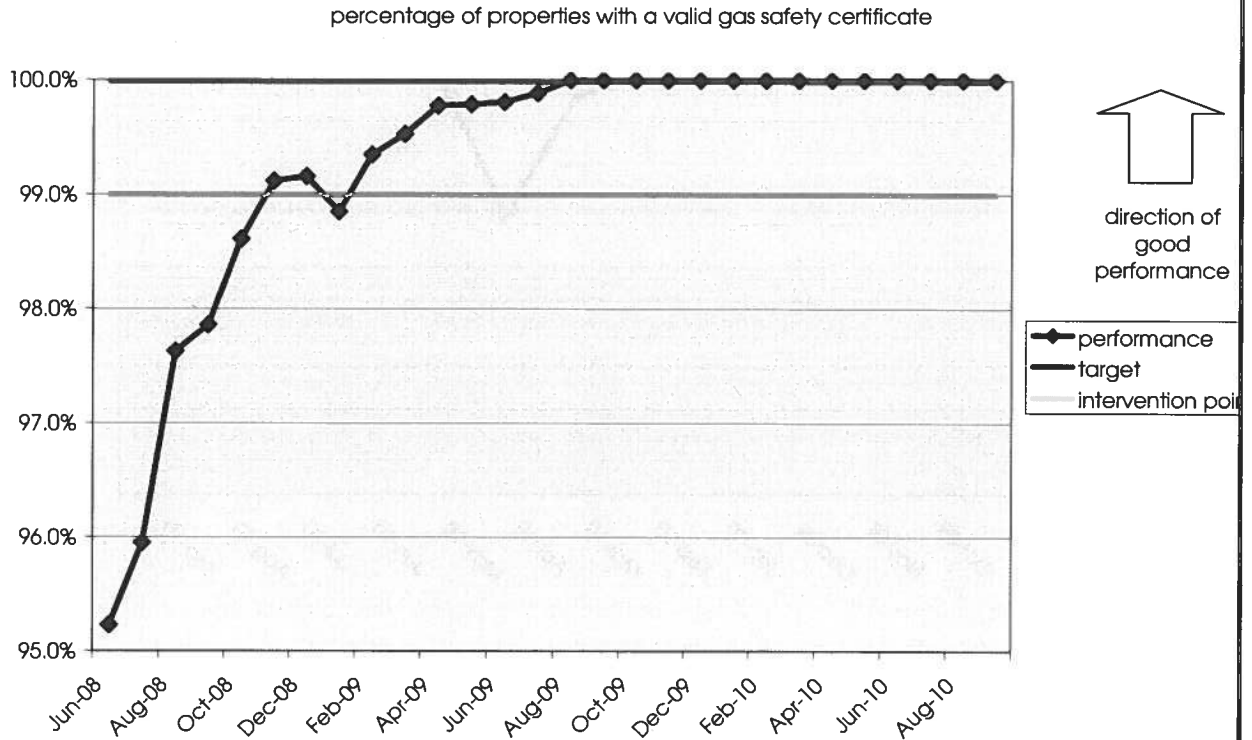
There was a month-on-month decline in the percentage of urgent (RTR) repairs completed within Government specified time limits, BV 72.

(* It should be noted that after further benchmarking and discussions with top quartile organisations, we have now amended the target for BV73 to 9 days.)

The average time taken to complete a non-urgent response repair, BV 73 slipped slightly to 9.4 days in September. Quarterly however there has been a substantial improvement

in this measure. The HouseMark top quartile performance on this item was 6.0 days.

6.4 Design and Engineering

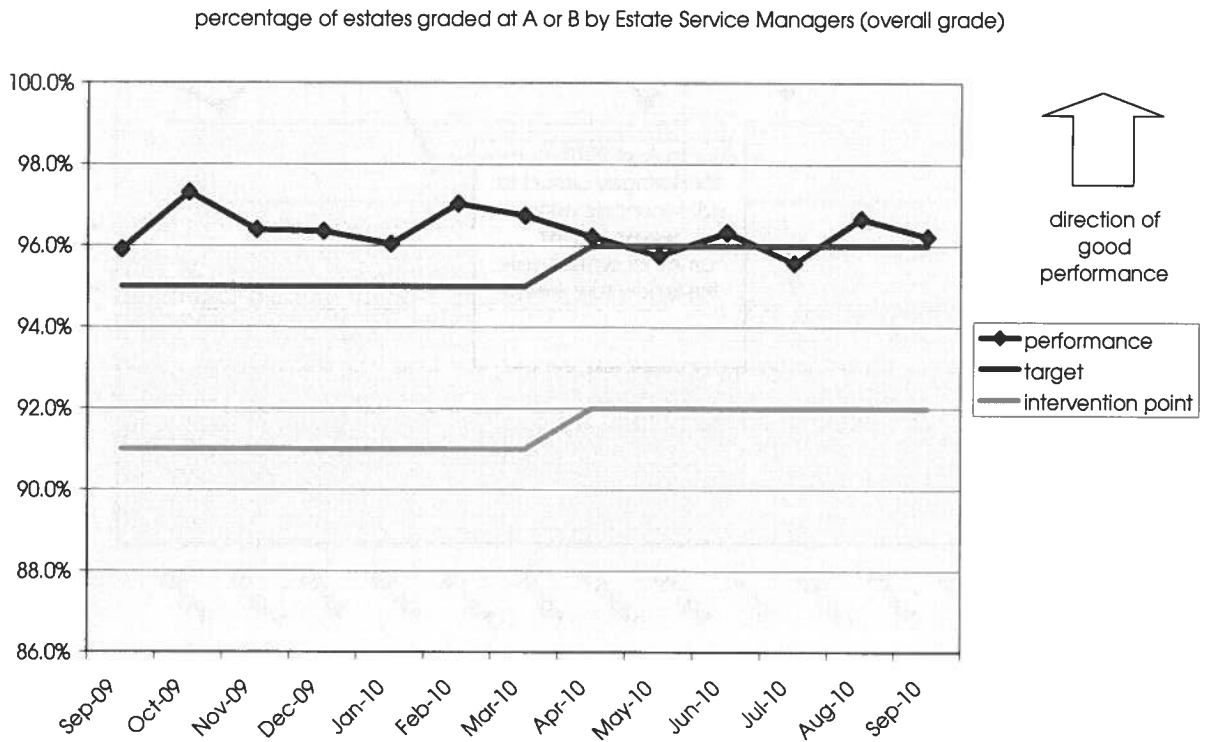


Ref	Design and Engineering	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
GS 01	% of properties with a valid gas safety certificate	100%	100%	100%		→	100%	100%	→	100%	

Summary

Gas Servicing once again hit its 100% target for the percentage of properties with a valid gas safety certificate. We have now achieved this challenging target for over a year. Note that the time period on the graph above is longer than for the other graphs in this report. The HouseMark top quartile performance on this measure was also 100%.

6.5 Estate Services

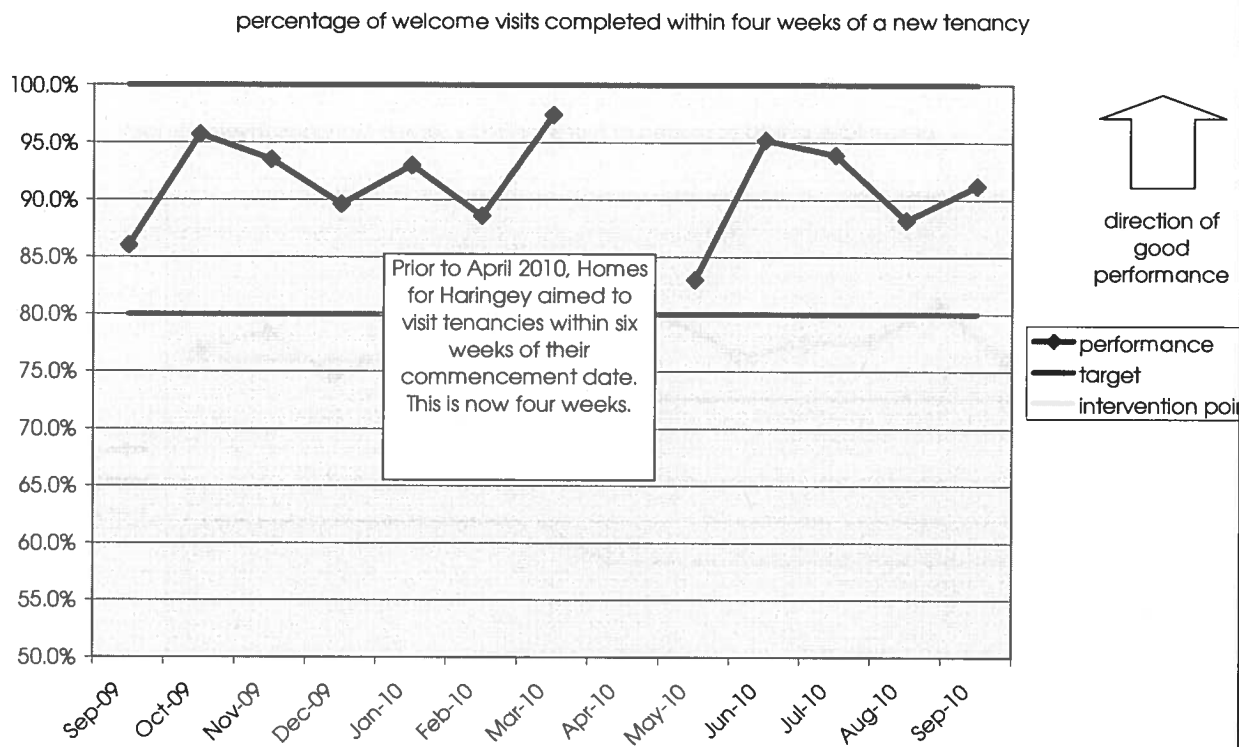


Ref	Estate Services	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
ES01	% of estates graded at A or B by Estate Service Managers - overall grade	96%	96.7%	96.2%		↓	96.1%	96.2%	↑	96.1%	

Summary

The Estate Services measure continues to exceed target. This service area continues to be an area of strength for Homes for Haringey.

6.6 Tenancy Management



Ref	Tenancy Management	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
TM 01	% of stage 1 anti social behaviour tasks completed within timescales	75%	84.6%	90.5%		↑	78.7%	88.4%	↑	84.5%	
TM 07	% of welcome visits completed	100%	100%	95.6%		↓	97.4%	98.0%	↑	97.7%	
TM 08	% of welcome visits completed within 4 weeks of new tenancy	100%	88.2%	91.2%		↑	88.8%	90.3%	↑	90.3%	
TM 09	% of welcome visits attempted within 4 weeks of new tenancy	100%	97.6%	100%		↑	96.6%	97.9%	↑	97.9%	

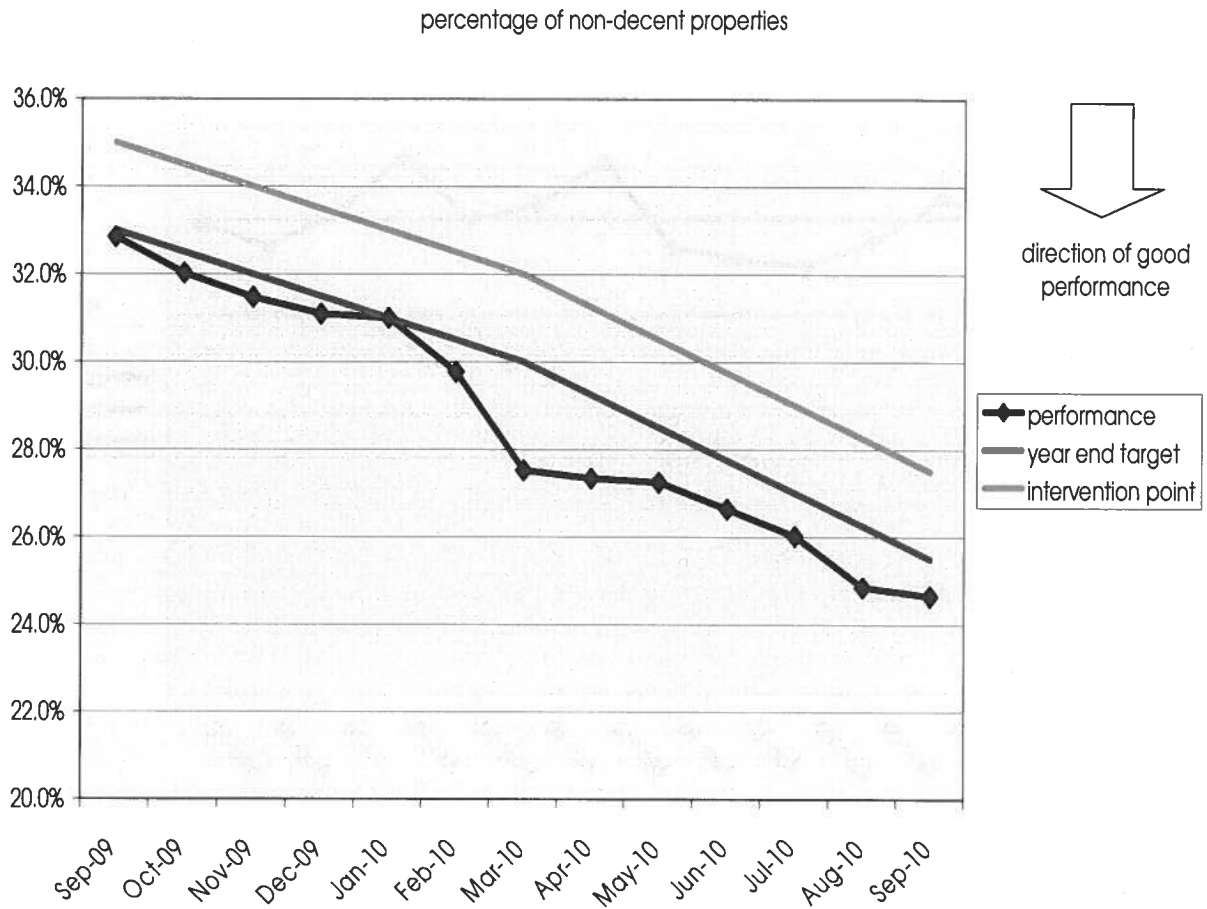
Summary

The percentage of stage one anti-social behaviour tasks completed within timescales rose to 90.5% in September, exceeding our 75% target.

In September, 95.6% of welcome visits were completed, down on the previous month. For tenancies starting after 01 April 2010, Homes for Haringey will be attempting to conduct a welcome visit within four weeks. This time period was previously set at six weeks. The September figure for completing these visits within four weeks improved to 91.2%.

For each of the welcome visits that were not completed within four weeks we have sought the reasons for the delay. These reasons are noted in Appendix 2. In the six cases where Homes for Haringey did not complete the welcome visit within the four weeks, we attempted to do so each time.

6.7 Asset Management



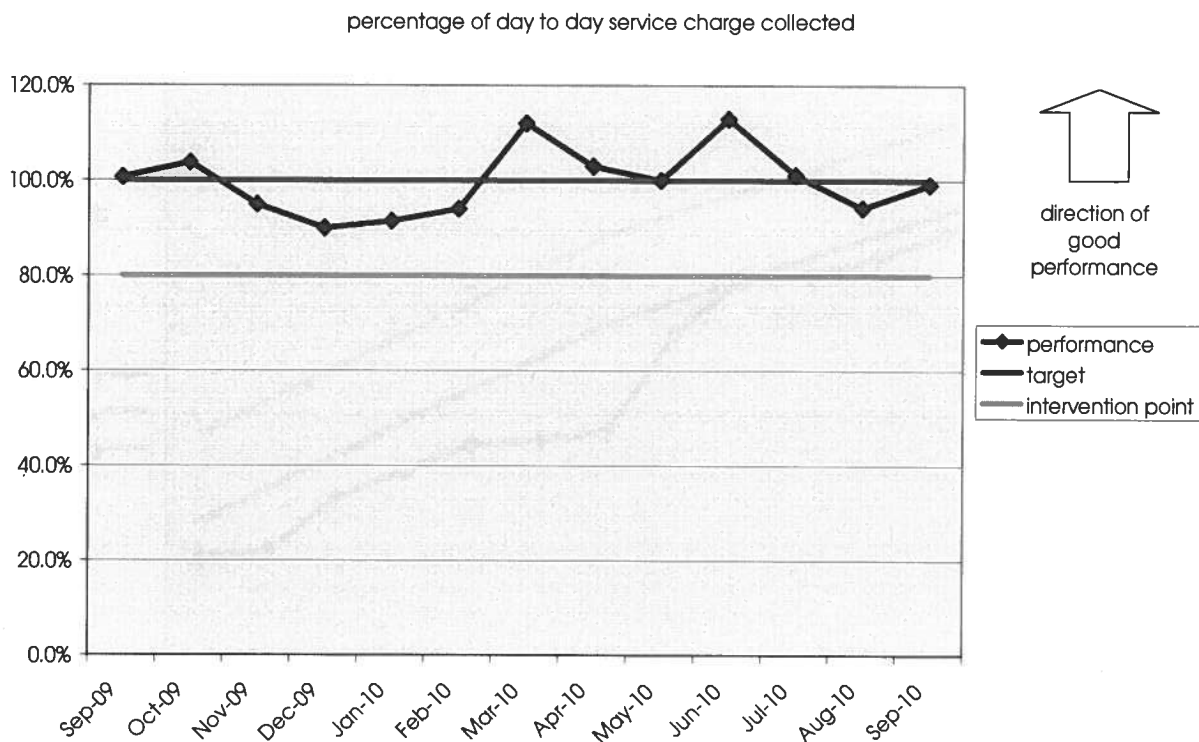
Ref	Asset Management	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
NI 158	The proportion of local authority homes which were non 'decent'	21% by 03/11	24.9%	24.7%	Year end RAG	↑	26.6%	24.7%	↑	24.7%	Year end RAG
AS 04	Decent Homes Programme - % of units completed against number programmed	95%	Quarterly Indicator				86.3%	123.1 %	↑	105.6 %	

Summary

At the end of September, 24.65% of properties were classed as non-decent. HfH has targeted this figure to fall to 21% by the end of the financial year.

There was also a rise in the quarterly figure, the percentage of Decent Homes units completed against the number programmed.

6.8 Home Ownership

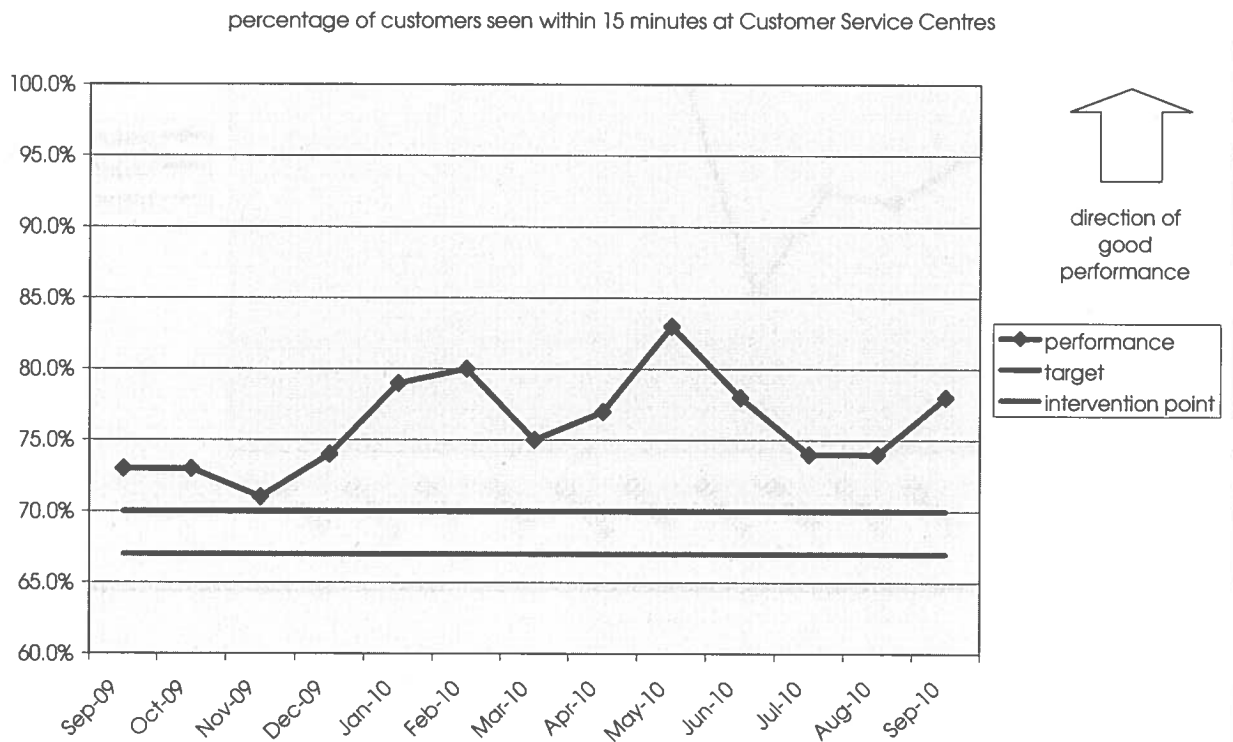
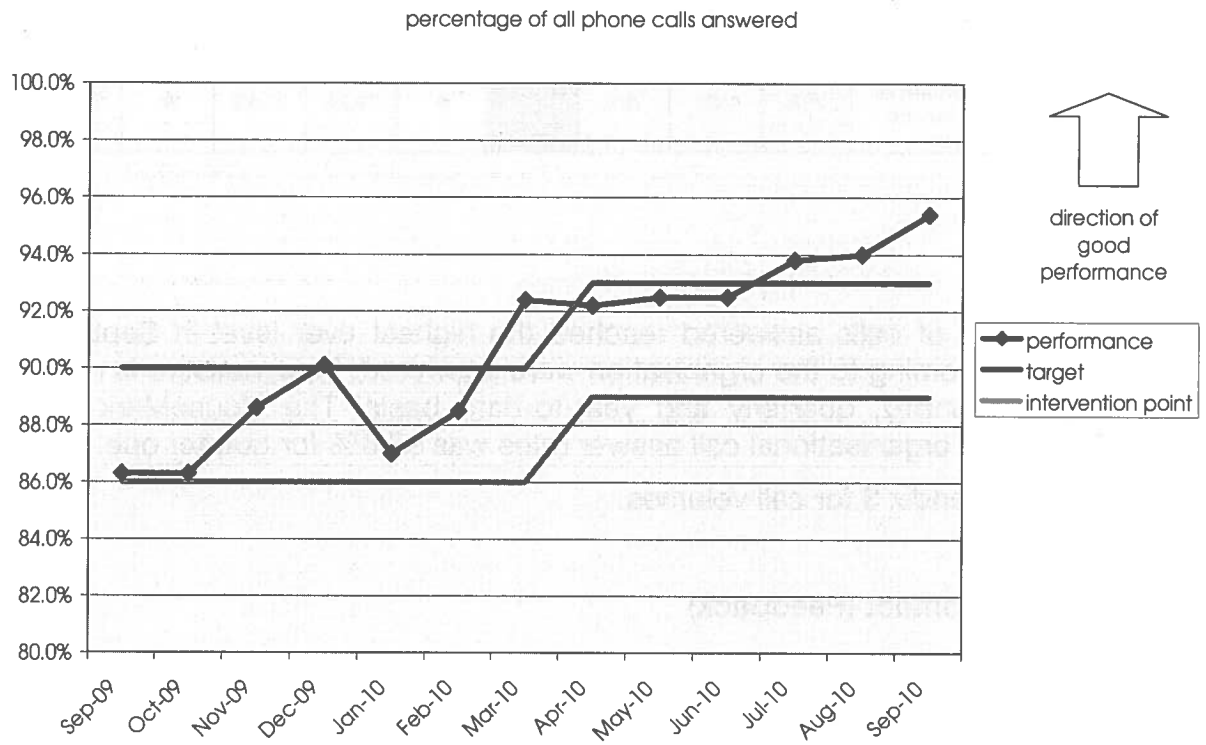


Ref	Home Ownership	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
HO01	% of day to day service charges collected	100%	94%	99%		↑	105%	98%	↓	102%	

Summary

The percentage of day to day service charge collected rose in September to 99%. Although this slightly trails the 100% target for the measure, the year to date performance continues to remain strong.

6.9 Customer Contact



Ref	Customer Contact	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
CA01	% of all phone calls answered (HfH offices and Control Centre)	93%	94.0%	95.4%		↑	92.4%	94.5%	↑	93.4%	
CA 08	% of customers seen within 15 minutes at customer service centres	70%	74%	78%		↑	79.3%	74.6%	↓	77.2%	

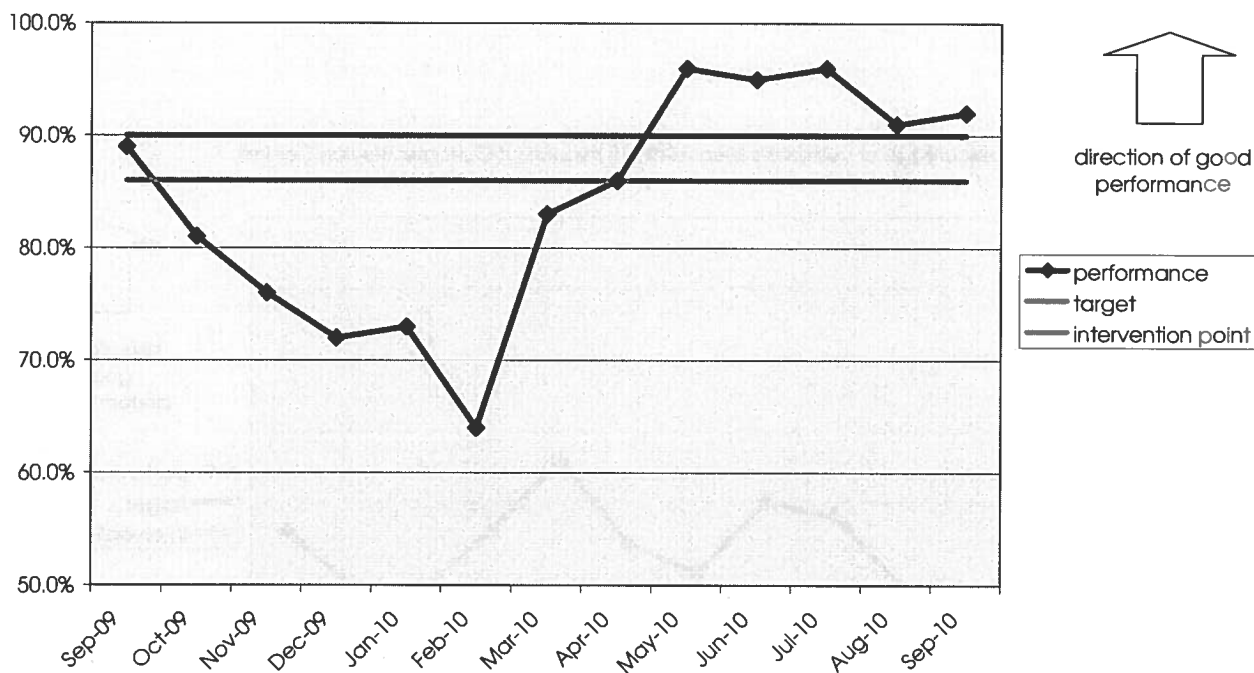
Summary

The percentage of calls answered reached the highest ever level in September. Over 95% of calls incoming to the organisation were answered. This measure is now ahead of target on a monthly, quarterly and year-to-date basis. The HouseMark top quartile performance for organisational call answer rates was 97.6% for quarter one.

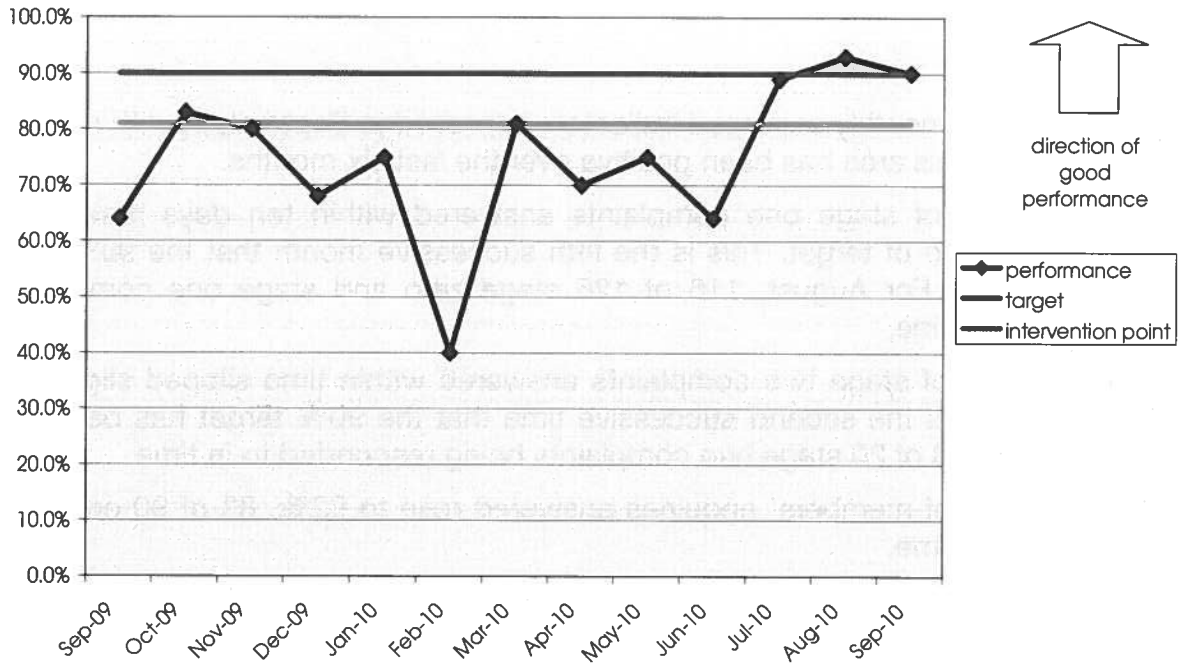
Please see Appendix 3 for call volumes.

6.10 Customer Contact (Feedback)

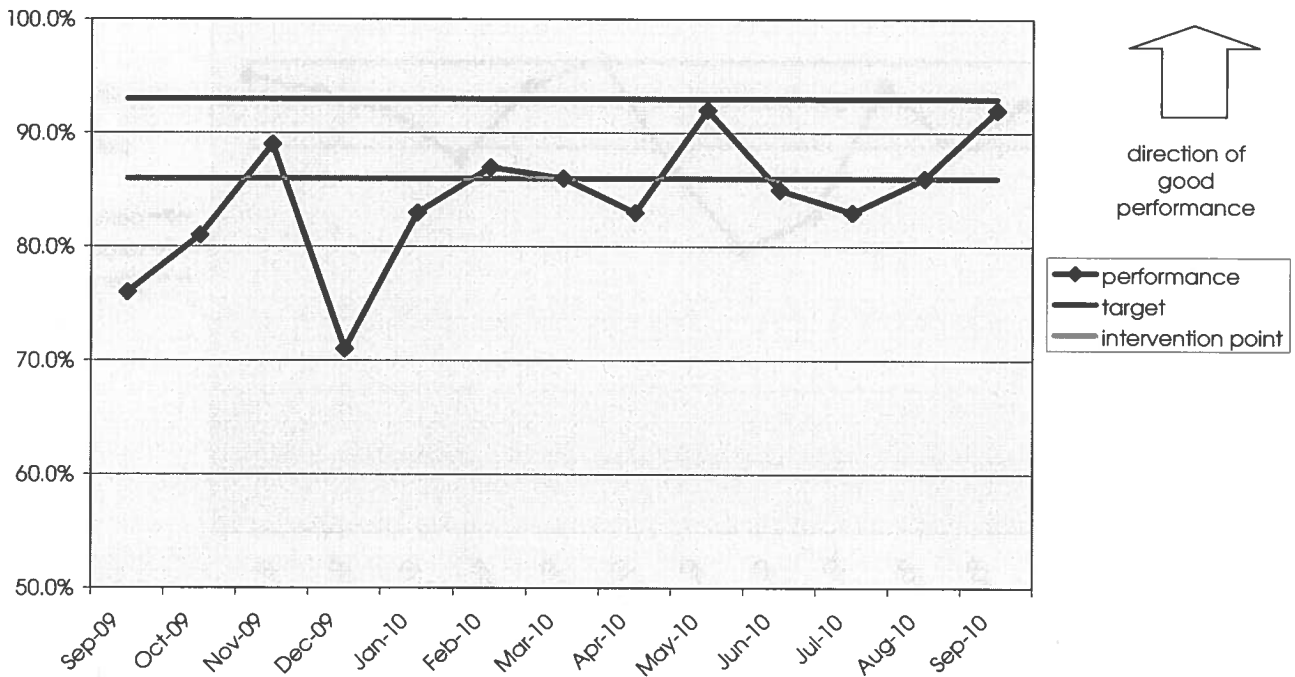
percentage of stage one complaints answered within 10 days



percentage of stage two complaints answered within 25 days



percentage members enquiries answered within 10 days



Ref	Customer Contact - Feedback	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
CA10	% stage 1 complaints answered within timescales	90%	91%	92%		↑	91%	93%	↑	92%	
CA12	% stage 2 complaints answered within timescales	90%	93%	90%		↓	71%	90%	↑	82%	
CA14	% members' enquiries answered within timescales	93%	86%	92%		↑	86%	87%	↑	86%	

CA18	Number of ombudsman investigations	Trend	Quarterly Indicator	5	5	→	10	Trend
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Summary

Two of the three monthly assessed indicators improved in September, with no red RAGs. Performance in this area has been positive over the last six months.

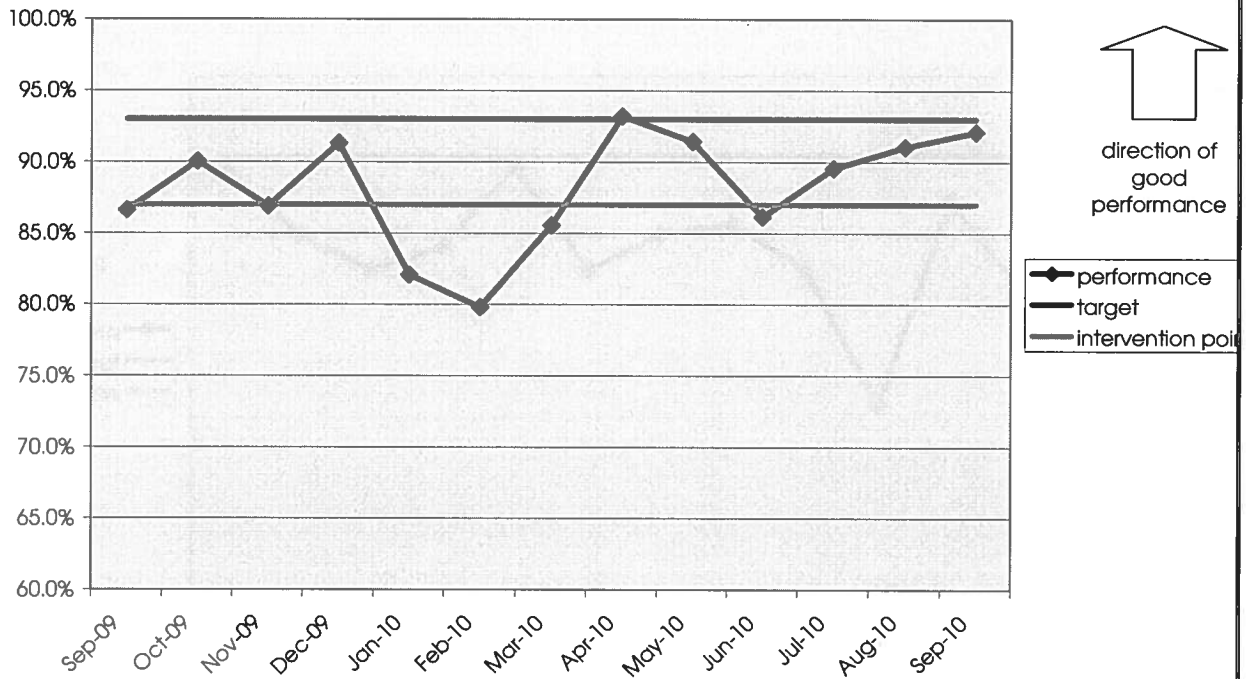
The percentage of stage one complaints answered within ten days rose to 92% in September, ahead of target. This is the fifth successive month that the 90% target has been surpassed. For August, 116 of 126 stage zero and stage one complaints were responded to in time.

The percentage of stage two complaints answered within time slipped slightly to 90% the month. This is the second successive time that the 90% target has been achieved and equates to 18 of 20 stage two complaints being responded to in time.

The percentage of members' enquiries answered rose to 92%. 83 of 90 enquiries were responded to in time.

6.11 Finance

percentage of invoices paid within 30 days



Ref	Finance	Target	Aug	Sep	Month RAG	Month DOT	Qtr 1	Qtr 2	Qtr DOT	YTD	YTD RAG
BV 08	% of invoices paid within 30 days	93%	91.1%	92.1%		↑	90.0%	90.8%	↑	90.4%	

The percentage of invoices paid with thirty days improved in September to 92.1%. This is slightly behind the 93% target for the indicator, but well within tolerance. The year to date position is at 90.4%.

Appendix 1- Exception Reports

7.1 Voids

1	Name of Performance Indicator/Actual/Target	
	<p>VO03 Average time to repair Voids Available (VAV) or minor works void - TARGET 15 DAYS September 15.7 days, year to date 17.1 days.</p> <p>VO04 Number of days for a void to reach ready for let status (VAV) or minor works voids to reach ready to let status- Target 16 days, September 22.1days year to date 20.7 days.</p>	
2	Analysis of why below target	
	<p>VO03 TARGET 15 DAYS.</p> <p>The average turn round time for VAVs declined to 15.69 days for September compared to 14.66 days for August. This is against a target of 15 days. 85 Voids were made Ready for Let in September.</p> <p>The year to date performance is 17.14 days. 391 voids have been made Ready for Let year to date.</p> <p>VO04 Number of days for a void to reach ready for let status Voids Available (VAV) target 16days.</p> <p>The performance for September was 22.1 days compared to 20.16 days in August. The target on this measure is 16 days.</p> <p>We have been concerned to note that during August and September there is a widening gap between the outturns for VO03 and VO04. Analysis has shown that voids are being wrongly established on the system by customer services and tenancy management staff. The Vacant Properties Manager is now managing this on a daily basis and is pursuing the issue at the relevant meetings.</p>	Paul Young
3	Action Plan to return performance to target	Lead Officer
	As part of the VIP there have been considerable developments to improve the turnaround and, building on the improvement we have started to review all DLO /Repairs functions to disaggregate the elements and then by benchmarking and process analysis reconfigure the methods to include best in class deadlines across each activity..	Paul Young
4	Emerging Risk	Lead Officer
	Staff may feel unsettled as a result of the pending Property Services restructure. This will be managed through regular consultation and team briefs.	Paul Young
5	Action Plan to mitigate risk	Lead Officer
	Weekly performance meetings using Aspireview.	Paul Young
6	Best Practice	
	We are currently members of the London Voids Club, the Direct Works Forum, Housing Quality Network TeamNet and Housemark.	
7	Discussion Meetings	
	<p>Weekly meetings with the key stake holders in delivering the Voids service including Repairs, Tenancy Management and Lettings.</p> <p>The Voids Improvement Plan is also regularly discussed at the</p>	

	Performance Improvement Group (which comprises EMT and other key officers).	
8	Equalities Impact	
	No specific equalities impacts have been identified.	

7.2 Appendix 2 – Welcome Visits

In September 2010, Homes for Haringey did not successfully complete a welcome visit within four weeks of a new tenancy on six occasions. The reasons for the delays are detailed in the table below.

Area Office	Tenancy Start Date	Date of Welcome Visit	Reason for delay
South Tottenham	16 August 2010		New tenant has not responded to welcome visit attempts. NTQ to be served.
South Tottenham	16 August 2010		New tenant has not responded to welcome visit attempts. NTQ to be served.
South Tottenham	30 August 2010	29 September 2010	Appointment was rearranged by the tenant for a date outside of the four week target. Visit successfully completed two days outside of target
Hornsey	30 August 2010		New tenant has not responded to welcome visit attempts. NTQ to be served
Wood Green	16 August 2010	15 September 2010	Welcome visit rearranged at the request of the tenant. The visit was successfully completed on the 15th of September, two days outside of target
Wood Green	16 August 2010		The tenant has not moved into the property due to outstanding repairs concerns

7.3 Appendix 3– Call Volumes

Where HfH is Homes for Haringey back office extensions and CC is the Repairs Control Centre.

Month	Calls Placed			Calls Answered			Answered in 30s		
	HfH	CC	All	HfH	CC	All	HfH	CC	All
Apr	26107	12183	38290	23486	11810	35296	22980	10175	33155
May	25640	10548	36188	23291	10166	33457	22843	8554	31397
Jun	28843	11489	40332	26013	11298	37311	25512	10231	35743
Jul	28060	11108	39168	25796	10949	36745	25220	10078	35298
Aug	25356	11359	36175	23458	11051	34509	23079	9471	32550
Sept	28671	13955	42626	27446	13240	40686	26888	10409	37297
Oct									
Nov									
Dec									
Jan									
Feb									
Mar									
Q1	80590	34220	114810	72790	33274	106064	71335	28960	100295
Q 2	82087	36422	118509	76700	35240	111940	75187	29958	105145
Q 3									
Q 4									
Year to	162677	70642	233319	149487	68514	218001	146522	58918	205440

Date									
<p>8. Chief Financial Officer's Comments</p> <p>8.1 The costs of preparing this report and ongoing monitoring of performance can be met from existing budgets.</p> <p>8.2 The ongoing poor performance on voids is of concern due to both the impact on the Housing Revenue Account (HRA) in the form of reduced rental income but also potential impact on the General Fund if the delay in bringing housing into use means people stay in expensive Temporary Accommodation for longer than would otherwise have been necessary</p>									
<p>9 . Head of Legal Services Comments</p> <p>9.1 None for this report</p>									
<p>10. Head of Procurement Comments</p> <p>10.1 None for this report</p>									
<p>11. Equalities & Community Cohesion Comments</p> <p>None for this report</p>									
<p>12 Local Government (Access to Information) Act 1985</p>									
<p>14. Use of appendices</p>									

15. Local Government (Access to Information) Act 1985



Agenda item:

[No.]**Cabinet****16 November 2010**

Report Title. HORNSEY TOWN HALL COMMUNITY PARTNERSHIP BOARD

Report of Assistant Chief Executive (People and Organisational Development)

Signed :

Contact Officer : Richard Burbidge
Telephone: 020 8489 2923Wards(s) affected: **Not applicable**Report for: **Non Key Decision****1. Purpose of the report**

1.1 To appoint a replacement Member to serve on the Hornsey Town Hall Community Partnership Board.

2. Introduction by Cabinet Member

2.1 In order to continue momentum and proceed efficiently with the Hornsey Town Hall Community Partnership Board's deliberations on the practicalities regarding the future of the former Hornsey Town Hall it is necessary to appoint a Member to serve on that Board.

3. State link(s) with Council Plan Priorities and actions and/or other Strategies:

3.1 Section 2 (Committees of the Cabinet) of Part Three Section D of the Council's Constitution provides that -

The Cabinet may delegate any of its functions to a Committee of the Cabinet. Committees of the Cabinet shall report to the Cabinet. The Cabinet may establish decision-making Committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create

further ones, at its own discretion.

Committees established by the Cabinet shall be empowered to perform their functions with immediate effect unless the Cabinet imposes any express restriction when they are established. Unless stated otherwise, all Decision-Making Committees will continue in operation until expressly abolished by the Cabinet and all Advisory or Consultative Committees will continue in operation only until the first meeting of the Cabinet in the next municipal year following their establishment when they must be expressly renewed or they cease to exist.

The establishment, abolition or cessation of Committees and the amendment of their terms of reference will be reported to full Council in due course for noting in the Council's Constitution.

The functions of the Cabinet under this Section shall be exercised with the agreement of the Leader and may be exercised by the Leader personally.

4. Recommendations

4.1 That the Cabinet appoint Councillor Strang to serve on the Hornsey Town Hall Community Partnership Board.

5. Reasons for recommendation(s)

5.1 The Hornsey Town Hall Community Partnership Board was established as a working party to continue community momentum and proceed efficiently with the resolutions made by the Executive regarding the future of the Hornsey Town Hall. Although a Trust (the Hornsey Town Hall Creative Trust) has recently been established to consider the future management of and to raise funds for the former Hornsey Town Hall, the Community Partnership Board remains in existence to advise the Council on the practicalities of any recommendations for the Town Hall in both the short and long term and the Cabinet is asked to appoint a Council representative to serve on the Partnership Board in place of Councillor Gorrie.

6. Other options considered

6.1 Not applicable

7. Summary

7.1 The Cabinet on 15 June appointed Councillor Cooke and Councillor Gorrie as its representatives on the Hornsey Town Hall Community Partnership Board.

Notification has now been received from the Chief Whip of the Liberal Democrat Group that they wish to nominate Councillor Strang to replace Councillor Gorrie as their Group's representative on the Board.

7.2 The Terms of Reference of the Partnership Board confirmed by the Cabinet were as follows:

- a) To advise the Council on the practicalities of the Hornsey Town Hall Advisory Panel's recommendations for the Town Hall in both the short and long term.
- b) To work in an advisory role with officers towards finalising a development brief between April 2005 and July 2005 and then selecting a suitable developer whom will work in partnership with the Council and Community.
- c) To start the preparatory work for a Trust by: scoping the skills required for a trust, seeking potential persons to fulfil roles, examining governance issues, producing an outline business plan for a potential Trust or advising on other suitable management vehicles to safeguard community and cultural uses in the future.
- d) To formulate a strategy for attracting primary grant funding, that being available for heritage purposes. To establish an outline of specific projects that could attract other grant funding in the educational and cultural sphere that may be set up in the Town Hall.
- e) To compile a listed building management scheme which is approved by English Heritage
- f) To receive monthly reports from the Interim Management Group. [This is a group of 4 former Advisory Panel members who are currently working with officers to engage with local community organisations wanting to use available space that may be available on an interim basis in the Town Hall.]
- g) To provide progress reports on a quarterly basis to the Crouch End, Stroud Green & Hornsey Area Assembly and the Cabinet.

8. Chief Financial Officer Comments

8.1 The service manager confirms that the Partnership Board can be serviced from within existing business unit resources.

8.2 Members should note that the Community Partnership Board has no formal decision making powers and thus will not have the authority to incur expenditure or make budgetary decisions.

9. Head of Legal Services Comments

9.1 The Council's Constitution sets out the relevant Cabinet arrangements at Part Three, Section D and confirms that the Cabinet may establish decision making committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion. Unless changed or abolished, the two decision-making Committees continue in operation without the need for formal renewal each year. Under the new executive leadership arrangements, these powers of the Cabinet must be exercised with the agreement of the Leader and may be exercised by the Leader personally.

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1 Not applicable

11. Equalities & Community Cohesion Comments

11.1 There has been consultation on the representation on the Community Partnership Board within the Majority and Minority Political Groups.

12. Consultation

12.1 Not applicable.

13. Service Financial Comments

13.1 It is not envisaged that the change of representation on the Board will of itself have any direct financial implications.

14. Use of appendices /Tables and photographs

14.1 Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers

The following background paper was used in the preparation of this report:

- Report to the Cabinet on 15 June 2010 entitled Appointment of Cabinet Committees and other Sub-Ordinate Bodies.

The background paper is located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect it or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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**MINUTES OF THE CABINET VOLUNTARY SECTOR COMMITTEE
20 SEPTEMBER 2010**

Councillors Dogus, (Chair), *Goldberg and Vanier.

* Members present

Also present: Councillors Canver and Mallet

MINUTE NO.	SUBJECT/DECISION	ACTION BY
VSGC.1	<p>APOLOGIES FOR ABSENCE (Agenda Item 1)</p> <p>Apologies for absence were submitted by Councillors Dogus and Vanier. In the absence of Councillor Dogus, Councillor Canver took the Chair.</p>	
VSGC.2	<p>DECLARATIONS OF INTEREST, IS ANY IN RESPECT OF ITEMS ON THE AGENDA (Agenda Item 2)</p> <p>Councillor Canver declared that she was a member of the London Council's Grant Committee.</p>	
VSGC.3	<p>APPEAL BY INNOVATIONS IN COMMUNITY EDUCATION (ICE) AGAINST WITHDRAWAL OF GRANT AID (Agenda Item 3) – (Report of the Assistant Chief Executive- People and Organisational Development - Agenda Item 3):</p> <p>We resolved to exclude the public and press at this juncture because the schedules and appendices to the report were not for publication as they contained exempt information relating to the financial or business affairs of a particular person (other than the authority).</p> <p>ICE's representative had presented a bundle of written submissions and documents in support of their appeal and the Voluntary Sector Team had also presented written submissions and documents in opposition to the appeal against the decision to withdraw Grant Aid. Our Chair outlined the proposed procedures for the hearing, including a limitation on the time for oral submissions which was agreed by both parties.</p> <p>The Chair made a preliminary determination that a late supplementary written submission from ICE should be withdrawn in light of the Voluntary Sector Team's objection that they would be prejudiced and ICE's acceptance of the Voluntary Sector Team's recognition in an email circulated earlier in the day that the withdrawal of grant aid was not related to ICE's performance.</p> <p>The Chair invited the representatives of each party and the officers assisting the Committee to introduce themselves.</p> <p>ICE's representative, A Carrington, addressed our meeting and spoke in support of their appeal. Members then asked a few questions and obtained clarification of several points from the ICE representatives.</p> <p>Officers from the Council's Voluntary Sector Team then responded and pointed to evidence in their written submission.</p>	

**MINUTES OF THE CABINET VOLUNTARY SECTOR COMMITTEE
20 SEPTEMBER 2010**

	<p>Questions were then put to the Voluntary Sector Team representatives by Members of our Committee and answers given.</p> <p>Each party was then allowed to make a brief closing statement.</p> <p>RESOLVED:</p> <p>1. That the appeal submitted by Innovations in Community Education (ICE) be upheld and the action taken by Assistant Chief Executive (Strategy) in withdrawing their grant aid with effect from 31 August 2010 be rescinded and the grant aid be continued with the following conditions:-</p> <ul style="list-style-type: none">• That ICE must immediately and in any event no later than 14 days of receipt of this letter, present to the CVST officers for forwarding to this Committee:<ul style="list-style-type: none">(a) clear and detailed evidence of exactly how all grant funds ICE has received under the current Grant Terms have been used between 1 April and 1 July 2010;(b) clear evidence confirming that ICE has brought the management and administration posts that had been outsourced to AAG back in-house;• That ICE be monitored by the CVST on a monthly basis and must co-operate fully with such monitoring with clear agreement on outputs and outcomes and strict compliance by ICE with all deadlines for submission of monitoring information required of it, including audited accounts;• That any further default by ICE be dealt with promptly and strictly by the CVST in accordance with the Grant Terms; <p>2. That a full report on the outcome of their monitoring be presented by the CVST officers to the next Committee meeting when the Committee will decide whether ICE's compliance has been satisfactory.</p> <p>Cllr Goldberg wished his dissent to be recorded on the question whether the default consisting of the clear breach of SLA clause 1 found was capable of remedy and consequentially also as to whether the appeal should be allowed.</p>	
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CLLR NILGUN CANVER
In the Chair

**MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE
ADVISORY COMMITTEE
MONDAY 04 OCTOBER 2010**

Councillors *Rice (Chair), *Amin, Davies, Hare and *McNamara

Independent
Member *Hilary Corrick

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CSPPAC09	<p>APOLOGY FOR ABSENCE (Agenda Item 1)</p> <p>An apology for absence was submitted by Councillor Davies.</p>	
CSPPAC10	<p>URGENT BUSINESS (Agenda Item 2)</p> <p>There were no items of urgent business submitted.</p>	
CSPPAC11	<p>DECLARATIONS OF INTEREST(Agenda Item 3)</p> <p>There were no declarations of interest put forward.</p>	
CSPPAC12	<p>MINUTES (Agenda Item4)</p> <p>The minutes were agreed as an accurate record of the meeting.</p>	HLDMS
CSPPAC13	<p>TERMS OF REFERENCE (Report of the Assistant Director for People and Organisational Development - Agenda Item 5)</p> <p>We noted that, when the committee was established in April 2009, it had been agreed that its terms of reference would be the subject of a review by the Cabinet Member for Children and Young People service after one year's operation. A year had subsequently passed and the terms of reference had been put forward to the June meeting of the committee. The committee had, at this meeting, requested further time to consider them as the membership of the committee had, with the exception of the independent member completely changed. After further consideration of the terms of reference the committee questioned the location of this committee as an advisory committee of the Cabinet. Clarification was sought on the original purpose for establishing this committee as a sub body of the Cabinet as its current role and function suggested more of a connection to the scrutiny function of the Council. We learned that this committee was created as a Cabinet sub committee to enable it to have prominence in the committee structure of the Council. The Cabinet is the policy and decision making body of the Council and meets on a monthly</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE MONDAY 04 OCTOBER 2010

	<p>basis. The minutes of its sub committees are considered at these meetings and therefore information from these meetings can be widely circulated. After considering this information the chair proposed that there should be further analysis of the function and purpose of this committee and recommended it be included in the current governance review.</p> <p>Understanding was sought from new members about their own role and function on the committee. The past work of the committee was referred to and members learnt that this committee provided the opportunity for them to: gain a wider knowledge of the policies being followed in safeguarding, check the work of safeguarding services through independent audit work , and allowed committee members and officers to undertake practical exercises in safeguarding such as tracking cases through the system.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That the Chair of the committee discusses with the Cabinet Member for Children and Young People and Leader of the Council the inclusion of this committee in the current governance review. 	Chair
CSPAC14	<p>HARINGEY SAFEGUARDING CHILDREN BOARD (Report of the Chair and Independent Member of the Committee – Agenda item 6)</p> <p>The committee considered a report back from the chair and independent member on their attendance at the local safeguarding children board (LSCB) meeting in July. We were reminded that the local safeguarding children board is a key statutory mechanism for agreeing how the relevant organisations in each local area will cooperate to safeguard and promote the welfare of children in the particular locality and for ensuring the effectiveness of what they do. The functions of the LSCB are set out in primary legislation and regulations and therefore the role of the LSCB is complementary to that of the local children's trust. There was wide representation at the board meetings with health, police, CAFCASS, voluntary sector, probation service, local authority housing services, schools and children and young people's service all attending. The board usually consider a range of issues from individual cases concerning children i.e. serious case reviews to overarching issues such as best practice delivery, quality assurance, domestic violence training and development . It had been reported to the LSCB at this July meeting that the serious case reviews on baby Peter were planned for publication but a date had yet to be set. The written reviews were currently going through a process of anonymization. We noted past practice which had been not publishing serious case reviews but making the executive summaries along with the recommendations available to the public. The new government was changing this practice and had already made two other serious case review findings publicly available.</p> <p>The committee continued with discussion about the LSCB and raised</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE MONDAY 04 OCTOBER 2010

	<p>concern about the number of attendees at these meetings. The committee were advised that, although there were a large number of attendees at the LSCB meetings, there was an executive board of the LSCB which involved the providers of services to children and this meeting did allow for focused discussion. There were also sub groups which dealt with training and policy. The committee learned that there can be different arrangements for LSCB's and the only way in which Haringey may differ to others is by having a high attendance levels at meetings from involved agencies which can have the effect of making the meetings quite large.</p> <p>The chair recommended that committee members attend an LSCB meeting as this provides a useful insight into their work.</p> <p>RESOLVED:</p> <p>That the committee note the work of the LSCB.</p>	
<p>CSPPAC15</p>	<p>TRANSITION FROM CHILDREN'S SERVICES TO ADULT SERVICES (Report from Independent Member of the Committee – Agenda item 7)</p> <p>At the previous meeting of the committee it had been agreed that information be considered on the relationship between Children and Adult Social Care services. We now considered an Overview and Scrutiny Committee commissioned review into the transition of young people with assessed needs, from children's services to adult services in Haringey which had been completed in March 2010. The committee were advised that successful transition planning is crucially dependent on collaboration between children and adult services. Well planned transition improves clinical educational and social outcomes for young people. We learned that Haringey has a well established multi agency approach to transition planning which involves young people and the professional organisations which they will deal with. The scrutiny review put forward a number of recommendations but the report did not touch upon what happens to vulnerable children assessed as having a high threshold of need i.e. those with child care plans, experiencing domestic violence or involved in a gang culture and how they do or do not pass from Children's services to Adult Services. The independent member of the committee recommended completing a scoping exercise with the assistant director for safeguarding in order to report back to the next committee meeting on how the committee can investigate the levels of responsibility for high threshold vulnerable children . They would look at how much contact they have with children's services and see if this progresses through to adult services or another service. Past cases can be referred to in order to track the contact with services and find the eventual outcome for the child into adulthood.</p> <p>RESOLVED</p> <p>1. That the report be noted.</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE MONDAY 04 OCTOBER 2010

	<p>2. Agreed that the committee consider, at their next meeting the scope of a review into how the committee can investigate the levels of responsibility for high threshold vulnerable children. This will involve examining the contact they have with services and the impact this has on their outcomes.</p>	HC/ MW
<p>CSPAC16</p>	<p>COMMON ASSESSMENT FRAMEWORK (Report from the Chair of the CAF Panel – Agenda item 8)</p> <p>At the last meeting of the committee in June the panel had requested a report on the role of CAF to gain a wider understanding of how this process works. The panel noted that the common assessment framework (CAF) is a standardised approach to conducting an assessment of a child's additional needs. It can be used by practitioners across children's services in England and is a tool for identifying a child's needs and what is working well in their life, then putting in place a plan to make sure they get the support that they require. The process followed by officers when receiving a referral was set out in the report. It begins with contacting the CAF team in order to check that a CAF already exists or if the child is in contact with social workers. There will follow a meeting with involved practitioners, parent, and child to complete a CAF form. The committee were advised that the CAF is a voluntary process and has to be agreed with by the parent/carer before submission to the CAF panel. The advantage of the CAF is that it can be undertaken by a number of people and therefore it can be completed by the professional who knows the child well. It was important to note that the CAF is resource based and will mean directing eligible children to the available resources. To further aid committee members understanding of how a child's need is assessed it was important for members to have information on the thresholds of need used by Children and Young Peoples' service with Haringey Children and young people's partnership agencies. This is a document that sets out agreements on levels of need and risk which will trigger referrals to universal or targeted services. It provides a guide to practitioners in all agencies that work with children to assist in assessing and identifying children's level of need and think about which services might be available to meet those needs. The committee agreed that it would be useful to receive this document to further aid their understanding about how children are located to the CAF process or child protection service.</p> <p>The committee were informed about how the CAF panel works. This meeting was described as a live process as it involves multi agencies coming together and considering the CAF applications together on the computer database. This allows a good discussion on the received applications with information sharing about the families which maybe in contact with more than one agency. The meeting also allows agencies to understand if there are any gaps in service provision to the families. The committee shared their own experiences about the CAF process and commented on:</p>	DACCS

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE MONDAY 04 OCTOBER 2010

	<ul style="list-style-type: none"> • The length of time needed to complete the CAF form as it impacts on the speed in which a child can access a service. There is a hidden cost element as involves time given to information gathering and completion of the form. • Duplication of effort as there is sometimes further form filling required when the CAF is passed to an agency. • Level of attention given to CAF's at the panel meetings especially if there are a large number received. • The number of CAF's completed by schools and whether this varies with similar type schools. • The support for agencies available and increasing awareness about what the CAF involves. <p>We noted, in response to these concerns, that there were CAF training modules which would be scheduled for agencies and schools to attend. The current focus was processing the large number of CAFs received during the summer period. Children services agreed to check through the CAF applications received from schools to understand if there were significant variations in the numbers received from similar type schools. The committee were shown a CAF form and also advised that anonymised initial and core assessment forms, used for training purposes, were available to help the committee with their understanding on the differences between the child protection and CAF process.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That the committee receive the thresholds of need document. 3. That the committee receive a copy of the CAF form tabled by the independent member. 4. That the Children's service investigate the number of CAF forms received from schools and check if there is a variation in the number received from schools in the same area. 5. That the committee consider at their next meeting initial and core assessments which have been used previously for training purposes. 	<p>DACCS HC</p> <p>DACCS</p> <p>DACCS</p>
CSPAC17	<p>EXCLUSION OF PRESS AND PUBLIC(Agenda item 9)</p> <p>The press and public were excluded from meeting for consideration of the subsequent agenda item as the report contained exempt information as defined in Section 100a of the Local Government Act 1972(as amended by Section 12A of the Local Government Act 1985); paras 1&2; namely information relating to any individual, and information likely to reveal the identity of an individual.</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE MONDAY 04 OCTOBER 2010

CSPPAC18	CAF AUDIT OF CASES (Report from the Independent Member of the Committee – Agenda item 10)	
	<p>In January 2010 Members of the Children's Safeguarding Policy and Performance Advisory Committee considered a report on thresholds for Children and Young People's Services. Members were concerned about children who might have significant needs but whose needs did not meet the thresholds for specialist social care services. It was considered likely that such children and young person would have their needs assessed using the Common Assessment Framework (CAF) and where necessary access universal and targeted services. The independent member of the committee undertook an independent audit of a sample of CAFs considered at the June CAF panels and reported to the committee her findings. These were: concerns about the delay in decision making on referrals to services, a small number of the cases looked at that did not require the completion of a CAF as the issue was quite minor and also little evidence of a lead professional being allocated where there was a team around the child. The independent member recognised the good work of the CAF panel in ensuring that key professionals were meeting and assessing the applications as this was a good way of identifying a range of needs for a child quite quickly and therefore she agreed to further consider the speed of the CAF assessments before the establishment of the CAF panel to further understand the scale of improvements. The independent member further agreed to track some cases after processing by the CAF panel and also read through the information considered by the CAF panel at their meetings. Following this exercise the independent chair would report back to the next meeting of the committee her findings</p>	HC
	<p>Continuing with the subject of CAF audits, the independent member of the committee advised that the Cabinet Member for Children and Young People had recently commissioned an independent audit of CAF cases recorded on Framework I and proposed that the committee request, from the Cabinet Member, consideration of the findings of this audit and subsequent action plan. The Chair concurred with this proposal and suggested that the Cabinet Member for Children and Young people be invited to the next meeting of the committee to share the findings of the audit and action plan.</p>	HLDMS
	<p>RESOLVED</p>	
	<p>1. Agreed that Children and Young People's Service record more detail of the CAF discussion about each child on Framework I, including the name of the lead professional on each case and key members of the team around the child.</p>	DACCS
	<p>2. Agreed that the independent member of the committee complete further follow up work on CAF cases as detailed above and report back her findings to the next meeting.</p>	HC
	<p>3. Agreed that the Cabinet Member for Children and Young People</p>	HLDMS

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE MONDAY 04 OCTOBER 2010

	<p>be invited to the next meeting of the committee to share the findings and action plan of the independent audit of CAF cases input onto Framework I.</p> <p>4. Agreed that, where there are categories of ethnicity presented in reports, that figures are compared to the ethnic breakdown of the borough in order for Members to understand any correlations.</p>	DACCS
	<p>DATE OF THE NEXT MEETING</p> <p>The chair advised that the next meeting of this committee on the 15 November had to be altered to allow a Leader's conference meeting to take place on that evening. The proposed new date for this committee meeting was the 29th November. We noted that there were no meetings on this evening involving members of this committee and the members attending agreed, in principal, to the new meeting date proposed. It was agreed that a meeting request, via outlook, be sent out members of the committee.</p> <p>Agenda items for the next meeting on the 29th November were:</p> <ol style="list-style-type: none"> 1. Scope of a review into how the committee can investigate the levels of responsibility for high threshold vulnerable children. 2. Consideration of Initial and core assessments which have been used previously for training purposes. 3. CAF work <ul style="list-style-type: none"> • Results of mapping exercise into the number of CAF forms received from schools. • Follow up work on audit of CAF cases being completed by Independent member (see CSPAC18). • Audit of CAF cases recorded on Framework I and Action Plan. <p>Noted that there were CRB checks still outstanding for new members of the committee and agreed that Personnel be contacted to progress this matter.</p>	<p>HC/ MW</p> <p>DAACS</p> <p>DAAS</p> <p>HC</p> <p>HLDMS</p> <p>DACCS</p>

The meeting ended at 21:00 hours.

REG RICE
Chair

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**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 21 OCTOBER 2010**

Actions arising from Cabinet Procurement Committee are monitored and progress reported by Corporate Procurement. Officers must therefore ensure that all actions assigned to them, are fully addressed and signed off with the Contracts Management Officer in the Corporate Procurement Unit.

Councillors *Goldberg (Chair), *Bevan, *Kober and Reith.

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC45.	<p>APOLOGIES FOR ABSENCE (Agenda Item 1)</p> <p>An apology for absence was submitted by Councillor Reith.</p>	
PROC46.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED</p> <p>That the minutes of the meeting held on 16 September 2010 be approved and signed.</p>	HLDMS
PROC47.	<p>COMMUNITY SAFETY CCTV MANAGEMENT AND OPERATION (Report of the Director of Urban Environment - Agenda Item 6)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that the report sought our approval to the award of a contract for a fully managed Community Safety CCTV surveillance contract for a period of two years with the option to extend for two years.</p> <p>RESOLVED</p> <p>That in accordance with Contract Standing Order 11.01(b) approval be granted to the award of a fully managed Community Safety CCTV surveillance contract to NSL on the terms set out in the Appendix to the interleaved report for a period of two years with the provision to extend for a further two years.</p>	DUE
PROC48.	<p>PROPOSED PROCUREMENT PROCESS FOR FRAMEWORK AGREEMENTS FOR THE PROVISION OF CONSTRUCTION RELATED CONSULTANCY SERVICES (Report of the Director of Urban Environment - Agenda Item 7)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p>	

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 21 OCTOBER 2010**

	<p>We noted that the sought our approval to procure specialist surveying services via a direct call off or mini competition within the City West Housing Trust Limited framework agreement. We also noted that these services would provide data that would inform the investment decisions for Year 4 and 5 of the Decent Homes programme. It would also provide key data to construct an updated 30 year investment plan.</p> <p>We noted that the future funding of the Decent Homes programme was facing some uncertainty and thus the spend should only be incurred once funding was confirmed.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That in accordance with Contract Standing Order 11.03 approval be granted to the procurement of professional surveying services for Years 4 and 5 of the Decent Homes Programme via a direct call off or mini competition within the City West Housing Trust Limited framework arrangement. 2. That authority to award the subsequent contract be delegated to the Director of Urban Environment but that no contract be awarded unless funding for the Decent Homes programme has been confirmed. 	<p>DUE</p> <p>DUE</p>
<p>PROC49.</p>	<p>APPROVAL OF THE COUNCIL'S NEW PERSONALISED PURCHASE FRAMEWORK (Report of the Director of Adult, Culture and Community Services - Agenda Item 8)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that the report followed our decision vide Minute PROC.86 – 2009/10 to develop in principle a Personalised Purchase Framework, which would enable residents exercising a Personal Care Budget to choose and commission the suppliers and services they wanted to deliver their services. In line with that decision officers had been developing the processes, documentation and support functions needed to deliver the personalised framework of purchasing care and support services.</p> <p>We also noted that the framework related to the individual contract between a resident with a Personal Care Budget and the supplier(s) from whom they chose to commission and purchase. In line with the aims of the Government's Transforming Social Care programme, including the requirements of statutory guidance issued by the Department of Health, future contractual arrangements for Council funded social care services would no longer be between the Council and suppliers but rather between residents and the suppliers from whom they chose to commission and purchase their services. However, the report</p>	

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 21 OCTOBER 2010**

described the support arrangements that it was proposed the Council should offer residents under the Purchase Framework, to ensure they had access to a choice of good quality suppliers as well as mechanisms that would help them address any problems or weaknesses they experienced in the delivery of the services they purchased using their personal care budget.

The report sought our agreement to adopt and introduce a new Personalised Purchase Framework and also sought our approval of a waiver of Contract Standing Order 6.05 (Requirement to Tender) to allow the provision of services from the Council's two existing block contracted suppliers of domiciliary care for up to 12 months after the implementation of the Personalised Purchase Framework.

RESOLVED

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|---|-----------------|
| 1. That approval be granted to the Personalised Purchase Framework as detailed in the interleaved report covering the delivery of services and products for residents using a personal care budget. | DACCS |
| 2. That in accordance with Contract Standing Order 7.02 approval be granted to a waiver of Contract Standing Order 6.05 to permit the purchase of 35,000 care hours from both London Care and Seva Care, the Council's two existing block contracted suppliers of domiciliary care, on the terms set out in the exempt Appendix to the interleaved report on the grounds that it was in the Council's overall interest. | DACCS |
| 3. That pursuant to 2 above and in accordance with Contract Standing Order 11.03 approval be granted to the purchase of 35,000 hours of care from Seva Care and 35,000 hours of care from London Care in 2011/12 in line with the terms set out in the exempt Appendix to the interleaved report. | DACCS |
| 4. That it be noted that the Personalised Purchase Framework would initially be applied to domiciliary care suppliers and other suppliers who delivered support and services to people living in their own home by April 2011 but subject to it being determined by the Director of Adult, Culture and Community Services and the Head of Procurement that the Framework was working effectively, it would be rolled out throughout 2010/11 and 2011/12 to all other service sectors, including residential care. | |
| 5. That in accordance with 4 above authority to apply the new Personalised Purchase Framework to services and supplies within the scope of the report be delegated to the Director of Adult, Culture and Community Services in consultation with the Cabinet Member for Adult and Community Services. | DACCS |
| 6. That approval be granted to the Personalised Purchase Framework detailed in the interleaved report being used by the | DACCS/
DCYPS |

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 21 OCTOBER 2010**

	<p>Children and Young People's Directorate in relation to the purchase of domiciliary care services for children.</p> <p>7. That authority to determine how the new framework was to be applied within their Directorate, taking account of the outcome of the assessments detailed in 4 above be delegated to the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children's Services.</p>	DCYPS
PROC50.	<p>SUPPORTING PEOPLE CONTRACTS WAIVER AND AWARD - VOLUNTARY SECTOR (BME ORGANISATIONS) (Report of the Director of Adult, Culture and Community Services - Agenda Item 9)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that approval was sought to a waiver of Contract Standing Order 6.05 (Requirement to Tender) and to the award of a one year contract with the possibility of a one year extension for the provision of floating support services provided by 10 voluntary Black and Minority Ethnic Organisations as permitted under Contract Standing Order 7.03 (a). The waiver was sought on the grounds that the nature of the market for the services being provided had been investigated and was demonstrated to be such, that a departure from the requirements of Contract Standing Orders was justifiable because there were limited numbers of providers for each respective client group and the existing providers were recognised as being the definitive providers.</p> <p>RESOLVED</p> <p>1. That in accordance with Contract Standing Order 7.02 approval be granted to a waiver of Contract Standing Order 6.05 to permit the award of contracts for the provision of floating support services as detailed in the interleaved report.</p> <p>2. That in accordance with Contract Standing Order 11.03 approval be granted to the award of contracts to the following organisations on the terms and conditions set out in the appendix to the interleaved report -</p> <p>Cypriot & Elderly Disabled Group Cypriot Community Centre Embrace UK Community Support Centre Haringey Chinese Community Centre Haringey Somali Carers Trust Haringey Somali Community & Cultural Centre Kurdish Advice Centre Kurdish Community Centre Travellers Outreach Project Turkish Cypriot Womens Project</p>	<p>DACCS</p> <p>DACCS</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 21 OCTOBER 2010**

	<p>3. That it be noted that the cost of the contracts would be met from the Supporting People Programme Grant.</p>	
<p>PROC51.</p>	<p>SUPPORTING PEOPLE - WAIVER AND AWARD OF CONTRACTS - OLDER PERSONS SERVICES (EXTERNAL) (Report of the Director of Adult, Culture and Community Services - Agenda Item 10)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. An amended version of the Appendix with an additional table was laid round.</p> <p>We noted that approval was sought to a waiver of Contract Standing Order 6.05 (Requirement to tender) as permitted by Contract Standing Order 7.02(a) and to the award of thirteen one year contracts with the possibility of a one year extension for the provision of accommodation based and floating support services for vulnerable elderly people. The waiver was sought on the grounds that it was in the Council's overall interest.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That in accordance with Contract Standing Order 7.02 approval be granted to a waiver of Contract Standing Order 6.05 to permit the award of contracts for the provision of accommodation based and floating support services for vulnerable elderly people as detailed in the interleaved report. 2. That in accordance with Contract Standing Order 11.03 approval be granted to the award of contracts to the following providers and their respective scheme/services on the terms and conditions set out in the appendix to the interleaved report - <p>ASRA Greater London Housing Association ASRA Greater London – long term</p> <p>Christian Action Housing Association Rosecroft John Aldis House</p> <p>EPIC Trust Swallow House</p> <p>Hanover Housing Association Edmansons Close</p> <p>Hill Homes Nuffield Lodge</p> <p>Hornsey Housing Trust Abyssinia Court Margaret Hill House Olive Tree House Palm Tree Court Sheba House</p>	<p>DACCS</p> <p>DACCS</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 21 OCTOBER 2010**

	<p>Floating Support Service Methodist Homes Housing Association The Paddock Metropolitan Support Trust (Contract 1) Cherry Tree House Passmore Edwards House Sylvia Lawlor House Metropolitan Support Trust (Contract 2) - formerly L&Q Amelia House-Ravensdale Cozen Court Jubilee Court The White House (floating support service) Notting Hill – (formerly Presentation) Clive Lloyd House Sanctuary Housing Association Claudia Jones House and Redruth Viridian (formerly Servite Homes) Ashling House Jubb Powell Servite House Willow Housing and Care Portland Place</p> <p>3. That it be noted that the contracts would be awarded for a period of one year with the possibility of a one year extension and that the cost would be met from the Supporting People Programme Grant.</p>	
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The meeting ended at 18.35 hours.

JOE GOLDBERG
Chair

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

Present: Councillor Lorna Reith (in the Chair), Chris Barclay, Councillor John Bevan, Councillor Nilgun Canver, James Corbett, Kevin Crompton, Councillor Isidoros Diakides, Councillor Dilek Dogus, Councillor Gail Engert, Maureen Galvin, Michael Jones, Peter Lewis, Richard Mills, Susan Oti, Gloria Saffrey, Councillor Anne Stennett, Michele Stokes, Councillor Lyn Weber.

In Attendance: Xanthe Barker, Mary Connolly, Carmel Keeley, Barbara Nicholls, Eve Pelekanos, Pamela Pemberton, Nick Powell, Helena Pugh, Stuart Young.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP235.	<p>APOLOGIES</p> <p>Apologies for absence were received from the following:</p> <p>Tracey Baldwin Cllr Joanna Christophides Dave Grant Paul Head Councillor Claire Kober Richard Sumray</p> <p>Kevin Crompton - apologies for lateness John Egbo – apologies for lateness</p> <p style="text-align: right;">Chris Barclay substituted</p>	
HSP236.	<p>URGENT BUSINESS</p> <p>No items of Urgent Business were admitted.</p>	
HSP237.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 8 July 2010 be confirmed as a correct record.</p>	Xanthe Barker
HSP238.	<p>HEALTH WHITE PAPER: 'EQUITY AND EXCELLENCE: LIBERATING THE NHS'</p> <p>A presentation was given that provided an overview of the White Paper published on 12 July 2010 entitled 'Equity and Excellence: Liberating the NHS'.</p> <p>The conference was advised that the aspiration behind the paper was to give patients more control and to create £20BN of efficiency savings that would be ploughed back into patient care.</p>	

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

The one of the key changes arising from this was the abolition of Primary Care Trusts (PCTs) and the creation of an NHS Commissioning Board and GP collaboratives. The new GP collaboratives would take over responsibility for the commissioning of services by 2013. Other significant changes included allowing patients to register with the GP of their choice, rather than restricting them to their local GP, and opening up health provision to allow private providers to compete to deliver services.

In terms of performance and strategic priorities the White Paper proposed that a new outcome focused framework should be established for health and social care to replace the existing performance framework. The Secretary of State would be responsible for setting national objectives for health improvement. The Care Quality Commission (CQC) would regulate the quality of health and social care and the National Institute for Clinical Excellence (NICE) would set standards.

Local Authorities would take over responsibility for Public Health and as part of this would be required to appoint a Director of Public Health and a ring fenced budget for 'Health Improvement' would be allocated to Local Authorities to support this function. As part of this shift in responsibilities Local Authorities would be required to establish Health and Well Being Boards by April 2012 and these would have four key functions:

- Leading on a Joint Strategic Needs Assessment (JSNA) to assess local needs
- Promoting integration and partnership working (including joint commissioning)
- Supporting joint commissioning and pooled budget arrangements
- Overview and Scrutiny

The conference discussed the White Paper and it was noted that GPs and other health care professionals had expressed concern around the speed with which the changes were being introduced and support that would be available to GPs in fulfilling their new commissioning role. Concern was also expressed that the changes proposed signalled a move towards privatisation of the NHS.

The Chair noted that the Local Authority welcomed some of the proposals, such as the transfer of responsibility for Public Health, provided that adequate funding to support this was also provided. There would also need to be clarity around how Overview and Scrutiny arrangements would operate in order to avoid any conflict of interest.

The Interim Director of Public Health addressed a number of points and advised that the proposals contained within the paper represented that the biggest changes to the way health services were delivered in over thirty years.

It was noted that the Clinical Executive Committee, which represented GPs, had expressed concern with respect to GP commissioning and had

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

	<p>noted that many GP did not want to take on this role. At present there was debate around whether the areas covered by GP collaboratives and Local Authorities would be coterminous. However, guidance was yet to be received with respect to the population base that collaboratives would cover and consequently it was difficult to predict what the arrangements would be in terms of area boundaries.</p> <p>The proposals with respect to Overview and Scrutiny arrangements would need to be carefully thought through and the Well Being Strategic Partnership Board had requested that a report was submitted to its January meeting setting out the issues that would need to be considered in establishing a Health and Well Being Board (HWBB).</p> <p>In response to a query, as to how the Voluntary and Community Sector (VCS) would be consulted around any changes to the existing Well Being Strategic Partnership Board (WBSPB), it was noted the WBSPB sat within a family of Theme Boards that formed the HSP. At present the Children's Trust had a separate remit to the WBSPB; however, it was proposed that statutory HWBBs would cover both children and adults. Therefore the structure of the HSP may need to be looked at and as part of this the VCS would be consulted.</p> <p>The conference was advised that the White Paper did not make reference to who would take over responsibility for land and assets owned by Primary Care Trusts (PCTs) once they had been abolished or how this issue would be handled. A number of PCTs had raised this with the Department of Health.</p> <p>Concern was raised that with significant reductions in the number of Public Sector staff and the loss of funding for VCS organisations there would be a loss of expertise in certain areas that would result in health inequalities rising.</p> <p>The Chair acknowledged these concerns and noted that magnitude of the reductions in funding combined with the timescale within which Public Sector organisations were expected to deliver savings, meant that a gap in knowledge was likely to be created.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
<p>HSP239.</p>	<p>HOUSING IN HARINGEY: UPDATE</p> <p>A presentation was given on the work being undertaken in terms of Housing in Haringey during 2010/11.</p> <p>It was noted that there were three key issues for the Local Authority in terms of Housing during the current financial year:</p> <ul style="list-style-type: none"> • Transforming and improving Strategic and Community Housing services 	

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

- Older People's Housing Strategy
- Implications of reduction in funding from Government and the Comprehensive Spending Review

In terms of the first area a number of plans and strategies had been formed that sat beneath the over arching Housing Strategy. Partnership working had been essential to the formation and delivery of these and the Integrated Housing Board provided the strategic direction for this.

Work to reduce the level of people living in Temporary Accommodation (TA) continued to be a priority for Haringey. Although the use of TA remained comparatively high Haringey had achieved the highest reduction in TA in the UK over the last year and this had been recognised by the recent Audit Commission inspection.

Changes to the Benefit system and the capping of Housing Benefit (HB) would have a significant impact upon Haringey as people who were no longer able to afford housing in inner city areas migrated to outer London Boroughs. In addition the recent Comprehensive Spending Review (CSR) had announced that there would be a 60% reduction in the funding allocated to create new affordable housing.

The Local Authority was anticipating a significant increase in the number of out of Borough placements being made and this would put additional pressure on local services at a time when resources were shrinking.

The Chair noted that forty children with Child Protection Plans (CPPs) had recently moved into the Borough and it was believed that this was in anticipation of the cap in HB. The removal of secured tenancies would also affect the poorest members of society the most and increase the divide between the richest and poorest members of society.

It was noted that vulnerable young people currently living alone would no longer be entitled to the same level of HB and would be forced to move into shared houses that may not be appropriate due to mental or physical problems. It was contended that the HSP had a key role to play in forming a partnership approach to addressing these issues.

The Cabinet Member for Adult and Community Services noted that the reduction to Supporting People grant would have a significant impact on the support provided to vulnerable people. In response to a query, as to how the Council and partners were planning to address the cumulative impact of this and the cap on HB, the conference was advised that the Council's Strategic Housing Team was working with officers across the Council to map how the impact of these changes.

The Chair noted that the ethnic make up of the Borough meant that there were many large families that would be particularly affected and that the Integrated Housing Board would have a key role to play in responding to these changes.

RESOLVED:

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

	<p>That the presentation be noted.</p>	
<p>HSP240.</p>	<p>WORKING AT A NEIGHBOURHOOD LEVEL - MUSWELL HILL NEIGHBOURHOOD ISSUES</p> <p>A presentation was given on the recent activities and the integrated working methods employed in Muswell Hill by the Neighbourhood Management Team (NMT).</p> <p>In terms of demographics the area had a higher than average proportion of people aged 60 years and over and of white residents than the rest of the Borough. The four top four priority area identified by residents were:</p> <ul style="list-style-type: none"> • Improving services for older people • Antisocial behaviour • Residents engagement in decision making • Support to local businesses <p>The model used in Muswell Hill engaged local residents, Councillors and partners and promoted joined up working. This was facilitated by three principal forums:</p> <ul style="list-style-type: none"> • Muswell Hill Area Assembly • Muswell Hill Area Based Working Group • Making the Difference Programme <p>In addition there was a close working relationship with the Police Safer Neighbourhood Team (SNT) and VCS organisations. The Sustainable Community Strategy (SCS) provided the link between the work of the NMT and the HSP; this had recently been strengthened by the inclusion of the Area Assembly Chairs on the HSP SLC.</p> <p>The Chair noted that it was helpful to gain a better insight into the work being undertaken different parts of the Borough.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
<p>HSP241.</p>	<p>COMPREHENSIVE SPENDING REVIEW</p> <p>A presentation was given setting out the headlines from the Comprehensive Spending Review (CSR) announced on 20 October 2010.</p> <p>Headlines emerging from the CSR included:</p> <ul style="list-style-type: none"> • Local Authorities to face an average loss of revenue of 7.25% in each of the next four years • Area Based Grant (ABG) to be abolished in its existing form and rolled into formula grant • Working Neighbourhoods Fund (WNF) to be abolished as of 	

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

March 2011

- Local Area Agreement (LAA) abolished
- An additional £2BN for Adult Social Care over the next five years
- An additional £470M to build capacity in the Voluntary Sector
- Launch of a National Citizen Service and 'Big Society' bank

(The full presentation will be circulated with the minutes).

The Chair noted that the presentation provided a useful overview of the changes announced as part of the CSR and thanked officers for compiling the presentation.

In terms of the additional money that the Government had announced for the support of VCS organisations the conference was advised that there was provision within this to support smaller charities under the 'Communities First Fund'.

The Council's Chief Executive advised that he had met with other Chief Executives of London Boroughs and it was likely to be some weeks before the full impact of the announcements made as part of the CSR were fully understood. The Council would be notified of the settlement it would receive from central Government in early December. Once this detail was received the full impact of the CSR changes could be fully assessed in the wider context.

The Cabinet Member for Adult and Community Services noted that it would be essential for the partnership to map the reductions hitting the Public Sector as a whole. Once further information was known with respect to the Supporting People grant the impact of the reductions to this funding would also need to be considered.

The Chair noted that the interlinking of budgets made the financial situation particularly complex and officers would be analysing the impact of this following the CSR over the next few weeks. Once further information was received with respect to the grant settlement received by the Council, which was due late November/ early December, the impact of this could also be assessed in the wider context of Public Sector cuts.

Effective partnership working would become more important moving forward in order to make the best use of the resources available and to mitigate the impact of cuts upon local services.

It was noted VCS organisations and other partners utilised the knowledge of officers within the Council's Policy and Performance Team.

In response to a query as to how the loss of this expertise would be mitigated the conference was advised that at the appropriate juncture the Assistant Chief Executive, PPP&C and POD, would be happy to discuss the restructuring of the Policy and Performance Team and how the Council proposed to continue to support the partnership moving forward.

**MINUTES OF THE STANDING LEADERSHIP CONFERENCE (HSP)
THURSDAY, 21 OCTOBER 2010**

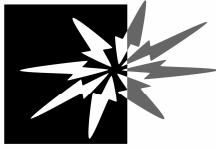
	<p>The Chair agreed that there would need to be clarity around the appropriate contact officers would be following the Council's restructuring of this service.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
HSP242.	<p>THEME BOARD UPDATES</p> <p>It was noted that Ofsted had carried out an unannounced inspection of Children's Services in August and published their report in mid-September. This has been very positive and the full report could be accessed via Ofsted's website.</p> <p>A further announced inspection would take place in the new year.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP243.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
HSP244.	<p>ANY OTHER BUSINESS</p> <p>No items of AOB were raised.</p>	
HSP245.	<p>DATES OF NEXT MEETINGS</p> <p>The dates of future meetings, set out below, were noted:</p> <ul style="list-style-type: none"> • 6pm, 3 February 2011, Civic Centre, Wood Green, N22 8LE • 6pm, 28 April 2011, Civic Centre, Wood Green, N22 8LE 	All to note

The meeting closed at 8.15pm.

CHAIR

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Haringey Council

[No.]

Agenda item:

CABINET	On 16th November 2010
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Report Title: Bereavement Services - Future Provision	
Report of : Mun Thong Phung, Director of Adult, Culture & Community Services.	
Signed : _____	
Contact Officer : John Morris, Assistant Director Recreation Services Tel: 020 8489 5602 email: john.morris@haringey.gov.uk Tim Baker, Project Manager, Parks and Bereavement Services Email: tim.baker@haringey.gov.uk	
Wards(s) affected: All	Report for Key Decision
1. Purpose of the report (That is, the decision required) 1.1 To provide an assessment of the current performance and investment needs of the service 1.2 To identify options to secure future viable and sustainable service delivery 1.3 To approve the recommended option for the Council to cease its Bereavement Services operation and dispose of its three operational sites	
2. Introduction by Cabinet Member 2.1 We are clearly faced with a very difficult and challenging decision in determining how we secure a viable solution for the Council. We need to bring about investment and maintain the revenue surplus, whilst also enabling the ongoing provision of cremation and burial choices for residents in the borough. 2.2 I believe that the proposals and recommendations, set out in this report, provide the most realistic solution and we should progress immediately to minimise any short term revenue loss, achieve the best value for money and secure ongoing provision.	
3 State link(s) with Council Plan Priorities and actions and /or other Strategies: 3.1 Links to: Greenest Borough Strategy – Priority Two LB Haringey – Asset Management Plan LB Haringey – Capital Strategy and Revenue Plan	

4 Recommendations

That members consider the options appraisal set out in the feasibility report and approve the following:

- 4.1 That subject to recommendation 4.2, the Enfield Crematorium, Tottenham Cemetery and Wood Green Cemetery is marketed for disposal as a going concern. Such disposal should be on the basis of leasehold arrangements with a specialist operator. The heads of terms of the leases are to be agreed by the Head of Corporate Property Services;
- 4.2 That, officers progress and secure a detailed Planning Permission for the new burial provisions at Enfield Crematorium Cemetery should the marketing exercise demonstrate that this will increase the site value of Enfield Crematorium;
- 4.3 That the result of the marketing exercise including responses, evaluation, disposal arrangements and recommendations are reported back to Cabinet for approval;
- 4.4 That subject to recommendation 4.1 and 4.3 the Council ceases to directly provide crematorium and cemetery services;
- 4.5 That approval is given to the disposal on the open market of 1 and 2 Grenville Cottages located at the north-east end of the Enfield Crematorium site, and the associated receipt ring-fenced to support the one off business disposal costs.

5 Reason for recommendation(s)

- 5.1 Enfield Crematorium requires a minimum capital investment of £6.6m to sustain its ability to provide cremation and burial services that return a revenue surplus to the Council. This investment is needed to upgrade cremation equipments to comply with new emissions standards, and provide new burial spaces.

6 Other options considered

- 6.1 Maintain Council operation and prioritise capital investment of up to £13.4m (excludes possible borrowing costs) to upgrade cremation equipment, provide further burial space and upgrade site infrastructure at Enfield Crematorium
- 6.2 Offer the Enfield Crematorium site only for sale to an external bereavement services operator, via a tender process, whilst retaining ownership and operation of Wood Green and Tottenham Cemeteries
- 6.3 Offer Enfield Crematorium site, with Wood Green and Tottenham Cemeteries for sale to an external bereavement services operator, via a tender process
- 6.4 Offer Enfield Crematorium site only for lease to an external bereavement services operator, via a tender procedure, whilst continuing to directly manage Wood Green and Tottenham Cemeteries
- 6.5 Do nothing. This option will result in the service operating at a net loss within a few years

7 Summary

7.1 Executive Summary

7.1.1 Bereavement Services is a discretionary commercial service with a budgeted net income to the authority, and operating in an increasingly competitive market.

7.1.2 The Service is largely administered from Enfield Crematorium, managing burial, cremation and memorial activity on this site, together with Tottenham and Wood Green Cemeteries.

7.1.3 The Council has a predominantly 'operator' responsibility, whilst the London Borough of Enfield is the 'regulatory' authority in relation to the crematorium.

7.1.4 The recent trend in both burials and cremations is down, whilst memorials income is relatively stable. The 'efficiency savings' led price increases in the last 3 years has partly masked the downturn in business volumes.

7.1.5 The key reasons for this downturn are:

- Increased life expectancy and reduced death rate;
- Reduced supply and choice of burial provision;
- Crematorium 'fitness for purpose' and ability to meet today's customer expectations.

In addition, there is the imminent challenge and requirement to meet new environmental standards to tackle mercury emissions from crematoria.

7.1.6 To better understand these challenges and explore possible solutions, the Council has commissioned and undertaken 5 pieces of work, the conclusions of which are reflected in the feasibility report, which include:

- Assessment of mercury emissions plant/ equipment upgrade;
- Feasibility of developing new longer term burial provision at Enfield Crematorium;
- Crematorium redevelopment and upgrade;
- Valuation of Enfield Crematorium and Cemetery;
- Appraisal of future delivery options.

7.1.7 This work clearly identifies both the investment need and potential of between £6.6m - £13.4m, with a minimum requirement to meet the latest environmental standards, future burial supply and a net income target. To do nothing is not an option.

7.1.8 The options available to the Council are:

- Keep the services in house with reduced revenue budget surplus target;
- Keep the services in house with Prudential Borrowing Investment of between £6.6m - £13.4m (actual cost of £9.6m - £19.4m);
- Long Term Lease to a specialist operator;
- Sale to a specialist operator.

7.1.9 Given the balance of provision, administrative requirements and economies of scale, it is recommended that the whole function and all sites are included in the

preferred option. The preferred option is for the Enfield Crematorium site and the Tottenham and Wood Green cemetery sites to be offered on a long-term lease to a specialist operator. The Enfield Crematorium valuation assumes development and delivery of the new burial provision by an external operator. However, the decision to fund the planning application process to enable this construction will be deferred until initial expressions of interest by private operators validate the assumption that planning permission for a cemetery extension will add value to the Enfield Crematorium site. At present it is unclear whether a prospective buyer will want to make the necessary investment in new burial spaces. If however it is shown that a disposal with the benefit of a detail planning permission would enhance the value and be attractive to any potential buyer then officers propose to obtain such planning permission prior to any marketing exercise for disposal. In recent years the majority of burial income has accrued from Wood Green cemetery, which, in effect, cross-subsidises the maintenance of Tottenham Cemetery. The income stream from the newly created capacity at Wood Green will be exhausted in two to four years leaving a net cost for the maintenance of Tottenham Cemetery. This cost would need to be funded from alternative sources if these two sites were excluded from disposal.

- 7.1.10 The marketing process will be constructed to require external operators to provide bids for each site and as one package, whilst also indicating their preferred length of lease(s). This will enable the Council to properly assess the overall financial benefit /impact, and whether or not to adopt different leasehold terms for each site.
- 7.1.11 A lease based agreement with an external operator will enable the Council to build in controls, to ensure the ongoing effective management and maintenance of the sites, in particular Tottenham and Wood Green Cemeteries. The terms would include provisions concerning:
- Opening hours and access to facilities;
 - Maintenance standards – horticultural and infrastructure;
 - Safety and security;
 - Informal /passive recreational use;
 - Future use of existing grave space.
- 7.1.12 There is an outline project programme, as follows:
- Cabinet approval – Nov 2010
 - Sale of Grenville Cottages – by Mar 2011
 - Draw up service leases and contract – by Mar 2011
 - Complete tendering process – by Aug 2011
 - Complete evaluation process – by Sept 2011
 - Award contract – by Nov 2011
 - Decommission/transfer service – by Jan 2012
- 7.1.13 The key questions to be considered in selecting the appropriate course of action include:
- Is this a key Council priority and activity?
 - Is this a statutory or discretionary activity?
 - What is the Council's position on demand, asset and financial risk?
 - Is the Council in a position to prioritise capital investment?
 - What are the implications for staff?

- The opinion and perception relating to the disposal of Tottenham and Wood Green cemeteries?
- How do we meet the 'mercury emissions' implementation deadline of December 2012?

8. Chief Financial Officer Comments

8.1 Bereavement Services produces a surplus of income over expenditure. However, in recent years this surplus has begun to decline due to the reasons set out in the report. The net income budget for 2010/11 is £605k. However, current projections show that this is not expected to be achieved and the service is anticipating an income shortfall of approximately £420k this year and is expected to continue to decline.

8.2 Whilst 132 additional spaces are to be made available at Wood Green Cemetery during 2010-11 the revenue surplus after borrowing costs will be £188k over the life of the new space, two to four years. Assuming a three year life, income shortfalls will be mitigated by £62k per annum.

8.3 This report recommends that the Council ceases to provide bereavement services and that the service as a whole is disposed of. The financial implications of this option follow.

8.3.1 Lease service to external Crematorium/Cemetery Operator

This option allows for an external organisation to pay a rent to the Council on a long-lease basis, in return for operating the sites as a private cremation and burial business, outside of the control of Haringey. This option would reduce the risk of a further decline in income for bereavement services and give certainty long term. In addition, there may be the possibility of re-using the site in future years and the lease option would give Haringey the opportunity to benefit from this income.

8.3.2 Dispose of the service to external Crematorium/Cemetery Operator

This option allows for an external organisation to purchase the site from the Council to operate as a private crematorium and burial business, outside of the control of Haringey. This would be a one-off capital receipt and would not address the net income budget. Haringey would lose any option to re-use this site in the future and forego any potential income associated with this in the long term.

8.3.3 For either of the options above it will be necessary to dispose of the 2 properties at the north-east end of the Enfield Crematorium site. This will give the Council a one-off capital receipt.

8.3.4 The option to only dispose of Enfield Crematorium as opposed to the entire Bereavement Service means that a revenue shortfall will result and currently no funding source for this has been identified.

8.4 Alternative options considered:

8.4.1 Do minimum – install mercury abatement equipment

The cost of these works is circa £1.2m, plus the cost of any civil engineering and building works which is currently unknown. In order to finance this cremation charges would need to be increased. It is possible that an increase in charges will cause clients to use other more competitively price crematoria. This option in itself would not increase income and may in fact give rise to a decline in cremations while work is completed. This option has been discounted.

8.4.2 Remodelling the site

In addition to the mercury abatement equipment detailed above a further proposal is to improve the existing crematorium building, either by constructing a brand new cremation facility or by refurbishing existing facilities. The cost range for this is £2.6m to £6.8m. It would potentially increase the number of clients using services, but again would require prudential borrowing and the impact on prices could dissuade clients. It is likely that this would result in the inability to repay the capital investment.. This option has been discounted.

Neither of the above options would address the current lack of grave spaces and income targets associated with burials.

8.4.3 Council investment

A further option would be for the Council to invest and retain operation of bereavement services. The minimum investment required for mercury abatement equipment and additional burial spaces would be £6.6m, £1.2m and £5.4m respectively. The maximum investment would include the full remodelling of cremation facilities at an additional cost of £6.8m. Total maximum investment required £13.4m. If funding this through prudential borrowing the full cost of repayment would be between £9.6m and £19.4m. This would have an impact on prices as described in 8.4.2 above. It is likely that this would result in the inability to repay the capital investment.

- 8.5 It should be noted that significant costs have been incurred/planned on this project to date: approximately £72k in 2009/10 and a minimum of £90k in 2010/11 in order to fund the disposal process. To date, costs have been met by prudential borrowing, however, it is recommended that these one-off costs are met by any future receipts secured as a direct result of the project.

9. Head of Corporate Property Services Comments

- 9.1 The package of sites can be disposed of to a private operator via a long leasehold arrangement with restrictive covenants in place to control the continued use of the land and buildings and incorporate obligations on the private operator to maintain and repair all sites to a Council acceptable level. These conditions will form part of the Heads of Terms.
- 9.2 1 and 2 Grenville Cottages can be sold at an open market value, separately from the disposal of the crematorium and cemetery sites, under s.123 Local Government Act 1972.

- 9.3 The sale of Grenville Cottages will result in revenue implications as the current rent receivable from the occupying tenant will no longer be received. An adjustment will therefore need to be made to the budget for this loss of income following disposal of these properties. The loss in revenue will be £1,814.88.

10. Head of Legal Services Comments

- 10.1 The Council may dispose of the business of cremation and burial service carried out at the Enfield Crematorium, the Tottenham and Wood Green Cemeteries as a going concern. The business, equipments and stocks (if any) must be valued separately from the properties;
- 10.2 The Council may dispose of the Enfield Crematorium, the Tottenham and Wood Green Cemeteries and separately the two Grenville Cottages but must in all instances obtain the best consideration that can reasonably be obtained. A disposal includes a sale of the Council's freehold interest or the grant of a lease for a term exceeding 7 years.
- 10.3 Members should note that the disposal of the business and of these premises means the Council will cease to offer crematorium and cemetery services to its residents.
- 10.4 The proposed disposal of Enfield Crematorium and Wood Green and Tottenham Cemeteries as set out in this report consists of the sale of a business to which the supply of services is incidental. Therefore any such sale would not be subject to the European procurement regime or to the Council's Contracts Standing Orders.
- 10.5 **TUPE implications**
The recommended course of action would appear to involve a relevant transfer for the purposes of the Transfer of Undertakings (Protection of Employment Regulations) 2006 (TUPE) by reason of a service provision change within the meaning of Regulation 3(1)(b)(i). In such circumstances the team of 22 posts identified in **Appendix F** of the report will constitute an "organised grouping of employees" whose principal purpose is that of carrying out the functions subject to the transfer. Thus the transfer of the functions to an external bereavement services operator will also involve the transfer of staff from that "organised grouping" in post immediately before the transfer to the employment of the service operator on the terms of their contract of employment in force at that point.
- 10.6 Regulation 13 of the 2006 Regulations places a duty on the Council to consult representatives of the employees affected by the proposed transfer or by measures taken in connection with it. Such consultation shall commence in sufficient time to allow for proper consultation with those representatives, including the consideration of representations made, before the date of transfer. Although not expressly required by Regulation 13, it would be advisable for the consultation exercise to extend to the members of staff affected as well as their representatives.
- 10.7 In the event that the outcome agreed by Members is one included in the list of options at paragraph 6 – Other options considered, advice should be sought from Legal Services on the employment implications of that course of action.

11. Equalities and Community Cohesion Comments

- 11.1 Bereavement Services has always been able to reflect the diverse needs of its clients by working with funeral directors to ensure that cremation and burial facilities meet these requirements. This is particularly the case at Wood Green cemetery and the intention is to encourage the development of Enfield Crematorium site to equally cater to the needs of the local community.

12. Consultation

- 12.1 Throughout the process of this review of bereavement services, staff have been briefed about the context and potential implications and outcomes. In addition, the views of various technical services have been sought to enable a complete picture of future provision to be formed. These have included cremation and burial specialists, civil and structural engineers, the local planning authority, the Environment Agency, landscape designers and other cremation and burial authorities in London.
- 12.2 It is expected that further consultation on site facilities will occur prior to any approach to the market to specify any Council requirements and those of stakeholders.
- 12.3 Clearly, subject to Cabinet consideration of the proposed option, the Council will establish and undertake full consultation with staff and trade union representatives in implementing the recommended option.

13. Service Financial Comments

- 13.1 Bereavement Services in 2009-10 had a budget shortfall of £163k as burial space at Enfield Cemetery was completely depleted and cremations were down. It is anticipated that in 2010-11, the budget shortfall could increase to £420k as, in addition to Enfield Cemetery, Wood Green Cemetery also ran out of burial spaces. The extension to the burial provision underway at Wood Green Cemetery will help to partly offset this shortfall. Additionally, it is only a short term solution as the new provision will only provide spaces for approximately two to four years. The recommended option in this report will provide a much longer term solution for addressing the budget shortfall.

14. Use of Appendices

- 14.1 More detailed information is contained in the Feasibility Report (**Appendix B**) and **Appendices C – I**).
- 14.2 List of Appendices
Appendix B Feasibility Report
Appendix C Enfield Crematorium site plan
Appendix D Tottenham Cemetery site plan
Appendix E Wood Green Cemetery site plan
Appendix F Staff establishment and structure
Appendix G Service Volumes
Appendix H Crematoria provision in London
Appendix I Grenville Cottages (Enfield Crematorium) site plan

15. Local Government (Access to Information) Act 1985

15.1 Exempt information is contained in appendices A and J-M and background documents.

EXEMPT

15.2 **Appendix A** Chief Financial Officer comments

15.3 (List of Feasibility Report appendices)

Appendix J Service Income

Appendix K Service Profit / Loss

Appendix L Enfield Crematorium Strategic Review

Appendix M Valuation Summary

15.4 Background Documents

- The installation of abatement equipment at Enfield Crematorium by The Institute of Cemetery and Crematorium Management: May 2009
- Feasibility Study at Enfield Crematorium New Burial Facility by NPS Group: April 2010
- A review of options for the future operation of Enfield Crematorium – NPS Property Consultants: May 2010
- Valuation: Enfield Crematorium and Cemetery, Wood Green Cemetery and Tottenham Cemetery. – DVS March 2010

NOT FOR PUBLICATION: The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Feasibility Report

Enfield Crematorium Burial Provision and Redevelopment Plan

Contents

1. Enfield Crematorium, Tottenham and Wood Green Cemeteries
2. Statutory Requirements for service provision
3. Service Delivery
4. Service Volumes
5. Service Quality
6. Operational Challenges
7. Financial Analysis
8. Enfield Crematorium and Burial Provision Feasibility Studies
9. Options Appraisal Outcome
10. Consideration of Wood Green and Tottenham Cemeteries
11. Consideration of Grenville Cottages
12. Change Implementation
13. Project costs
14. Outcomes and Implications
15. Conclusions

1. Enfield Crematorium, Tottenham and Wood Green Cemeteries

a) The Enfield Crematorium (see Appendix C)

Enfield Crematorium is owned and managed by this Council and is located at the northern end of the Great Cambridge Road EN1 4DS and is one of London's largest. The crematorium has two chapels which can each hold approximately 150 people for religious or non-religious services. There is approximately 50 acres of land, most of which is dedicated to the Gardens of Remembrance. The site has a lawn cemetery which is now full and a feasibility study for extending the cemetery into the adjacent land filled site has recently been completed. The details of this are within this report.

b) Tottenham Cemetery (see Appendix D)

Tottenham Cemetery is owned and managed by this Council and is located in White Hart Lane /Creighton Road N17. Tottenham Cemetery effectively has no accessible new grave spaces available. However, there is still a regular demand for re-opening of existing graves. The site covers approximately 62 acres. There are two chapels on site with the west chapel available for burial services.

c) Wood Green Cemetery (see Appendix E)

Wood Green Cemetery is also owned and managed by the Council and is located in Wolves Lane N22. It is the Council's newest cemetery and was opened in 1996. It pioneered the use of concrete burial vaults in Haringey which have proved very popular. It also has a dedicated Muslim section. Although the cemetery currently has no more grave spaces available, a project is underway to provide a further 132 new plots, consisting of both traditional dig and concrete vault graves. The works were authorised by Procurement Committee on 21 June.2010 and commenced in September 2010 with completion expected in December 2010.

2. Statutory Requirements for Service Provision

- 2.1 The Council, in keeping with all Local Authorities, is not required to provide cemeteries and crematoriums as a statutory duty. The requirement is discretionary and the Local Authorities' Cemeteries Order 1977 (LACO77) states that a Local Authority **may** provide and maintain cemeteries inside or outside of its area. Article 4(1) of LACO77, however, requires that a Local Authority must keep any cemetery that they are responsible for in good order, including buildings and infrastructure.
- 2.2 As a Burial Authority, the Council is also entitled to own and operate crematoria and charge such fees as it sees fit. Other areas of legislation cover the statutory requirements for keeping registers and plans of sites, the cremation of human remains, as well as compliance with the Environmental Protection Act 1990 (EPA1990) covering crematorium emissions. For the latter, the local authority regulator (which in the case of Enfield Crematorium is the London Borough of Enfield) grants an annual operation permit based on recordings of emissions submitted.
- 2.3 In addition to the above, the requirements of the Public Health (Control of Disease) Act 1984 need to be met. Under this legislation, a Local Authority becomes responsible for the disposal of any person who dies within its boundary where no suitable funeral arrangements have been made. Currently, the Council, via the Coroner's Office and Urban Environment Enforcement Service, undertake approximately 12 of these "Parish Funerals" per year at an average annual net cost

of £2,500. This sum is comparatively low because, in many cases, estates of the deceased eventually yield the required payments.

3. Service Delivery

For service delivery, the Council is based in offices on site at Enfield Crematorium. From here, the burial services at Wood Green, Tottenham and Enfield cemeteries are administered as well as the cremation services at Enfield Crematorium.

The whole service is delivered by a dedicated Council team of 22 FTE staff (see **Appendix F**). A change in the management and ownership of the operation to an external crematorium operator, has TUPE implications and would thus require appropriate consultation before any disposal can take place.

4. Service Volumes (See Appendix G)

4.1 Cremations

There were 2,070 cremations carried out during the financial year 2009-10, against a target set of 2,260. There has been a downward trend in cremations in recent years from over 3,000 in 1996. This is partly attributable to a reduction in the national and local death rates as well as a demographic trend towards a younger population as older residents move from urban to more rural locations. The total for 2009-10 represents 56% of current cremation capacity and approximately 50% of all deaths in the Haringey, Enfield and Hatfield areas.

There are twelve other crematoria in the region (see **Appendix H**). The number of cremations undertaken at each of these (except Parndon Wood) for the years 2008-09, compared with 2007-08, shows that nine crematoria increased cremations, with Enfield being one of four crematoria with a reduction in numbers between the two years. However, only three crematoria showed changes outside the range of +/- 5%, and, of these, the most significant was the increase of 10.12% recorded in respect of Forest Park Crematorium in Ilford, where the number of cremations increased from 1,086 to 1,186 during the 2009-2010 financial year.

4.2 Burials

The service data (see **Appendix G**) shows the recent volume and trend in burials for the Council. The trend is generally downwards. This has been caused by a combination of falling death rates, a shortage of burial space and a continuing trend towards cremation rather than burial. However, the demand for new burial space remains and the Council has always offered a choice. The balance between burials and cremations is actively managed and encouraged. In 2009-10, burials amounted to 189, or 9 per month, down from 15 per month in 2006-07.

Wood Green Cemetery experienced a higher demand for new graves during 2009-10 as Enfield Cemetery became full and Wood Green provided the only spare capacity for the Borough. However, since then, all three cemeteries have nearly exhausted new grave spaces.

The supply shortage is being addressed in Wood Green Cemetery via the procurement of 132 new grave spaces, the completion of which are expected in December 2010. This additional capacity is expected to last two to four years. For Enfield Cemetery a feasibility study (May 2010) has concluded that a further 1,791 new grave spaces can be created, providing approximately 17-20 years of additional burial capacity. Once this additional capacity has been exhausted, there will be no additional space on that site for further burials.

At present, the demand for grave re-opening for subsequent interments to an existing grave remains fairly stable. In 2009-10 this accounted for 30% of burial operations for the Council with 52% of reopens being second interments.

5. Service Quality

The service provided by the Council from Enfield Crematorium is highly regarded and valued by funeral directors and clients. In 2010, the Bereavement Services team were awarded the Front-line Customer Service Team of the Year at the National Customer Service Awards. Also, there were nine WOW award winners in 2008 with a further two this year, as well as an XtraMile Award winner in 2009.

Wood Green Cemetery is the recipient of numerous awards including Green Flags in 2009 and 2010, ICCM Best Cemetery in 2006 and 2007 and an Award for Community Involvement in 2009.

Tottenham Cemetery won the Best Improved Cemetery award at the ICCM Cemetery of the Year Awards in 2008.

6. Operational Challenges

The Council faces a number of challenges which may be categorised as follows:

- The need to comply with impending mercury emissions targets
- A shortage of burial spaces
- Asset condition of Enfield Crematorium buildings
- Local competition
- User and stakeholder expectations

6.1 Mercury Emissions

The UK Government is a signatory to the OSPAR Convention for the Protection of Marine Environment of the North East Atlantic (Oslo-Paris Agreement) (1992), which addressed international concerns over pollution to the marine environment. Under this signatory countries undertook to cease all mercury emissions into the atmosphere by 2020. In relation to this, the Defra (Department for Environment, Food and Rural Affairs) 2004 Process Guidance Note 5/2(04) has provided the legislative framework for achieving a 50% national reduction in crematoria mercury emissions by 31st December 2012, with a further reduction to 100% by 2020.

Enfield Council is the regulatory authority for Enfield Crematorium, whilst Haringey Council is the operating authority. It is the responsibility of Enfield Council to issue the permit for this Council to operate the Enfield Crematorium and it is Enfield Council's responsibility to supply information to Defra about the current status of the crematoria in their area, regarding mercury abatement progress. In February 2009 the Council notified Enfield of its intention to seek 100% abatement of mercury emissions from cremations carried out at Enfield Crematorium.

Authorities that declare themselves unable to meet the 50% target will be able to make payments to a burden sharing scheme (CAMEO - Crematoria Abatement of Mercury Emissions Organisation) the receipts from which will be shared among those authorities meeting or exceeding the target. Whilst the Council may be able to revise its intention, it is important to note that if the CAMEO burden-sharing scheme cannot secure the required 50% reduction in mercury emissions then Defra can issue a directive requiring all crematoria above a certain size to install abatement equipment. It has been suggested that the volume threshold for mercury abatement crematoria will be 2,000 cremations per annum. Currently,

Enfield Crematorium's volume is in excess of this and, thus, may be subject to any Defra directive. In any case, there is a Defra target to achieve 100% abatement of mercury emissions by 2020, so the CAMEO solution can only be a temporary measure.

The reduction in mercury emissions is achieved through the installation of additional filtration plant connected to the cremators and can be linked into heat-exchange boiler systems.

An ICCM (Institute of Cemetery & Crematorium Management) report that was commissioned by the Council in May 2009 advised that, as the existing cremators were due for replacement in 2012, the installation of filtration equipment should accompany the provision of three new cremators.

The overall purchase price for the cremation plant and equipment was taken at an indicative figure of between £1.1m and 1.4m. However, this did not take into account the cost of any civil engineering and building works that were likely to be needed to install the equipment in the existing crematory at Enfield.

Additional challenges are presented by this requirement, not least the need to address service continuation during the works and a potential supply bottleneck as burial authorities across the country seek to be compliant by January 2013. The ICCM advise a likely procurement duration of 12-18 months. This would indicate that procurement of mercury abatement equipment should start no later than June 2011.

Whether the Council invest in new plant and equipment or pay into the CAMEO burden-sharing scheme, the expectation is that the end-user pays for the mercury abatement arrangements through higher cremation charges.

6.2 Burial Provision

The Council has nearly exhausted its existing supply of new grave spaces. Enfield Crematorium cemetery ceased to offer new plots from January 2009. Tottenham cemetery is also nearly full with a limited number of new plots established in recent months. Most burial operations in this borough are now confined to re-opening of existing graves and the 'Baby' cemetery at Enfield.

The Council is addressing this shortage with two projects; one at, a) Wood Green cemetery and one at b) Enfield Crematorium cemetery. The prospect of re-using existing graves could provide extra capacity in the future and this is set out in paragraph c) below.

a) Wood Green Cemetery Extension

A total of 132 new grave spaces are planned to be made available within the existing cemetery at Wood Green. A technical specification for constructing 28 traditional graves, 104 vaulted chambers and retaining structures has been produced and now forms the basis of a contract to supply and install the work for which commenced in September 2010.

It is envisaged that this work, due for completion in December 2010, will offer burial provision for up to four years. This is based on the grave usage rate from 2007-08, when grave space at Wood Green was previously in plentiful supply. Prudential borrowing will be required to support the construction of this extension. It is estimated that the construction work will cost £340k which, once interest and fees are added, will require repayments of £457k over two years, commencing 2011-12. With an expected income of £645k from the sale of graves over this period, the overall revenue surplus should be around £188k.

b) Enfield Crematorium Cemetery Extension

In May 2010 the Council completed a feasibility study for extending the existing cemetery into an unused area of the site. This area was previously used for domestic landfill and is unsuitable for traditional dug graves.

The feasibility study was commissioned to address the apparent unsuitability of the only available ground. It details the surveys that have been undertaken and the consequent engineering solution proposed to enable new graves to be provided on the site.

The study and its proposed engineered solution conclude that it is financially and technically viable to create additional grave spaces on the site. This proposal has been examined by the Environment Agency whose role is to ensure that there is no risk of pollution to controlled waters as a result of cemetery development. They have confirmed that they would have no objection to a planning application for this cemetery extension. The local planning authority, Enfield Council, also supports the proposal, in principle.

The project cost has been estimated at £5.4m. This would deliver an additional 1,791 grave spaces, the majority of which would be double vaulted chambers. It is estimated that this would provide burial provision on the site for the next 17 to 20 years. The source of funding could be prudential borrowing. Including interest payments, the total cost of the new cemetery would be £7.6m all of which could be recovered during the first 10 years of the life of the cemetery. It is estimated that the current price of a double burial chamber would need to rise by 57% to £6,251, and thereafter by 3.3% per annum, in order that the current level of income for the service is maintained.

c) Grave Re-use

This is a relatively recent approach for tackling the nationwide problem of cemetery capacity shortages. The powers to re-use graves are as follows:

“The subject of re-using existing graves has been the subject of an ongoing discussion since 1994. In London Section 9 of the greater London Council General Powers Act 1976 enables borough councils to reclaim and reuse a grave where rights of interment have not been exercised for 75 years and specified Notice has been published and the right of burial extinguished. Similar powers exist for the City of London Cemetery. Should any proper objections be received and not withdrawn the re-use is not permitted. Burials may thus be carried out in existing graves without disturbing human remains.

Under S74 of the London Local Authorities Act 2007 in certain circumstances borough councils have power to disturb human remains, in contrast to above, in graves older than 75 years where a burial authority wishes to deepen the grave to enable more burials, the ‘lift and deepen approach’. This is subject to compliance with conditions largely contained in the earlier legislation above. The outstanding debate is for areas not covered by these Acts and some possible relaxation but to date is not resolved. It is reported that some boroughs and the City of London cemetery have availed themselves of these powers.”

(Source: District Valuer Service – March 2010)

So, whilst it is possible to create additional grave space by re-using old graves, it is not a methodology that is widely used at present. In addition to the potential

consultative and administrative burden that such a method presents, there is also likely to be a cost involved in the grave recovery. A further obstacle to exercising this option is that of public resistance to such a scheme.

6.3 Asset Condition – Enfield Crematorium

The original Crematorium buildings were completed in 1938. The accommodation includes two chapels for services, four cremators, site offices and welfare offices in the main block with a columbarium and additional offices in the West Chapel building, which was opened in 1955. The site management offices and public toilets are located to the rear accessed directly off the parking area. The external appearance of the main building is dominated by a prominent brick chimney in line with the entrance roadway.

There is a detached three-bedroom house at the site entrance; currently occupied by the site manager. There are also two three-bedroomed, semi-detached houses (see **Appendix I**, 1&2 Grenville Cottages) adjacent to the north-eastern entrance. One of these is occupied by a Council tenant; the other is used as a staff welfare and storage facility. Both of these houses are considered surplus to the requirements of the bereavement services operation.

The existing network of site carriageways is restricted and limits access to parts of the site. It is frequently congested with mourners' vehicles for which there is inadequate parking.

A condition survey of the buildings on the site was undertaken by Property Services in January 2010. It concludes that buildings are in a reasonable condition. The survey identifies some minor repair requirements over the next five years, to the value of £39k with £23k indicated for the current financial year (2009-10).

This condition survey indicated that further surveys need to be undertaken to identify works that may be required to meet statutory compliance standards, including a DDA survey, Fire and Water Risk Assessments and an updated Asbestos Survey.

The condition survey has identified the need for maintenance but not for building improvements. As a minimum, staff facilities and public toilets, in particular, need a significant upgrade to meet current expected standards.

The age, design and external appearance of the Crematorium buildings, create an austere impression, reinforced by the central positioning of the chimney in line with the entrance driveway, though this effect has been softened through use of sympathetic planting. The Service Chapels have relatively little natural light and a similarly austere feel.

6.4 Local competition and client expectations

There are twelve crematoria in the vicinity of Enfield Crematorium (see **Appendix H**). These represent an element of competition for Enfield Crematorium as many of them have in recent years been refurbished, improved and, in the case of Forest Park in Hainault, are brand new facilities. In effect, it is usually the family who make the choice of site for cremation, and, usually, this is based on proximity of residence of the deceased and their immediate family, where they may have existing family laid to rest, and the recommendation of the funeral director. Other factors that will inevitably influence that choice, though, will be the price of service/memorials¹, attractiveness of the grounds and buildings, availability and quality of

¹ Cremation Pricing

Enfield Crematorium's 2009/10 fee was £510 (Now £535). This compares with other providers as follows:

All 24 London Crematoriums	Average fee £478	Range: £340 - £575
Nearest 12 Crematoriums	Average fee £497	Range: £420 - £600

public facilities, access by road, availability of parking and the quality of service provided by staff and management. It follows that any perceived reduction in quality for any of these factors will reduce demand for services at that crematorium.

Changing client expectations over the years have led to more contemporary designs for crematoria which tend towards a more sympathetic and informal feel, with, for example, much greater use of natural light within the Chapels. In order that Enfield Crematorium retains its position of choice for the local area, it will require some investment to modernise its facilities, offer a greater range of services and improve vehicle access and parking on site. The requirement for major civil works to enable the mercury abatement equipment to be fitted presents a good opportunity to address the need for better buildings and infrastructure. In addition, the proposal for further burial facilities includes a new roadway that will alleviate the traffic congestion problems that are currently experienced on the site.

7. Financial Analysis

7.1 Cremations and burials are operated as a commercial service which is reflected in the base budget. The service is completely self-financing and has, as an average of the last four years, produced a revenue surplus. The main revenue streams are from cremations, burials and memorials.

7.2 Cremations Income (Appendix J)

The income received for cremation services for the last four years averages just over £1m.

Whilst the number of cremations over this period has declined slightly the income has been supported by a steady increase in cremation charges at a rate significantly over the rate of inflation during the same period. This has been linked to the planned budget expectations and the requirements of the efficiency savings decisions. The current charge for a cremation is £535, up from £440 in 2007-08. Income targets for cremations are set on an annual basis. In 2009-10 income was short of target by 6%. In the previous three years, income exceeded target by 12% (2006-07), 2% (2007-08) and 3% (2008-09)

7.3 Burials Income (Appendix J)

The total annual income for burials (both new graves and re-opened graves) is now in decline as new grave burial space has been significantly reduced. Unless new grave spaces are created, burial income will largely be dependant upon continuing demand for re-opened graves, although this only represents about 12% of total burial income. The advent of new burial chambers at Wood Green Cemetery had mitigated somewhat against this downward trend. These chambers are very popular with clients and generate more than double the unit revenue compared to traditional dig graves. However, because there is very limited capacity remaining, income in 2010-11 will be reduced compared to previous years, pending completion of additional capacity towards the end of 2010/11. In previous years income exceeded target by 27% in 2006/7 and 4% in 2007/8, whilst 2009/10 was 0.5% short of target.

7.4 Memorials Income (Appendix J)

A range of memorial items are available for clients to purchase. The vast majority of this income is generated at Enfield Crematorium and related, in volume and income, to the cremation service. This is an important, and, until recently, relatively stable, revenue stream for the operation. In 2009-10 income was down 11%. In the previous

three years income targets had been achieved, or virtually achieved, with a range of +1% to -2% against budget.

7.5 Profit and Loss (Appendix K)

Analysis of the operations trading performance is set out in the Appendix.

8. **Enfield Crematorium and Burial Provision Feasibility Studies**

8.1 Given the performance challenges and changing environmental protection legislation the Council commissioned two further pieces of work during 2010 aimed at the need to invest in building, infrastructure and equipment as well as reducing or eliminating the financial risk posed by lack of burial space.

- 1) Production of a series of options for safeguarding the provision of all Council services from the Enfield Crematorium site
- 2) Assessment of the feasibility of extending the cemetery at Enfield Crematorium

8.2 Enfield Crematorium Strategic Review (Appendix L)

This report, "A Review of Options for the Future Operation of Enfield Crematorium" was written by an NPS property consultant and was published in May 2010. It was commissioned by the Council to define what site developments should and could be instigated as a way of securing service provision from the site over the next 25 years, in the face of local competition, mercury emissions compliance requirements and revenue surplus expectations.

This review concludes that engagement with the market to transfer the operation to a third party, either on a long operational lease basis or through a sale of the freehold interest, represents the recommended route for the future operation of the Enfield Crematorium site.

The conclusions of the Strategic Review Report can be summarised as follows:

- There is a requirement to renew cremators at the Crematorium and fit mercury abatement plant to comply with emissions targets
- The volume of cremations at Enfield is reducing due to demographic reasons although the lack of investment in buildings and infrastructure on the site cannot be ruled out as a contributory factor
- There are two main options available for the Council to pursue against this background, one of which is to undertake capital investment to improve the site facilities and the other is to investigate market interest in buying or leasing the site so that an external operator can manage it as a private crematorium and cemetery business, outside of Haringey Council control
- As a result of an initial options appraisal, the option to refurbish the site appears less favourable than that to either dispose of or lease out the site. To test this conclusion, the Council should engage with the market
- The burial feasibility study, the site review and the two other cemeteries should be brought together into an integrated approach towards the future of the burial and cremation operation in Haringey

Evidence collected during this Review suggests that external operators would be willing to invest in refurbishing crematoria and cemeteries given sufficient length of lease to make this viable. Whereas standard local authority leases tend to be 25 to 30 years, an external operator may be looking for a lease of 90 or above.

8.3 Burial Extension Feasibility

This report, produced by NPS, concluded the following, in its Executive Summary:

- The project is technically viable. The construction can be achieved by stabilising the existing landfill ground, creating a concrete base over this and installing concrete burial chambers, with appropriate surface landscaping, upon this new base.
- Following a series of groundwater pollution risk assessments, the Environment Agency has reported that they would have no objection to a planning application for this cemetery extension.
- The project cost would be £5.4m. Construction should be divided into an initial phase, to provide the site infrastructure, and subsequent phases to provide burial chambers as necessary.

9. Enfield Options Appraisal Outcome (Appendix M)

9.1 The NPS report identified a series of options for equipping Enfield Crematorium site for future operations to enable continual service provision over the next 25 years. These ranged from a Do Minimum option, to address mercury emission requirements, through a medium-term option, to remodel and improve existing buildings to a long-term option for completely rebuilding the Crematorium. In addition, an option to dispose of the Crematorium to an external operator to manage as a private business, either through sale or leasing, was identified.

Following an options appraisal process the Lease or Disposal options was identified as providing the best overall value for money for the Council.

9.2 Options Appraisal Process

The option appraisal process was carried out according to Treasury Green Book guidelines.

To enable the analysis to occur, a list of service objectives were compiled as follows:

- Maintain/ increase proportion of total cremations in relation to total number of cremations in local area
- Upgrade staff facilities to ensure that suitable over period of review
- Modernise site to improve user experience and meet expectations over review period
- Meet mercury abatement standards
- Improve environmental performance with emphasis on carbon reduction
- Improve car parking allocation(150-200cps)
- Ensure ongoing/uninterrupted operation of site during any works

These objectives were then prioritised according to importance and weighted. Then, the costed options available were scored against the above objectives to analyse the contribution that each chosen option would make towards objective achievement. Thus, each of the options was appraised on the basis of cost vs. benefit and then discounted in order to compare the costs and benefits that would occur over a 25 year period.

The discount rate of 3.5% (Net Present Value (NPV)) is set by the Government and is used to convert all costs and benefits to present value so that they can be compared.

The Lease or Disposal options from this analysis returned the most favourable NPV results and highest scores against the non-financial objectives. The other options would involve a capital contribution from the Council and are therefore seen as a 'cost' whereas the lease/disposal option is seen as a benefit.

10. Consideration of Wood Green and Tottenham Cemeteries

The work commissioned by the Council to examine the feasibility of investing to secure the future of service provision was centred on Enfield Crematorium. However, Wood Green and Tottenham cemeteries also need to be considered.

Notwithstanding short-term investment to provide additional burial space at Wood Green, these two cemeteries represent some elements of service delivery that will continue even when new burials are no longer taking place. Clients will continue to require a burial service for subsequent interments, both to traditional dig and burial chamber graves. Visitors will rightly expect that the standard of grounds maintenance will be sustained even when grave space has been exhausted. People will also expect that they can continue to access and enjoy the site as a public amenity space. With this in mind, the memorial safety inspection programme will need to continue. Finally, the future re-use of existing graves cannot be ruled out as a method for creating burial space capacity to meet continuing demand. For these reasons, both Wood Green and Tottenham Cemeteries should be regarded as a part of the package of service delivery alongside that at Enfield Crematorium.

This view is endorsed by DVS (District Valuer Service). With reference to two recent, comparable, transactions by Torbay Council and North Somerset Council they say:

“The characteristic of these collaborations is the fact that the operator takes over the service provision as a whole and not on an individual site basis reflecting the ability of the sustainable crematoria element of the business to subsidise those parts which are either wholly maintenance burdens or have a limited or low and uncertain income producing potential.”

In relation to Wood Green and Tottenham Cemeteries, they advise the following:

In the light of the information provided it is apparent that the most sustainable and profitable element of the Council's current operation is the crematoria and cemetery at Enfield. Wood Green has potential for a good income stream in the immediate future but will then be dependent on the less certain income from re-openings. Tottenham is already in this situation.

Having regard to the foregoing and the appendix reports it is considered that the best option for the Council in order to secure the long term future of it's service can only be to offer, by tender, a package of the three sites based upon a minimum of a 15 year agreement subject to annual review, the current surplus, the extension potential and with provision for inflation. The Lodge House on the crematorium site is regarded as beneficial to the service and should be included within the package offered.

11. Consideration of 1 and 2 Grenville Cottages

Where once these properties would have been for the use of service staff attached to the Enfield Crematorium operation, this is no longer the case. The properties are considered to be surplus to Council requirements and, therefore, should be sold, as a pair, as a separate exercise to that of the remainder of the Enfield Crematorium site. A valuation of the properties was carried out in March 2010 giving a general guide value.

12. Change Implementation

In order to progress the disposal of the business and the three sites, it is proposed that a project team be established to oversee the change implementation process. This team should be sponsored by AD Recreation Services and report into the Regeneration Programme Board, via the Capital and Assets Strategy Board. The team will be multi-functional and consist of officers from Corporate Resources as follows: HR, Procurement, Legal Services and Property Services, as well as Recreation Services.

Initially, Expressions of Interest will be sought from appropriate external bereavement services operators. Operators interested in leasing or buying the package of sites and operations from the council will then be asked to participate in a formal tendering process, led by Corporate Property Services.

It is estimated that the whole process, including the gaining of planning permission, if applicable, could take about 18 months from the date of Cabinet approval. Preparation work has already commenced to secure planning permission from Enfield Council for the Enfield Cemetery extension. Recreation Services will continue to be responsible for this element. In addition, it is planned that groundwater testing and monitoring is maintained on the basis that this may become a planning condition at the request of the Environment Agency.

Other key tasks will include dealing with any TUPE implications, gaining vacant possession of the properties to be sold and disposing of the sites.

13. Project Costs

The Council has incurred professional fees and surveying costs to prove the feasibility of burial provision construction and to investigate the options for Enfield Crematorium, funded from the 2009/10 capital allocation. Further costs for the detailed design of the burial provision will need to be incurred, leading up to planning permission approval, if applicable. The costs are summarised below:

Description	2009-10 Cost	2010-11 Cost
Enfield Burial Provision		
Management fees	27,721	9,168
Design and QS consultancy	7,960	16,232
Ground Surveys	20,234	2,671
Crematorium Study		
ICCM Report	1,200	
NPS Report	10,000	
District Valuer Report	4,500	
Site Disposal		
Management Fees		37,500
Legal Fees		25,000
Property Services Fees		10,000
Total	71,615	90,571

14. Outcomes and Implications

In 2009-10 the Council produced a revenue surplus from joint operations at the Enfield Crematorium site and its other two cemetery sites. This surplus is at risk and can only be sustained through capital investment in new cremation equipment (£1.2m), enhanced site facilities (minimum £2.6m, maximum £6.8m) and a new cemetery (£5.4m).

The investment required by the Council (min. £9.2m – max £13.4m) to safeguard this annual revenue and to provide an ongoing service for, say, the next 25 years would have to be funded by prudential borrowing which not only adds to the overall cost of investment but is required to be self-financing.

The prospect of a sale or lease of the Council's Crematorium and cemetery sites to a 3rd party operator, to manage independently of Council control, addresses some of the pressures currently facing the Council's operation. By engaging with the market for the provision of these services and a return of revenue (or capital receipt) to the Council, with an ambition to match the existing surplus, a transfer of risk can be anticipated for the following investment decisions:

- Mercury abatement filtration equipment and new cremators
- Improvements in buildings and site infrastructure
- New burial provision

The investment in these areas could only be justified on the basis that costs can firstly be controlled in the short-term and, secondly, recovered in the long-term, by ensuring that service demand matches the necessary income targets. This demand would need to be generated by improved facilities on site, improved customer experience, service pricing and appropriate marketing.

The implications of 3rd party ownership and operational management could include:

- Staff transfer under TUPE rules
- Relinquishment of operational control, ownership and pricing
- Public attitude to asset transfer
- Public and Council concerns about quality of service
- Ability of external operator to manage the service profitably
- Loss of amenity value of site(s)
- Enhanced amenity value of site(s)

15. Conclusions

The Enfield Crematorium site is facing an uncertain future unless significant capital investment is made towards improving cremation and burial services delivered from it. The revenue surplus that this service has traditionally returned to the Council is now at risk unless the appropriate investment is made.

An appraisal of the options available for safeguarding the future operations on site has concluded that attracting market interest for the sale or lease of the site to an external operator provides the most advantageous financial and operational outcomes for the Council. Such an approach would transfer the investment risk to a private sector operator who would then be responsible for operating and managing their own, profit-making business independently of Council control. This arrangement can either return a capital receipt or an annual revenue stream to the Council, whilst complying with the necessary crematorium and burial legislation and regulations.

Appendix C – Site plan Enfield Crematorium



Enfield Crematorium & Cemetery
Great Cambridge Road
LONDON

Deed Document No.
Title No.

CPM no. 0057

Overlay : Environment - misc.

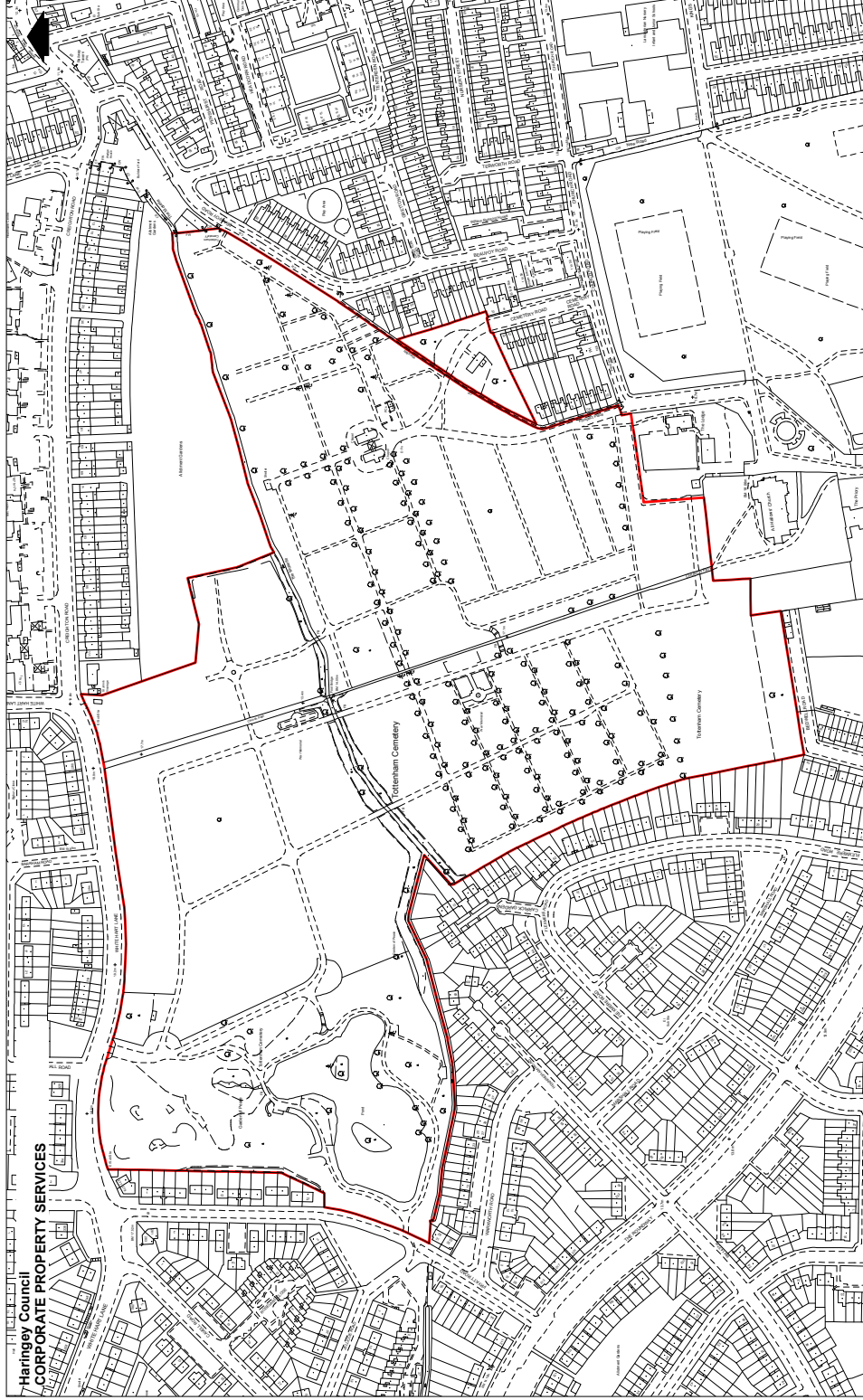
Plan produced by Janice Dabinett on 26/01/2010

Site area in hectares : Total 14.9352ha

Scale 1:2500

BVES Drawing No. A3 0135c

APPENDIX D – Site plan Tottenham Cemetery



Tottenham Cemetery
 White Hart Lane
 LONDON
 N17

Deed document no.

Title no.

CFM no. 0823

Overlay: *Environment - misc.*

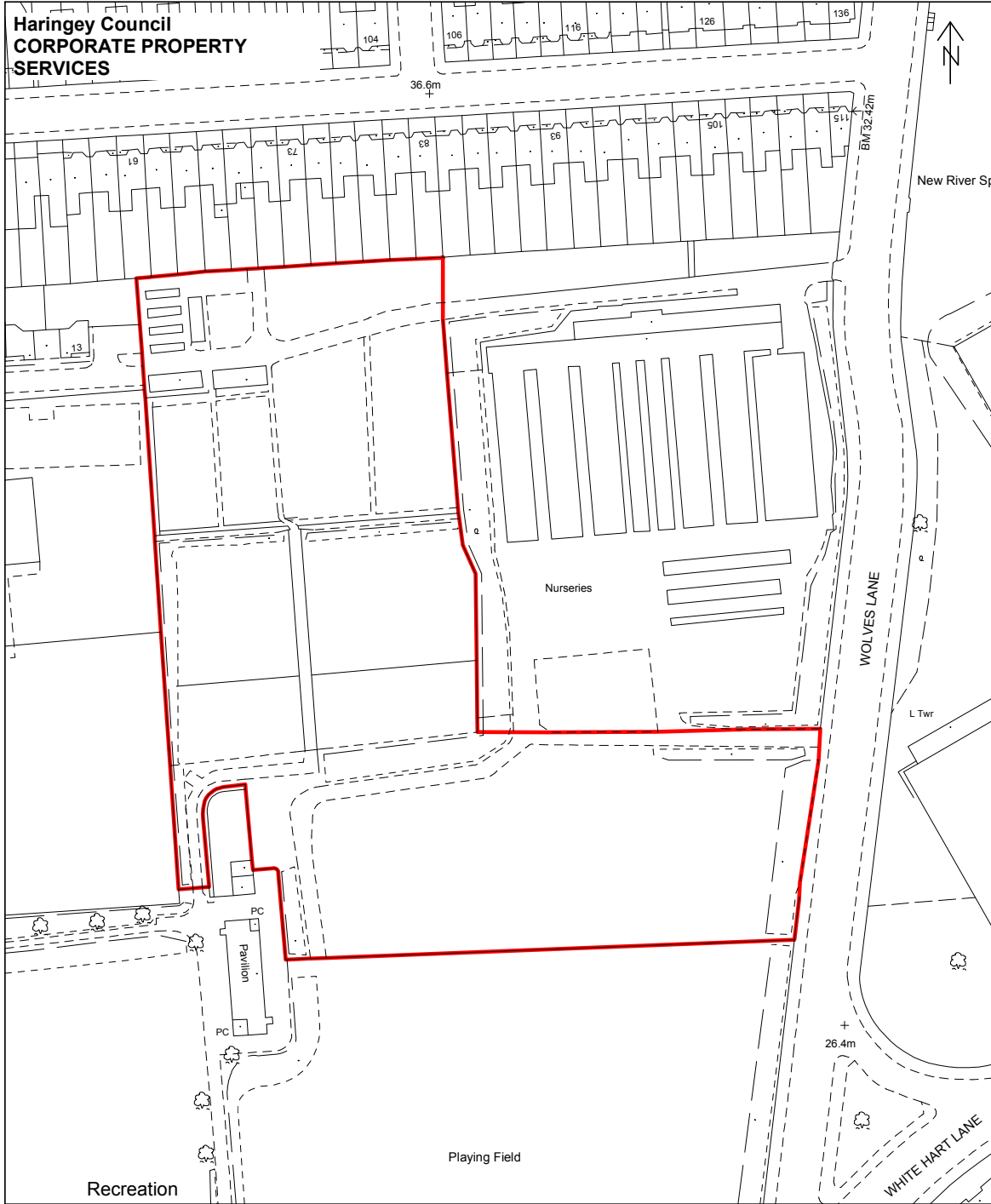
Plan produced by Janice Dabinett on 15/06/2010

Site area in hectares: 18.1452 ha

Scale 1:2500

BVES Drawing No. A3.0244c

APPENDIX E – Site plan Wood Green Cemetery



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Wood Green Cemetery
 (adjoining Wolves Lane Nursery)
 Wolves Lane
 Wood Green
 LONDON
 N22

Edged Red - Whole Site : 1.412ha (14120.7sq.m.)

CPM No. 0252

ASSET VALUATION PLAN

Overlay : Asset Valuations

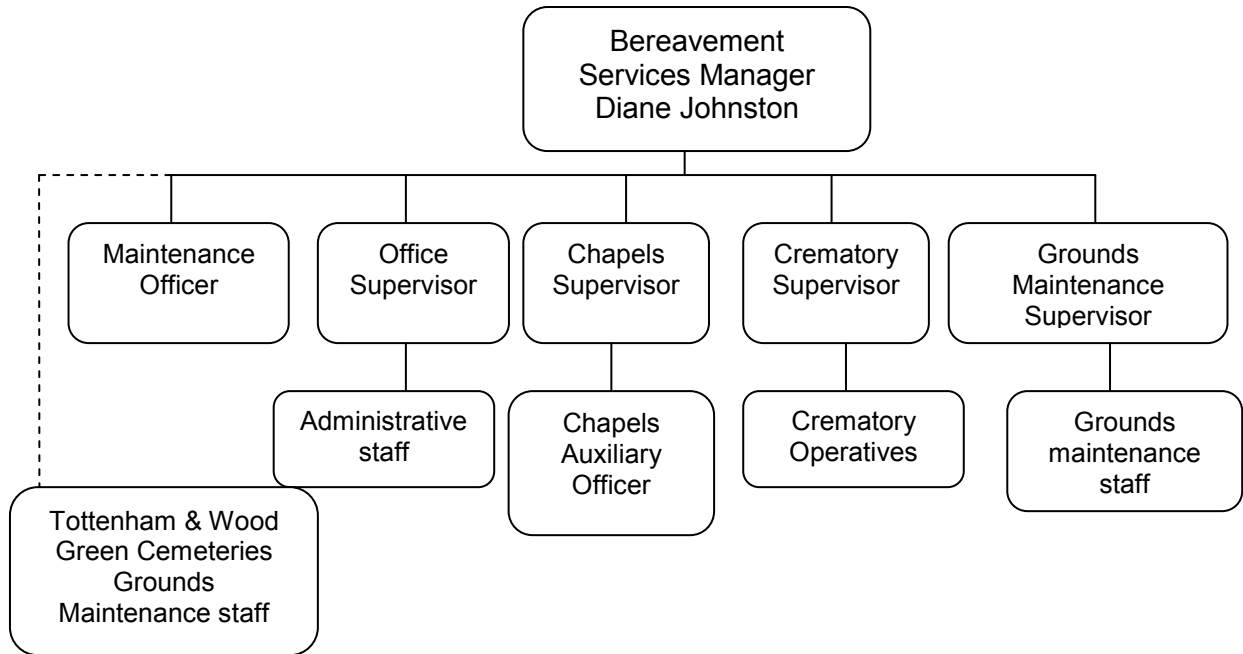
Scale 1:1250

Plan produced by Kevin Lincoln on 04/12/2007

Drawing No. BVES A4 2509

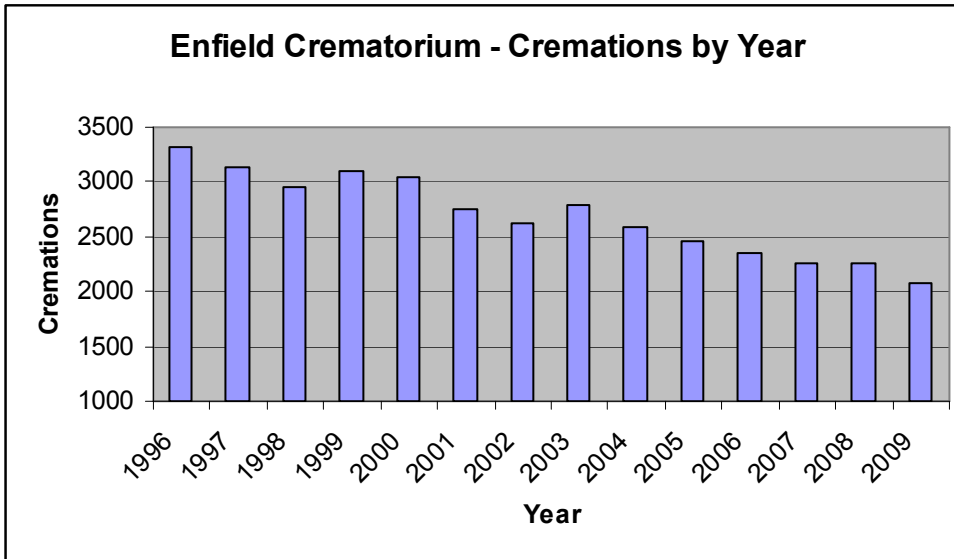
APPENDIX F – Staff establishment and structure

Service Head	1 Post
Admin team	4 Posts
Crematory team	4 Posts
Site maintenance	1 Post
Grounds Maintenance	10 Posts (1 vacancy)
Grave digging	2 Posts (1 vacancy)
Total Staff	22 Posts



APPENDIX G - Service volumes

Cremations

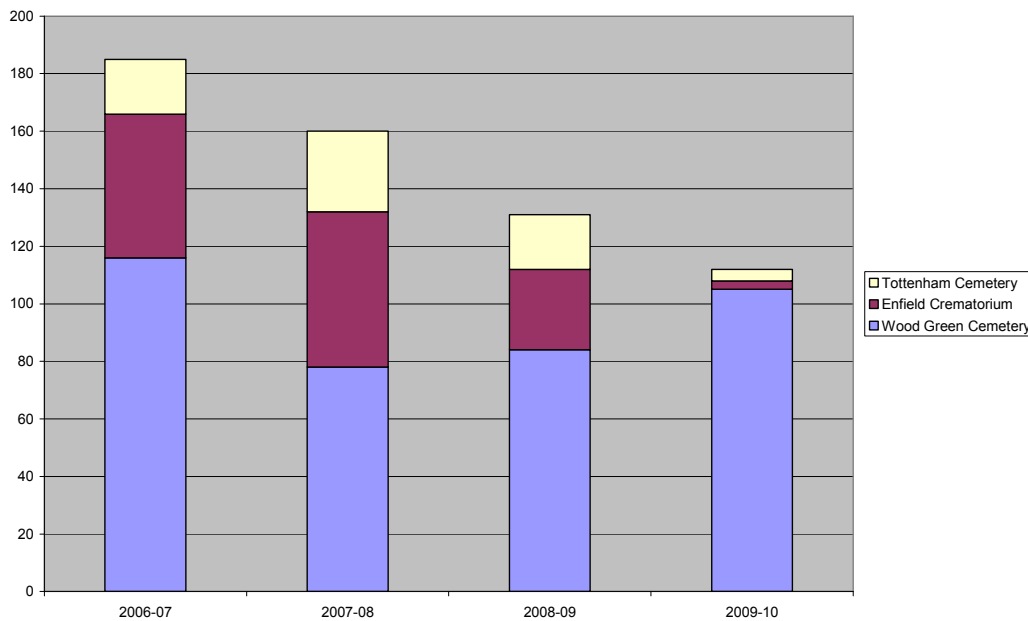


Graph: Enfield Crematorium Volumes 1998 to 2009

Burials

	Wood Green	Enfield	Tottenham	TOTAL
2006-07	116	50	19	185
2007-08	78	54	28	160
2008-09	84	28	19	131
2009-10	105	3	4	112
TOTAL	383	135	70	

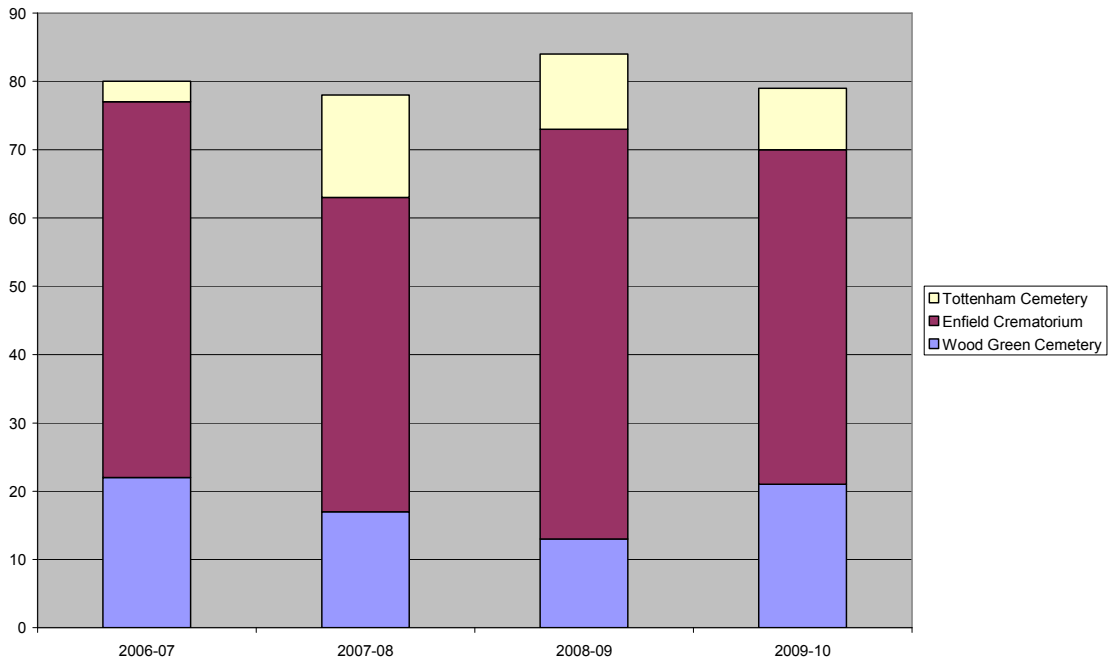
Table: Burials, by year, by cemetery (New grave spaces only)



Graph: Burials, by year, by cemetery (New grave spaces only)

New Graves	Wood Green	Enfield	Tottenham	TOTAL
2006-07	116	50	19	185
2007-08	78	54	28	160
2008-09	84	28	19	131
2009-10	105	3	4	112
TOTAL	383	135	70	588

Table: Burials, by year, by cemetery (New grave spaces only)

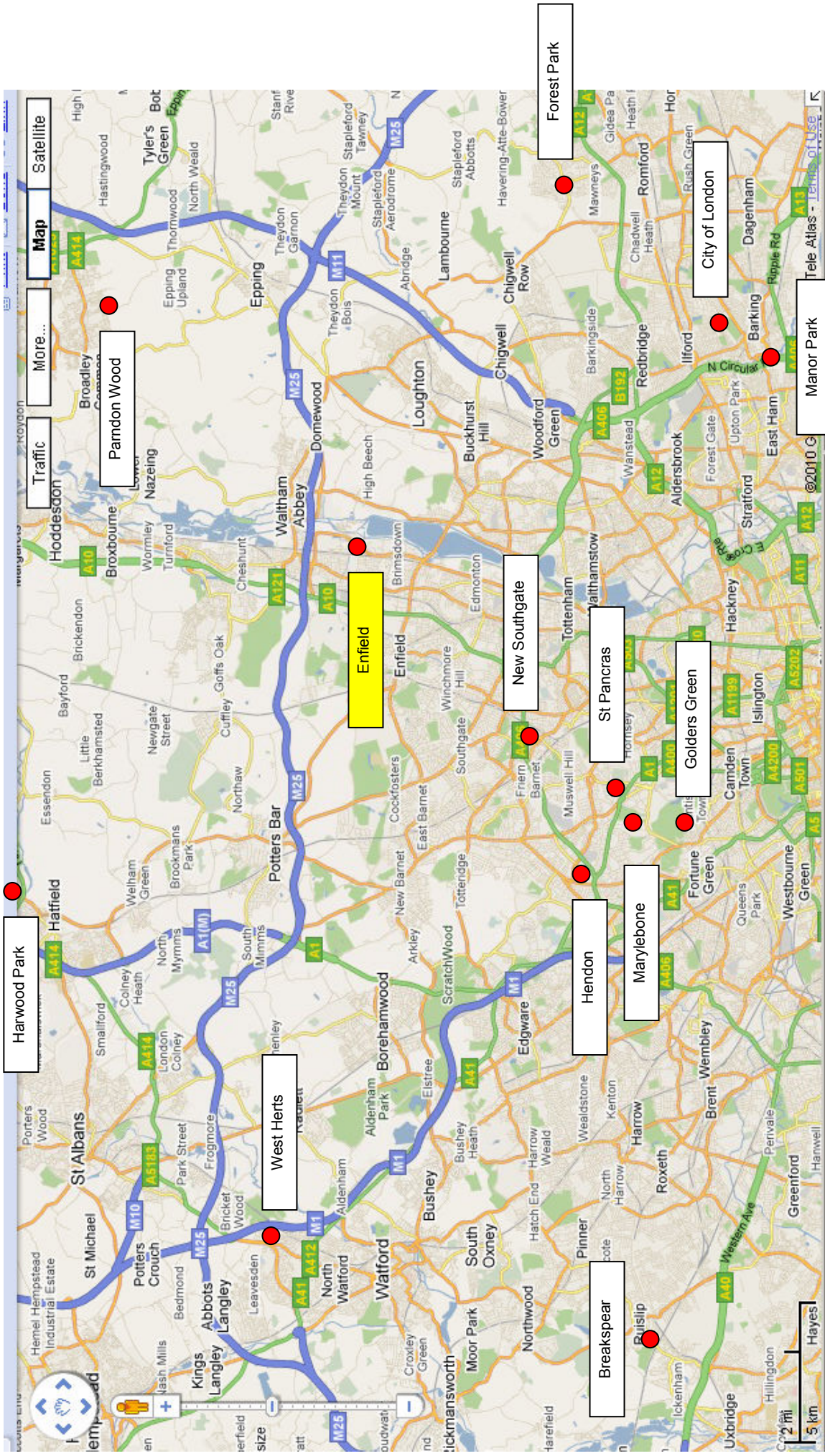


Graph: Grave Re-opens, by year, by cemetery

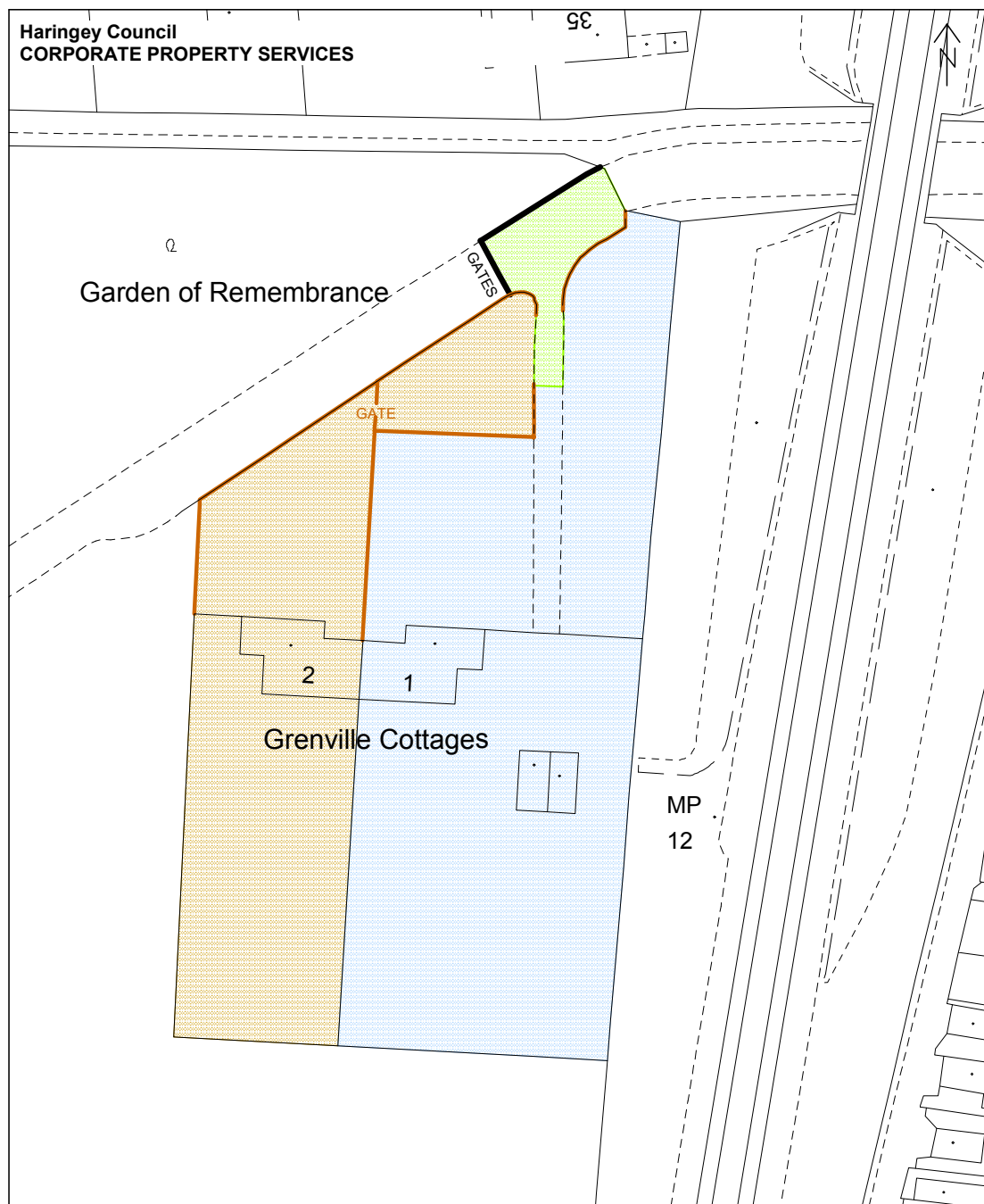
	Wood Green	Enfield	Tottenham	TOTAL
2006-07	22	55	3	80
2007-08	17	46	15	78
2008-09	13	60	11	84
2009-10	21	49	9	79
TOTAL	73	210	38	321

Table: Grave Re-opens, by year, by cemetery

APPENDIX H – Crematoria Provision in London



APPENDIX I – Site plan Grenville Cottages, Enfield Crematorium (Draft – new boundary proposal)



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1 & 2 Grenville Cottages
Winnington Road
Enfield
EN3 5RW

Shaded blue - 1 Grenville Cottages
 Shaded brown - 2 Grenville Cottages incl. parking area
 Shaded green - Shared ownership/Haringey Council retained land with rights of way
 Red line - New garden fence & gate to cottages
 Black line - New metal fence & relocated gates to Cemetery

Proposed disposal option 1

Deed document no. : 5262 LR title no. : freehold AGL201901(part)

CPM No. 0057

Site Area (hectares) :

Overlay : *Environment - misc.*

Scale 1:500

Plan produced by Janice Dabinett on 28/09/2010

Drawing No. BVES A4 0482c



Agenda item:

[No.]**Cabinet****16 November 2010**

Report Title. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

Report of the Assistant Chief Executive (People & Organisational Development)

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**Report for: **Information****1. Purpose of the report**

1.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.

1.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. These are contained in the individual action forms.

4. Recommendations

4.1. That the report be noted

5. Reason for recommendation(s)

5.1. Not applicable.

6. Other options considered

6.1. Not applicable

7. Summary

7.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.

7.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

8. Chief Financial Officer Comments

8.1. Where appropriate these are contained in the individual delegations.

9. Head of Legal Services Comments

9.1. Where appropriate these are contained in the individual delegations.

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. Where appropriate these are contained in the individual consultation forms.

12. Consultation

12.1. Where appropriate details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Where appropriate details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action – 2010 SEPTEMBER

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	09.09.13	Request for waiver – Networked Neighbourhood	Agreed
2.	30.09.10	Establishment changes – CLL	Agreed [by Lisa Redfern – covering for Director]
3.			
4.			

Delegated Action

Delegated Action	Number
23.09.10: CSO 11.02 IMCA and DOLS – Advocacy Partners Speaking Up	1

Submission authorised by:  Date: 4th October 2010

Mun Thong Phung
Director of Adult, Culture and Community Services

DIRECTOR OF (insert name of Directorate) CHILDREN & YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action 2009/10

◆ Denotes background papers are Exempt.

No.	Date approved by Director	Title	Decision
1.			
2.			

Delegated Action

Type	Number
6.03	Coppetts Wood Refurbishment Project – Kitchen Seven Sisters Primary School, Renewal of double-door refrigerator Alexandra Primary School, Renewal of dishwasher West Green Primary School, Replacement sink unit
11.02	Mulberry Primary School Re-modelling Project – Completion of RIBA Design Stage 2 Strategic Primary Capital Pupil Places Plan : Procurement of resources for Options Appraisal Coleridge Primary, Phase 3, Procurement of Clerk of Works Coleridge Primary, Phase 3, Procurement of Cost Consultancy Services Bruce Grove Primary School, Fire Alarm Works – award of project
12:02	Bruce Grove Primary School, Fire Alarm Works – letter of intent

Submission authorised by:



CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2010/11 - September 2010

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ◆	23.09.10	Decision report of the Director of Corporate Resources in consultation with the Cabinet Member for Finance and Sustainability re: Premises at 505-511 Archway Road.	To proceed with the disposal and agree terms following Cabinet approval in June 2008.

Delegated Action		Number
Type		
Approval for award of contract under CSO 6.16 re: Asset Management Planning - Technology Forge Data base - Maintenance and Web Hosting 2010-2012, signed by Lead Finance Officer 17.09.10.		1
Approval for award of contract under CSO 6.16 re: OHMS Auto-banding upgrade for new allocations policy, signed by DCR 17.09.10.		1
Approval for award of contract under CSO 11.02 re: Cleaning of Munro Works, signed by DCR 27.09.10.		1

Submission authorised by: *J. Fenwick*

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