

## **NOTICE OF MEETING**

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# **Cabinet**

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TUESDAY, 7TH FEBRUARY, 2012 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

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

### **AGENDA**

#### **1. APOLOGIES**

To receive any apologies for absence.

#### **2. URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with at Item 19 below. New items of exempt Urgent Business will be dealt with at Item 21 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, license, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

#### **4. MINUTES (PAGES 1 - 16)**

To confirm and sign the minutes of the Cabinet meeting held on 20 December 2011 as a correct record.

**5. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**6. THE COUNCIL'S QUARTERLY PERFORMANCE ASSESSMENT: QUARTER 3, 2011/12 (PAGES 17 - 48)**

(Report of the Chief Executive to be introduced by the Leader of the Council) To provide an update on progress against the Council's outcomes and priorities for the third quarter of 2011/12 (October-December 2011).

**7. FINANCIAL PERFORMANCE FORECASTS AS AT 31 DECEMBER 2011 (PAGES 49 - 60)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Carbon Reduction): To consider the forecast financial revenue and capital outturns for 2011/12 based on actual performance to 31 December 2011.

**8. FINANCIAL PLANNING 2012/13 – 2014/15**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Carbon Reduction): To consider and agree the proposed budget package for 2012/13 and later years and the Council Tax for 2012/13.

**REPORT TO FOLLOW**

**9. REVIEW OF FEES AND CHARGES 2012/13 (PAGES 61 - 106)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Carbon Reduction): To consider and agree the proposed fees and charges for 2012/13.

**10. ANNUAL AUDIT LETTER 2010/11 (PAGES 107 - 132)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Carbon Reduction): To receive the Annual Audit letter for 2010/11 from the Council's external auditors, Grant Thornton, and to note the issues raised and actions being taken.

**11. HARINGEY STRATEGIC PROPERTY REVIEW (PAGES 133 - 142)**

(Report of Director of Place and Sustainability– To be introduced by the Cabinet Member for Finance and Carbon Reduction): To summarise the work currently being undertaken to assess future property needs.

**12. FUNDING AND INVESTMENT PACKAGE FOR THE TOTTENHAM REGENERATION PROGRAMME (PAGES 143 - 206)**

(Report of the Director of Place and Sustainability – To be introduced by the Cabinet Member for Economic Development and Social Inclusion): To consider the proposed package of funding for Tottenham, combining Council and Mayor of London resources to help leverage private sector funds. The aim of this funding package is to deliver a first phase of sustainable social, economic and physical regeneration in Tottenham, with a particular focus on the priority area of North Tottenham.

**13. FUTURE USE OF 639 HIGH ROAD TOTTENHAM (PAGES 207 - 214)**

(Report of the Director of Place and Sustainability – To be introduced by the Cabinet Member for Economic Development and Social Inclusion): To consider proposals for working in partnership with the Greater London Authority (GLA) to create an enterprise, employment and community centre within 639 High Road Tottenham (Bruce Grove Ward) as part of the regeneration of the area.

**14. HARINGEY ADULT SOCIAL CARE LOCAL ACCOUNT 2010/11 (PAGES 215 - 248)**

(Report of the Director Housing and Adult Services – To be introduced by the Cabinet Member for Health and Adult Services): To note the Local Account 2010/11 document.

**15. REVIEW OF FULL TIME NURSERY CLASS PLACE PROVISION FOR THREE AND FOUR YEAR OLD CHILDREN IN HARINGEY'S SCHOOLS (PAGES 249 - 282)**

(Report of the Director Housing and Children's Services – To be introduced by the Cabinet Member for Children's Services): The report describes the re-distribution and re-allocation of the funding for full time places to support the anticipated increased demand for part time places to meet national expectations of 90% take up of the 15 hour per week free entitlement to nursery education for all 3 year olds.

**16. OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES (PAGES 283 - 292)**

(Report of the Director Children and Young People's Service – To be introduced by the Cabinet Member for Children's Services): This report summarises the various options for the future of the residential provision provided for Looked After Children directly by the Council.

**17. MINUTES OF OTHER BODIES (PAGES 293 - 306)**

To note the minutes of the meetings set out below:

- a) Corporate Parenting Committee 06 December 2011
- b) Procurement Committee 12 January 2012

**18. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 307 - 320)**

(Report of the Assistant Chief Executive): To inform the Cabinet of delegated decisions and significant actions taken since the last Cabinet meeting on 20 December 2011.

**19. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at Item 2 above.

**20. 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) or the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods and services.

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 13 and 16, which appear earlier within the agenda.

**21. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any items admitted at Item 2 above.

**22. OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES (PAGES 321 - 322)**

(Report of the Director Children and Young People's Services – To be introduced by the Cabinet Member for Children's Services): This report summarises the various options for the future of the residential provision provided for Looked After Children directly by the Council.

**23. FUTURE USE OF 639 HIGH ROAD TOTTENHAM (PAGES 323 - 324)**



(Report of the Director of Place and Sustainability – To be introduced by the Cabinet Member for Economic Development and Social Inclusion): This report describes proposals for working in partnership with the Greater London Authority (GLA) to create an enterprise, employment and community centre within 639 High Road Tottenham (Bruce Grove Ward) as part of the regeneration of the area and to encourage and support entrepreneurship and secure wider community engagement.

#### **24. LONDON HOUSING CONSORTIUM (PAGES 325 - 346)**

(Report of the Monitoring Officer – To be introduced by the Leader): This report proposes that the London Housing Consortium (LHC) should be formally established under the Local Government Act 1972 as a Joint Committee comprising the London Borough of Haringey.

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**Councillors Present:** Councillor Claire Kober (Chair), Councillor Lorna Reith (Vice-Chair), Councillor John Bevan, Councillor Nilgun Canver, Councillor Dilek Dogus, Councillor Joe Goldberg, Councillor Alan Strickland and Councillor Bernice Vanier

**Also Present:** Councillor Katherine Reece, Councillor Richard Wilson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>CAB85.</b>	<b>APOLOGIES</b>  There were no apologies for absence.	
<b>CAB86.</b>	<b>URGENT BUSINESS</b>  There were no new items of Urgent Business. The following reports were accepted as late items:  <u>Item 7 – Financial Planning 2012/13 to 2014/15</u> <u>Item 13 – Options for the Future Use of Larkspur Close</u>	
<b>CAB87.</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest made.	
<b>CAB88.</b>	<b>MINUTES</b>  <b>RESOLVED:</b>  That the minutes of the meeting held on 8 November 2011 be confirmed as a correct record.	HLDMS
<b>CAB89.</b>	<b>DEPUTATIONS/PETITIONS/QUESTIONS</b>  Deputations were received from the following with respect to Item 14 – Proposed Closure of Alexandra Road Crisis Unit:  Mr Chris Taylor of Unison Ms Jill Carter of the Save Alexandra Road Crisis Unit Group  <i>(A third deputation had been accepted from Mr Malcolm Hunt however he did not attend the meeting).</i>	
<b>CAB90.</b>	<b>RESPONSE TO THE SCRUTINY REVIEW ON THE CLUSTERING OF BETTING SHOPS</b>  Cabinet received a report that presented the proposed responses to recommendations arising from the Scrutiny Review on the Clustering of Betting Shops.	

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	<p>It was noted that at present the Gambling Act (2005) did not allow the Licensing Authority to take into consideration whether there were already a significant number of betting shops in any one area or their cumulative impact when determining licensing applications.</p> <p>The Cabinet Member for the Environment expressed her thanks to the Members that had sat on the panel and commended the proposed recommendations and actions set out in the report.</p> <p>It was noted that the Council recognised the concerns of residents with respect to this and had lobbied the Government and mounted a legal challenge contending that the Council should be able to take the impact of the clustering of betting shops into account when granting a licences, however, this had been unsuccessful. The Council would continue to lobby for change in this area.</p> <p><b>RESOLVED:</b></p> <p>That the scrutiny report and recommendations and proposed actions set out in Appendix 1 of the report be agreed.</p>	
<p><b>CAB91.</b></p>	<p><b>FINANCIAL PLANNING 2012/13 – 2014/15</b></p> <p>Cabinet considered a report that presented a proposed budget package for 2012/13 and later years. The report also included an overview of the Medium Term Financial Plan (MTFP), which covered the three years to March 2015, including a revised assessment of the General Fund, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and the Capital Programme.</p> <p>It was noted that the proposals included funding from the Capital Programme to enable Alexandra Palace to develop a long term strategy and regeneration and development programme. This was considered essential in order to form a long term approach that would help reduce the financial support that the Council had a statutory obligation to provide.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That the recommendations of the Overview and Scrutiny Committee on the chosen three themes of the draft revenue proposals, agreed at the Cabinet meeting held on 4 October 2011, (set out in paragraphs 7.9 and 7.12 and Appendix 7 of the report) be noted.</li> <li>ii. That the consultation responses received to date on the draft revenue proposals, agreed at Cabinet on 4 October 2011, (set out in paragraphs 7.1 to 7.8 and Appendix 8 of the report) be noted.</li> <li>iii. That the implications for the Council of the Provisional Local Government Finance Settlement 2012/13 (set out in paragraphs</li> </ul>	

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	8.4 to 8.31 and Appendix 4 of the report) be noted.	
iv.		
a.	That the indicative level of the Dedicated Schools Grant (DSG) for 2012/13 (set out in paragraph 12.3 of the report) be agreed.	DCR
b.	That the expected Pupil Premium allocation of £10.1m (set out in paragraph 12.4 of the report) be noted.	
c.	That the approach to universal grants and targeted grants (set out in paragraph 12.5 of the report) be agreed.	DCR
d.	That the treatment of the one off allocations of £522k in 2012/13 (as set out in paragraph 12.7 of the report) be endorsed.	
e.	That the intention of the Schools Forum to consult and to propose changes to the Formula following consultation (as set out in paragraph 12.8 of the report) be noted.	
f.	That the funding of the items (as set out in paragraph 12.10 of the report) from the available headroom be agreed.	DCR
g.	That the approach to the use of headroom (as set out in paragraph 12.12 of the report) be agreed.	DCR
v.	That the changes in the financial management of the HRA from 1 April 2012 (as set out in paragraphs 2.1 to 2.5 of the report) be noted.	
vi.	That the background to the Stock Options Appraisal (as set out in paragraphs 3.1 to 3.7 of the report) be noted.	
vii.	That the proposed housing rent increases (as set out in paragraphs 4.1 to 4.10 of Appendix 5 of the report), which were subject to consultation, be noted.	
viii.	That the proposed tenants' service charges (as set out in paragraphs 5.1 to 5.3 of Appendix 5), which were subject to consultation, be noted.	
ix.	That the methodology to be used to separate the outstanding debt on 1 April 2012 between the HRA and the General Fund (as set out in paragraphs 6.1 to 6.8 of Appendix 5) be agreed.	DCR
x.	That the draft HRA Budget 2012/13 and MTFP 2012-15, for recommendation to the Council at its meeting in February 2012, (as set out in paragraphs 7.1 to 7.7 of Appendix 5 of the report) be approved.	DCR
xi.	That draft proposals to be recommended to the Council at its meeting in February 2012 for the Council's Capital Programme for the period 2012-15 (as set out in paragraph 14 and Appendix 6 of the report) be approved.	DCR
xii.	That it be noted that the Cabinet would, at its meeting in February, assess the need to make additional proposals for the MTFP 2012-15, to be recommended to the Council for approval, in the light of circumstances at that time.	

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	<p>xiii. That draft proposals, to be recommended to the Council at its meeting in February 2012 for the Council's MTFP 2012-15 (as set out in Appendices 1, 2 and 3 of the report) be approved.</p> <p>xiv. That it be noted that savings still had to be identified to deliver a balanced budget for 2013/14.</p>	DCR
<b>CAB92.</b>	<p><b>TOTTENHAM REGENERATION PROGRAMME - PROGRESS UPDATE, NEXT STEPS AND GOVERNANCE</b></p> <p>Cabinet considered a report that provided an update with respect to progress and key activities that had been undertaken as part of the Tottenham Regeneration Programme (TRP), which had been formed following the disturbances in August. The report also sought endorsement of the proposed governance arrangements to oversee the programme.</p> <p>It was noted that there had been engagement with the shadow Health and Wellbeing Board (sHWB) and that flowing from this contact with colleagues from across the health sector had been established. This approach would ensure that there was synergy between the emerging Health and Wellbeing Strategy (HWS), the work being undertaken by Public Health and the regeneration programme.</p> <p>Cabinet was advised that the Mayor would be coming to Tottenham in January to announce the level of funding that Tottenham would receive from his office. Plans for the use of additional funding for Tottenham would be centred around tangible outcomes that would benefit the local community. Costs attached to the running of the programme would be minimised.</p> <p>Thanks was expressed to officers that had worked both on the frontline in the wake of the disturbances and officers who had subsequently on the regeneration programme.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That progress made since the disturbances in restoring community and business confidence be noted.</li> <li>ii. That the broad principles underpinning the development of the Regeneration Strategy for Tottenham be endorsed.</li> <li>iii. That the governance framework outlined in Appendix 1 of the report, to oversee the development of the strategy and the delivery of the regeneration programme for Tottenham, be endorsed.</li> </ul>	
<b>CAB93.</b>	<p><b>NEW RIVER VILLAGE SECTION 106 COMMITMENT OF FUNDS</b></p> <p>Cabinet considered a report that sought the approval of proposals for the use of funding amounting to £1,000,000 secured through the Section</p>	

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	<p>106 agreement attached to the New River Village development.</p> <p>It was clarified that the original Section 106 Agreement had been consulted upon with residents and the priorities for this had been set after taking this into consideration. The headline terms agreed within the original Section 106 Agreement provided the flexibility for the Council to determine how allocations for social infrastructure should be used.</p> <p>It was noted that a sum of £1m was being spent directly in the Hornsey area.</p> <p><b>RESOLVED:</b></p> <p>i. That £1m of funding from the Section 106 agreement in and around the Heartlands Regeneration area, as set out in point ii) below and Map 1 appended to the report and; a further £9m for the local area and wider Council priorities from the Section 106 agreements attached to Coronation Sidings and Clarendon Square, as set out in section 9 of the report be approved.</p> <p>ii. That the commitment of the unallocated New River Village Social Infrastructure Fund of £1m on the following schemes, in accordance with the Section 106 agreement summarised within paragraphs 5.2-5.7 of the report, be approved:</p> <table><tr><td>Alexandra Park Club (existing spend)</td><td>£250k</td></tr><tr><td>Heartlands High School(existing spend)</td><td>£250k</td></tr><tr><td>East/West Green Link (new)</td><td>£220k</td></tr><tr><td>Hornsey Churchyard Historic Park and Gardens</td><td>£60k</td></tr><tr><td>Hornsey Street Lighting (new)</td><td>£120k</td></tr><tr><td>Estate Improvements (new)</td><td>£100k</td></tr><tr><td><b>Total:</b></td><td><b>£1m</b></td></tr></table> <p>iii. That the relevant amendments to the current 2011/12 capital programme and the 2012/13 proposed capital programme be approved.</p>	Alexandra Park Club (existing spend)	£250k	Heartlands High School(existing spend)	£250k	East/West Green Link (new)	£220k	Hornsey Churchyard Historic Park and Gardens	£60k	Hornsey Street Lighting (new)	£120k	Estate Improvements (new)	£100k	<b>Total:</b>	<b>£1m</b>	DPS   <
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	<ul style="list-style-type: none"> <li>i. That, subject to the amendment of figures quoted in the report with respect to recycling rates, the Annual Monitoring Report be noted and approved.</li> <li>ii. That the aims of the Council's current Borough Plan (UDP 2006-2016) are, overall, being delivered and that the planning outcomes for 2012/11 are generally positive be noted.</li> <li>iii. That delegated power be given to the Cabinet Member for Economic Development and Social Inclusion and the Director of Place and Sustainability to approve any subsequent minor amendments relating to output/outcome detail of the AMR prior to its publication.</li> </ul>	<p>DPS</p> <p>DPS</p>
<b>CAB95.</b>	<p><b>TOWN CENTRE AND SHOPPING FRONTAGE VITALITY AND VIABILITY - PROGRESS REPORT</b></p> <p>Cabinet considered a report that sought approval to develop new planning policies to respond to emerging issues which may have an impact on the sustainability of the Borough's town centres and shopping parades.</p> <p>The proposals related to take away food outlets and their proximity to schools, youth facilities and parks and the creation of a new town centres policy to promote a stronger variety and more sustainable mix of uses.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That it be approved that the proposed policies in Appendix 1 of the report were taken into account in the planning decision making process and used for the purposes of the plan making process and included in the emerging Development Management Policy document for consultation in 2012 with informal consultation starting in January 2012 (the consultation would be in the form of information provided on the Council's website and emails and letters to those on the planning consultation database).</li> <li>ii. That the risks associated with the use of informal policies to support planning decisions, as set out in paragraph 7.1 of the report, be noted.</li> </ul>	<p>DPS</p>
<b>CAB96.</b>	<p><b>DOG CONTROL ORDERS</b></p> <p>Cabinet considered a report that sought agreement to carry out a formal consultation on dog control orders covering dog exclusion, dogs on leads, dogs on lead direction and dog fouling.</p> <p>The proposals set out in the report responded to concern expressed by local residents groups and Police Safer Neighbourhood Teams (SNTs) with regard to the number of dogs that were not properly controlled by their owners when in public areas such as parks and play areas.</p>	



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	<p>It was confirmed that during the consultation period any areas not listed within the report, which were highlighted, would be considered and included if appropriate.</p> <p><b>RESOLVED:</b></p> <p>That plans for formal consultation on dog control orders covering dog exclusion, dogs on lead direction and dog fouling, as set out in paragraph 5.6 of the report, be approved.</p>	DPS
<b>CAB97.</b>	<p><b>OPTIONS FOR THE FUTURE USE OF LARKSPUR CLOSE</b></p> <p>Cabinet considered a report that set out options for the future use of Larkspur Close.</p> <p>It was noted that Cabinet had previously agreed that four sheltered housing schemes (Campbell Court, Protheroe House, Stokley Court and Larkspur Close) would be reviewed in order to ensure that they were fit for purpose and able to provide the most effective service possible.</p> <p>Work to the other sheltered housing schemes had been completed with Campbell Court being retained as a sheltered housing scheme; Stokley Court being re designated as a Community Good Neighbour Scheme and, subject to consultation and the redevelopment of the site being financially viable, Protheroe House being closed and redeveloped as an Extra Care Scheme.</p> <p>It was requested that further information was supplied to the Cabinet Member for Finance and Carbon Reduction with regard to the capital implications of the project.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>i. That the following be noted: <ol style="list-style-type: none"> <li>a. Although the sheltered housing scheme in Larkspur Close compared very poorly with modern standards of housing for older people and cannot be brought up to an appropriate standard, there is a strong community spirit at Larkspur Close and it is valued by its residents;</li> <li>b. The high level of investment that would be required in Larkspur Close if it was retained as a sheltered housing scheme or re-designated as a Community Good Neighbour Scheme;</li> <li>c. The interest that Hornsey Housing Trust had expressed in acquiring Larkspur Close, continuing to operate it as a sheltered housing scheme, and investing in the improvements required to bring the homes up to the Decent Homes standard;</li> <li>d. The outcome of the Equalities Impact Assessment that had</li> </ol> </li> </ol>	DPS

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	<p>been carried out to assess the impact of re-designating Larkspur Close as a Community Good Neighbour Scheme and moving some of the residents to alternative sheltered housing schemes;</p> <p>ii. That the following agreed:</p> <p>a) That the merits and viability of Hornsey Housing Trust's proposal should be evaluated by Officers and that, if the Director of Adult and Housing Services (in consultation with the Cabinet Member for Housing) is satisfied that it is in the Council's interests to dispose of Larkspur Close in this way, expressions of interest are sought from registered providers that wish to acquire Larkspur Close and continue to operate it as a sheltered housing scheme;</p> <p>b) That, subject to formal consultation with the tenants of Larkspur Close on the future of their homes (and there being no registered provider that was able to put forward a viable and acceptable proposal for continuing to operate Larkspur Close as a sheltered housing scheme), Larkspur Close will be re-designated as a Community Good Neighbour Scheme;</p> <p>c) That, with immediate effect and until further notice, properties that become vacant at Larkspur Close will be re-let only to those applicants on the Supported Housing Register who have been assessed as requiring accommodation in a Community Good Neighbour Scheme; and</p> <p>d) That, on completion of the formal consultation with tenants and the assessment of proposals from Hornsey Housing Trust and/or other registered providers, Cabinet would receive a further report and confirm the date on which Larkspur Close will be either re-designated as a Community Good Neighbour Scheme or transferred to a registered provider that is able to continue operating it as sheltered housing; and</p> <p>e) That, until a decision is made on its future ownership, Larkspur Close should be excluded from the Decent Homes programme.</p>	<p>DAHS</p> <p>DAHS</p> <p>DAHS</p> <p>DAHS</p> <p>DAHS</p>
<b>CAB98.</b>	<p><b>PROPOSED CLOSURE OF ALEXANDRA ROAD CRISIS UNIT</b></p> <p>Cabinet received a report that provided details with regard to the outcome of consultation with respect to the future of Alexandra Road Crisis Unit (ARCU). The report also sought to provide Cabinet with sufficient information to enable it to make an informed decision with regard to the future of the service.</p> <p>Prior to consideration of the report deputations from Mr Chris Taylor of</p>	

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Unison and Ms Jill Carter, representing the Save Alexandra Road Crisis Unit Action Group were taken.

Mr Taylor

Mr Taylor noted that Unison opposed the closure of ARCU and considered that it provided an essential service which would not be met if the unit were to close.

It was contended that senior members of NHS Haringey staff had been contacted in an attempt to arrange a meeting with Unison; however this request had been refused. When concerns had been expressed in writing it had taken two months to obtain a response. Mr Taylor considered that this was unacceptable given the impact that the closure of the unit would have upon staff and service users.

Mr Taylor contended that the argument that the closure of the unit was part of a broader package of changes designed to respond to the Council's commitment to deliver personalised care and greater control was misleading.

In conclusion Mr Taylor argued that the consultation carried out had not been adequate and requested that Cabinet delay its decision until officers had addressed the concerns that Unison had raised.

In response to concerns raised by Mr Taylor with regard to the adequacy of the consultation process, particularly with regard to effective engagement with the relatively small number of services users, Cabinet was advised that nine face to face meetings had been held between services users' and staff from the Council and six of these had also been attended by staff from NHS Haringey.

There had also been separate meetings with staff where their questions had been taken.

In response to the points raised by Mr Taylor the Cabinet Member for Health and Adult Services, Councillor Dogus, noted that she considered that the consultation process had been extensive. She advised that the Council would provide support to staff working at the unit and as part of this a workforce planning session was being undertaken to identify as many redeployment opportunities as possible for those staff potentially affected by this proposal.

Councillor Dogus advised that the Cabinet understood the value placed on the services delivered by the unit by service users, however; given the budgetary pressures facing the Local Authority, Cabinet had no alternative but to consider the difficult decision to close the unit. It had become necessary to consider this option following NHS Haringey's decision to cease its funding of the unit.

It was clarified that new service models being considered by the Mental Health Trust (MHT), including the creation of Recovery Houses, had no

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bearing on the decision being made with regard to ARCU. The unit was a service provided by NHS Haringey and the Council and separate to services operated by the MHT. The possibility of a Recovery House being created in no way influenced the proposals put forward in the report.

Ms Carter

Ms Carter noted that she represented a group of service users and professionals that opposed the closure of ARCU.

It was noted that the unit provided a safety net for many people and that it was a highly valued service amongst its users. It was contended that the closure of the unit would leave a group of vulnerable people without a service that they regarded as essential without providing a suitable alternative. It was also contended that the expertise of staff working at the unit would form a significant loss to service users. The unit was also based in a very accessible location and its closure would result in service users having to travel greater distances to access care.

The out of hours telephone service that the unit provided would also be a significant loss to service users and this combined with the closure of other services in the areas meant that there was no longer a comparable service available.

Ms Carter also raised concern that the Arbous Crisis Centre was currently not taking any referrals and sought assurance that the alternative providers listed in report were checked to ensure that they were in fact able to take referrals (officers subsequently noted this and there was agreement that the list should be checked).

In response to Ms Carter's deputation Councillor Dogus reiterated that whilst Cabinet understood and appreciated that people valued the services provided by the unit it had to consider its closure as it was only partly funded by the Local Authority.

With regard to concerns raised around the loss of capacity in the Borough to treat people that currently used the type of services provided by the unit, it was noted that there were a significant number of residential care homes close to the Borough boundary and that the Council currently commissioned all residential mental health care from outside the Borough.

It was noted that the telephone crisis helpline would continue to be offered through Barnet, Enfield and Haringey Mental Health Trust as this was in line with its role and function and formed part of its current service offer. In addition the Council also operated an out of hours emergency duty social work service on a twenty-four hour basis throughout the year.

It was noted that in addition to a significant reduction in its core funding the Council had also lost other key funding streams in including the Area Based Grant. Therefore, regrettably, the Council was not in a position to find additional funding to retain ARCU.

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	<p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That the closure of Alexandra Road Crisis Unit be agreed, producing a net saving of £138k per annum from 2012/13.</li> <li>ii. That the proposed date of closure would be by spring 2012 and all current services users would receive a review of their needs well before this date and alternative care would be identified; all people needing such a service would continue to receive one from the appropriate service provider.</li> <li>iii. That Cabinet Members confirm their decision in principle, taken on 21 December 2010, to close the service, having taken into account the outcome of the consultation process as detailed in section 8 of the report, including the outcome of consultation with trade unions and staff (set out in appendix 5) and the Equalities Impact Assessment (set out in appendix1).</li> </ul>	<p>DAHS</p> <p>DAHS</p> <p>DAHS</p>
<b>CAB99.</b>	<p><b>HARINGEY'S VOLUNTARY SECTOR STRATEGY 2011-2016 AND VOLUNTARY SECTOR COMMISSIONING AND FUNDING FRAMEWORK</b></p> <p>Cabinet considered a report that sought approval of the Voluntary Sector Strategy 2011-16 and the Voluntary Sector Commissioning and Funding Framework.</p> <p>It was noted that there had been extensive consultation with voluntary and community sector organisations including the Haringey Association of Voluntary Community Sector Organisations (HAVCO) and that this had informed the development of the strategy.</p> <p>In response to a question with regard to the impact of withdrawing core funding it was noted that only a very small number of organisations received this. The financial constraints placed upon the Council meant that moving to a model where services were commissioned in line with Council's core priorities was essential.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That the Voluntary Sector Strategy 2011-2016 and the Funding Framework be agreed, having take into account the outcome of the attached Equalities Impact Assessment (Appendix 4 of the report), which included a detailed summary of the consultation.</li> <li>ii. That it be agreed that the process of rolling out the framework would begin from January 2012.</li> <li>iii. That it be noted that Directorates across the Council were expected to have due regard to the Funding Framework when working with the voluntary sector.</li> </ul>	<p>DAHS</p> <p>DAHS</p> <p>DAHS</p>
<b>CAB100.</b>	<b>CHILDCARE SUFFICIENCY ASSESSMENT AND ACTION PLAN</b>	

DCS

**MINUTES OF THE CABINET**  
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	<p>appropriate, once the location of the free school provision for 2012 was established, to publish a further statutory notice(s) withdrawing the intention to expand one or more of the above primary schools. The publication of statutory notices would mark the commencement of a further four week consultation period with stakeholders and would take place in January 2012).</p> <p>vi. That it be agreed that the preliminary design work as required for potential expansions be carried out concurrently with the consultation on statutory notices, such design work to ensure that, in the event that any of the expansions go ahead, the project(s) could be delivered within the required timescale. It is recommended that only RIBA stages A, B and C would be undertaken until there was certainty with regard to which schools would be expanded. Detailed design would be the subject of in depth consultation with the school(s) if the expansion(s) went ahead.</p>	DCS
<b>CAB102.</b>	<p><b>DISPOSAL OF COUNCIL PROPERTY</b></p> <p>Cabinet considered a report that sought approval to dispose of the Council's freehold interest in 63 Lawrence Road, the car park and yard and the adjoining land to the rear of the site, for the best consideration that could reasonably be achieved in pursuance of the Council's regeneration objectives, as outlined in the Planning Brief adopted in 2007.</p> <p>Further exempt information pertaining to the report was considered under Item 23.</p> <p><b>RESOLVED:</b></p> <p>i. That it be agreed to divest 63 Lawrence Road from the commercial portfolio and declare it along with the apportioned area of the car park and yard and the adjoining land to the rear of the site as surplus to requirements.</p> <p>ii. That the Head of Corporate Property, in consultation with the relevant officers and Members, be authorised to dispose of the Council's freehold interest in 63 Lawrence Road (Site A), the car park and yard (Sites C and D) and the adjoining land (Site B) for the best consideration that could reasonably be obtained, ensuring that the development of the site contributed to the aims of the planning brief and recent planning statement (October 7 2011) and helped secure the overall regeneration of the Lawrence Road area.</p> <p>iii. That the site should be offered, in the first instance, to Newlon Housing Trust as they were at an advanced stage of negotiation with the private landowners of 45, 47 and 49 Lawrence Road.</p> <p>iv. That in the event that terms could not be agreed with Newlon</p>	<p>DCR</p> <p>DCR</p> <p>DCR</p> <p>DCR</p>

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	Housing Trust the Council should consider other disposal options with the adjoining private landowners in pursuance of its regeneration objectives for the wider Lawrence Road area.	
<b>CAB103.</b>	<b>MINUTES OF OTHER BODIES</b>  <b>RESOLVED:</b>  That the minutes of the following bodies be noted: <ul style="list-style-type: none"> <li>a. Children's Safeguarding Practice and Policy Advisory Committee on 3 November 2011</li> <li>b. Cabinet Procurement Committee on 17 November 2011</li> </ul>	
<b>CAB104.</b>	<b>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS</b>  Cabinet received a report that outlined delegated decisions and significant actions taken by Directors since the previous Cabinet meeting on 8 November 2011.  <b>RESOLVED:</b>  That the report be noted.	
<b>CAB105.</b>	<b>NEW ITEMS OF URGENT BUSINESS</b>  There were no new items of Urgent Business.	
<b>CAB106.</b>	<b>EXCLUSION OF THE PRESS AND PUBLIC</b>  <b>RESOLVED:</b>  That the press and members of the public present be excluded for the remainder of the meeting in order to consider exempt information pertaining to Item 23.	
<b>CAB107.</b>	<b>DISPOSAL OF COUNCIL PROPERTY</b>  As set out under minute CAB102.	
<b>CAB108.</b>	<b>NEW EXEMPT ITEMS OF URGENT BUSINESS</b>  There were no new items of exempt Urgent Business.	

The meeting closed at 8.20pm.

COUNCILLOR CLAIRE KOBER

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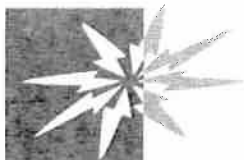


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Chair

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Haringey Council

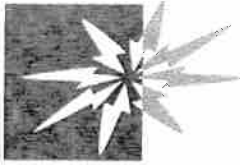
Report for:	Cabinet 7/02/2012	Item number	
Title:	The Council's Quarterly Performance Assessment: Quarter 3, 2011/2012		
Report authorised by :	The Chief Executive 		
Lead Officer:	Eve Pelekanos – Head of Policy, Intelligence and Partnerships Telephone 020 8489 2508		
Ward(s) affected:	Report for Key/Non Key Decision:		
All	For information		

**1. Describe the issue under consideration**

- 1.1 This report provides Members with an update on progress against the Council's outcomes and priorities for the third quarter of 2011/12 (October-December 2011).

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

- 2.1 I am pleased to see the continued high standard of achievement in our primary schools, with a significant improvement in Key Stage 2 results in 2011. The large improvement in the number of children's social care initial assessments carried out within our target timeframe is very encouraging. I also look forward to seeing the launch of the Haringey MASH to ensure that we deliver effective and targeted partnership work for helping our vulnerable residents. In addition, our commitment to developing a sustainable, green borough is evident in the creation of seven new community food growing spaces since October 2011.
- 2.2 Tackling our borough's youth unemployment is one of the Council's key priorities. As such, I expect significant improvement to be made with the number of 19-24 year olds not in education, employment or training, as well as the number of Job Seekers Allowance claimants in this age group. I am concerned by the rise in property-related crime in Haringey, and I hope to see action to address this as a matter of urgency.



**Haringey** Council

**3. Recommendations**

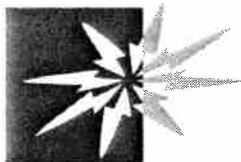
- 3.1 To note progress against the five outcomes in the third quarter of 2011/12.
- 3.2 To note the issues and challenges as we move into the next reporting period.

**4. Other options considered**

- 4.1 N/A

**5. Background information**

- 5.1 The key elements of the Outcomes Framework are:
  - **Outcomes:** the goals we are aiming for, as agreed by Full Council in February 2011.
  - **Areas we need to address:** identified through needs analyses, research and consultation as the strategic levers that will lead to better outcomes.
  - **Priorities:** areas of focus for 2011-2014.
  - **Actions:** to deliver agreed outcomes – these are derived from departmental business plans and feed into the Council Plan. Progress against the Council Plan will be reported twice a year.
  - **Service measures:** directly linked to strategic priorities these tell us whether we are on track to achieve longer-term outcomes. Within the single framework, some measures are reported on quarterly and some annually. While the service measures have been agreed with managers, they remain work in progress and will be refined throughout the year. For Adult Social Care and Public Health, the National Outcome Frameworks have been taken into account. In addition to service measures the framework includes unit costs which will assess service value for money.
  - **Operational Performance Indicators:** key indicators of our core business and service standards. These will be monitored at service level and used for the day to day management of services. These are held by individual department and are not covered in this report.
- 5.2 This **joined-up approach to performance reporting** links our key strategies, the council plan, departmental business plans and evidence from business intelligence data. It will help us to ensure that the services we commission are effectively focused on reducing inequality.
- 5.3 **Appendix 1** sets out the Quarter 3 performance for the service indicators reported quarterly, by department under each of the five outcomes.



**Haringey** Council

- 5.4 **Appendix 2** provides comparative Quarter 2 data for the 26 metrics agreed with London Councils. This data is currently interim.

## **6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 A number of the Government proposals discussed in the report are likely to have financial implications and these will be picked up and addressed as part of the on-going medium term financial planning process. The local data and information presented also has clear links to current financial performance and provides important management information in terms of feeding into the Council's Medium Term Financial Plan.

## **7. Head of Legal Services and Legal Implications**

- 7.1 There are no specific legal implications arising from this report. The implications of the Localism Act 2011, the Education Act 2011 and other legislative reforms will be dealt with under separate reports to members.

## **8. Equalities and Community Cohesion Comments**

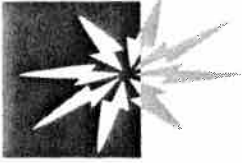
- 8.1 Reducing inequality is a key council commitment.
- 8.2 For 2011/12 the Council will endeavour to:
- Ensure that equalities monitoring information is collected and analysed in line with the Equality Act 2010.
  - Continue to monitor the impact of the changed services to maintain good quality of provision and outcomes for service users with protected characteristics.

## **9. Head of Procurement Comments**

- 9.1 N/A

## **10. Policy Implications**

- 10.1 This report links to the following documents / strategies:
- [Rethinking Haringey: One Borough, One Future](#)
  - Haringey Outcomes Framework
  - Council plan (including departmental business plans)
  - Key strategies



**Haringey** Council

**11. Use of Appendices**

- Appendix 1: Performance Assessment – Service Indicators
- Appendix 2: How Haringey compares to London – Q2 Interim data

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

- HR metrics
- Service performance indicator returns
- Council Plan (incorporating departmental business plans)

## 1. Introduction

2. The **Quarterly Performance Assessment** is based on the Haringey Outcomes Framework and covers the period October to December 2011. It provides an overview of recent progress against each of the five outcomes, relevant priorities for 2011-14 and an assessment of the council's organisational effectiveness. The report provides the latest information for each outcome, covering:
- performance progress
  - recent data releases
  - recent local and national developments
  - emerging issues

At the end of each outcome the report identifies emerging issues for this quarter. The key issues on which Members may wish to have a more detailed discussion are:

- **Right to Buy:** changes to the Right to Buy are being proposed by the government in a new consultation (see page 9)
- **Education Act 2011** which makes changes to a large number of previous education and children's acts (see page 10)
- **National Planning Policy Framework:** possible changes with direct implications for local planning authorities (LPAs) and elected members (see page 12)
- **Localism Act 2011** (see page 19)

## Outcome 1: Thriving

Haringey's strategic priorities for 2011-14 mainly fall under this outcome<sup>1</sup>. An update against each of the priorities is given below.

### Quarterly Performance Highlights

- Key Stage 2 results have improved from 68% in 2009 to 71% in 2011 in combined English and Maths level 4 or above (the majority of schools boycotted the tests in 2010)
- 4.2% of young people aged 16-19 were Not in Education, Employment or Training (NEET) as at November 2011. Females accounted for 59.2% of the NEETs compared with 50.9% of the cohort. (source:CCIS; see below for further details on NEETs)
- In December 2011 there were 2,991 households in temporary accommodation (TA) which, although higher than the London average, represents a reduction of 303 households since March 2011.
- 186 households were accepted as homeless in Q3
- A further 369 homes fell below the non-decent home standard this quarter, this brings the total to 4,265 non-decent homes (26.5%)
- 7,999 visits per 1,000 population to Haringey libraries against a target of 8,700 and below levels achieved last year. This decline in visitor numbers can be observed throughout the borough.

For detailed performance information, including trends, see Appendix 1.

<sup>1</sup> The only exception is 'Cultivate a culture of excellence' which comes under 'An Effective Organisation'.

### Sustain improvement in educational attainment (Priority 2011-14)

3. The DFE released the validated KS2 2011 school results on Thursday 15<sup>th</sup> December. The overall results for Haringey are now 71% (England 74%) and not 69% (combined English and Maths level 4+) as the earlier DFE release indicated in September. The change is due to remarking, corrections to marking and the removal of recent arrivals<sup>2</sup> that are not included in the school level published results. There has been an improvement in the number of children progressing by two levels between KS1 and KS2, both in English and in Maths, as shown in the tables below. Please note that the KS2 boycott in 2010 by the majority of Haringey schools means that the 2010 DFE published results for Haringey are not reliable and should not be used when looking at trends.
4. The tables below show that Haringey has reduced the gap with the England average in the percentage of pupils achieving both English and Maths level 4 or above from 4% in 2009 to 3% in 2011. The percentage of pupils making 2 levels of progress from Key Stage 1 English to Key Stage 2 English is 87% compared to the England average of 83%. Maths progress rates in Haringey are in line with the England average of 82%.
5. Twenty-eight schools in Haringey are at or above the England average in all 3 rates shown below (80%). Seven schools are below the England average in all 3 rates.

English and Maths level 4+ (KS2)	2007	2008	2009	2010 Boycott year	2011
<b>Haringey</b>	67%	66%	68%	75%	71%
<b>England</b>	71%	73%	72%	73%	74%

2 levels of progress in English (KS1 to KS2)	2007	2008	2009	2010 Boycott year	2011
<b>Haringey</b>	85%	85%	82%	89%	87%
<b>England</b>	84%	82%	81%	83%	83%

2 levels of progress in maths (KS1 to KS2)	2007	2008	2009	2010 Boycott year	2011
<b>Haringey</b>	75%	75%	80%	82%	82%
<b>England</b>	76%	78%	80%	82%	82%

6. Consultation on the Strategy for Young People In Haringey was launched just before Christmas 2011 and continues until 17 February 2012.

### Promote opportunities for employment (Priority 2011-14)

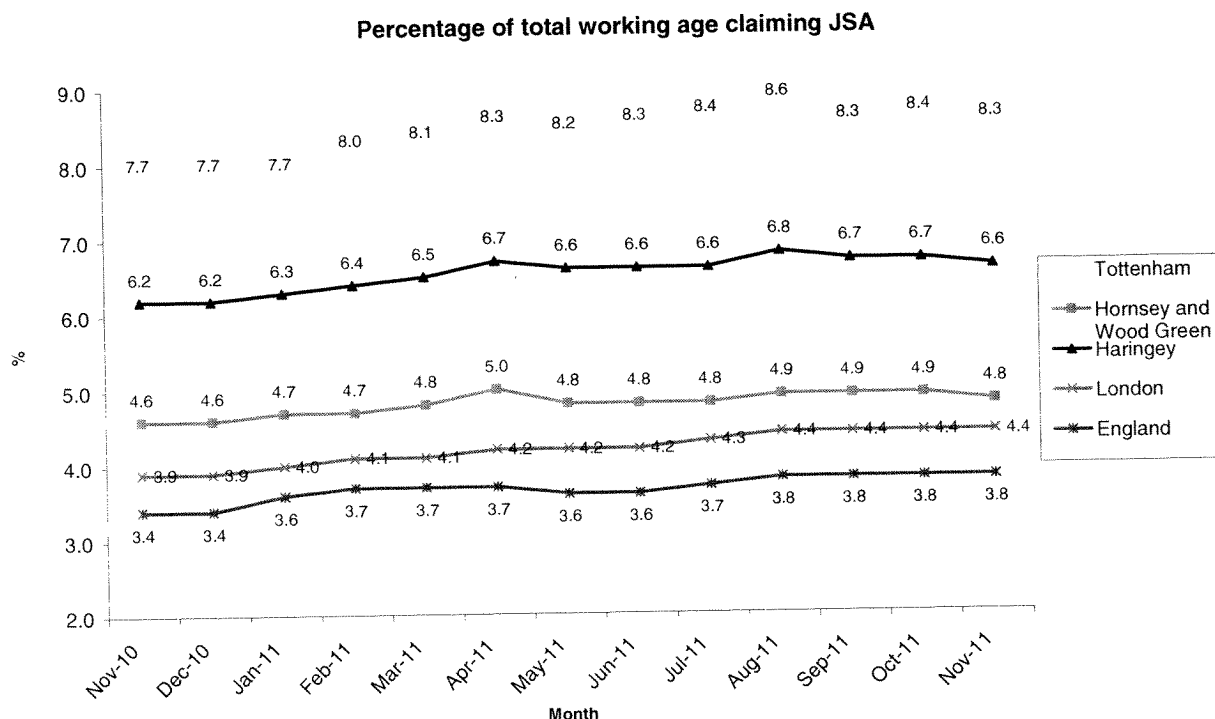
7. There are a number of available statistics on young people not in education, employment or training (NEET), coming from three data sources, some of which cover different age groups:
  - Statistical First Release (SFR)- authoritative national estimates of NEET published annually,
  - Quarterly Labour Force Survey (LFS) - in year estimates and trends as well as estimates for other age groups
  - Local Authorities Client Caseload Information System (CCIS) data - allows measurement of NEET at a local level.

<sup>2</sup> Recent arrivals are pupils who have arrived in an English school from abroad, their first language is not English and they have been in the school for less than 2 years prior to taking KS2 tests



8. The key NEET trends are as follows:
  - The percentage of **16-19 year olds** in Haringey who are NEET has fallen from 11.6% in 2005/06 to 6.6% in 2010/11 compared with the English overall figure which reduced from 8.2% to 6% in the same period. (source:CCIS)
  - There has been a sustained reduction in 16-19 year old NEETs in Haringey and compared with statistical neighbours Haringey is performing well; only 2 boroughs have a lower proportion of NEETs. (source:CCIS)
  - 20% of Haringey's **16-24 year olds** were NEET in 2009/10. Nationally the rates are increasing for this age cohort from 18% in 2009 Q3 to 19.2% in 2011 Q3. (source:SFR/LFS).
  - In the **19-24 age group** there has been an almost 3 percentage point change from Q3 2010 to Q3 2011 (source: Labour Force Survey).
9. The Department for Work and Pensions (DWP) is procuring a programme to support families with multiple problems, with the intention of moving adult family members closer to employment. Reed in Partnership was announced as the preferred bidder for London on 17 October 2011 for the DWP programme to support families with multiple problems. The Council will work with Reed to identify and refer families. Delivery of the programme is expected to commence in Haringey on 16 January 2012.
10. The Council submitted a successful bid to the UK Border Agency (UKBA), in partnership with Haringey Adult Learning Service (HALS) and Haringey Association of Voluntary and Community Organisations (HAVCO) to deliver a range of support services - Information, advice and guidance (IAG), English for Speakers of Other Languages (ESoL), and Business Culture Workshops - over a three year period. This will be known as the "Haringey Welcome". The value of the project over the three years is £974k. The Haringey Welcome has commenced delivery and close to 80 eligible residents have now been registered with the majority at present referred to HALS for ESoL assessments and ESoL classes. A launch event is scheduled for the 27<sup>th</sup> January 2012.
11. Tackling youth worklessness is a key local priority. The Overview & Scrutiny Committee has commissioned a panel of Councillors to assess the level of support currently available to young people, and to identify priorities and service developments that may help to improve local access to work, education or training opportunities. Conclusions and recommendations from the review will be developed in spring 2012.
12. **Job Seekers Allowance figures (JSA).**  
Between November 2010 and November 2011:
  - The percentage of claimants in **Haringey** overall has increased from 6.2% to 6.6%. The percentage of female claimants increased from 4.5% to 5.2%, male claimants increased from 7.7% to 7.9%.
  - The percentage of claimants in the **Hornsey and Wood Green** constituency increased from 4.6% to 4.8%. Female claimants increased from 3.3% to 3.7%. Male claimants increased from 5.8% to 5.9%.
  - The percentage of claimants in the **Tottenham** constituency increased from 7.7% to 8.3%. Female claimants increased from 5.4% to 6.5%. Male claimants increased from 9.9% to 10.1%.
  - The age group with the highest percentage of claimants is the **20-24 age group**. This group has seen an increase from 10.3% to 11.3% in Haringey overall (Hornsey and Wood Green - 8.6% to 10.2%; Tottenham - 11.5% to 12.5%).

Haringey rates are significantly above the England and London rates. The graph below shows the trends for Haringey, London and England during this period.



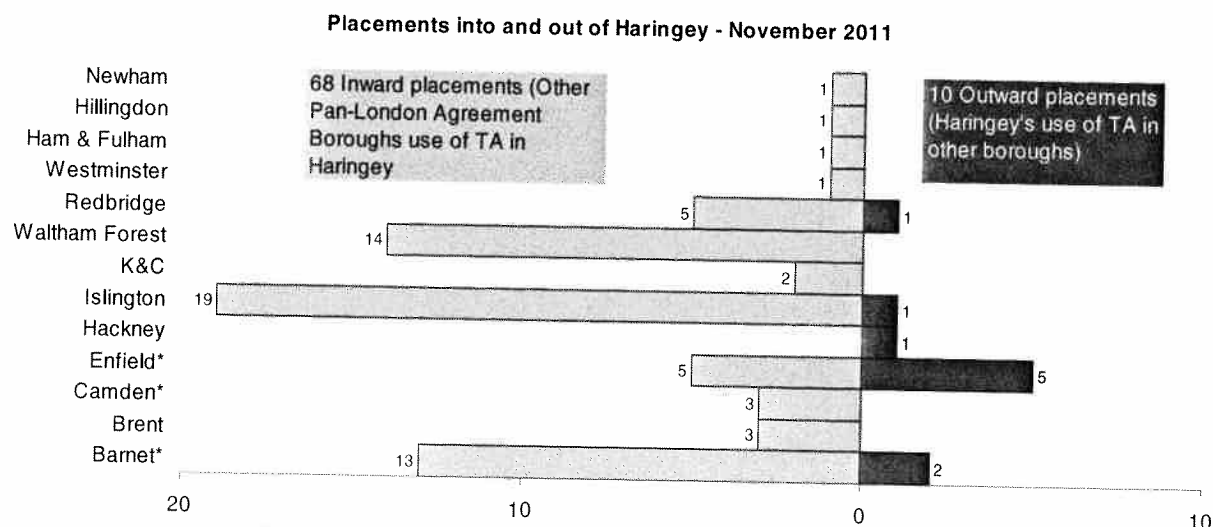
### Promote physical and economic regeneration (Priority 2011-14)

13. Following the Core Strategy Examination in Public (EiP) the Council carried out a revised consultation on changes to employment land designations and affordable housing policy. Consultation closed on the 3rd November. The responses to the Core Strategy consultation were considered by the Council and have been forwarded to the Inspector. The Council received over 300 submissions to the consultation which amounts to approximately 1500 individual comments and/or objections. Based on this the Inspector has decided to re-open the Core Strategy hearing sessions. The Examination in Public is due to commence on Tuesday 22nd February 2012. Following this and once the Inspector is satisfied that all issues have been discussed he will issue his report to the Council. The report is binding, i.e. the Council has to incorporate all of his recommendations before the Core Strategy can be adopted as the statutory spatial plan for the borough. The Core Strategy is a 15 year plan and is the key document within the Local Development Framework. It is anticipated that the Council will receive the Inspector's report March/April this year (exact date to be confirmed).
14. Tottenham Hotspur FC has submitted two planning applications (Dec. 2011) to change their redevelopment proposals around the consented new Stadium to help improve overall scheme viability, provide more jobs and help ensure the whole scheme can be delivered. These are due to be considered by the Planning Sub-Committee on 13 February 2012. Positive, ongoing discussions taking place with Spurs (together with the Mayor of London) to enable a start on the construction of the first phase of development in 2012. Demolition of existing properties on the THFC site is nearly complete and the Club Chairman has made a public statement committing to focusing on building the new Stadium in Tottenham.

### Increase access to quality housing (Priority 2011-14)

15. To help us continually assess the impact of changes in housing benefits we are monitoring the number of Temporary Accommodation (TA) placements made by other London boroughs in Haringey.

### TA Placements made by other London boroughs in Haringey in November 2011.



(Source: Pan-London Agreement)

\* Member of the Four Borough Agreement

16. North London boroughs are working as a partnership to set up a new innovative service which will offer clients specialist monetary/benefits advice and provide more practical assistance in the prevention of homelessness as a result of the Local Housing Allowance (LHA) caps. The Partnership has successfully secured £525K from the Department for Work and Pensions (DWP) to create two "service hubs" located in Haringey and Islington which will operate up to March 2013. To support this new way of working, we are currently recruiting to five new dedicated posts to work in the Haringey Hub, which will be based in Apex House.
17. Haringey's HMO (Houses in Multiple Occupation) conference, held on 16th November 2011, attracted around 100 delegates from around Haringey and further afield. It brought together residents, Members, officers, other councils, the police, and landlords to discuss the challenges of rogue landlords, poor quality private housing, and the clustering of houses in multiple occupation in Haringey.

The feedback from the conference suggests very strong support for the council to further its activity in this area. Proposals on a policy approach are now being drawn up by our Corporate Member HMO Working Group and will be considered by Members in 2012.

### Thriving: Emerging Issues

#### Riots

The national Riots Communities and Victims Panel has published its interim report: 5 Days in August; a final report is expected in March 2012. The Panel estimated that between 13,000 to 15,000 people were actively involved in the riots. The Panel found that had the police response in Tottenham, and subsequently across London, been more robust, riots would not have happened elsewhere in England. Using previously unpublished data the report explores the link between deprivation and rioting, and considers the role of brands and consumerism, values and parenting. Members may wish to discuss the final report, due in March 2012, and how we respond to it in light of the final report of Haringey's Community Panel, later in the year.

### **Troubled Families Unit**

The Government has set up a new Troubled Families Unit in CLG. The team will work across Whitehall to develop cross-cutting programmes to better support troubled families. The Prime Minister also announced £450m and a plan for government to offer up to 40 per cent of the cost of dealing with these families to local authorities – but only on a payment by results basis. Questions have also been raised about whether this is ‘new money’.

On 3 January, the Government announced a new £200 million outreach service to help England's most troubled families. Run in conjunction with local authorities and the organisations delivering the Work Programme, the new service will help families with multiple problems overcome barriers to employment.

Previously, the Council had been selected as a Community Budgets Phase 2 area for families with multiple problems. A cross-Partnership steering group will begin in January to set the strategic direction for how we will work with the borough’s ‘troubled families’.

### **Welfare reform**

The Welfare Reform Bill is currently in report stage in the House of Lords. An amendment to remove the government’s proposals for benefit penalties for social housing tenants under-occupying their homes has been agreed. During the Committee Stage, the Government amended the Bill to provide for the establishment of a Social Mobility and Child Poverty Commission. At the time of writing the government has suffered defeat in the Lords in three areas. Peers rejected plans to means-test employment and support allowance (ESA) payments for disabled people after a year. They also rejected time-limiting ESA for those undergoing cancer treatment, and to restrict access to ESA for young people with disabilities or illness. Further votes will take place on the Bill in the coming weeks, including the disability living allowance.

The Welfare Reform Bill proposes major changes to the welfare system. The Bill aims to deliver the commitment made in the Coalition Agreement and the Queen's Speech to the benefits and tax credits systems. A 'Universal Credit' is set to replace a range of existing means-tested benefits and tax credits for people of working age, starting from 2013.

### **New National and London Housing Strategies**

On 21 November, the Prime Minister and Deputy Prime Minister launched Laying the Foundations: a Housing Strategy for England. **A report considering recent developments in national housing policy is being prepared.**

A revised Housing Strategy for London was published in August for consultation with the London Assembly and the GLA Group. The strategy sets out the Mayor’s aims to build partnerships with boroughs, increase supply, raise standards, enhance mobility and choice, and tackle need. **The strategy has now been released for wider consultation, and Haringey is currently developing a response.**

### **Right to Buy**

Changes to the Right to Buy are being proposed by the government in a new consultation. The proposal would see the maximum discount raised to £50k (currently £16k in London) with the hope that any additional properties sold as a result of the measure would be replaced by new affordable housing. **The council is responding to the consultation.**

### **Education Act 2011**

This received Royal Assent on 15 November 2011. It makes changes to a large number of previous education and children's acts. Its main provisions include:

- The introduction of free early years provision for two year old children from disadvantaged backgrounds. The Department for Education (DfE) is consulting on which children should be eligible and the quality and flexibility of early years provision.
- Measures to increase the numbers of academies and free schools. There is a presumption in the legislation that any new schools and poorly performing schools will become academies. It also makes provision for the introduction of 16-19 Academies and Alternative Provision Academies and extends the Secretary of State's powers to close schools.
- Confirmation of the proposed rises in school leaving age.
- Changes to apprenticeship arrangements.
- Measures to increase the authority of teachers to discipline pupils and ensure good behaviour.
- Abolition of the schools admissions forum.
- Measures that enable the Secretary of State to revise local authorities' schemes for financing maintained schools.
- Changes to careers guidance services, though local authorities are still responsible for providing sufficient learning opportunities for young people (and especially vulnerable young people) and will need to work with schools to help those at risk of being NEET.
- Changes to the inspection regime which will allow outstanding schools and Further Education institutions to be exempted from routine Ofsted inspection.

The Act is also the piece of legislation which abolishes various bodies such as the General Teaching Council and the Young People's Learning Agency. The remaining functions of all these bodies will be transferred to the Secretary of State.

## Outcome 2: Sustainable

### Quarterly Performance Highlights

- 26.4% of household waste was recycled this quarter, meeting our target.
- The tranche 2 survey of street cleanliness shows an improvement in the proportion of streets with unacceptable levels of litter (6%).
- Seven new community food growing spaces have been created

For detailed performance information, including trends, see Appendix 1.

### Carbon emissions

18. Funding from the European Regional Development Fund (£108k over 2 years) has been agreed to deliver free support to Small and Medium Enterprises (SMEs) to improve their environmental performance and cut their energy, water and waste disposal costs. The funding has been awarded to Haringey Council, working in partnership with Islington, Hackney, North London Business, Enterprise Enfield and Centa.
19. Haringey's Low Carbon Zone in Muswell Hill achieved a 10.75% reduction in CO<sub>2</sub> emissions, with a continuously improving trend. The Zone is among the highest achieving Zones in London. Key to this achievement has been the continued efforts at engaging households to carry out basic energy efficiency measures by the Council working closely with volunteers.
20. An award event was held for businesses in the Low Carbon Zone with three businesses (Toff's fish and chip shop, Pop Hair and Feast on Hill) achieving gold standard for their efforts to reduce carbon emissions and improve wider environmental performance. Measures included, increasing recycling; installing aerated taps; replacing old air conditioning units, responsible sourcing of fish and safe bike storage to encourage cycling. Pop Hair reduced their CO<sub>2</sub> emissions by 30%.
21. Haringey 40:20 held its first steering group meeting with representatives from local residents association and green groups, cross party Council member representation. Membership also includes Homes for Haringey and a traders association. A Community Fund has been agreed using solar panel Feed In Tariff payments from the Muswell Hill Low Carbon Zone and corporate sponsorship. The first newsletter was launched announcing details of the Council's solar PV programme. Haringey 40:20 had 130 members as of September 2011.
22. Haringey Council has continued to raise awareness and support community groups with applying for Capital Growth funding for community food growing spaces. The Council has now achieved its target of 60 new community food spaces by 2012 with 7 additional spaces created in this quarter.
23. The Council secured the future of the Wood Green and Tottenham cemeteries and the crematorium in Enfield through a 50-year deal starting in early 2012. The deal will bring in millions of pounds of investment over the next five years to bring the service up to modern standards, reduce carbon emissions and comply with legislation.

## Sustainable: Emerging Issues

### Green Deal

The Department for Energy and Climate Change published its consultation on the Green Deal and the Energy Company Obligation in November. The Green Deal is a new finance framework that will provide householders and businesses with the upfront capital to carry out energy efficiency improvements to their properties and repay through their energy bill.

To deliver the Green Deal locally there are broadly three approaches local authorities might choose to adopt:

- Provide – the Green Deal directly to their local residents and businesses, co-ordinating finance and delivery;
- Partner - work in partnership with commercial Green Deal providers and community partners to deliver and facilitate delivery; or
- Promote – by acting as advocates for the Green Deal locally.

Haringey has submitted a [response to this consultation](#), which is available on Harinet.

### Fuel poverty

Professor John Hills published the [interim report of his independent review of fuel poverty](#) on 19 October 2011. The report finds that: fuel poverty is a serious and distinct problem affecting millions of people in England; measuring fuel poverty accurately matters; the existing definition of fuel poverty has some strengths but some serious weaknesses; and that a new approach to measuring fuel poverty, based on the overlap between low income and unreasonable costs and a fuel poverty gap, shows how badly affected households are. The consultation has now closed, and a final report is expected to be published early in 2012.

In their report, [Tackling fuel poverty during the transition to a low-carbon economy](#), the Joseph Rowntree Foundation assesses some of the options available to governments and policy-makers if they are to successfully tackle fuel poverty whilst simultaneously managing the transition to a low-carbon economy.

### National Planning Policy Framework

The Department for Communities and Local Government Committee published its [report](#) on the draft National Planning Policy Framework (NPPF) in December 2011. The report highlights many of the tensions within the NPPF and is critical of many aspects of it. If accepted by government, many of the report's recommendations would have direct implications for local planning authorities (LPAs) and elected members. These findings are of particular interest to LPAs:

- the presumption in favour of sustainable development should be redefined as 'a presumption in favour of sustainable development consistent with the local plan'
- the draft NPPF 'does not give enough prominence to local plans' and the committee recommends that 'the NPPF unambiguously reflect the statutory supremacy of local plans'
- transition arrangements to the NPPF should include a 'strictly limited period' where the presumption in favour of sustainable development is not applied in circumstances where the local plan is absent, silent or out of date
- local authorities should be allowed to include issues in their local plans that are not explicitly covered by the NPPF
- viability should not be calculated only according to the returns that a developer says are acceptable, but should also 'presuppose requirements to provide infrastructure and other measures necessary to the development'
- the duty to co-operate set out in the Localism Act needs more safeguards to ensure that it works in practice
- LPAs should be allowed to respond to local variations that are at odds with the national framework, provided they have a robust evidence base to support this.

## Outcome 3: Healthier

### Quarterly Performance Highlights

- 37.5% of social care clients receive self directed support, meeting our target.
- There are now 28 mental health service users in receipt of a personal budget, prior to this year there were zero.
- Delayed transfers of care are increasing and are comparatively high; the increase is attributable to NHS delays.
- There were only 88 permanent residential and nursing admissions for the first nine months of this year, 79 of whom were older people. This is an improving trend.
- We are below target for the number of Learning Disability Service users who are living in settled accommodation - 165 service users (28.7%) against a target of 187 (33.8%).
- The number of adults with learning disabilities in employment increased from 13 in Q2 to 18 in Q3.

For detailed performance information, including trends, see Appendix 1.

We will review relevant performance indicators in line with the national Public Health Outcomes Framework which is due to be published at the end of January 2012.

24. The Council has set up one of the first shadow Health and Wellbeing Boards (sHWB) in the country as part of the government's 'early implementers' programme. The sHWB is responsible for promoting early intervention and prevention of illness, increasing life expectancy and improving mental health and wellbeing for everyone. We are currently managing a development project to ensure that the new Board has a clear purpose and can operate most effectively in preparation for adopting its statutory functions in April 2013.

The Board is currently consulting on Haringey's draft Health and Wellbeing (HWB) Strategy. The three strategic outcomes are:

- 1) Give every child the best start in life
- 2) Tackle the life expectancy gap
- 3) Improve mental health and wellbeing

A Cross-Party Working Group (CPWG) on health inequalities was established at the request of the Leader of the Council to provide advice on priority areas of action for the Council to reduce health inequalities. The CPWG met over a period of seven months in 2011 and focused on the three outcomes of the HWB strategy. Recommendations are being finalised and will be incorporated into the strategy.

25. In December 2011 the Council published its first local account for adult social care. The local account is a new way of providing people with information about adult social care in Haringey. It is published on the Council's website and highlights key achievements in adult social care in 2010/11 as well as the key priorities for 2011/12. A number of emerging key actions and priorities were identified in the first local account, these will be incorporated into the forthcoming Council Plan for 2012/14.



### Life expectancy gap<sup>3</sup>

26. Adult Social Care Services are working with the Ageing Well Programme until the end of March 2012. The focus is on older people in Tottenham who are not eligible for social care services. The project builds on the Neighbourhood Wellbeing Model, and contributes not only to reducing the gap in men's life expectancy between the east and the west of the borough, but also to improving mental health and wellbeing through reducing the social isolation of older people.

### Prevention and early intervention<sup>6</sup>

27. Delayed Transfers of Care significantly improved in 2010/11, the year to date however shows a decline in performance. The performance indicator in this area is a joint one between local authorities and the NHS. It measures the average weekly rate of delayed transfers of care from all NHS hospitals, acute and non-acute, per 100,000 population aged 18+. Analysis of our figures indicates that the decline in performance is attributable to NHS delays. Discussions are underway with the local NHS to validate this figure and agree action. The table below shows comparative information with neighbouring authorities.

**Quarter 2 Delayed Transfers of Care per 100,000 population**

Barnet	Camden	Enfield	Haringey	Islington
8.54	1.53	4.94	10.23	5.63

Source: Joint Boards of NHS North Central London.

28. *Men's health: Getting to the Heart of the Matter* is a review of men's health, commissioned by Overview and Scrutiny, looking specifically at the prevention and early intervention of cardiovascular disease in men over 40 in the more deprived areas of Haringey. The review was commissioned in light of the lower than average life expectancy for men in Haringey and the higher rates of circulatory disease in the east of the borough. The panel's recommendations will feed into the Health and Wellbeing strategy as part of the life expectancy outcome.
29. The NHS Health Checks programme is being rolled out across the east of the Borough. This is a cost effective way of preventing heart disease, stroke, chronic kidney diseases and diabetes in people aged 40-74 years, and reducing the life expectancy gap. So far this year we have undertaken nearly 2,000 checks.

## Healthier: Emerging Issues

### New Public Health System

The Government is returning responsibility for improving public health to local government. In December 2011, the Department of Health published more details on the [design of the new public health system](#). Local authorities will have a new duty to promote the health of their population. They will also take on key functions in ensuring that robust plans are in place to protect the local population and in providing public health advice to NHS commissioners.

A ring-fenced public health grant will support local authorities in carrying out their new functions. The government will make shadow allocations to local authorities for 2012/13 to help them prepare for taking on formal responsibility in 2013/14.

<sup>3</sup> This is one of the three outcomes of the emerging Health and Wellbeing strategy.

### **Health and Social Care Bill**

The Health and Social Care Bill continues its passage through parliament. Following line by line analysis in the committee stage, the Bill now sits at the report stage in the House of Lords. Recent debate has concerned competition in health services and the future role of Monitor, a body which currently regulates foundation trusts, which will be given wider powers under the Bill and a duty to prevent anti-competitive practices. A controversial amendment was also added to allow NHS Trusts to raise up to 49% of funds through non-NHS work ('Planned 49% limit' for NHS private patients in England).

The Health Select Committee published a report looking at the public health aspects of the Bill, including: the role of local government and directors of public health; national and local budgets; evidence, intelligence and commissioning; and regulation and the public health workforce.

A report by the Kings Fund, Improving health and health care in London: Who will take the lead?, considers who will provide leadership for healthcare in London following the abolishment of the strategic healthcare authorities and suggests there needs to be much greater clarity of roles and responsibilities within the reformed structure to avoid ambiguity and confusion.

A White Paper on social care is expected in Spring 2012.

### **Care and support for older people coming out of hospital**

The government has announced a further £170 million funding for councils to help them improve care and support for elderly people coming out of hospital. This is a one-off payment and must be used by the end of March 2012. Of the £170 million total, £150m will be divided among the 152 councils with social care responsibilities and will be allocated through NHS primary care trusts, which must agree how the money should best be spent to ease pressure on hospitals. Haringey PCT will receive £682.7k.

The Department for Communities and Local Government has also launched a new deal to help older people to continue living comfortably in their own homes - with particular support for those leaving hospital. The department also announced plans for councils to consider the needs of their ageing residents in their local housing plans, by planning the numbers of new homes built to ensure they include features that meet the needs of older people, such as wider doors for wheelchairs and walk-in showers.

### **Smoking quitters**

A national TV and radio advertising campaign has been launched to encourage smokers to quit. More than 7,000 pharmacies across England have already signed up to distribute Quit Kits in 2012 – nearly double the number of participants in 2011.

## Outcome 4: Safer

### Quarterly Performance Highlights

- In the year to December there have been 3,170 violent offences. Q3 saw a 4.5% reduction compared with the same period last year.
- Serious Youth Violence, Knife Enabled Crime and Gun Crime have all increased compared to this time last year but all have seen a reduction in their rate of increase compared to Q2.
- In the year to December there have been 13,370 property-related offences. Q3 saw a 10.5% increase compared with the same period last year.
- At the end of December 2011 there were 290 children subject to a child protection plan. This is an increase from Q1 (276), the same as Q2 but lower than at this time last year (303).
- In the last 12 months 12.2% of children in care had 3 or more placements. This represents an improvement from last year.
- There has been an improvement in the percentage of children's social care initial assessments carried out in 10 days from referral, from 60.6% in Q2 to 86.9% in Q3.
- 100% of Hearthstone clients, victims of domestic violence, feel well advised and supported.
- Children's safeguarding indicators will be reviewed in light of the Government's response to the Munro Review.

For detailed performance information, including trends, see Appendix 1.

### Incidence and fear of crime

30. Youth and gang related serious violence remains prominent in the borough, however, there are a number of initiatives currently underway to address this:
- Communities against Gangs, Guns and Knives Program (CAGGK) appears to be having an effect. CAGGK-funded projects such as the recent detached work carried out in the Noel Park aim to develop sustainable responses to Serious Youth Violence.
  - Operation Connect should also have an impact. The operation aims to change gang member's behaviour by assisting with access to training opportunities, substance misuse and housing.
  - Members of the Gang Action Group are currently working with 10 gang members arrested since its launch in October 2011.
31. The increase in property offences in Haringey is notably higher than the 1.5% in the Metropolitan Police Service as a whole. The increase is largely due to Serious Acquisitive Crime (Burglary, Robbery and Motor Vehicle Crime), which continues to be the predominant property offence, evidenced by the 21% increase in Haringey compared to a 4% increase across the MPS for April-November 2011. We believe this is at least in part due to the impact of the economic downturn.

The Police have launched a number of initiatives to tackle property crime. Victim based activity includes identifying and distributing crime prevention literature to potential victims at transport hubs as well as parents/carers of school children. Enforcement activity includes

targeted high visibility Safer Neighbourhood Team (SNT) patrols around hotspots and schools at peak times.

### **Safeguarding children and vulnerable adults**

32. Haringey's MASH (multi-agency safeguarding hub) which brings together a variety of agencies into an integrated team where they can share intelligence on vulnerable children, families and adults will be in place from 20 February 2012. It will build on the existing First Response Multi Agency Team (FRMAT) which has been operating since May 2010. It co-locates police, health colleagues and social workers, together with support from education and housing. MASH will enhance this service through the additional police intelligence, and the co-location of other agencies such as adult safeguarding, probation and mental health.
33. From September 2011, Haringey began working with local partners to implement the new pan-London adult safeguarding procedures. A new safeguarding adults online training course is now available for Haringey based staff through the Learningpool website.
34. The Overview and Scrutiny Committee has commissioned a review on children who go missing from the Council's care, from the care of other local authorities who have been placed in Haringey, or from home. They are looking at how the Council and its partners deal with such instances with the aim of making recommendations on how support might be improved.

### **Violence against women, including domestic violence**

35. The Children and Young People's Service has launched a review to improve Haringey's Domestic Violence MARAC (Multi-agency Risk Assessment Conference), supported by CAADA<sup>4</sup> (Co-ordinated Action Against Domestic Abuse).
36. Annual statistics from CAADA show that, in the 12 months to December 2011, 220 high risk cases were discussed at our MARAC. This is comparable to other areas demographically similar to Haringey. CAADA data shows that 310 children in that 12 month period were identified as linked to MARAC cases. The average statistic for comparable boroughs is 210. This indicates an appropriate level of referrals to First Response and evidence that Haringey is effectively joining up adults' and children's services awareness of the over-riding duty held by all agencies to safeguard children from the potential risk of harm caused by witnessing domestic violence.

## **Safer: Emerging Issues**

### **Gangs**

On 1 November, the Home Secretary published a cross-government strategy on gangs. She announced that £10 million of home office funding will target 30 areas with "the most serious gang and youth problems", investing at least £1.2 million of new resources over the next three years to improve services for young victims of sexual violence in our major urban areas. Haringey is set to receive around £200k in 2012/13.

<sup>4</sup> CAADA is an organisation appointed by the Home Office to help local authorities in implementing the Cc-ordinated Community Response Model – a best practice, holistic approach to reducing domestic violence.

## Outcome 5: Empowered

### Performance Highlights

37. Performance indicators under this outcome are reported annually and therefore will be included in the end of year report.

### Vibrant and effective voluntary and community sector

38. To celebrate Black History Month in October, Black war veterans visited pupils at West Green Primary School to talk about their experiences. Pupils produced art work which has been displayed around the school, and was also on view at the Remembrance Sunday reception at Civic Centre.

The now traditional Chanukah lighting took place in December, working with local representatives of our Jewish community, neighbourhoods team and street lighting service. The event also involved Eden Primary, the new Jewish primary school which opened in September 2011.

Forthcoming equalities events in January will be focused around Holocaust Memorial Day.

### Encourage participation in local decision making

39. Committee Chairs of the seven Area Committees are currently working with residents and partners to identify key issues for their Area Action Plans to focus activity for the coming years. These plans will focus on locally-identified issues and will require local activity and intervention to affect positive change. The plans will provide a focus for residents, Council services and partner agencies in the borough and support principles outlined in the Localism Bill.

40. The Department for Communities and Local Government has issued a code of recommended practice for Local Authorities on Data Transparency. This offers guidance about the publication of information by local authorities for the discharge of their functions, and sets out key principles for creating greater transparency through the publication of public data.

Haringey Council already publishes a range of information on its website, much of which is required under the new code. A project is underway to ensure that the Council meets the requirements of the Code.

## Empowered: Emerging Issues

### Localism Act 2011

In November 2011 the Localism Act came into force. Key measures included are a general power of competence for local authorities, abolition of the standards board, greater local control of business rates, right to approve or veto 'excessive' council tax rises, changes to rules around social housing, new community rights, and changes to the planning system. The government's current estimate is that the majority of the Act will come into effect in April 2012. Changes to governance and the standards regime will take effect in July 2012.

## An Effective Organisation

### Quarterly Performance Highlights

- As at Q3, 85.79% of council tax has been collected for the year, which is ahead of target.
- The average time taken to process new benefit claims and change events for the year to Q3 was 22 days against a 19 day target.
- In the 12 months to December sickness absence per full time equivalent was 7.53 days against the 7.5 day target set for 2011/12.

For detailed performance information, including trends, see Appendix 1.

41. This section of the report looks at measures of internal organisational effectiveness. Although not outcome focussed these are important either to our residents e.g. how we respond to their queries; or to the viability of the organisation e.g. council tax collection rates. 'An Effective Organisation' links to the Manifesto commitment to spend wisely and invest in the future thereby delivering value for money.

#### Equalities

42. The 2010-11 equality impact assessment programme was dominated almost entirely by the large number of budget proposals that were generated in response to the cuts that the Council has had to make. The assessments have now largely been completed and agreed. The EqIA programme for 2012-13 has now be agreed, again dominated by the budget proposals for 2012/13 and beyond in some cases.
43. Continuing the implementation of the Equality Act 2010 a revised equal opportunities staff handbook has been produced, two workshops will take place between 9 and 16 January to consult with staff from across the council on the content of the handbook. The public consultation on Haringey's Equal Opportunities Policy ends on 27 January. The documents will be published in March 2012.

#### Population Estimates

44. The Office for National Statistics (ONS) has released the 2010 mid year population estimates for local authorities in England and Wales on 30 June 2011. The 2010 mid year estimate for the Haringey population is 225,000. This is 500 less than the 2009 figure of 225,500.

The estimates suggest that there has been a significant reduction in the 20-34 age group and some significant increases in the 5-9 and 45-54 age groups. The table below shows the Haringey population broken down by five year age group for the revised 2009 and 2010 figures.

## 2009 &amp; 2010 Mid Year Estimates for Haringey, five year age groups

Age Group	2009 Mid Year Estimate	2010 Mid Year Estimate	Difference
<i>All Ages</i>	<i>225,500</i>	<i>225,000</i>	<i>-500</i>
0	4,000	4,100	100
1-4	14,200	14,200	0
5-9	13,300	13,900	600
10-14	10,800	10,600	-200
15-19	11,400	11,000	-400
20-24	15,900	15,300	-600
25-29	23,300	22,300	-1,000
30-34	24,900	24,400	-500
35-39	21,300	21,400	100
40-44	19,900	19,700	-200
45-49	16,300	16,800	500
50-54	11,700	12,300	600
55-59	9,300	9,300	0
60-64	8,000	8,300	300
65-69	6,100	6,100	0
70-74	5,600	5,600	0
75-79	4,400	4,500	100
80-84	2,600	2,700	100
85-89 /			
85+	1,600	1,600	0
90+	900	1,000	100

Note: figures may not sum due to rounding

45. The Office of National Statistics (ONS) has introduced changes to the methodology for producing local authority long-term immigration estimates within England and Wales. The improved method uses a range of administrative sources to directly distribute the national England and Wales long-term immigration total to local authorities. These improvements have been made possible through improved access to administrative data. These long term immigration estimates have been used to produce indicative local authority mid-year population estimates.

The indicative population estimates will feed into the 2010 Sub National Population Projections (SNPPs) for England. These are due to be published in March 2012 and made available to the resource allocation for 2013/14. ONS will not be revising existing official population estimates at this stage. To avoid confusion with the current official series, the immigration estimates based on the improved methodology and the resulting impacts on the population estimates are referred to as 'indicative estimates'.

The official Haringey 2010 Mid Year Estimate population is 225,000. The 2010 mid year indicative estimate is 238,928 (an increase of 13,928 (6.2%)).

#### Information Governance

46. In January 2012, the Information Commissioner is scheduled to carry out a consensual audit around data protection in Haringey. The audit will take place over three days from Monday 16 to Wednesday 18 January 2012. The scope of the audit will focus on two areas of the Council, Housing and Children's services. The Council's IT security will also be a main focus

of the audit. The Information Commissioner's Office (ICO) undertakes a programme of consensual audits across the public and private sector to "assess their processing of personal information" and provide practical advice and recommendations to improve the way organisations deal with information rights issues."

#### Quality services / Effective use of resources

47. In November 2011, agency staff represented 10.4% of the workforce, an increase from 9.8% in April 2011 but a slight decrease on the September position of 10.7%. Data shows that the cost of agency staff is reducing, as is the proportion of the total wage bill, but there appears to be a correlation between the decreasing FTE workforce count and the increasing numbers of agency staff.

### An Effective Organisation: Emerging Issues

#### Local Government Finance Bill

The Local Government Finance Bill will introduce a rates retention scheme, enabling local authorities to retain a proportion of the business rates generated in their area. Tax increment financing will also be introduced allowing councils to borrow against future income from business rates.

The Bill will provide a framework for the localisation of support for council tax in England, which, alongside other council tax measures, is intended to give councils increased financial autonomy.

#### Local Government Settlement 2012-13

The Government has published the provisional local government settlement for 2012-13. It builds on the announcements made in the Spending Review in October 2010, and sets out provisional allocations of grant funding for local authorities for 2012-13. Haringey's Formula Grant allocations and floor damping for 2012-13 are unchanged from provisional allocations announced in February 2011. By the Government's methodology, Haringey's spending power will reduce by a further 3.96% in 2012-13.

The provisional principles for determining whether local Council Tax increases in 2012-13 are 'excessive', and could therefore potentially trigger a council tax referendum, have been set at 3.5% for London boroughs, 3.75% for the City of London and 4% for the GLA.

The Council met with Ministers in January 2012 to discuss the concerns it has regarding the Settlement for Haringey and the government's plans for local government funding, and the implications for services. In particular, the Council requested:

- Recognition that Haringey should be funded as an inner London borough to enable it to tackle deprivation
- Consideration of a relief grant to bridge the gap in funding from the dedicated schools grant
- Support to find long-term solutions to the causes of the riots
- Funding for riot recovery activities around social inclusion, youth activities, community cohesion and business development

#### The future of local audit

Following the Department for Communities and Local Government's decision to replace the current, centralised audit system managed by the Audit Commission, with a new decentralised regime, the Government's response to the consultation has now been published. The Government is to retain the broad scope of public sector audit as set out in the Audit Commission Act 1998. The Audit Commission will put in place contracts for auditors which



will start from 2012-13 and are expected to run for three or five years, after which, councils and other public bodies will appoint their own auditors.

Auditors of local public bodies will still be required to satisfy themselves that; the accounts have been prepared in accordance with the necessary directions, proper practices have been observed in the compilation of the accounts, and the body has made proper arrangements for securing economy, efficiency and effectiveness (value for money) in its use of resources.

The Government will have further discussions with local authorities, other public bodies and the audit sector to determine the underlying detail of the audit framework and how the arrangements for demonstrating value for money will work in practice. A draft Bill for pre-legislative scrutiny is planned for Spring 2012, prior to the introduction of an Audit Bill.



## Performance Assessment – Quarterly Service Indicators

The full Basket including annually reported indicators will be available for the fourth quarter report

### 1. Thriving

Dir.	Ref:	Description	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	2011/12		Traffic Light	Q3 2011/12
			Value	Value	Value	Value	Value	Target		
Children and Young People's	HY117	Academic Age Yr 12-14 % who are not in education, employment or training (NEET)	6.6%	5.4%	5.2%	<b>5.4%</b>	4.2%	8.9%	Green	➡
Children and Young People's	HY103b	Special Educational Needs – statements issued within 26 weeks - including exemptions	91.1%	93.6%	86.0%	<b>89.3%</b>	89.8%	93.0%	Red	⬆
Children and Young People's	HY103a	Special Educational Needs – statements issued within 26 weeks - excluding exemptions	96.4%	97.8%	94.9%	<b>100%</b>	97.1%	96%	Green	⬆
Place and Sustainability	HY22	Reduction in the number of people on out of work and on benefits	27,380	27,720	Awaiting Data		27,720		No Target	➡ <sup>1</sup>
Place and Sustainability	HY85	Number of library visits per 1000 of the population	9,101	8,778	8,257	<b>7,999</b>	8,343	8,700	Red	➡
Adults and Housing	HY4	Prevent homelessness (Ratio of homelessness preventions to acceptances)	1.08	1.38	1.43	<b>0.83</b>	0.71		No Target	➡
Adults and Housing	HY156	Number of households living in temporary accommodation	3,294	3,192	3,144	<b>2,991</b>	2,991		No Target	⬆
Adults and Housing	HY293	Inward migration - number of Temporary Accommodation placements (All households) made by other London boroughs in Haringey	New for 2011/12	66	190	<b>87<sup>2</sup></b>	343		No Target	⬆
Adults and Housing	HY293a	Inward migration - number of Temporary Accommodation placements (families) made by other London boroughs in Haringey	551	127	Awaiting Data		127		No Target	⬆ <sup>1</sup>

<sup>1</sup> Trend based on Q1 against Q4 2010/11

<sup>2</sup> October and November only

Dir.	Ref:	Description	2010/11		Q1 2011/12		Q2 2011/12		Q3 2011/12		2011/12		Traffic Light	Q3 2011/12	
			Value		Value		Value		Value		Value	Target		Trend	
Adults and Housing	HY294	Temporary Accommodation (Out of Borough Placements) All households	New for 2011/12		28		77		10 <sup>3</sup>		115		No Target	↑	
Adults and Housing	HY294a	Temporary Accommodation (Out of Borough Placements) Families only	286		82		Awaiting Data				82		No Target	↓ <sup>4</sup>	
Adults and Housing	HY158	% non-decent council homes	20.6%		20.4%		24.7%		26.5%		29.8%		Green	↓	
<b>2. Sustainable</b>															

Dir.	Ref:	Description	2010/11		Q1 2011/12		Q2 2011/12		Q3 2011/12		2011/12		Traffic Light	Q3 2011/12	
			Value		Value		Value		Value		Value	Target		Trend	
Place and Sustainability	HY191	Residual household waste per household	604		166		161		159		486	450	Red	↑	
Place and Sustainability	HY192	Recycling rate	28.11%		26.91%		26.13%		26.37%		26.47%	26%	Green	↑	
Place and Sustainability	HY195a	Improved street and environmental cleanliness, levels of: Litter	3.3%		7%		6%		5%		6%	10%	Green	↑	
Place and Sustainability	HY162	Reduction in the number of reported fly-tips	6,225		1,057		1,615		1,400		4,072	Q3 5,400 Q4 7,200	Green	↑	

<sup>3</sup> October and November only

<sup>4</sup> Trend based on Q1 against Q4 2010/11

## 3. Healthier

Dir.	Ref:	Description	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	2011/12		Traffic Light	Q3 2011/12 Trend
			Value	Value	Value	Value	Value	Target		
Adults and Housing	HY130	Social care clients receiving Self Directed Support (2010 Definition)	23%	28.1%	32.7%	<b>37.5%</b>	37.5%	37%	Green	↑
Children and Young People's	HY204	Number of children receiving short breaks	580	Awaiting data					Target not set	
Adults and Housing	HY131	Delayed transfers of care	4.6	8.0	10.2	Final figure under discussion with NHS		8.5	Red <sup>5</sup>	↓
Adults and Housing	HY145 (NI 145)	Adults with learning disabilities in settled accommodation	49.1%	5.4%	21.5%	<b>28.7%</b>	28.7%	33.8%	Red	↑
Adults and Housing	HY38	Proportion of adults in contact with mental health services in paid employment	6.0%	4.6%	5.3%	<b>5.7%</b>	5.7%	6.0%	Amber	↑
Adults and Housing	HY93 (NI 126)	Early Access for Women to Maternity Services (Antenatal booking at 12 weeks)	75.3%	75.3%	67.8%	Awaiting data	72%	90.0%	Red <sup>5</sup>	↓
Adults and Housing	HY41	Proportion of adults in contact with secondary mental health services living independently, with or without support	87.0%	70.2%	72.2%	<b>73.6%</b>	73.6%	75%	Amber	↑
Adults and Housing	HY42	Permanent admissions to residential and nursing care homes, per 100,000 population		14.12	31.64	<b>49.72</b>	49.72	Q2 53.1 (Q4 70.8)	Green	↓
Public Health	HY50	Leaving drug treatment free of drug(s) of dependence		20%	20%	Awaiting data	20%		Target not set	—
Public Health	HY94	Childhood Vaccination Coverage (MMR) (2yrs)	85.3%	83%	84%	Awaiting data	84%	85%	Amber	↑ <sup>6</sup>
Public Health	HY95	Childhood Vaccination Coverage (MMR) (5yrs)		74%	74.4	Awaiting data	74.4%	85%	Red	↑ <sup>6</sup>

<sup>5</sup> Status based on Quarter 2<sup>6</sup> Trend based on Quarter 2

Dir.	Ref:	Description	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	2011/12		Traffic Light	Q3 2011/12
			Value	Value	Value	Value	Value	Target		Trend
Public Health	HY96	Number of 4-week smoking quitters who attended NHS Stop Smoking Services	304	1936	Awaiting data			1936	Q1 2107	Amber <sup>7</sup>
Public Health	HY97	NHS Health Checks -Offered		1.1%	2.6%	Awaiting data		2.2%	Q2. 4% Q4 18%	Red <sup>8</sup>
Public Health	HY99	Screening uptake (Cytology)	72.8%	73.6%	74.0%	Awaiting data		74.0%	80.0%	Amber <sup>8</sup>
Place and Sustainability	HY170	Sports & Leisure 60 Second Survey	70.6%	75%	81%	75%		77%	71%	Green

#### 4. Safer

Dir.	Ref:	Description	2010/11	Q1	Q2	Q3	2011/12		Traffic Light	Q3 2011/12
				2011/12	2011/12	2011/12	Value	Target		
			Value	Value	Value	Value	Value	Trend		
Chief Executive's	HY394	Number of incidents of anti social behaviour	Awaiting baseline data							
Children and Young People's	HY59	Percentage of initial assessments for children's social care carried out within 10 working days of referral	66.3%	57.1%	60.6%	86.9%	68.5%	70%	Green	↗
Children and Young People's	HY64	Child Protection Plans lasting 2 years or more	5.8%	4.4%	1.7%	10.4%	5.5%	6%	Green	➡
Children and Young People's	HY32	Percentage of children placed in Haringey Provision	33.0%	35.1%	35.3%	34.4%	35.3%	38.0%	Red	➡
Children and Young People's	HY62	Stability of placements of looked after children: number of moves	15.3%	13.4%	13.2%	12.2%	12.2%	13%	Green	↗
Place and Sustainability	HY23	Reduction in serious violent crime (KPI 1 Violence Portfolio)		1069	2060	3170	3170		Green <sup>9</sup>	↗

<sup>7</sup> Based on Quarter 1

<sup>8</sup> Based on Quarter 2

<sup>9</sup> Based on 4% decrease on comparable 2010/11 data

Dir.	Ref:	Description	2010/11 Value	Q1 2011/12 Value	Q2 2011/12 Value	Q3 2011/12 Value	2011/12 Value	2011/12 Target	Traffic Light	Q3 2011/12 Trend
Adults and Housing	HY58	Victims of domestic violence feeling well advised and supported		N/A	100%	100%	100%	90%	Green	—
Adults and Housing	HY331	Repeat victimisation (Hearthstone)		20%	21%	14%	18%	21%	Green	↑

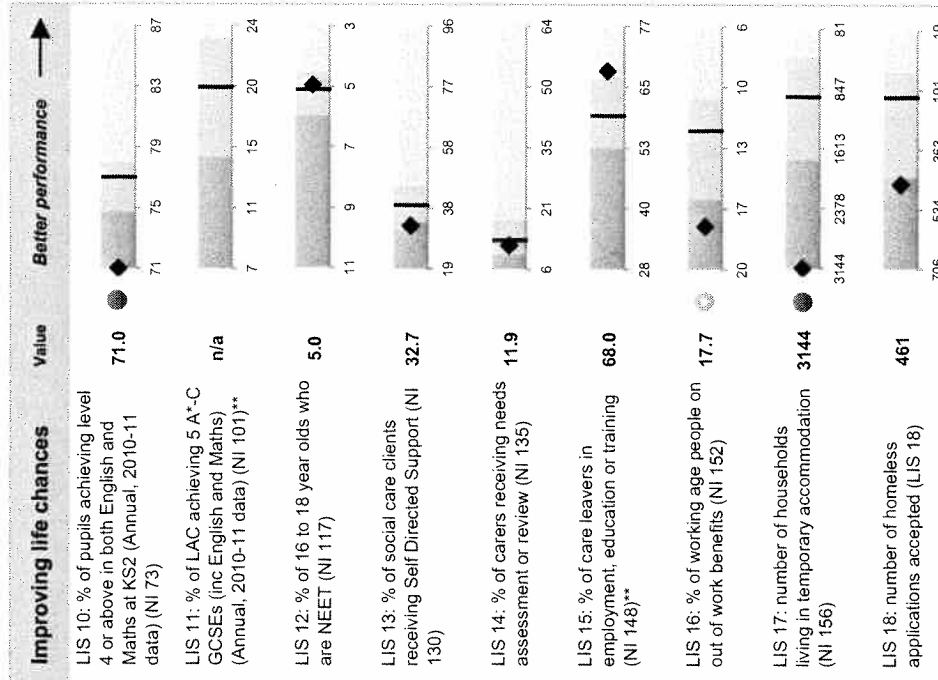
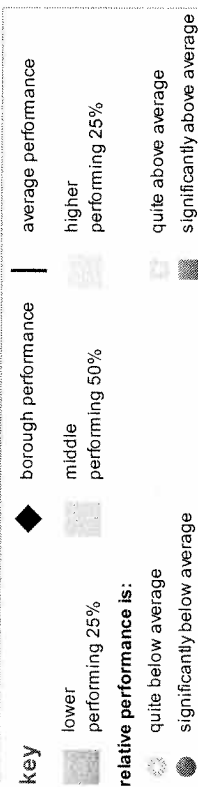
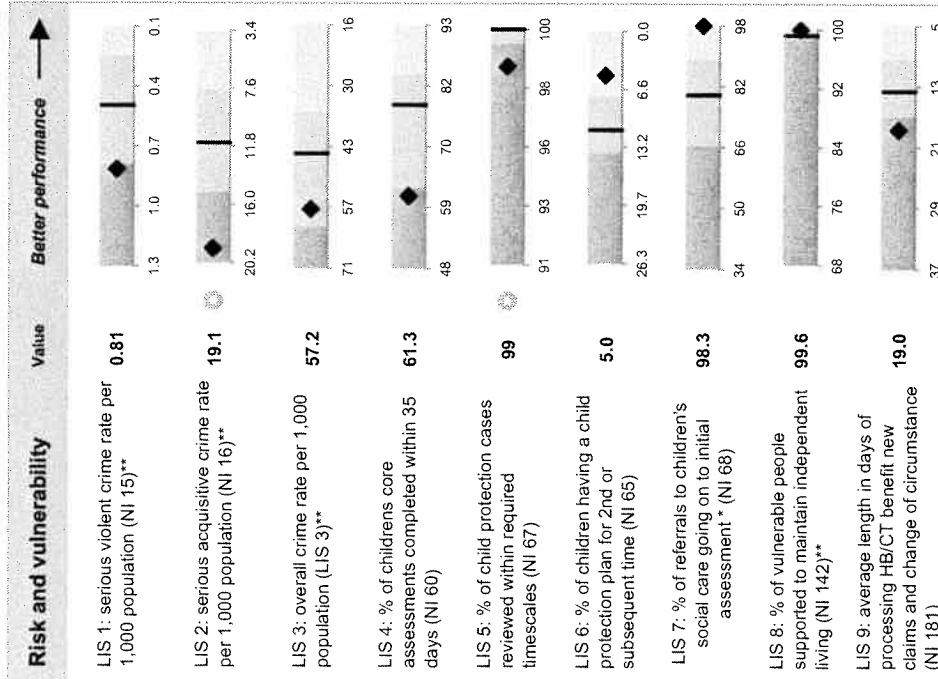
## 6. Organisational Effectiveness

Dir.	Ref:	Description	2010/11 Value	Q1 2011/12 Value	Q2 2011/12 Value	Q3 2011/12 Value	2011/12 Value	2011/12 Target	Traffic Light	Q3 2011/12 Short Trend
Corporate Resources	HY181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	18	15	27.7	26.9	22	19	Red	↑
Corporate Resources	HY9	% of council taxes due for the financial year which were received in year	94%	30.12%	56.36%	85.79%	85.79%	83%	Green	↑
Chief Executive's	HY12	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL	7.96	7.67	7.61	7.53	7.53	7.5	Amber	↑
Chief Executive's	HY12a	Days sick per full time equivalent employee (Excluding Schools' Staff)	8.6	8.22	8.12	7.15	7.15	8	Green	↑
Chief Executive's	HY82	Agency usage (Council wide)	9.6%	8.9%	10.7%	9.9%	9.9%	12.0%	Green	↑





## How Haringey compares with London - Interim 2011-12 Q2 data



**Guidance notes**

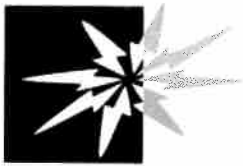
a. The diamond represents performance for your chosen borough. To the right of the black bar represents better than average performance, to the left represents lower than average performance.

b. Lower than average performance does not necessarily imply poor performance, and vice versa

c. If performance for your chosen borough is significantly different to the average, this is highlighted with a dark red or green dot next to the value. If performance is less significantly different this is highlighted with a lighter dot. Traffic lights are calculated by excluding the top and bottom 5% of values to reduce the effect of outliers. \*LIS 7 does not have traffic lights.

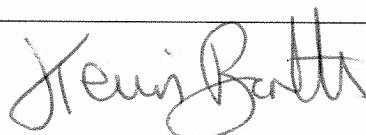
d. \*\* This denotes there are fewer than 24 returns for that indicator (less than 75% of boroughs)





Report for:	<b>Cabinet 7<sup>th</sup> February 2012</b>	Item number	
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Title:	<b>Financial Performance Forecasts as at 31<sup>st</sup> December 2011</b>
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Report authorised by :	 <b>Kevin Bartle – Assist Director (Finance) For the Director of Corporate Resources</b>
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Lead Officer:	<b>Graham Oliver</b> <b>Tel: 020 8489 3725;</b> <b>Email: <a href="mailto:Graham.Oliver@haringey.gov.uk">Graham.Oliver@haringey.gov.uk</a></b>
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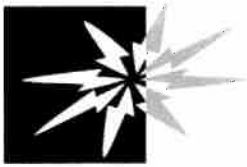
Ward(s) affected: <b>All</b>	Report for Key/Non Key Decision: <b>Key</b>
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**1 Describe the issue under consideration**

- 1.1 To consider the forecast financial revenue and capital outturns for 2011/12 based on actual performance to 31<sup>st</sup> December 2011.
- 1.2 To consider the proposed management actions and approve the budget adjustments (virements) in response to monthly budget management during the financial year to date.
- 1.3 **Cabinet Member Introduction**
- 1.4 Our budget for 2011-12 requires the delivery of an unprecedented level of savings. In that context the projected underspend of £3.8m (1.3% of the total budget) as set out in this report is a highly commendable achievement.
- 1.5 However members should be aware of financial pressures continuing to be a risk to the Council's overall budget strategy, particularly around safeguarding issues (children's and adults) and homelessness. Overall I will continue to ensure the budget is monitored closely and that any impact on future years' budgets is addressed.

**2 Recommendations**

- 2.1 To consider the report and the progress being made against the Council's 2011/12 budget in respect of revenue and capital expenditure.
- 2.2 To approve the budget changes (virements) set out in Appendix 3.



**Haringey** Council

- 2.3 To approve the transfer of the General Fund risk provision to general reserves as outlined in paragraph 10.3 below.

### **3 Revenue Budget Projection**

- 3.1 The overall forecast outturn position as projected by budget holders using financial information up to 31st December is shown in Appendix 1. The overall General Fund forecast is an under spend of £3.8m. However this is after containing a number of significant pressures both within and across the Directorates. The HRA is forecasting a £2.5m underspend. The financial position for each Directorate is discussed in more detail in the body of this report.

### **4 Adults & Housing Directorate**

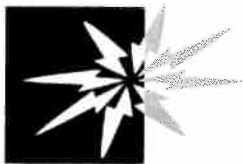
- 4.1 Overall the Directorate is forecasting an outturn position on the General Fund of £3.0m under budget.

#### Adult & Community Services

- 4.2 There is a forecast underspend of £1.5m within Adults and Community Services. The Care Purchasing pressures have been largely successfully managed down and there are large underspends across the staffing and service budgets from holding staff vacancies. In addition there has been early achievement of £1.3m of HESP savings. The directorate has undergone a programme of significant change in the way it delivers services and this change has been made as swiftly as possible in order to minimise uncertainty and maximise the savings produced.

#### Community Housing Services

- 4.3 Community Housing Services are projecting a £1.5m under spend at outturn. The bulk of this underspend (£1.2m) relates to spending on temporary accommodation for homeless people and families. This year the service has been able to hold steady, and even slightly reduce, the numbers of homeless people. At the same time, a joint procurement strategy and a positive negotiating strategy have worked to keep the costs of private sector temporary accommodation down. These two factors combined have resulted in an underspend this year. However the service is expecting increasing pressure from changes to the welfare system and the gloomy economic climate that together may lead to increased homelessness across London. The balance relates to staffing and service budgets.



**Haringey Council**

## **5 Chief Executive's Directorate**

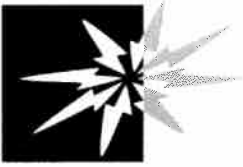
- 5.1 Currently the Directorate is forecasting a net over spend of £0.1m which is mainly as a result of pressures in Human Resources and to a lesser extent Communications, being offset by some under spends in other areas.
- 5.2 The HR forecast over spend is the result of the retention, to the end of September, of redundant staff, scheduled to be released from the beginning of the year, to support delivery of the significant organisational changes arising from the corporate savings programme.
- 5.3 The pressure in Communications is largely due to a delay in implementing the restructuring within translation and interpretation along with shortfalls in achieving budgeted income. This is being offset by underspends in Policy, Intelligence & Partnerships achieved by holding vacancies ahead of further planned savings in 2012/13.

## **6 Corporate Resources Directorate**

- 6.1 The Directorate overall forecast is a breakeven position although there are some pressures and mitigating underspends as set out below.
- 6.2 There are budget pressures of circa £0.3m in Revenues, Benefits and Customer Services due to the increasing caseloads in the service and their associated costs.
- 6.3 The IT business unit is forecasting an under spend of £0.25m due to the renegotiation of the call costs and a one off rebate for last year and there is a small income surplus forecast in Registrars.

## **7 Children & Young People's Directorate**

- 7.1 The net outturn position for Children's Services is now an estimated overspend of £0.7m across the department; this reflects an improvement largely attributable to the numbers of Looked After Children (LAC) and their associated costs 'plateauing' and starting to show signs of reduction. The factors affecting the gross position and the management action associated with minimising, as far as is possible, the net position, are set out below.
- 7.2 The last Cabinet report, which referenced the position at the end of September 2011, highlighted some stability in the numbers of LAC with numbers (excluding unaccompanied minors) at 588 down from around 600 at the beginning of the year. The latest position confirms stability in numbers with a further fall to 576 LAC at the end of December 2011.



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- 7.3 The service recognises the challenging 2012-13 budget in respect of LAC with a reduction of £1.9m already approved in the Medium Term Financial Plan (MTFP). Further savings have been identified in respect of the Residential Homes provision and the service continues to take forward actions contained in the Strategic Improvement Plan with the specific intention both to end the 2011-12 financial year with as close to a balanced budget as possible and additionally to position the service to meet the 2012-13 budget including agreed savings reductions.

#### Looked After Children (LAC) Placements.

- 7.4 Taking into account contributions from the Dedicated Schools Budget, on-going approval for which has been included in the 2012-13 DSB Budget Strategy considered by the Schools Forum and agreed by the Cabinet in December, the placements budget currently indicates an overspend of £0.7m. In order to improve this position further additional Resource Panels have been held during January to consider specific areas of cost pressure: residential placements; high cost 16 – 18 year old placements and 0 – 5 year old placements. A number of actions have been agreed and will be tracked against the agreed target dates into 2012-13.
- 7.5 Client costs in the Leaving Care service and Section 17/20 payments made in support of children outside the statutory care system are showing pressures amounting to around £0.4m although this is partially offset from underspends of £0.3m on a range of other allowances such as in respect of Special Guardianship, Adoption and Foster Carer expenses and Residence Orders.

#### Staffing Costs

- 7.6 Staffing costs in the key teams dealing with Children's Safeguarding services continue to show cost pressures arising from additional staff over establishment numbers and the use of agency staff in the early part of the year, however the ratio of permanent staff has significantly improved to around 82% and these teams will be operating at budgeted establishment levels by the start of 2012-13.

#### Transport

- 7.7 The costs of transporting children with Special Educational Needs (SEN) to schools both within and outside of the borough has reduced both through reductions in contract costs and staff efficiency savings following a restructuring of the service; savings of around £0.5m are apparent and are offsetting pressures elsewhere within the overall Children's Services budget.



Prevention and Early Intervention – Youth Offending Service staff costs

- 7.8 Savings in staff costs of £0.2m identified previously following the service restructuring and incorporation into Children's Services earlier in the financial year, continue to be available and are being used to offset other pressures.

Schools

- 7.9 The number of schools with deficits continues to cause concern and, in order to give additional confidence in the quality of the deficit recovery plans being submitted, a former headteacher with substantial financial experience has been engaged from resources agreed by the Schools Forum contingency panel to work with a number of schools. Outcomes from this work will be reported back in the next monitoring report.

**8 Place & Sustainability Directorate**

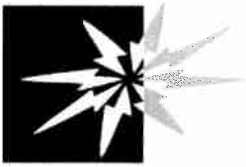
- 8.1 The net outturn position for Place & Sustainability remains at a projected £0.4m overspend largely due to the underachievement of budgeted levels of rental income within Commercial Property.
- 8.2 There are a number of other pressures across the directorate being offset against early achievement of 2012-13 savings and one off increases in waste income.
- 8.3 Costs related to the creation of a Tottenham Regeneration team have been evaluated, 2011-12 costs are expected to be contained within the position shown above and longer-term funding of the team will be subject to agreement by Cabinet, external funding is being sought where possible.

**9 Housing Revenue Account**

- 9.1 The HRA is currently forecasting a year end underspend of £2.5m mainly due to capital financing costs being under the approved budget. The overall budget position will continue to be monitored and consideration will be given to the options this offers to the Council as part of setting the 2012/13 budget.

**10 Non Service Revenue**

- 10.1 The year end forecast for Non-service revenue (NSR), which largely consists of budgets for capital financing costs, levies and contingencies, is an underspend of £2.0m which relates to the general contingency which is now unlikely to be required in 2011/12 given the improving



**Haringey Council**

services' forecast outturn position. The £2m approved contingency has been held unallocated during this year to support unplanned pressures that may have arisen across Council budgets.

- 10.2 The Alexandra Palace and Park Trust continues to work to maximise the profit generated and keep discretionary expenditure to a minimum and currently no additional contribution is anticipated for this financial year. Work is also progressing with the longer term regeneration master plan and it is proposed that any under spend the Palace can achieve in 2011/12 is ring fenced for work on the regeneration project or supporting investment needs.
- 10.3 A risk provision of £1.8m was included in the 2011/12 budget against the possible slippage of agreed savings programme proposals. It is now evident that this provision is not required and it is **proposed** that it is transferred into general reserves to be used in 2012/13, if required, as a contingency against the potential slippage of approved savings proposals.

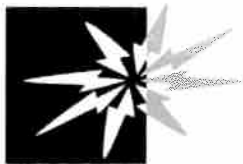
## **11 Treasury Management**

- 11.1 During 2011/12 a total of £53.5m of long term borrowing is maturing and although internal balances can be used in lieu of borrowing to some extent, some refinancing of this debt is required. As a result of the introduction of self-financing of housing, the Council is expecting to have £232m of PWLB loans repaid on 1<sup>st</sup> April 2012. It is in the Council's interests to maximise the amount of the loans with relatively high interest rates that are repaid by government. On the advice of the Council's treasury management advisers, therefore, it is planned to avoid taking any PWLB borrowing until after the repayment. As a short term alternative, £40m of loans have been taken from other local authorities for periods between 9 months and 1 year.
- 11.2 Cash balances averaged £45m during the first nine months of the year and the average interest rate earned was 0.67%. A series of credit rating downgrades has resulted in the Council now only being able to invest in the UK government guaranteed Debt Management Office and AAA rated instant access money market funds. The instant access nature of the money market funds enables investments to be called back quickly if required while uncertainty remains in the markets.

## **12 Capital Programme**

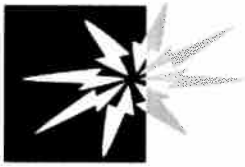
- 12.1 The overall capital programme is forecasting **£10.67m** under budget as set out in Appendix 2. The major variances are discussed in the paragraphs below.





**Haringey** Council

- 12.2 The projected overspend on the HRA Capital programme (£400k) relates largely to major works conversions. Additional funding of £355k has recently been received from the North London Strategic Housing capital pot, for which there is a virement included in appendix 3, that will cover the majority of this overspend.
- 12.3 The project on the reprovision of the recycling centre is closely linked to a decision by the North London Waste Authority (NLWA) on recycling centres and at this stage no commitments have been made until the position with NLWA is known, thus resulting in a projected underspend of £900k.
- 12.4 The Affordable Housing project is projecting a £780k underspend. To date, feasibility work on various projects has been undertaken to support a report on the overall affordable housing programme that will be brought to Cabinet with recommendations on how to commit the balance of the budget in this area.
- 12.5 There has been a review of the works element of the Accommodation Strategy due to the impact of the Council's savings programme on staffing numbers and therefore accommodation needs, which are resulting in a projected underspend of £730k on this programme. A report will be brought to Cabinet at a later date to agree a revised programme of works.
- 12.6 The BSF Schools capital programme is forecast to be £1.22m under budget. This is a result of anticipated expenditure on specialist equipment, asbestos removal and professional fees no longer being required. Additionally, it is expected that retention payments currently outstanding will not be paid by the end of the year, and will need to be carried forward for settlement in the next year.
- 12.7 The ICT Managed Service Provider scheme is now largely controlled by schools. Most schools are now planning to delay any ICT refresh expenditure to the end of the contract, and as a result it is projected to be £1.26m under spent this financial year. There is not expected to be any underspend on this contract overall.
- 12.8 The projected £530k underspend on the Temporary Schools Expansion scheme is a result of only three of the four projects being completed. Expenditure relating to the Lea Valley project and contingency budget will slip to 2012/13.
- 12.9 PFI Costs in relation to lifecycle projects are expected to be £730k under budget in year. This is a result of a number of projects at different stages of commissioning, and it is expected that there will be some slippage into 2012/13.



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12.10 Re-phasing of the rollout of the Infrastructure Renewal programme within Corporate Resources has resulted in a projected £2.96m slippage from 2011/12 into future years.

12.11 The IT Capital programme is used for the implementation and improvement of specific IT systems. Budget is only allocated once detailed business cases have been agreed and some budget remains unallocated at period 9; furthermore some projects already in train are now forecast to complete in the early part of 2012/13. These factors are causing a projected underspend of £700k.

### **13 Virements**

13.1 The Council constitution determines the level of virements which fall to be approved by Cabinet and of those, which represent key decisions. The virements which require approval at the end of December (period 9) are presented in Appendix 3.

### **14 Comments of the Chief Financial Officer and Financial Implications**

14.1 The comments of the Chief Financial Officer and Financial implications are included throughout the report.

### **15 Head of Legal Services and Legal Implications**

15.1 There are no specific legal implications in this report.

### **16 Policy Implications**

16.1 As a budget monitoring report there are no specific policy implications flowing from this report.

### **17 Use of Appendices**

17.1 Appendix 1: Forecast Revenue Outturn by Directorate

17.2 Appendix 2: Forecast Capital Outturn by Programme

17.3 Appendix 3: Revenue and Capital Virements

### **18 Local Government (Access to Information) Act 1985**

Budget management papers

Business plans

Table 1: Revenue 2011/12 - The aggregate revenue projected position in 2011/12 is shown in the following

Directorate/Fund	Approved Budget		Projected variation	
	£m		£m	
Adults & Housing	101.00		(3.00)	
Corporate Resources	7.61		0.00	
Chief Executive	1.57		0.10	
Place & Sustainability	53.65		0.40	
Children & Young People	83.56			
- Children & Families			0.70	
- Children's Centres			0.00	
Public Health	0.81		0.00	
Non-service revenue	38.00		(2.00)	
<b>Total - General Fund</b>	<b>286.19</b>		<b>(3.80)</b>	
Children & People (DSG) - Non Schools	0.00		0.00	
Children & People (DSG) - ISB	0.00		0.00	
<b>Total - Dedicated Schools Grant</b>	<b>0.00</b>		<b>0.00</b>	
<b>Total - Housing Revenue Account</b>	<b>(0.29)</b>		<b>(2.50)</b>	

Table 2: **Capital 2011/12** - The aggregate capital projected position in 2011/12 is as shown in the following table.

<b>Capital Scheme</b>	<b>Approved Budget</b>	<b>Spend to Date</b>	<b>Projected Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Place &amp; Sustainability Directorate</b>			
Reprovision of Recycling Centre	0.90	0.00	(0.90)
Parking Plan	0.60	0.18	0.00
Street Lighting	0.80	0.33	0.00
Resurfacing	1.30	0.71	0.00
TfL	2.10	0.85	0.08
Solar Photovoltaic Programme	2.72	0.09	0.04
Marsh Lane Depot Project	0.26	0.01	(0.10)
Tottenham Hale Gyratory	1.50	1.27	0.00
Affordable Housing	0.85	0.00	(0.78)
Corporate Management of Property	0.81	0.12	(0.33)
Accommodation Strategy Phase 2	1.38	0.35	(0.73)
Lordship Recreation Ground	3.08	2.41	0.00
Other schemes under £1m	2.28	0.67	(0.47)
<b>Total - Place &amp; Sustainability</b>	<b>18.57</b>	<b>6.98</b>	<b>(3.18)</b>
<b>Childrens Directorate</b>			
BSF Schools Capital Programme	11.60	8.04	(1.22)
ICT Managed Service Provider	2.56	0.74	(1.26)
Primary Capital Programme	12.71	8.36	(0.10)
School Expansion - Temporary	1.00	0.38	(0.53)
Repairs & Maintenance	1.00	0.60	(0.01)
Electrical and ICT Infrastructure	1.07	0.77	0.01
PFI Costs	2.43	0.79	(0.73)
Devolved Capital	2.04	0.00	0.00
Other schemes under £1m	1.32	0.43	(0.36)
<b>Total - Childrens</b>	<b>35.73</b>	<b>(4.20)</b>	<b>(4.20)</b>
<b>Adult &amp; Housing Directorate</b>			
<b>Adults</b>			
DFG Agency	1.54	0.78	(0.02)
Housing Aids & Adaptations	1.20	0.81	0.00
Other schemes under £1m	0.53	0.12	0.00
<b>Total - Adults</b>	<b>3.27</b>	<b>1.72</b>	<b>(0.02)</b>
<b>HRA</b>			
Extensive Voids	0.60	0.36	0.00
Boiler Replacement	2.00	2.05	0.00
Capitalised Works	4.00	1.46	0.00
Lift Improvements	1.40	1.33	0.35
Decent Homes Standard	19.00	6.57	0.00
Saltram Close	0.00	0.03	0.04
Major Works Conversions	0.10	0.54	0.48
Professional Fees	1.41	1.06	0.00
Retained Hostels Borough Wide	1.00	0.00	0.00
Digital TV System (IRS)	3.50	1.60	0.00
Other schemes under £1m	1.55	0.51	(0.47)
<b>Total - HRA</b>	<b>34.56</b>	<b>15.50</b>	<b>0.40</b>
<b>Corporate Resources Directorate</b>			
IT Capital Programme	1.66	0.40	(0.70)
Infrastructure Programme	4.29	0.50	(2.96)
Alexandra Palace	0.78	(0.26)	0
<b>Total - Corporate Resources</b>	<b>6.72</b>	<b>0.65</b>	<b>(3.65)</b>
<b>Total - Haringey Capital Programme</b>	<b>98.86</b>	<b>20.65</b>	<b>(10.67)</b>

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

<i>Revenue Virements</i>					
Period	Service	Key	Amount current year (£'000)	Reason for budget changes	Description
7	AH03 / CR02	Rev*	1,624	Discontinue the HB Admin Recharge	Discontinuation of the virement between benefits and Homelessness from 2011/12 onwards
8	CR02/M 1	Rev*	164	Fund diff in grant claim from NSR	Match budgeted income to reclaimable figure in NNDR3 grant claim.
7	CE	Rev*	517	Savings Programme Team Funding	Responsibility and therefore, funding for corporate programme management will move to PIP from April 2012
8	CE	Rev*	145	Budget Realignment	Feedback and Information governance activity, and therefore management, now centralised within PIP
7	CYPS	Rev*	199	Budget Realignment	Budget reallocation - adjustment
7	CYPS	Rev*	362	Budget Realignment	Aligning budgets with projected spend
7	CYPS	Rev*	162	Budget Realignment	Reprofile Youth Mgt & Connexions
8	CYPS	Rev*	496	Budget Realignment	Creating budget for Housing Benefits
9	CYPS	Rev*	145	Budget Realignment	Alignment of budget with spend
7	AH	Rev*	358	Budget Realignment	Virement of one off PCT funding from reserves to cover overspend in Mental Health Commissioning
7	AH	Rev	161	Budget Realignment	Budget for Direct Payments growth from Physical Disabilities to Older people
7	AH	Rev	168	Budget Realignment	Internal residential homes salaries underspend to Deputy Director's provision
8	AH	Rev*	6,637	Budget Realignment	Movement of revised salaries budgets within the business unit following Personalisation and Assessment Service restructure; Revised structure approved at General Purposes Comm 19/05/11.
8	AH	Rev	130	Budget Realignment	Community Alarm income budget realignment to bring in line with projected actuals
9	AH	Rev*	842	Budget Realignment	Substance Misuse & HIV-AIDS Care Purchasing rebase
9	AH	Rev*	1,870	Budget Realignment	Movement of budgets within Learning Disabilities Pooled Budget.
9	AH	Rev*	269	Budget Realignment	Personalisation and Assessment Service - running costs realignment following restructure
9	P&S	Rev*	193	Budget Realignment	Transport Services Overheads realigned in relation to savings identified in Cabinet Report regarding integrated Waste Management Contract.

- Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table. These 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.
- 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.
- Key decisions are highlighted by an asterisk in the table.
- The above table sets out the proposed changes. There are two figures shown in each line of the table. The first amount column

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

<b>Capital Virements</b>					
<b>Period</b>	<b>Service</b>	<b>Key</b>	<b>Amount current year (£'000)</b>	<b>Reason for budget changes</b>	<b>Description</b>
8	CR	Capital	155	Create approved Capital Budget	IT Single Front Line Project
9	P&S	Capital	770	Distribution of grant	Tottenham Hale Gyratory - GAF Funded
7	P&S	Capital	152	Additional receipts	S278 Park Tavern
10	P&S	Capital	198	Contributions	Ducketts Common
10	A&H	Capital	355	Grant received	North London Sub Region Conversions
10	A&H	Capital	138	Budget Realignment	Community Capacity Grant: Telecare
10	A&H	Capital	100	Budget Realignment	Community Capacity Grant: Vulnerable Adults - supported living
10	A&H	Capital	50	Budget Realignment	Community Capacity Grant: Winkfield - Mod - Day Opps
10	HRA	Capital	1,699	Technical Adjustment	Review of available resource reducing Mechanical and Electrical scheme.

1 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table and 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.

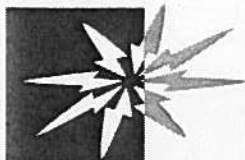
2 Under the Constitution, certain virements are key decisions. Key decisions are:

· 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



Haringey Council

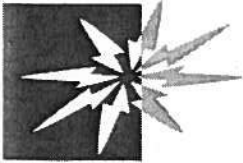
Report for:	Cabinet	Item number	To be added by the Committee Section
Title:	Review of Fees and Charges 2012/13		
Report authorised by :	<i>J. Parker</i> 30/1/12 Julie Parker Director of Corporate Resources		
Lead Officer:	Graham Oliver (020 8489 3725) <a href="mailto:Graham.oliver@haringey.gov.uk">Graham.oliver@haringey.gov.uk</a>		
Ward(s) affected:	Report for Key/Non Key Decision:		
ALL	Key		

### 1. Describe the issue under consideration

As part of the Medium Term Financial Plan and income policy the Council is required to carry out an annual review of its fees and charges with a view to ensuring its income from these sources are maximised, whilst ensuring that the principle of cost recovery is maintained.

The current inflation rate (RPI) is 4.8%, however an indicative rate of 3% has been proposed for the purposes of applying a default increase for 2012-13 across the full range of Council Fees and Charges, for the following reasons:

- Fees and charges were raised by a significant percentage in 2011-12 and the view taken is that to increase by the current RPI would be overly detrimental to the collection of the Council's income.
- The Bank of England and Office of Budget Responsibility are both expecting the current RPI to start falling in 2012 and have estimated an RPI of 3% by the end of 2012 or early 2013.



**Haringey** Council

- The principle of cost recovery is maintained by the approval of an increase that is below the rate of inflation.

The detailed proposed increases to fees and charges are included in the attached appendices. Section 5 below sets out any exceptions to the indicative average 3% increase(s).

## **2. Cabinet Member Introduction**

It is important that as part of our on-going financial planning in these difficult economic times that we continue to comply with the Council's policy to annually review our fees and charges. We need to use all the avenues available to us to minimise service reductions and to deal with the financial pressures that we face. I believe a 3% increase is the right level when compared with inflation which is running at approximately 5%.

I commend this report to the Cabinet.

## **3. Recommendation**

- 3.1 To approve increases to the Council's fees and charges, as contained in Appendices 1 to 10 (excluding Pendarren House at Appendix 10), with effect from 1<sup>st</sup> April 2012, subject to an equalities impact assessment being carried out where appropriate and any subsequent changes then required being delegated to the relevant Director in consultation with the appropriate Cabinet Member.
- 3.2 To approve the increase of fees for Pendarren House by 3% from 1<sup>st</sup> September 2012 (as contained in Appendix 10), subject to any counter conclusions coming out of the review of Pendarren House, which will be brought back to a later meeting of this Cabinet.

## **4. Other options considered**

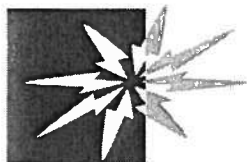
Officers have reviewed fees and charges, firstly as part of the annual consideration of fee levels, and secondly due to the need for the Council to maximise its sources of income in order to mitigate against service cuts. Proposals for a zero increase are being made in certain situations as set out in this report.

## **5. Background information**

### **Service Specific Information**

Appendices 1 to 10 detail all fees and charges proposed for increase. These show fees and charges increasing by 3% either by individual





**Haringey** Council

charge or on average across the service as a whole. Exceptions to the proposed 3% increase are set out below.

## 5.1 Place and Sustainability

### 5.1.1. Libraries

Selected charges are proposed for increase, based on multiples of five pence for ease of cash handling and are shown in detail in Appendix 2. A small number of charges are proposed for holding at existing levels as these are said to be already at the highest end of our comparator group (see table below). The charges not being proposed for increases are:

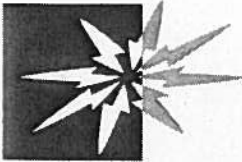
- Overdue book charges
- Lost ticket replacements
- DVD Hire (Blockbuster films)

Current charges	Overdue fines per day	Fines for 60+	DVD hire	Replacement ticket charge	Replacement ticket charge for 60+
Haringey	£0.20	No	£1.00 - £3.00	£2.00	No charge
Islington	£0.12	No	£1.00 - £2.00	£1.00	£1.00
Waltham Forest	£0.18	£0.10	£2.00 - £3.00	Free	Free
Enfield	£0.16	£0.08	£1.50 - £2.50	£2.00	£2.00
Hackney	£0.18	No	Free - £2.00	£1.00	£0.50
Barnet	£0.15	£0.15	£1.50 - £2.50	£1.80	£0.50
Camden	£0.20	£0.10	£1.20 - £2.50	£1.50	£1.50

### 5.1.2. Parking (Pay and Display, Permits and Blue Badge administration)

The only proposed exception to a 3% increase in parking fees is in relation to Pay and Display. A full review of Pay and Display charges in the Borough is to be carried out. No proposal for increase, therefore, to Pay and Display charges is made in advance of that review.

Changes in legislation for the issuing of blue badges have come into force which mean the Council can no longer print the badges and a printing contractor nominated by the government has to be used. The printer charges the Council for the printing and distribution of the badges. In order to off set some of the administration costs it is proposed that a new administration charge for the issuing of blue badges of £10 per badge (including VAT) is implemented.



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### **5.1.3. Property Services**

The professional fee charges are limited by the commercial market, these were increased significantly in 2011/12 and therefore no increases are proposed in 2012/13.

Although staff car parking charges were increased by 50% in 2011/12 they are still significantly lower than other Wood Green car parks and therefore a 3% increase in staff car parking charges is proposed and included in the appendices.

## **Adults and Housing**

### **5.2.1 Adults**

The fees for residential and most community care are based on the full gross cost of the care. The Council has adopted a policy of controlling its costs at the same level as 2011-12 and will not be paying automatic inflationary uplifts. As a result, fees for full cost payers will also remain at 2011-12 levels. However most clients pay a partial means tested contribution to their costs and this contribution will be reviewed in line with increases in pensions and benefits. The fees for services which are not charged at full cost such as Meals and Wheels are proposed for increase by 3%.

### **5.2.2 Housing**

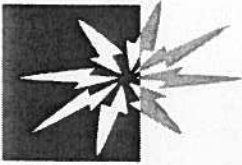
HMO Licensing - There was a 25% increase in 2011/12. The fee rate was consulted upon and agreed in July 2011. The documentation has been updated to reflect the current agreed fee. Licenses are normally issued for a period of up to 5 years. Invoices will be issued and normally paid in year 1 or 2 of the licence, applying the charge agreed for 2011/12. Increasing the fee rate in 2012/13 is unlikely to bring in additional income until the current licences expire in year 5. The attached appendices, therefore, **do not** include any increase in HMO fees.

## **5.3 Children and Young People's Service**

Currently within the Children and Young People's Service, fees and charges are levied in the following areas:

- Pendarren House;
- The Music Service; and
- Children's Centres.

A suggested approach for each of these areas is set out below, and any charges proposed for increase are detailed in Appendix 10. In addition the conversion of a small number of schools to Academy status creates



## Haringey Council

a situation where the Council can, in respect of certain services and if it wishes to offer services to those schools, charge; this is also considered further below.

### 5.3.1 Pendarren House

Pendarren House is the Council's Outdoor Education Centre located in Wales and is used primarily by schools. Over the last 2 years the service has been working towards the centre becoming self-financing and currently there is a small subsidy provided through the Dedicated Schools Grant (DSG). There is no subsidy from the Council's General Fund. Because the centre primarily serves schools it is **proposed** that any price increases apply from 1st September 2012.

However, there is evidence that, following significant increases in the prices charged over the last 2 to 3 years, the centre is finding it difficult to achieve its current target with an estimated shortfall of £89,000 in the current year. CYPS is also embarking on the development of a 'schools trust' model and it is envisaged that traded services such as Pendarren House would be considered as part of this new relationship with schools; in the light of this and in particular the fact that the service receives no General Fund subsidy, it is **proposed** that pending a review of the centre and its fees as a part of a future schools trust model is carried out, including any further changes to the fees and charges for the centre.

Therefore it is **proposed** that the fees for Pendarren House be increased by 3% from 1st September 2012, subject to any counter conclusions coming out of the review of Pendarren House, which will be brought back to a later meeting of this Cabinet.

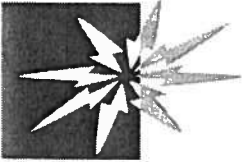
### 5.3.2 Music Services

It is **proposed** that a 3% increase is applied from 1<sup>st</sup> April 2012.

### 5.3.3 Children's Centres

Children's Centres levy childcare fees in respect of children aged 0 – 2 and for any hours taken by 3 and 4 year olds over and above the Free Entitlement (15 hours per week, 38 weeks per year). These charges were increased in September 2011 from a single flat rate of £175 per week, to banded weekly rates of £225 (0 – 2 YO) £200 (2 – 3 YO) and £175 (3 – 5 YO); for the younger age group this represented a significant increase (29%) reflecting a move both to remove cross-subsidisation and to reflect actual costs.

In addition the service has been asked to present proposals for moving to a 'means tested' charging structure. It is **proposed** that firstly any further changes to fee rates in this area take effect from September of each year to reflect the academic year and **secondly** that any increase from September 2012 is deferred until consideration of a means tested



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approach has been held by Members. Therefore these charges are not included in this report.

#### **5.3.4 Academies**

Academies receive funding for certain services they can no longer expect for 'free' from the Local Authority through the Local Authority Central Service Equivalent Grant (LACSEG). The Council can, although is under no obligation, to offer those services to Academies and may therefore charge Academies for them. Some services (including Pendarren House and the Music Service) are already charging for all schools to use their services, whether or not they are Academies, because the resources have already been delegated to all schools.

Cabinet are asked, therefore, to note the intention of Children's Services to offer, on a full cost recovery basis, traded services to Academies, initially for the Admissions Service.

### **5.4 Corporate Resources**

#### **5.4.1 Land Charges**

The Council operates a ring-fenced land charges account which is (by statute) expected to break even over a 3 year period. 2012/13 will be the third year of the current period and as 2010/11 over-recovered and 2011/12 is likely to do so again it is **not proposed** that these fees are increased for 2012/13.

#### **5.4.2 Registrars**

The review of fees and charges undertaken has resulted in a range of proposals for increase, that on average, exceed the indicative 3% target. The rationale for the proposals is set out in Appendix 8.

## **6. Comments of the Chief Financial Officer and Financial Implications**

The fees and charges proposals are in line with the Council's Medium Term Financial Plan (MTFP) for 2012/13 – 2014/15. The total amount of additional income estimated to be generated from the proposed increases (assuming no impact on volumes) is approx. £280k for the General Fund and £37k for the Dedicated Schools Budget DSB (as analysed in the following table).



Haringey Council

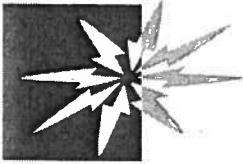
<b>Business Unit</b>	<b>Increased Income £</b>
<b>Potential Increased Income</b>	
Adults	146,000
Legal Services	9,000
Leisure	2,300
Culture	18,100
Planning & Regeneration	23,100
Single Frontline	78,800
Property Services	1,800
<b>TOTAL INCREASED INCOME - General Fund</b>	<b>279,100</b>
CYP Services	37,100
<b>TOTAL INCOME- DSB</b>	<b>37,100</b>

If the proposals are accepted on the non increase of fees and/or charges then the Council would forgo approximately **£76k** of additional income, again assuming the current volumes remained the same, as set out below.

	<b>Forgone Income £</b>
Libraries - DVD budget	6,000
Housing	2,000
Children's Centres (DSG Income)	68,200
<b>TOTAL FORGONE INCOME</b>	<b>76,200</b>

## 7. Head of Legal Services and Legal Implications

- 7.1 Certain fees for services provided by local authorities are set out in the parent legislation or in regulations made under the parent legislation. In such instances the Council has no discretion as to the level of the charge.
- 7.2 In addition, section 93 Local Government Act 2003 permits local authorities to charge for discretionary services, provided that there is no alternative power allowing the local authority to charge and provided that there is nothing in the parent legislation preventing the local authority from charging for these discretionary services. Where the Council charges for such discretionary services, it has a duty to secure that, taking one financial year with another, the income from charges does not exceed the costs of provision. Section 93 permits the Council to charge only some persons for providing the discretionary service and also



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permits the Council to charge different persons different amounts for providing a service.

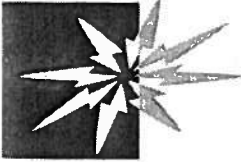
- 7.3 In reviewing fees and charges, services need to demonstrate that they have had due regard to the overarching Public Sector Equality Duty as set out in the Equality Act 2010. Services need to demonstrate that they have considered whether an equalities impact assessment should be carried out and undertake such an assessment if found to be necessary.
- 7.4 Certain fees may not be set by the Cabinet. Regulation 2 (6) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provides that decisions on certain approvals, consents permits and licenses (for example premises licences; licenses for street trading) cannot be made by the Executive (Cabinet). Likewise, charges for such approvals, consents permits and licenses may not be made by the Cabinet. These fees will be set by the Regulatory Committee.

## **8. Equalities and Community Cohesion Comments**

- 8.1 A meeting was held to determine which of the fees and charges will be subject to a screening or a full equality impact assessment. It was agreed that Managers will do an initial assessment of the charges within their services to determine if they have a high, medium or low impact. A spreadsheet has been produced to detail the results of these initial assessments which will be available on request. The spreadsheet will be used as evidence of our test of relevance to reflect this decision.
- 8.2 All of the fees and charges that have been identified as low impact will require screening. Where a fee or charge has been increased as a result of a statutory requirement, we have decided not to do a full equality impact assessment, as the authority has no control over the increase. The charges and fees identified as medium will be subject to either a screening or full equality impact assessment, dependant upon whether the impact is disproportionate on service users or on any one of the protected groups. All fees and charges that have been assessed as having a high impact will be subject to a full equality impact assessment.

## **9. Use of Appendices**

- Appendix 1 Adult Learning
- Appendix 2 Libraries
- Appendix 3 Parks
- Appendix 4 Planning, Regeneration & Economy
- Appendix 5 Traffic Management
- Appendix 6 Regulatory Services
- Appendix 7 Property Services
- Appendix 8 Corporate Resources - Registrars



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Appendix 9 Adults

Appendix 10 Children's and Young People - Music Services &  
Pendarren House

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

Existing schedules of fees and charges

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## Adult Learning

## Appendix 1

<i>Description Charge</i>	<i>Old Charges (£)</i>	<i>New Charges (£)</i>	<i>% Change</i>	<i>Comments</i>
Adults Safeguarding Learning (ASL): Leisure, wellbeing and languages	3.75	3.90	4%	Charges per teaching hour
English for Speakers of Other Languages (ESOL)	1.85	1.95	5%	Charges per teaching hour
Business Skills (SAGE/Bookkeeping)	3.75	3.90	4%	Charges per teaching hour
Start IT (Information Technology) 2, 3, 4 and 5	30.00	32.00	7%	Course cost
Bite Size IT	40.00	42.00	5%	Course cost
Introducing (CLAIT - Computer Literacy and Information Technology)	60.00	64.00	7%	Course cost
<b>European Computer Driving Licence (ECDL)</b>				
ECDL Essentials	100.00	105.00	5%	Course cost
ECDL Powerpoint/productivity	60.00	64.00	7%	Course cost
ECDL Word/Spreadsheets	70.00	74.00	6%	Course cost
Creative media and digital tech	60.00	64.00	7%	Course cost
Community Cohesion: ICT (Information, Communication & Technology)	11.00	12.00	9%	Course cost
Digital inclusion and wider skills	50.00	52.00	4%	Course cost
Literacy	-	-		Course fees not permitted under Skills Funding Agency (SFA) funding
Numeracy	-	-		Course fees not permitted under SFA funding
Work Based Learning	-	-		Course fees not permitted under SFA funding
Commissioned provision	-	-		Charges cannot be reclaimed
Family Learning (Skills for Life)	-	-		Course fees not permitted under SFA funding
Information, Advice and Guidance	-	-		Course fees not permitted under SFA funding

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## Appendix 2

<b>LIBRARY SERVICES</b>	<b>Current charge</b>	<b>Proposed charge</b>	<b>Increase</b>	<b>Comment</b>
Reservations (standard rate)	£1.00	£1.10	10%	Rounding of Charge
Reservations (over 60s)	£0.50	£0.55	10%	Rounding of Charge
Overdue books – per item per day (except DVDs).	£0.20	£0.20	0%	Charge increased Nov 10 by 33%. Now at top of nearest neighbour charges
Overdue books – per item per day (except DVDs). Over 60s.	-	£0.10		New charge. (4 out of 6 nearest neighbours charge reduced rate for over 60s) No charge retained for under 16s
Maximum overdue charge per item (except DVDs)	£6.00 (£3.00 over 60s)			New for over 60s
Lost ticket replacement	£2.00	£2.00	0%	Charge increased Nov 10 by 33%.
Lost ticket replacement for over 60s and under 16s	£1.00	£1.00	0%	Charge increased Nov 10 by 25%.
DVD/Video hire: Blockbuster per loan for two days	£3.00	£3.00	0%	
DVD/Video hire: films per loan for one week	£1.00	£1.10	10%	Rounding of Charge
Multi DVDs (sets of 4 or more) per loan for one week	£3.00	£3.30	10%	
Music CD hire per loan for one week.	£0.50	£0.55	10%	
Music CD hire per loan for one week. Over 60s.	-	£0.25		New for Over 60s
Spoken Word (Talking Books) per loan for 3 weeks	-	£1.00		New charge. Free to under 16s, Over 60s and people registered blind/partially sighted.

## Appendix 2

<b>LIBRARY SERVICES (contd)</b>	<b>Current charge</b>	<b>Proposed charge</b>	<b>Increase</b>	<b>Comment</b>
Small Ads per 3 weeks	£2.00	£2.50	25%	
Lost or damaged items: Out of print books	£15.00 non-fiction £10.00 fiction £5.00 children's	£18.00 non-fiction £12.00 fiction £6.00 children's	20% 20% 20%	Books in print remain at full replacement cost.  (Charges were not increased in 2010)
Lost or damaged items: Out of production DVD/Blu-Ray	£10.00	£12.00	20%	DVD/Blu-ray in production remain at cost of rental edition
Photocopying/Printing/FAX charges		No changes proposed	0%	

<b>BRUCE CASTLE MUSEUM &amp; ARCHIVES SERVICES</b>				
Photocopying by Archive staff A4 B&W per page	£0.40	£0.45	12.5%	
Photocopying by Archive staff A4 Colour per page	£1.50	£1.60	6.6%	
Photocopying by Archive staff A3 B&W per page	£0.90	£1.00	11%	
Photocopying by Archive staff A3 Colour per page	£3.00	£3.00	0%	
Digital scan by Archive staff	£2.00	£2.10	5%	
Provision of information on CD by Archive staff	£2.00	£3.00	33%	
Minimum charge for remote orders and paying by cheque	£5.00	£5.00	0%	
A4 microfilm printout from External Bureau	£0.45	£0.50	11%	
A3 microfilm printout from External Bureau	£0.75	£0.80	6.6%	

ACTIVITY	11/12		12/13 std	11/12	12/13 Act 1	11/12	12/13 Act 2	11/12	12/13 Act 3	Percentage increase			
	Vat Inclusive	Standard	Proposed	Active 1	Proposed	Active 2	Proposed	Active 3	Proposed	Std	Act1	Act2	Act3
ALLOTMENTS													
Allotment per 25m2 per year	Y	£4.55	£6.35		n/a					39.6%			
Pension / Disabled concession 50% Discount	Y	£2.28	£3.20		n/a					40.4%			
Out of Borough Surcharge	Y	£4.55	£9.10		n/a					100.0%			
Water Charge per 25m2 per year	Y	£2.75	£2.90		n/a					5.5%			
Average Allotment charge	Y	£8.65	£8.90		n/a					2.9%			
SPONSORSHIP													
Tree Sponsorship (All Areas)	Y	£200.00	£210.00	na						5.0%			
Hanging basket - Single Bracket Install	Y	£48.00	£49.00	na						2.1%			
Hanging basket - Double Bracket Install	Y	£85.00	£88.00	na						3.5%			
Barrier Planter Install	Y	£138.00	£142.00	na						2.9%			
Hanging basket - Single Bracket Annual Maintenance	Y	£138.00	£142.00	na						2.9%			
Hanging basket - Double Bracket Annual Maintenance	Y	£220.00	£227.00	na						3.2%			
Barrier Planter Annual Maintenance	Y	£138.00	£142.00	na						2.9%			
Stainless steel, surface mounted bech plaque	Y	£100.00	£100.00	na						0.0%			
Woodfurn Tudor Oak Bench 1.4m:	Y	£599.00	£599.00	na						0.0%			
Parklane hardwood seat 1.8m	Y	£650.00	£650.00	na						0.0%			
PARKS													
Grade A Pitches per Match	Y	£85.90	£88.00	£68.60	£71.00	na		na		2.4%	3.5%		
Grade A Pitches per Match - ex VAT	N	£83.80	£86.00	£57.60	£59.00	£55.90	£58.00	£50.70	£52.00	2.6%	2.4%	3.8%	2.6%
Grade B Pitches per Match	Y	£70.70	£73.00	£63.00	£65.00	na		na		3.3%	3.2%		
Grade B Pitches per Match - ex VAT	N	£69.00	£71.00	£52.30	£54.00	£50.70	£52.00	£46.00	£47.00	2.9%	3.3%	2.6%	2.2%
Grade B Pitches Per Match no changing	Y	£54.40	£56.00	£40.40	£42.00	na		na		2.9%	4.0%		
Grade B Pitches Per Match no changing- ext VAT	N	£53.10	£55.00	£34.20	£35.00	£33.20	£34.00	£30.10	£31.00	3.6%	2.3%	2.4%	3.0%
Junior Pitch Hire	Y	£38.00	£39.00	£25.00	£26.00	na		na		2.6%	4.0%		
Junior Pitch Hire - ex VAT	N	£37.10	£38.00	£21.40	£22.00	£20.80	£21.00	£18.90	£19.00	2.4%	2.8%	1.0%	0.5%
Junior Changing	Y	£21.70	£22.00	£7.40	£8.00	na		na		1.4%	8.1%		
PARK EVENTS													
Small Events 1-499 attendees (per day)		£110.00	£113.00	na						2.7%			
Medium Event 500 - 1999 attendees (per day)		£278.00	£286.00	na						2.9%			
Large Event 2000+ attendees (Including Fun fairs and circus per day)		£557.00	£574.00	na						3.1%			
Community Use Administrative Charge	N	£110.00	£113.00	na						2.7%			
Events Damage Deposit/Bond (100 - 1999 attendees)	N	£543.40	£560.00	na						3.1%			
Events Damage Deposit/Bond (over 2000 attendees)		By negotiation											
Commercial Events Hire (per licenced head)		£1.55	£1.60	na						3.2%			
Ticketed Commercial fundraising events 2000+ attendees		£1.05	£1.10	na						4.8%			
Free entry Commercial fundraising events 2000+ attendees		£0.55	£0.60	na									
Finsbury Park Supplement plus 15%													
Park Based Organised Exercise / personal training - single instructor			£11.00	na									
Park Based Organised Exercise / personal training - compay session			£40.00	na									
Additional Services				na									
Non refundable application fee of 20% of overall event fee payable on submission of application.		20% of total event fee		na									
Utilities Charged as per usage plus 10% management fee		Actual plus 10%		na									
Disruption Charge as per reasonable costs for each event		By negotiation		na									
Event setup and set down days charged at 50% of applicable per day charge.		50% of per day charge		na									
Event Signage per location per week			£25.00	na									
Event / Promotional Banners per location per week			£50.00	na									
Closure of park to vehicles per half day		£250.00	£258.00	na						3.2%			
FINSBURY PARK TRACK & GYM													
American Football Match	Y	£181.50	£187.00	£181.50	£187.00	£176.30	£182.00	£159.70	£164.00	3.0%	3.0%	3.2%	2.7%
American Football Markout	Y	£117.50	£121.00	na						3.0%			
American Football Remarkout	Y	£58.80	£61.00	na						3.7%			
American Football Match	Y	£111.70	£115.00	£111.70	£115.00	£108.50	£112.00	£98.40	£101.00	3.0%		3.2%	2.6%
American Football Match - Junior	Y	£65.40	£67.00	£65.40	£67.00	£63.40	£65.00	£57.50	£59.00	2.4%	2.4%	2.5%	2.6%
American Football Training	Y	£55.10	£57.00	£55.10	£57.00	£53.40	£55.00	£48.50	£50.00	3.4%	3.4%	3.0%	3.1%
American Football Training - Junior	Y	£31.00	£32.00	£31.00	£32.00	£30.10	£31.00	£27.30	£28.00	3.2%	3.2%	3.0%	2.6%
Meeting Room	N							£11.40	£12.00				5.3%
In Borough Schools/Education Use													
Cricket Match Albert Rec	N	na		na		na		£21.20	£22.00				3.8%
Football Albert Rec	N	na		na		na		£21.60	£22.00				1.9%
Rounders Hire	N	na		na		na		£12.50	£13.00				4.0%
Rounders hire + markout	N	na		na		na		£53.40	£55.00				3.0%
Rounders Remark	N	na		na		na		£7.70	£8.00				3.9%
Running Track Hire (100 m 6 lane)	N	na		na		na		£74.60	£77.00				3.2%
100m Track Remark	Y	na		na		na		£58.00	£60.00				3.4%
Running Track Hire (50m 6 lane)	N	na		na		na		£37.30	£38.00				1.9%
50m Track Remark	Y	na		na		na		£29.00	£30.00				3.4%
Running Track Hire (200m 6 lane)	N	na		na		na		£149.10	£154.00				3.3%
200m Remark	Y	na		na		na		£115.90	£119.00				2.7%
Running Track Hire (400m 8 lane 100 m straight)	N	na		na		na		£192.50	£198.00				2.9%
400 m remark	Y	na		na		na		£139.50	£144.00				3.2%
Finsbury Track per hour	N	na		na		na		£29.60	£30.00				1.4%
FPT&G Changing Rooms per hour	N	na		na		na		£12.00	£12.00				0.0%
FPT&G Insurance	N	na		na		na		£1.30	£1.30				0.0%
Miscellaneous													
Mini Soccer - Albert Rec & Downlane	Y	na		na		na		£5.80	£6.00				3.4%
Floodlit Training Area - Adult 85mins	Y	£61.80	£64.00	£56.00	£58.00	na		na					
Floodlit Training Area - Adult 85mins - Block booking	N	£61.80	£64.00	£47.70	£49.00	£46.20	£48.00	£41.85	£43.00				
Floodlit Training Area - Junior 85mins	Y	£61.80	£64.00	£40.00	£41.00	na		na					
Floodlit Training Area - Junior 85mins - Block booking	N	£61.80	£64.00	£34.00	£35.00	£33.00	£34.00	£30.00	£31.00				
Floodlit Training Area - Adult 55mins	Y	£41.20	£42.00	£37.40	£39.00	na		na					
Floodlit Training Area - Adult 55mins - Block booking	N	£41.20	£42.00	£31.80	£33.00	£30.80	£32.00	£27.90	£29.00				
Floodlit Training Area - Junior 55mins	Y	£41.20	£42.00	£26.70	£28.00	na		na					
Floodlit Training Area - Junior 55mins - Block booking	N	£41.20	£42.00	£22.70	£23.00	£22.00	£23.00	£20.00	£21.00				
Tottenham Hotspur Hire WHL Astro	N	na		na		na		£44.90	£46.00				2.4%
Australian Rules & cricket per match	Y	na		na		na		£68.50	£71.00				3.6%
Australian Rules & cricket per match - ex VAT	N	na		na		na		£57.60	£59.00				2.4%
Stationers Park Tennis Courts - Schools per hr per ct	N	na		na		na		£3.20	£3.00				-6.3%
MUGA 's & Outdoor Netball/Basketball	Y	na		na		na		£10.90	£11.00				0.9%
Gaelic Football Training per week	Y	na		na		na		£36.50	£38.00				4.1%
Priory Pavilion (1st 3 hours)	N	na		na		na		£94.10	£97.00				3.1%
Priory Pavilion per hour after 1st 3 hours	N	na		na		na		£31.70	£33.00				4.1%
Wolves Lane Meeting Room	N	na		na		na		£31.40	£32.00				1.9%
British Military Fitness per year	Y	na		na		na		£556.40	£573.00				3.0%
Percentage Increase by Status Category			6.68%		3.16%		3.13%		2.92%				
Overall Percentage Increase									2.99%	excluding new charges			

Wolves Lane Nursery

Sales of plants and other Nursery items to be increased to reflect Council inflationary increase of 3%

Active Club 1 – Is available to all clubs, church groups or community groups for all one off hires which are not commercial in nature.

Active Club 2 – Properly constituted Haringey sports clubs that book for more than 10 sessions in one go.

Active Club 3 – Externally accredited "Charter Standard" Haringey sports clubs that book for more than 10 sessions in one go.

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## Haringey Building Control Domestic Charges where estimated cost of work is less than £160,000

SCHEDULE A	CURRENT					
	Full Plans				Building Notice	
	Plan Charge	inc VAT	Inspection Charge	inc VAT	BN Charge	inc VAT
Extension <10m <sup>2</sup>	£166.00	£200.00	£249.00	£299.00	£415.00	£498.00
Extension 10m <sup>2</sup> - 40m <sup>2</sup>	£200.00	£240.00	£300.00	£360.00	£500.00	£600.00
Extension 40m <sup>2</sup> - 60m <sup>2</sup>	£232.00	£278.00	£348.00	£418.00	£580.00	£696.00
Over 60m <sup>2</sup>	Building Control Charge based on estimated cost of works					
Basements as extension area above plus	£84.00	£100.00	£126.00	£151.00	£210.00	£252.00
Loft Conversion without dormer(s)	£166.00	£200.00	£249.00	£299.00	£415.00	£498.00
Loft Conversion with dormer(s)	£232.00	£278.00	£348.00	£418.00	£580.00	£696.00
Detached garage 30m <sup>2</sup> - 60m <sup>2</sup>	£166.00	£199.00	£249.00	£299.00	£415.00	£498.00
Removal of chimney breasts	£200.00	£240.00	n/a	n/a	£200.00	£240.00
Recovering roof (per dwelling)	£250.00	£300.00	n/a	n/a	£250.00	£300.00
Underpinning for every 5m run or part thereof	£100.00	£120.00	£150.00	£180.00	£250.00	£300.00
Replacement of windows/doors for every five windows or part thereof	£175.00	£210.00	n/a	n/a	£175.00	£210.00
Electrical works (non competent person)	£250.00	£300.00	n/a	n/a	£250.00	£300.00
Conversion to form one dwelling	£100.00	£120.00	£150.00	£180.00	£250.00	£300.00
Conversion to form two dwellings	£200.00	£240.00	£300.00	£360.00	n/a	n/a
Each additional dwelling	£70.00	£84.00	£105.00	£126.00	n/a	n/a
<b>NEW BUILD DWELLINGS (houses and flats)</b>						
1 new dwelling	£232.00	£278.00	£348.00	£418.00	£580.00	£696.00
2 - 5 dwellings per additional dwelling	£84.00	£100.00	£126.00	£151.00	£210.00	£252.00
6 - 20 new dwellings per additional dwelling over 5	£70.00	£84.00	£105.00	£126.00	£175.00	£210.00
Over 20 dwellings	Estimate required, individually assessed charges to be determined - please contact Building Control (0208 489 5502) for quote					
<b>ALL OTHER DOMESTIC WORKS</b> Estimated cost of works	Plan Charge	inc VAT	Inspection Charge	inc VAT	BN Charge	inc VAT
up to £5000	£210.00	£252.00	n/a	n/a	£210.00	£252.00
£5001 - £10,000	£104.00	£125.00	£156.00	£187.00	£260.00	£312.00
£10,001 - £20,000	£144.00	£173.00	£216.00	£259.00	£360.00	£432.00
£20,001 - £30,000	£184.00	£221.00	£276.00	£331.00	£460.00	£552.00
£30,001 - £40,000	£224.00	£268.00	£336.00	£403.00	£560.00	£672.00
£40,001 - £50,000	£264.00	£317.00	£396.00	£475.00	£660.00	£792.00
£50,001 - £60,000	£304.00	£365.00	£456.00	£547.00	£760.00	£912.00
£60,001 - £70,000	£344.00	£413.00	£516.00	£619.00	£860.00	£1,032.00
£70,001 - £80,000	£384.00	£461.00	£576.00	£691.00	£960.00	£1,152.00
£80,001 - £90,000	£424.00	£509.00	£636.00	£763.00	£1,060.00	£1,272.00
£90,001 - £100,000	£464.00	£557.00	£696.00	£835.00	£1,160.00	£1,392.00
£100,001 - £120,000	£504.00	£605.00	£756.00	£907.00	£1,260.00	£1,512.00
£120,001 - £140,000	£544.00	£653.00	£816.00	£979.00	£1,360.00	£1,632.00
£140,001 - £160,000	£584.00	£701.00	£876.00	£1,051.00	£1,460.00	£1,752.00



## Haringey Building Control Domestic Charges where estimated cost of work is less than £160,000

SCHEDULE A	NEW CHARGES					
	Full Plans				Building Notice	
	Plan Charge	inc VAT	Inspection Charge	inc VAT	BN Charge	inc VAT
Extension <10m <sup>2</sup>	£171.00	£205.20	£256.50	£307.80	£427.50	£512.90
Extension 10m <sup>2</sup> - 40m <sup>2</sup>	£206.00	£247.20	£309.00	£370.80	£515.00	£618.00
Extension 40m <sup>2</sup> - 60m <sup>2</sup>	£239.00	£286.80	£358.40	£430.10	£597.40	£716.90
Over 60m <sup>2</sup>	Building Control Charge based on estimated cost of works					
Basements as extension area above plus	£86.50	£103.80	£129.80	£155.70	£216.30	£259.60
Loft Conversion without dormer(s)	£171.00	£205.20	£256.50	£307.80	£427.50	£512.90
Loft Conversion with dormer(s)	£239.00	£286.80	£358.40	£430.10	£597.40	£716.90
Detached garage 30m <sup>2</sup> - 60m <sup>2</sup>	£171.00	£205.20	£256.50	£307.80	£427.50	£512.90
Removal of chimney breasts	£206.00	£247.20	n/a	n/a	£206.00	£247.20
Recovering roof (per dwelling)	£257.50	£309.00	n/a	n/a	£257.50	£309.00
Underpinning for every 5m run or part thereof	£103.00	£123.60	£154.50	£185.40	£257.50	£309.00
Replacement of windows/doors for every five windows or part thereof	£180.30	£216.30	n/a	n/a	£180.30	£216.30
Electrical works (non competent person)	£257.50	£309.00	n/a	n/a	£257.50	£309.00
Conversion to form one dwelling	£103.00	£123.60	£154.50	£185.40	£257.50	£309.00
Conversion to form two dwellings	£206.00	£247.20	£309.00	£370.80	n/a	n/a
Each additional dwelling	£72.10	£86.50	£108.20	£129.80	n/a	n/a
<b>NEW BUILD DWELLINGS (houses and flats)</b>						
1 new dwelling	£239.00	£286.80	£358.40	£430.10	£597.40	£716.90
2 - 5 dwellings per additional dwelling	£86.50	£103.80	£129.80	£155.70	£216.30	£259.60
6 - 20 new dwellings per additional dwelling over 5	£72.10	£86.50	£108.20	£129.80 0	£180.25	£216.30
Over 20 dwellings	Estimate required, individually assessed charges to be determined - please contact Building Control (0208 489 5502) for quote					
ALL OTHER DOMESTIC WORKS Estimated cost of works	Plan Charge	inc VAT	Inspection Charge	inc VAT	BN Charge	inc VAT
up to £5000	£216.30	£259.60	n/a	n/a	n/a	£259.60
£5001 - £10,000	£107.10	£128.50	£160.70	£192.80	£267.80	£321.40
£10,001 - £20,000	£148.30	£178.00	£222.50	£267.00	£370.80	£445.00
£20,001 - £30,000	£189.50	£227.40	£284.30	£341.10	£473.80	£568.60
£30,001 - £40,000	£230.70	£276.90	£346.10	£415.30	£576.80	£692.20
£40,001 - £50,000	£271.90	£326.30	£407.90	£489.50	£679.80	£815.80
£50,001 - £60,000	£313.10	£375.70	£469.70	£563.60	£782.80	£939.40
£60,001 - £70,000	£354.30	£425.20	£531.50	£637.80	£885.80	£1,063.00
£70,001 - £80,000	£395.50	£474.60	£593.30	£711.90	£988.80	£1,186.60
£80,001 - £90,000	£436.70	£524.10	£655.10	£786.10	£1,091.80	£1,310.20
£90,001 - £100,000	£477.90	£573.50	£716.90	£860.30	£1,194.80	£1,433.80
£100,001 - £120,000	£519.10	£622.90	£778.70	£934.40	£1,297.80	£1,557.40
£120,001 - £140,000	£560.30	£672.40	£840.50	£1,008.60	£1,400.80	£1,681.00
£140,001 - £160,000	£580.90	£697.10	£871.40	£1,045.70	£1,452.30	£1,742.80

**All increases in fees are at 3%**



225 High Road, London N22 8HQ  
Tel: 0208 489 5502  
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building.control@haringey.gov.uk

**Haringey Building Control Non-Domestic Charges**  
where estimated cost of works is less than £160,000



**CURRENT CHARGES**

**SCHEDULE B**

**Non Domestic New Build & Extensions up to 100m²**

	Other Residential/ Institutional/ Assembly/Recreational			Industrial and storage			Offices/shops - All other classes		
	Plan charge	Inspection charge	Total charge	Plan charge	Inspection charge	Total charge	Plan charge	Inspection charge	Total charge
< 10m²	£166.00	£249.00	£415.00	£166.00	£249.00	£415.00	£166.00	£249.00	£415.00
inc VAT	£199.20	£298.80	£498.00	£199.20	£298.80	£498.00	£199.20	£298.80	£498.00
10m² - 40m²	£232.00	£348.00	£580.00	£200.00	£300.00	£500.00	£216.00	£324.00	£540.00
inc VAT	£278.40	£417.60	£696.00	£240.00	£360.00	£600.00	£259.20	£388.80	£648.00
40m² - 100m²	£300.00	£450.00	£750.00	£248.00	£372.00	£620.00	£264.00	£396.00	£660.00
inc VAT	£360.00	£540.00	£900.00	£297.60	£446.40	£744.00	£316.80	£475.20	£792.00

	Plan charge	Inc VAT	Inspection Charge	Inc VAT	Total charge	Inc VAT
Shop Fitout each 100m² or part there of	£96.00	£115.20	£144.00	£172.80	£240.00	£288.00
New Shop front (up to 10m)	£80.00	£96.00	£120.00	£144.00	£200.00	£240.00
Office partitioning per 50m run or part there of	£80.00	£96.00	£120.00	£144.00	£200.00	£240.00
Underpinning for every 5m run or part thereof	£100.00	£120.00	£150.00	£180.00	£250.00	£300.00
Replacement of windows/doors, for every 10 windows or part thereof	£80.00	£96.00	£120.00	£144.00	£200.00	£240.00
Mezzanine floor per 200m² or part	£150.00	£180.00	£225.00	£270.00	£375.00	£450.00
Other works - Estimate of cost	Plan charge	Inc VAT	Inspection Charge	Inc VAT	Total charge	Inc VAT
up to £5000	£210.00	£252.00	n/a	n/a	£210.00	£252.00
£5001 - £10,000	£104.00	£124.80	£156.00	£187.20	£260.00	£312.00
£10,001 - £20,000	£144.00	£172.80	£216.00	£259.20	£360.00	£432.00
£20,001 - £30,000	£184.00	£220.80	£276.00	£331.20	£460.00	£552.00
£30,001 - £40,000	£224.00	£268.80	£336.00	£403.20	£560.00	£672.00
£40,001 - £50,000	£264.00	£316.80	£396.00	£475.20	£660.00	£792.00
£50,001 - £60,000	£304.00	£364.80	£456.00	£547.20	£760.00	£912.00
£60,001 - £70,000	£344.00	£412.80	£516.00	£619.20	£860.00	£1,032.00
£70,001 - £80,000	£384.00	£460.80	£576.00	£691.20	£960.00	£1,152.00
£80,001 - £90,000	£424.00	£508.80	£636.00	£763.20	£1,060.00	£1,272.00
£90,001 - £100,000	£464.00	£556.80	£696.00	£835.20	£1,160.00	£1,392.00
£100,001 - £120,000	£504.00	£604.80	£756.00	£907.20	£1,260.00	£1,512.00
£120,001 - £140,000	£544.00	£652.80	£816.00	£979.20	£1,360.00	£1,632.00
£140,001 - £160,000	£584.00	£699.20	£876.00	£1,051.20	£1,460.00	£1,752.00

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## Haringey Building Control Non-Domestic Charges where estimated cost of works is less than £160,000



### NEW CHARGES

#### SCHEDULE B

#### Non Domestic New Build & Extensions up to 100m²

	Other Residential/ Institutional/ Assembly/Recreational Inspection			Industrial and storage			Offices/shops - All other classes		
	Plan charge	charge	Total charge	Plan charge	Inspection charge	Total charge	Plan charge	Inspection charge	Total charge
< 10m²	£171.00	£257.00	£428.00	£171.00	£257.00	£428.00	£171.00	£257.00	£428.00
inc VAT	£205.20	£308.40	£513.60	£205.20	£308.40	£513.60	£205.20	£308.40	£513.60
10m² - 40m²	£239.00	£359.00	£597.00	£206.00	£309.00	£515.00	£223.00	£334.00	£556.00
inc VAT	£286.80	£430.80	£716.40	£247.20	£370.80	£618.00	£267.60	£400.80	£667.20
40m² - 100m²	£309.00	£464.00	£773.00	£255.00	£383.00	£639.00	£272.00	£408.00	£680.00
inc VAT	£370.80	£556.80	£927.60	£306.00	£459.60	£766.80	£326.40	£489.60	£816.00

	Plan charge	Inc VAT	Inspection Charge	Inc VAT	Total charge	Inc VAT
Shop Fitout each 100m² or part thereof	£99.00	£118.80	£148.30	£177.96	£247.20	£296.64
New Shop front (up to 10m)	£82.00	£98.40	£123.60	£148.32	£206.00	£247.20
Office partitioning per 50m run or part thereof	£82.00	£98.40	£123.60	£148.32	£206.00	£247.20
Underpinning for every 5m run or part thereof	£103.00	£123.60	£154.50	£185.40	£257.50	£309.00
Replacement of windows/doors, for every 10 windows or part thereof	£82.00	£98.40	£123.60	£148.32	£206.00	£247.20
Mezzanine floor per 200m² or part	£155.00	£186.00	£231.80	£278.16	£386.30	£463.56
Other works - Estimate of cost	Plan charge	Inc VAT	Inspection Charge	Inc VAT	Total charge	Inc VAT
up to £5000	£216.00	£259.20			£216.00	£259.20
£5001 - £10,000	£107.00	£128.40	£161.00	£193.20	£268.00	£321.60
£10,001 - £20,000	£148.00	£177.60	£223.00	£267.60	£371.00	£445.20
£20,001 - £30,000	£190.00	£228.00	£284.00	£340.80	£474.00	£568.80
£30,001 - £40,000	£231.00	£277.20	£346.00	£415.20	£577.00	£692.40
£40,001 - £50,000	£272.00	£326.40	£408.00	£489.60	£680.00	£816.00
£50,001 - £60,000	£313.00	£375.60	£470.00	£564.00	£783.00	£939.60
£60,001 - £70,000	£354.00	£424.80	£532.00	£638.40	£886.00	£1,063.20
£70,001 - £80,000	£396.00	£475.20	£593.00	£711.60	£989.00	£1,186.80
£80,001 - £90,000	£437.00	£524.40	£655.00	£786.00	£1,092.00	£1,310.40
£90,001 - £100,000	£478.00	£573.60	£717.00	£860.40	£1,195.00	£1,434.00
£100,001 - £120,000	£519.00	£622.80	£779.00	£934.80	£1,298.00	£1,557.60
£120,001 - £140,000	£560.00	£672.00	£841.00	£1,009.20	£1,401.00	£1,681.20
£140,001 - £160,000	£581.00	£697.20	£871.00	£1,045.20	£1,452.00	£1,742.40

All increases in fees are at 3%

**Building Control Miscellaneous fees**

	Current charges		New charges proposed		% change	
		Including VAT		Including VAT		Including VAT
Completion certificate (Building Notices over £5000)	£40.00	£48.00	£41.00	£49.20	2%	2%
Copy documents	£15.00	£18.00	£15.50	£18.60	3%	3%
Copy plans A3 (where permissible)	£18.00	£21.60	£19.00	£22.80	6%	6%
Research fee including drainage (non-refundable)	£30.00	£36.00	£32.00	£38.40	7%	7%
Copy calculations (where permissible) every 10 sheets	£18.00	£21.60	£18.50	£22.20	3%	3%
Surveyor hourly charge (08:00 – 18:00)	£83.00	£99.60	£83.00	£99.60	0%	0%
Surveyor hourly charge (18:00 – 08:00)	£120.00	£144.00	£124.50	£149.40	4%	4%
Technical Support hourly charge	£41.50	£49.80	£41.50	£49.80	0%	0%

## Current Pre-Application Planning Advice (PAPA) Charges

Description	Main Charge(s)	Extra Charges	New Charge(s)	Extras	% change	Notes
<b>Category 5 Proposals</b>						
• 100 or more residential units	£4,000 (inc VAT)	£2,000 (inc VAT) For any subsequent meetings	£4,000 (inc VAT)	£2,000 (inc VAT) For any subsequent meetings	-	No increase due to benchmarking and lack of take up of meetings for this size of proposal.
• 10,000m <sup>2</sup> or more commercial floor space						
<b>Category 4 Proposals</b>						
• 25-99 residential units	£2,000 (inc VAT)	£1,000 (inc. VAT) for any subsequent meetings	£2100 (inc. VAT)	£1,050 (inc VAT) For any subsequent meetings	5	Increased in line with inflation
• 2000m <sup>2</sup> – 9,999m <sup>2</sup> of commercial floor space						
<b>Category 3 Proposals</b>						
• Provision of 10-24 dwelling units						
• Provision of 1000m <sup>2</sup> – 2000m <sup>2</sup> of commercial floor space	£1,200 (inc. VAT)	£600 (inc. VAT) for any subsequent meetings	£1,250 (inc VAT)	£625 (inc VAT) For any subsequent meetings	4	Increased in line with inflation
• Development of a site of 0.5ha and over						
• Mixed use developments						
<b>Category 2 Proposals</b>						
• Provision of commercial development of 500-999m <sup>2</sup>	£600 (inc. VAT)	£300 (inc. VAT) for any subsequent meetings	£600 (inc VAT)	£300 (inc VAT) For any subsequent meetings	-	The previous category 1 & 2 have been merged following a review the service provided and benchmarking of neighbouring and similar authorities.
• Creation of 5-9 residential units.						
<b>Category 1 Proposals</b>						
• Provision of commercial development of 100-499m <sup>2</sup>						
• Creation of 2-4 residential units						
• Change of use of 100m <sup>2</sup> -999m <sup>2</sup>	£300 (inc. VAT)	£150 (inc. VAT) for any subsequent meetings	£75 (inc VAT)	N/A	-	* This is for the provision of a formal written advice note for householder/small commercial building advice. Please note the duty planning officer meeting will remain free of charge
• Advertisement application for hoardings						
• Individual proposals for telecommunications equipment & masts						

**Sustainable Transport****Appendix 5**

<b>Description Charge</b>		<b>Old Charges</b>	<b>New Charges</b>	<b>% Change</b>
<b>Resident Visitor Permits</b>				
1 Hour residents standard		0.3	0.30	3.0%
2 Hour residents standard		0.6	0.60	3.0%
Daily resident standard		3	3.10	3.0%
Weekend permit standard		7.5	7.70	3.0%
2 Week permit standard		12	12.40	3.0%
1 Hour residents concessionary		0.15	0.20	3.0%
2 Hour residents concessionary		0.3	0.30	3.0%
Daily resident concessionary		1.5	1.50	3.0%
Weekend permit concessionary		3.25	3.30	3.0%
2 Week permit concessionary		6	6.20	3.0%
Traders Permits per day charge		7	7.20	3.0%
Traders Permits monthly		125	128.80	3.0%
Business Permit		240	247.20	3.0%
Car Club Permit		120	123.60	3.0%
Doctors Permit		240	247.20	3.0%
<b>Resident Permits</b>				
<b>CO2 based</b>				
<b>1st resident permits</b>				
Up to 100 CO2 g/km - including electric vehicles)		20	20.60	3.0%
101-150 CO2 g/km		50	51.50	3.0%
151-185 CO2 g/km		100	103.00	3.0%
186 CO2 g/km and over		150	154.50	3.0%
<b>2nd and further vehicles</b>				
Up to 100 CO2 g/km - including electric vehicles)		20	20.60	3.0%
101-150 CO2 g/km		80	82.40	3.0%
151-185 CO2 g/km		130	133.90	3.0%
186 CO2 g/km and over		200	206.00	3.0%
<b>Engine Size based pre 23rd March 2001</b>				
1549cc or less		50	51.50	3.0%
1550cc to 3000cc		100	103.00	3.0%
3001cc and above		150	154.50	3.0%
<b>2nd and further vehicles</b>				
1549cc or less		80	82.40	3.0%
1550cc to 3000cc		130	133.90	3.0%
3001cc and above		200	206.00	3.0%
<b>Essential Service Permits</b>				
<b>Essential Service permits - Council and Other</b>				
Up to 100 CO2 g/km - including electric vehicles)		150	154.50	3.0%
101-150 CO2 g/km		300	309.00	3.0%
151-185 CO2 g/km		500	515.00	3.0%
186 CO2 g/km and over		600	618.00	3.0%



**Sustainable Transport****Appendix 5**

<b>Description Charge</b>		<b>Old Charges</b>	<b>New Charges</b>	<b>% Change</b>
<b>Essential Service permits - Council and Other</b>				
1549cc or less		300	309.00	3.0%
1550cc to 3000cc		400	412.00	3.0%
3001cc and above		500	515.00	3.0%
<b>Essential Service permits - Building Maintenance</b>				
Up to 100 CO2 g/km		200	206.00	3.0%
101-150 CO2 g/km		400	412.00	3.0%
151-185 CO2 g/km		500	515.00	3.0%
186 CO2 g/km and over		600	618.00	3.0%
<b>Essential Service permits - Building Maintenance</b>				
1549cc or less		400	412.00	3.0%
1550cc to 3000cc		500	515.00	3.0%
3001cc and above		600	618.00	3.0%
<b>Essential Service permits for School and Ministers of Religion</b>				
Up to 100 CO2 g/km		15	15.50	3.0%
101-150 CO2 g/km		30	30.90	3.0%
151-185 CO2 g/km		60	61.80	3.0%
186 CO2 g/km and over		90	92.70	3.0%
<b>Essential Service permits for School and Ministers of Religion</b>				
1549cc or less		30	30.90	3.0%
1550cc to 3000cc		60	61.80	3.0%
3001cc and above		90	92.70	3.0%
<b>Essential Service Daily Voucher</b>		4	4.10	3.0%
<b>Administration Fee for changes/reissue</b>		10	10.30	3.0%
<b>Monthly residents</b>		20	20.60	3.0%
<b>Courtesy car residents</b>		20	20.60	3.0%
<b>Companion Badge</b>		20	20.60	3.0%
<b>Car Park Season Ticket 4 sites</b>		213	219.40	3.0%
<b>Car Park Season Ticket 4 sites</b>		128	131.80	3.0%
<b>Blue Badge</b>				
Administration Charge		-	10.00	-
<b>Highway Licences</b>				
<b>Scaffolding</b>				
(Includes Site Inspection Fee)		325	334.80	3.0%
Revisit Fee - per visit		30	30.90	3.0%
Emergency Inspection		70	72.10	3.0%
<b>Hoarding</b>				
(Includes Site Inspection Fee)		325	334.80	3.0%
Revisit Fee - per visit		30	30.90	3.0%
Emergency Inspection		70	72.10	3.0%
<b>Container</b>				

**Sustainable Transport****Appendix 5**

<b>Description Charge</b>		<b>Old Charges</b>	<b>New Charges</b>	<b>% Change</b>
(£80.00 per week for storage on carriageway)		150	154.50	3.0%
Revisit Fee - per visit		30	30.90	3.0%
<b>Mobile Crane</b> (includes £60.00 Inspection fee)		360	370.80	3.0%
Revisit Fee - per visit		30	30.90	3.0%
<b>Oversail Crane</b>		550	566.50	3.0%
Revisit Fee - per visit		30	30.90	3.0%
Access Bar markings (white lines)		170	175.10	3.0%
Crossovers - Inspection/Estimate Fee		250	257.50	3.0%
T/TMO's		3000	3090.00	3.0%
<b>Suspensions - Admin charge</b>		70	72.10	3.0%
<b>per bay per day charge</b>		15	15.50	3.0%
<b>per</b>				
<b>Skip Licence</b>		70	72.10	3.0%
<b>Materials Licence</b>		70	72.10	3.0%
<b>Combined Skip/Materials Licence</b>		80	82.40	3.0%

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Enforcement Services	Current Charge £'s	Proposed Charge £'s	% Increase	Comments
<b>Pest Control</b>				
Domestic Treatment for Rats	110	113.00	3%	
Commercial Per treatment for rats	164	169.00	3%	
Concession Per treatment for rats	30	31.00	3%	
Domestic Per treatment for mice	110	113.00	3%	
Commercial Per treatment for mice	162	167.00	3%	
Concession Per treatment for mice	30	31.00	3%	
Wasps - Domestic one nest	87	90.00	3%	
Wasps - Domestic per additional nest	37	38.00	3%	
Wasps - Commercial Ladders not required One nest	187	193.00	3%	
Wasps - Commercial Ladders required One nest				No longer working with ladders
Wasps - Commercial per additional nest	37	38.00	3%	
Wasps - Concession	30	31.00	3%	
Cockroaches - Domestic (Course of 3 Treatments)	164	169.00	3%	
Cockroaches - Commercial	233	240.00	3%	
Cockroaches - Concession	30	31.00	3%	
Fleas - Domestic	110	113.00	3%	
Fleas - Commercial	238	245.00	3%	
Fleas - Concession	30	31.00	3%	
	118			
Pharaoh's Ants - Domestic (single dwelling)		122.00	3%	
Pharaoh's Ants - Commercial	P.O.A	P.O.A	3%	
Pharaoh's Ants - Concession	30	31.00	3%	
Bed bugs - Domestic	215	221.00	3%	
Bed bugs - Commercial	235	242.00	3%	
Bed bugs - concession	30	31.00	3%	
Stored Product Pests - Domestic	118	122.00	3%	
Stored Product Pests - Commercial	P.O.A	P.O.A	3%	
Stored Product Pests - Concessions	30	31.00	3%	
Pigeons - All clients Treatment and/or proofing				No pigeon work carried out except for HfH properties.
Squirrels - Domestic	118	122.00	3%	
Squirrels - Commercial	P.O.A	P.O.A	3%	
Squirrels - Concessions	30	31.00	3%	
Other Pests - Domestic	118	122.00	3%	
Other Pests - Commercial	P.O.A	P.O.A	3%	
Other Pests Concession	30	31.00	3%	
Missed visit and additional visit charge				
Domestic	30	31.00	3%	
Commercial	30	31.00	3%	
Concession	17	18.00	3%	
Drain Examinations Per examination (unless cases of formal action or involving rodent infestation) excluding use of closed circuit TV inspection.	149	153.00		
Domestic	238	245.00	3%	
Commercial	216	222.48	3%	

Enforcement Services	Current Charge £'s	Proposed Charge £'s	% Increase	Comments
Not for profit charges				
Rodent control. Per treatment for rats and mice	115	115.00	0%	Subject to separate SLA
Wasps One nest	133	133.00	0%	Subject to separate SLA
Per additional nest	35	35.00	0%	Subject to separate SLA
Cockroaches (Quotes Available)	166	166.00	0%	Subject to separate SLA
Fleas (Quotes Available)	142	142.00	0%	Subject to separate SLA
Pharaoh's Ants	130	130.00	0%	Subject to separate SLA
Bed Bugs (Quotes Available)	186	186.00	0%	Subject to separate SLA
Stored Product Pests	P.O.A	P.O.A	0%	Subject to separate SLA
Pigeons	P.O.A	P.O.A	0%	Subject to separate SLA
Not for Profit Squirrels	P.O.A	P.O.A	0%	Subject to separate SLA
Not for Profit Other Pests	P.O.A	P.O.A	0%	Subject to separate SLA
Missed visit and additional visit charge	28	28.00	0%	Subject to separate SLA
Drain Examinations Per examination (unless cases of formal action or involving rodent infestation) excluding use of closed circuit TV inspection	167	167.00	0%	Subject to separate SLA
<b>Mortuary</b>				
Reception of Bodies from Other Authorities				
(A) For Post Mortem Examination (PME) assistance and retention (a) Reception between 08:00 and 16:00 Mon to Fri	238	245	3%	
(b) Reception outside times in (a) above	329	339	3%	
(c) Additional charge to (a) or (b) Special Post Mortem Examination	546	562	3%	
(d) Additional Charges for 2nd or subsequent Post Mortem	445	458	3%	
(B) For retention of bodies with no PME assistance (a) Reception between 08:00 and 16:00 Mon to Fri	75	77	3%	
(b) Reception outside times in (a) above	111	114	3%	
For retention of bodies for National Assistance Burials beyond date of referral to Authority concerned. (Per week or part thereof)	85	88	3%	
Charge for visit of Police Officers for Street Duty Awareness Training (including necessary protective clothing)	16	17	3%	
<b>ESTABLISHMENT CHARGE (Percentage of cost of works unless other stated)</b>				
1.For works in default of owner following failure to comply with legislative requirements	30% + VAT	30% + VAT	No Change	
2. For works by agreement	20% + VAT	20% + VAT	No Change	
3. For arrangement of Burials or Cremations	30% + VAT	30% + VAT	3%	
4. Supervision of works only	30% of cost of work	30% of cost of work	No Change	
5. Application for consent to the operation of a loudspeaker in contravention of Section 62 (1) of the Control of Pollution Act 1974	173	178	3%	
<b>OFFICER TIME – reports, consultations and investigations</b>				
Minimum charge for up to 2 hours	130	134	3%	
Charge per hour after first 2 hours	65	67	3%	
<b>Health Education Training</b>				
Level 2 Award in Food Safety in Catering (per person per course)	57	59	3%	
<b>Health Certificates (no vat applicable)</b>				
Food - one Copy	116	120	3%	
Sampling requiring analysis	30% of certificate fee plus analytical charges	No Change		
<b>Movements of bodies</b>				
Certification for sealing of coffins for dispatch overseas - first two hours	125	129	3%	
Plus per hours thereafter Freedom from Infection Certificate for movement of bodies outside UK	77	79	3%	
<b>Private Water Supplies</b>				
Risk assessment minimum charge for up to 2 hours		130	New Charge	New charges under recent Private Water Supply Regs
Risk Assessment each additional hour		66	New Charge	

Enforcement Services	Current Charge £'s	Proposed Charge £'s	% Increase	Comments
Authorisation		100	New Charge	
Investigation - Sampling Visits:		100	New Charge	
Sample taken under S.10 routine compliance		25	New Charge	
Sample Analysis - check Monitoring		100	New Charge	
Sample Analysis -Audit monitoring		500	New Charge	
<b>Contaminated land</b> Application for information in respect of potentially contaminated sites.	61	63	3%	
Copy of documents and files.	N/A	Price on applicatio n	3%	
<b>(*) ENVIRONMENTAL PERMITTING (all fees are statutory and are due to be increased in April)</b>				
<b>Application Fees</b>				
Standard process	1579	Not Set by Defra yet		
Additional fee for operating without a permit	1137	Not Set by Defra yet		
reduced fee activity (except VRs)	148	Not Set by Defra yet		
PVR1&11 combined	246	Not Set by Defra yet		
vehicle refinishers (VRs)	346	Not Set by Defra yet		
reduced fee activity: Additional fee for operating without a permit	68	Not Set by Defra yet		
mobile screening and crushing plant	1579	Not Set by Defra yet		
for the 3rd to 7th applications	943	Not Set by Defra yet		
for the 8th and subsequent apps	477	Not Set by Defra yet		
Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts				
Annual Subsistence charge	739 (+99)*	Not Set by Defra yet		
Standard process low	1111(+149)*	Not Set by Defra yet		
standard process medium	1672(+198)*	Not Set by Defra yet		
Standard process high	76/151/227	Not Set by Defra yet		
reduced fee activities L/M/H	108/216/326	Not Set by Defra yet		
PVR1&11 combined Med component	218/349/524	Not Set by Defra yet		
vehicle refinishers L/M/H	618/989/1484	Not Set by Defra yet		
Mobile screening and crushing plant for 1st and 2nd permits L/M/H	368/590/884	Not Set by Defra yet		
for the 3rd-7th permit L/m/H	189/302/453	Not Set by Defra yet		
8th-subsequent permits L/M/H	189/302/453	Not Set by Defra yet		
Late payment fee (NEW)	£50	Not Set by Defra yet		
* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation				
Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £99 to the above amounts				
<b>Transfer and Surrender</b>				
Standard process transfer	162	Not Set by Defra yet		
Standard process partial transfer	476	Not Set by Defra yet		
New operator at low risk reduced fee activity	75	Not Set by Defra yet		
Surrender: all Part B activities	0	Not Set by Defra yet		
Reduced fee activities: transfer		Not Set by Defra yet		
<b>Reduced Fee Activities: partial transfer</b>	0			
<b>Temporary transfer for mobiles</b>	45	Not Set by Defra yet		
<b>first transfer</b>				
repeat transfer	51	Not Set by Defra yet		
repeat following enforcement or warning	10	Not Set by Defra yet		
Substantial Change	51	Not Set by Defra yet		
Standard process	1005	Not Set by Defra yet		
Standard process where the substantial change results in a new PPC activity	1579	Not Set by Defra yet		
Reduced fee activities	98	Not Set by Defra yet		
<b>LAPPC Mobile Plant charges (NEW)</b>				
<b>Number of permits</b>	<b>Application Fee 2011-12</b>	<b>Subsistence Fee 2011/12</b>		

Enforcement Services		Current Charge £'s	Proposed Charge £'s	% Increase	Comments
			<b>Low</b>	<b>Medium</b>	<b>High</b>
	1	1579	618	989	1484
	2	1579	618	989	1484
	3	943	368	590	884
	4	943	368	590	884
	5	943	368	590	884
	6	943	368	590	884
	7	943	368	590	884
8 and over		477	189	302	453

(\*)Fees for Environmental Permitting, including fees for LAPPC, are set annually by Defra. Figures are in line with the "polluter pays" principle and the Council has no discretion as to the level of the fee charged. Defra is currently out to consultation on proposed fees for 2012/13. An announcement is expected from Defra in March as to the fees which will come into force 1 April 2012. It is anticipated that these will be the same, or very close to, the fees charged for 2011/12.

Appendix 7

Property Services	Current Charge	Proposed Charge	Increase %	Comments
Ad Hoc Fees for professional Valuation Services	£45 (per hour)	£46	3	
Staff Car Parking	£300	£309	3	
<b>Facilities Management (FM) Services to external tenants (Business charges)</b>				
Room Hire – Civic Centre / River Park House	£20 - £75 per hour dependent upon requirements.	£21 - £77 per hour dependent upon requirements.	3	
Hall Hire – Woodside House:	£44 - £66 per hour	£45 - £68 per hour	3	
Neighbourhood Resource Centre	£6 - £27 per hour	£7-£28 per hour	3	

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## Registrars

## Appendix 8

Charge Description	Current charge (2011/12) £'s	Proposed Charge £'s	% Increase	Comments
<b>Births, Marriages &amp; Deaths</b>				
Statutory marriage & civil partnership services held in the register office	43.50	43.50	0%	This is a statutory fee which cannot be changed
Designation of a private premises as an approved premise. Council Premises charged advertising cost only	999.00	200.00	-80%	Approved premises for marriage and civil partnership can now be advertised on the Council website as opposed to the local press before. This reduces costs. A lower fee will attract new businesses and allow the service to raise revenue by conducting more outside weddings. This reduction has the aim of assisting local businesses and increasing choice for couples looking to get married or form a civil partnership.
<b>Statutory marriage &amp; civil partnership services held in the Civic Suite:</b>				
<b>Ceremony Room:</b>				
Monday, Tuesday, Wednesday, Thursday	90.00	100.00	11%	Benchmarking has been done and fees remain competitive. This increase will allow the service to move closer to cost recovery
Friday	125.00	140.00	12%	A higher fee is justified on a Friday to reflect and manage increased demand. Fees will still be competitive
Saturday	160.00	190.00	19%	Fees were below those of neighbouring boroughs. The increase will bring them more inline and help cover the service costs. A higher fee reflects high demand for Saturday weddings.
Valentines Day	N/A	140.00	0%	This fee is the same as that for ceremonies on a Friday and is a tool for managing demand. Each couple will also receive a rose / flower
Council Chamber (Saturdays)	300.00	350.00	17%	The Council Chamber is now proving more popular. The previous fee was undervalued. 2012/13 may present increased porter or room hire costs which are factored in here. This fee is below that charged by many other councils.
Council Chamber (Multi Use)	N/A	190.00	0%	This new fee will allow the service to respond to peaks in demand by opening up the Chamber on busy weekends. Couples that may not wish to have a wedding or civil partnership at the full Chamber fee will be willing to pay the Saturday Civic Suite price in order to get married on the day of their choice. The service has done well to keep waiting times for marriage ceremonies down. This new service will allow this to continue whilst bringing in additional revenue to move the service closer to cost recovery.
Committee Rooms 1&2 (all times)	150.00	100.00	-33%	This reduction is to bring pricing into line with what is on offer. The service has been limited in its use of the Committee Rooms in the past owing to lack of people willing to pay the fee. A reduced fee will grow this market and allow the service to increase capacity and reduce waiting times for marriage and civil partnership ceremonies at busy times. The fee is the same as the Civic Suite Monday to Thursday fee. The service will only be offered at times when waiting times in the Civic Suite look likely to be too long.
Committee Rooms 1+2 combined (Monday to Friday)	N/A	190.00	0%	This new fee will allow the service to offer large weddings to groups of over 50 people during the week when the Council Chamber is not available. This will take pressure off the Civic Suite and allow couples to invite more guests to their weddings.
Notices for marriage & civil partnership	33.5	33.50	0%	This is a statutory fee that cannot be changed
Additional Saturday 5pm and walk in + notice fee	10	11.50	15%	The service charges a premium to couples giving Notice of Marriage or Civil Partnership on a Saturday. The standard notice fee is £33.50. Increasing the additional Saturday fee to £11.50 will control demand for this popular service. For a couple the collective cost of giving notice with fee will increase from £87 to £90. Rounding the overall figure to £90 will reduce the amount of change the service needs to give out. Cash handling incurs a cost to the service. As Saturday notice appointments are proving popular evening Notice appointments will be rolled out at the same additional fee. Customers that are seen on a walk-in notice basis will also be charged this fee.
Birth, death, marriage & civil partnership certificates	3.50 (current); 7.00 (archived) 9.00	3.50 (current); 7.00 (archived) 9.00	0%	This is a statutory fee that cannot be changed

## Registrars (Contd.)

## Appendix 8

Charge Description	Current charge (2011/12) £'s	Proposed Charge £'s	% Increase	Comments
Issue of Birth, Marriage or Death certificate on day of request (admin fee)	10.00	11.00	10%	A copy of an archived certificate costs £9. By increasing the same day fee to £11 customers can be charged a round £20 for each transaction which makes managing change easier. General Register Office feedback also suggests the £10 fee is undervalued. It is proposed customers will get a certificate at 3.30pm the same day if they pay the £11 fee in addition to the certificate fee
Issue of Birth, Marriage or Death certificate 1 hour service (admin fee)	N/A	21.00		Inspections by the General Register Office concluded that the current £10 fee was undervalued as customers were getting certificates for £10 extra in 1 hour which is considerably below what some other boroughs are charging. To reflect the cost and disruption of offering a 1 hour service it is proposed to charge a new £21 fee in addition to the certificate fee. This is inline with what other boroughs do. Customers can still get same day certificates for £11 plus certificate fee or can collect or have posted to them certificates after two clear working days for the statutory fee.
Attending approved premises for weddings & civil partnership ceremonies	365.00 (weekday) 425.00 (Sat) 490.00 (Sun) 500.00 /BH	400.00 (weekday) 450 (Sat) 525 (Sun) 1000.00 /BH and Sunday before bank holiday) Special bank holidays including Easter Sunday 1500.00	10%	Fees will remain competitive and allow the Council to move closer to cost recovery. Weddings on Bank Holidays incur additional staff costs which are factored into the new fees. A new fee is proposed to cover special bank holidays such as additional government announced holidays and Easter Sunday. This fee is aimed at managing demand and to cover the considerably increased staff costs.
Attending approved premises for weddings & civil partnership ceremonies (CHURCH)	83.50	83.50	0%	This is a statutory fee that cannot be changed
Religious building certification inc religious venues for civil partnerships	28 (worship) 120 (marriage)	28 (worship) 120 (marriage)	0%	This is a statutory fee that cannot be changed
Public search of records	18	18.00	0%	This is a statutory fee that cannot be changed
Postage fee standard class	N/A	1.00	0%	This fees brings the service into line with what many others boroughs do. Postage is a cost to the service which this fee will cover. Customers will be invited to send in a SAE or collect if they wish to avoid the fee
Postage fee recorded or overseas	N/A	5.00	0%	Certificates are regularly sent overseas. This fee will reflect the cost of postage
Issuing of a letter	N/A	10.00	0%	Customers occasionally ask for special letters to be written, for example confirming that they have a wedding booked. All couples get given paperwork free of charge. This fee reflects the time and cost of writing bespoke letters that go beyond the services obligation to the customer.
Renewal of marriage vows / naming / commitment ceremonies in Civic Suite	150	SEE BELOW		SEE BELOW
Ceremony Room: Renewal of Vows / Naming (inclusive of VAT)	150.00	290.00	93%	These ceremonies incur both VAT and a £50 fee to the supplier or ceremony packs. Once these costs are factored in these non statutory services are not viable to offer. The planning and preparation of the ceremonies is also labour intensive. The new fees will allow VAT, the cost and time of preparing ceremonies to be factored in. This will allow the service to relaunch its Naming and Renewal of Vows programme and allow a better service to be offered.
Renewal of vows and naming / commitment ceremonies at approved premises (inc VAT)	365.00 (weekday) 425.00 (Sat) 490.00 (Sun) 500.00 /BH	540 (weekday) 600 (Sat) 690 (Sun) 1260 /BH and Sunday before bank holiday) Special bank holidays including Easter Sunday 1860	48%	Please see comments above. The special Bank Holiday fee is aimed at managing demand and higher staff costs.
Nationality Checking Service: (inclusive of VAT)				



Single Applicant	48.00	50.00	4%	This fee will allow the service to remain competitive
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## Registrars (Contd.)

## Appendix 8

Charge Description	Current charge (2011/12) £'s	Proposed Charge £'s	% Increase	Comments
Couple	72.00	N/A	0%	Processing a couple takes as much time as processing to two adults whilst the income generated is less. This fee is being withdrawn for this reason. Each partner will now pay the single adult fee. This will also make the service more inclusive as currently only couples that are married or in a civil partnership qualify for the couples fee.
Child	24.00	25.00	4%	
Follow up visit	N/A	20.00	0%	Currently people whose Nationality application is not complete are seen again free of charge. This means the slot cannot be used to generate income. This fee allows some of the cost of a follow up visit to be covered instead of charging the customer in full for a new appointment
Private Citizenship Ceremony Monday to Thursday. Ceremonies at approved premises charged at wedding fees plus VAT	100.00	120.00	20%	This fee now incorporates the VAT that is charged. The actual ceremony income to Haringey is the same as a Monday to Thursday wedding fee.
Private Citizenship Ceremony Friday	N/A	170.00	0%	This new service will allow ceremonies to take place on Fridays at the Friday wedding fee plus VAT. This will allow an enhanced service to be offered.
Private Citizenship Ceremony Saturday	N/A	230.00	0%	As above but the Saturday wedding fee plus VAT
Ceremony planning meeting - RO	N/A	30	0%	This new fee will allow couples to come in and plan their ceremony with a Registrar. Access to the Superintendent Registrar would still be free and couples will be given new tools to plan their own ceremonies online. Couples getting married at outside venues like Alexandra Palace will be offered a free meeting in the Register Office.
Ceremony planning meeting - Approved premises	N/A	200	0%	This fee reflects the lost income by taking a Registrar out of the office. Couples can avoid the higher fee by coming into the office.

Any ceremony conducted from 4.30pm onwards will be charged double the daytime fees

**AVERAGE INCREASE 5%**

## Adult Services

### Residential and nursing care annual charge review

The calculation of resident's contribution towards the standard rate for their residential or nursing care placement is reviewed annually in line with increases in benefit and other income.

Based on uplift data from the Governments Autumn Statement the following assumptions can be made in relation to adjusting income budgets for residential and nursing care.

Table 1. Residential and Nursing home residents in receipt of Basic Pension Credit/Income Support

Age	18-24		25-59		Over 60	
	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13
Placement Gross Cost	£990.40	£990.40 <sup>1</sup>	£990.40	£990.40 <sup>1</sup>	£690	£690 <sup>1</sup>
Basic Pension Credit / IS	£82.30	£86.60 <sup>2</sup>	£96.35	101.40 <sup>2</sup>	137.35	142.70 <sup>2</sup>
Personal Allowance	£22.60	£23.50 <sup>3</sup>	£22.60	£23.50 <sup>3</sup>	£22.60	£23.50 <sup>3</sup>
Client Contribution	£59.70	£63.10	£73.75	£77.90	£114.75	£119.20
LBH Contribution	£930.70	£927.30	£916.65	£912.55	£575.25	£570.80
% Increase in Client contribution	-	5.66%	-	5.57%	-	3.88%
% reduction in LBH Contribution	-	0.36%	-	0.45%	-	0.77%

<sup>1</sup>Based on 0% uplift for 2012/13.

<sup>2</sup>Based on the Government's Autumn Statement.

<sup>3</sup>Estimate assuming Personal Expenses Allowance increases by 3.9% in line with Pension Credit increase in the Autumn Statement.

This approach can only be applied to those on basic levels of benefit income (as set out in Table 1), which totals approximately 50% of chargeable residents.

The increase in chargeable income for those receiving Pension Credit Savings Credit cannot be reliably estimated because the Savings Credit figure varies.

The same applies to those in receipt of Occupational Pension(s), which are expected to increase at lower than inflation, those in receipt of high State Retirement Pension and those with tariff income from savings. This accounts for 40% of those being charged. Full cost payers account for the remaining 10% of those being charged.

Taking into account the factors set out in 5.3, it is proposed that an increase of 2% be applied to income budgets for residential and nursing home care for 2012/13.

A change in the number of full cost payers will have a significant effect on the under/over achievement of income and this will be monitored as part of monthly budget management.

### Non-residential care annual charge review

The calculation of charges towards non residential care and personal budgets are calculated using the Council's Fairer Contributions policy.

Contributions are reviewed annually in line with increases in benefit and other income.

Table 2. People receiving a Personal Budget and in receipt of basic chargeable Pension Credit/Income Support

Age (% of those charged)	18-24		25-59		Over 60	
	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13
Gross cost of Service	-	-	£200	£200 <sup>1</sup>	£200	£200 <sup>1</sup>
Client Contribution	-	-	£48.46	£51.00 <sup>2</sup>	£38.21	£40.70 <sup>2</sup>
LBH Contribution	-	-	£151.54	£149.00	£161.79	£159.35
% Increase in Client contribution	-	-	-	5.2%	-	6.41%
% reduction in LBH Contribution	-	-	-	1.66%	-	1.51%

<sup>1</sup>Based on 0% uplift for 2012/13.

<sup>2</sup>Based on the Government's Autumn Statement.

<sup>3</sup>Estimate assuming PEA increases by 3.9% in line with PC increase in the Autumn Statement

This approach can only be applied to those on basic chargeable levels of benefit income. The increase in chargeable income for all other service users cannot be reliably estimated as per 5.3 above.

Taking into account the factors set out in 2.3 and 3.3 above it is proposed that an increase of 3% be applied to income budgets for non residential care and personal budgets 2012/13.

A change in the number of full cost payers will have a significant effect on the under/over achievement of income and this will be monitored as part of monthly budget management

### Community Alarms

The current charge for Community Alarms has 2 levels of £3.50 per week for 'Call a Relative' and £5.96 for a full call out service. The proposed increase is 3% on the current charge to £3.60 and £6.14 respectively. It should be noted that a

**Appendix 9**

proportionate of service users are currently passported to a free service if they receive Housing Benefit. Where no HB is in payment, the service user is entitled to apply for a Fairer Contributions Policy assessment to determine their level of subsidy.

**Disabled Facilities Grant – Non Council Housing Adaptation Fees**

The charge for DFG fees is based on the actual cost of the adaptation. The current fee is 12% and this has not been reviewed for a number of years. A survey of neighbouring authorities has established the current market fee level of 15%. The report is therefore proposing a fee increase from 12% to 15%.

**Meals on Wheels**

It is proposed to increase prices by 10p (approximately 3%) per meal from £3.20 to £3.30, subject to approval by Cllr Dogus, the Cabinet Member for Adult and Community services. The last increase for meals on wheel was in 2009/10.

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**FIRS****SELF CATERING**

Max 16 people

Price includes: Linen, Utility Bills

Price excludes: Instruction (see below for prices), Food

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
24 hours /1 night	£350 (there is a minimum 2 night charge @ £175 per night)	£361	360.50		
48 hours/ 12 nights (weekend)	£350	£361	360.50		
72 hours/3 nights	£525	£541	540.80		
96 hours/4 nights 4 days (M-F)	£700	£721	721.00	3%	
Coach from Haringey (when available)	£290	£299	298.70		

**OTHER**

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
Camp	£4pp/pn				
Hire of room	£15 per hour Per day £55				
B and B (restricted offer)	£20pp/pn	£21 pp/pn	£21 pp/pn		
Full board (restricted offer)	£28pp/pn	£29 pp/pn	£29 pp/pn		
National Governing Body	£200pd	£206 pd	£206 pd		
Instructor and equipment	1/2 day £20pp, minimum £100	1/2 day £21 pp, minimum £103	1/2 day £21 pp, minimum £103		
	Whole day £30pp, minimum £180	Whole day £31 pp, minimum £185	Whole day £31 pp, minimum £185	3%	

**PENDARREN HOUSE (Contd.)****OUT OF BOROUGH GROUPS****Under 18**

Pay for minimum group 10, maximum 57

Includes: F/B Activities F/B, Excludes Transport

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 day (up to 8 hours)	33	33.99	34.00		
1 night (24 -32 hours, short)	£90	£93	92.70		
2 nights (up to 2 days/48 hours/ weekend)	£150	£155	154.50		
3 nights (up to 3 days/72 hours)	£210	£216	216.30	3%	
4 nights (up to 4 days/96 hours)	£270	£278	278.10		



## PENDARREN HOUSE (Contd.)

## OUT OF BOROUGH GROUPS

## Under 18

Pay for minimum group 10, maximum 57  
Includes: F/B Activities F/B, Excludes Transport

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 day (up to 8 hours)	£28 (not including lunch)	£29 (not including lunch)	£29 (not including lunch)		
1 night (24 -32 hours, short weekend)	£80	£82	82.40		
2 nights (up to 2 days/48 hours/ weekend)	£130	£134	133.90		
3 nights (up to 3 days/72 hours)	£180	£185	185.40	3%	
4 nights (up to 4 days/96 hours)	£225	£232	231.80		

## Extra adult to accompany group

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 night (24 -32 hours, short weekend)	£50	£52	51.50		
2 nights (up to 2 days/48 hours/ weekend)	£100	£103	103.00		
3 nights (up to 3 days/72 hours)	£150	£155	154.50	3%	
4 nights (up to 4 days/96 hours)	£200	£206	206.00		

## PENDARREN HOUSE (Contd.)

## HARINGEY GROUPS

Extra adult to accompany group

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 night (24 -32 hours, short weekend)	£50	£52	51.50	3%	
2 nights (up to 48 hours/ weekend)	£100	£103	103.00		
3 nights (up to 72 hours)	£150	£155	154.50		
4 nights (up to 96 hours)	£200	£206	206.00		

## Over 18

Pay for minimum group size 10, maximum 57

Including Coach transport (at set times) F/B Activities 1 member staff per activity group

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 night (24 -32 hours, short weekend)	£90	£93	92.70	3%	
2 nights (up to 48 hours/ weekend)	£150	£155	154.50		
3 nights (up to 72 hours)	£210	£216	216.30		
4 nights (up to 96 hours)	£270	£278	278.10		

Excluding Coach transport Includes: F/B Activities 1 member staff per activity group

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 night (24 -32 hours, short weekend)	£60	£62	61.80	3%	
2 nights (up to 48 hours/ weekend)	£120	£124	123.60		
3 nights (up to 72 hours)	£180	£185	185.40		
4 nights (up to 96 hours)	£240	£247	247.20		

**PENDARREN HOUSE****HARINGEY GROUPS**

Under 18 Schools, Youth groups

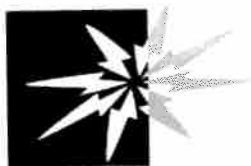
Pay for minimum group 10, maximum 57

Including Coach transport (at set times) F/B Activities 1 member staff per activity group (Also 50% concession for those on free school meals)

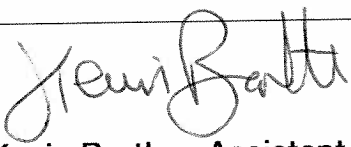
Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 day (up to 8 hours)	£23	£24	24.00		
1 night (24 -32 hours, short weekend)	£80	£82	82.00		
2 nights (up to 48 hours/ weekend)	£130	£134	134.00	3%	
3 nights (up to 72 hours)	£180	£185	185.00		
4 nights (up to 96 hours)	£225	£232	232.00		
<b>Excluding Coach transport F/B Includes; Activities 1 member staff per activity group (Also 50% concession for those on free school meals)</b>					
Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
1 night (24 -32 hours, short weekend)	£50	£52	51.50		
2 nights (up to 48 hours/ weekend)	£100	£103	103.00	3%	
3 nights (up to 72 hours)	£150	£155	154.50		
4 nights (up to 96 hours)	£195	£201	200.90		

## MUSIC &amp; PERFORMING ARTS

Charge Description	Current charge	Proposed Charge	Proposed Charge	% Increase	Comments
Individual/paired musical instrument tuition in schools	£28 per hour (pro rata rates for 10 lessons per term)	£29 per hour	£29 per hour		
Instrument hire to individuals	Ranging from £17 to £25 per term per instrument £2100 per class, per year	Ranging from £17.50 to £26 per term per instrument £2,160 per class, per year	Ranging from £17.50 to £26 per term per instrument £2,160 per class, per year		
Whole Class Instrumental Tuition (WCIT) charge to participating schools				3%	
Instrument hire to schools for WCIT programme	£850 per class per year (up to 30 instruments)	£875 per class per year (up to 30 instruments)	£875 per class per year (up to 30 instruments)		
Membership of "Haringey Young Musicians" out-of-school groups	£17.50 to £45 per term depending on group size and length of sessions. 10 sessions per term	£18 to £46 per term depending on group size and length of sessions. 10 sessions per term	£18 to £46 per term depending on group size and length of sessions. 10 sessions per term		



Haringey Council

Report for:	Cabinet	Item Number:	
Title:	Annual Audit Letter 2010/11		
Report Authorised by:	 Kevin Bartle – Assistant Director (Finance) For the Director of Corporate Resources		
Lead Officer:	Graham Oliver Tel: 020 8489 3725; Email: <a href="mailto:Graham.Oliver@haringey.gov.uk">Graham.Oliver@haringey.gov.uk</a>		
Ward(s) affected: All	Report for Key/Non Key Decisions:  Key Decision		

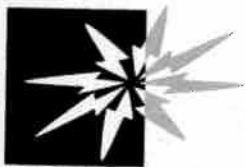
### 1. Describe the issue under consideration

The Annual Audit Letter is part of the formal process of external audit and provides an independent assessment of the Council's position in terms of progress in meeting its strategic objectives.

The purpose of this report is to receive the Annual Audit Letter for 2010/11 from the Council's external auditors, Grant Thornton, and to note the issues raised and actions being taken.

### 2. Cabinet Member Introduction

I am delighted to present this report to Cabinet given the excellent result achieved by the Council following the external audit. The auditors have praised the Council for getting a clean bill of health on its accounts and have assessed us as having proper arrangements in place to secure value for money and the process of completing the Housing Benefit and Council Tax Grant claim has 'improved considerably'. This is against a backdrop of additional burdens imposed in preparing our accounts to International Financial Reporting Standards (IFRS). The letter concludes that in the last financial year "the council made proper arrangements to secure economy, efficiency and effectiveness in its use of



## **Haringey Council**

resources.” This is despite a funding reduction from Government grants requiring £84 million worth of savings over four years.

### **3. Recommendations**

To receive the Annual Audit Letter for 2010/11 and to note the Council's response.

### **4. Background information**

The Annual Audit Letter for 2010/11 is compiled by the Council's appointed external auditors Grant Thornton. It summarises the conclusions and significant issues arising out of the audit work for the Council in the preceding year. It includes information from the audit of the Council's accounts, the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources and the certification of claims and returns.

The Annual Audit Letter for 2010/11 from Grant Thornton is an important external assessment of the Council's overall position.

The auditors' findings have been reported previously to the Corporate Committee and actions agreed in response. The Corporate Committee is responsible for monitoring the implementation and progress of the detailed actions, which are summarised in this report.

### **5. Comments of the Chief Finance Officer and financial implications**

The resource implications for implementing the actions recommended in the Annual Audit Letter have been considered as part of the overall financial and business planning process and are included within the previously approved budget.

### **6. Head of Legal Services and legal implications**

The Head of Legal Services has been consulted on the content of this report and has no specific comment to make.

### **7. Equalities and Community Cohesion Comments**

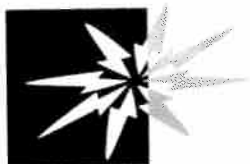
Not applicable

### **8. Head of Procurement Comments**

Not applicable

### **9. Policy Implications**

None



**Haringey Council**

## **10. Use of Appendices**

Annual Audit Letter 2010/11 – Grant Thornton

## **11. Local Government (Access to Information) Act 1985**

The following background papers were used in the preparation of this report:

- Report of the Director of Corporate Resources to the Corporate Committee on 27 September 2011 – Statement of Accounts 2010/11 and Annual Governance Report – to present the statement of accounts and consider the statutory report of Grant Thornton, the Council's appointed auditor
- Report of Grant Thornton to the Corporate Committee on 27 September 2011 – Review of the Council's arrangements for securing financial resilience
- Report of the Chief Financial Officer and Grant Thornton to the Corporate Committee on 23 January 2012

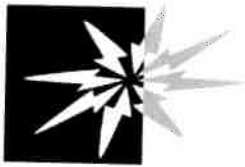
## **12. Annual Audit Letter 2010/11**

This is the fourth year of Grant Thornton operating as the Council's external auditor. Council officers have worked closely with Grant Thornton in preparation for, and during the audit and a positive relationship continues to exist.

In terms of the audit of the accounts for 2010/11 the Council received an unqualified opinion from the external auditors. This was formally reported to the Corporate Committee on 27 September 2011 within the statutory deadline. This is a positive outcome for the Council.

The auditors' Value for Money (VFM) concluded that "the Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2011". This was also formally reported to the Corporate Committee on 27 September 2011.

Audit work on the certification of grant claims and returns is ongoing. The outcome of this work will be formally reported to the Corporate Committee in April 2012.



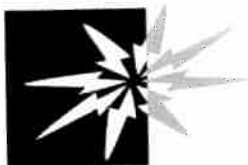
**Haringey Council**

### 13.Summary Actions

A summary of the key actions are set out in the table below:

Recommendations	Response	Responsible Officer
The Council should continue to monitor its Medium Term Financial Plan during delivery, in particular in relation to changes to key assumptions, such as the impact of demographic change and price inflation in the medium term, and the outcome of the Government's funding settlement for the final two years of the plan	The Council has implemented a comprehensive risk based in-year performance and finance based monitoring schedule including: <ul style="list-style-type: none"> <li>▪ projecting outturn for current year and its effect on future years based on detailed unit cost projections,</li> <li>▪ saving targets and their underlying assumptions are scrutinised by senior management and cabinet periodically, and</li> <li>▪ detailed sensitivity analysis factoring in risks to Government funding and the impact on reserves.</li> </ul>	<b>Director of Corporate Resources</b>
The Council needs to ensure that it continues to plan for future changes to financial reporting, particularly in relation to the accounting treatment of schools and of heritage assets.	The Council continues to horizon scan in respect of changes in the technical requirements for financial reporting. The Council will embark on a detailed investigative exercise to identify and correctly account for the requirements relating heritage assets and schools.	<b>Director of Corporate Resources</b>
The Council will continue to work closely with Alexandra Park & Palace to ensure that accounts closedown timetables are aligned.	The Council has established positive working relations with colleagues at Alexandra Palace, and will continue to work closely with the Trust to ensure both organisations synchronise year end timetables.	<b>Director of Corporate Resources</b>
The Council will need to ensure that it effectively continues to address the many changes that it faces in 2011/12 including those brought about by the Localism Act, the distribution of Business Rates, localisation of Council tax benefits and major changes to the funding of the Housing Revenue Account.	The effects of the Localism Act, the distribution of Business Rates, localisation of Council tax benefits and major changes to the funding of the Housing Revenue Account are already built into the MTFP which is scrutinised by Cabinet frequently, and will continue to be monitored.	<b>Director of Corporate Resources</b>




**Haringey Council**

Recommendations	Response	Responsible Officer
The Council will also need to continue to assess the impact of the Olympics on the borough.	The Council continues to work closely with the Mayor, neighbouring boroughs and appropriate government agencies including TfL, Met Police and OPLC to identify and address common issues.	<b>Chief Executive and the senior management team</b>



# London Borough of Haringey Annual Audit Letter 2010/11

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December 2011



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# 1. Executive summary

## Purpose of this letter

This Annual Audit Letter ('Letter') summarises the key issues arising from the work that we have carried out at the London Borough of Haringey Council ('the Council') during our 2010/11 audit. The Letter is designed to communicate our key messages to the Council and external stakeholders, including members of the public. The letter will be published on the Audit Commission's website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk) and also on the Council's website.

## What this Letter covers

This Letter covers our 2010/11 audit, including key messages and conclusions from our work in:

- auditing the 2010/11 year end accounts (Section 2)
- assessing the Council's arrangements for securing economy, efficiency and effectiveness to ensure Value for Money is achieved. (Section 3)
- certification of grant claims and returns to various government departments and other agencies (Section 4)

## Responsibilities of the external auditors and the Council

This Letter has been prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission ([www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)).

We have been appointed as the Council's independent external auditors by the Audit Commission, the body responsible for appointing external auditors to local public bodies in England. As external auditors, we have a broad remit covering finance and governance matters.

Our annual work programme is set in accordance with the Code of Audit Practice ('the Code') issued by the Audit Commission and includes nationally prescribed and locally determined work. Our work considers the Council's key risks when reaching our conclusions under the Code.

It is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business, and that public money is safeguarded and properly accounted for. We have considered how the Council is fulfilling these responsibilities.

## Our main audit conclusions for the year

The 2010/11 accounts give a true and fair view of the Council's financial affairs and of the income and expenditure recorded by the Council.

The Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2011.

## Context

In the current financial climate, the Coalition Government's continuing priority is to reduce the deficit whilst ensuring the economic recovery continues. Savings of over £81 billion are planned from Government spending by 2015, including a 26% reduction in grants to local government over the four year period. At the same time, the Government has stated that it is their aim to reduce top-down government and devolve power and give greater financial autonomy to local authorities by a range of measures including:

- further reducing ring-fenced central government grants
- changes to the Housing Revenue Account from April 2012 whereby councils will keep their own rental income but in return will take on a share of the £21 billion national council housing debt as part of a 30 year business plan
- planned changes to the administration of business rates so that any council that expands its business base would see increased business rates that it would be able to keep.

This Letter has been written in the context of the significant change agenda in which the Council is operating. The Council is experiencing increased demand for services such as children going into care and housing benefits, coupled with lower than expected income in areas such as recreation services and parking. Communities and Local Government (CLG) grant funding was reduced by 13% for 2011/12. In cash terms the settlement represented a funding reduction of £34m for 2011/12, with the final savings requirement of £41m for the year, when growth items were taken into account. The Council has identified that it needs to make approximately £84m of savings over the life of its current Medium Term

Financial Plan (2011-2014), a major challenge. The Council has addressed its savings requirement for 2011/12 and is making good progress in bridging the gap for future years.

Whilst the Council has an adequate level of general reserves and is not currently planning on using these to support the revenue budget, like all other local authorities it needs to meet the significant savings targets within its Medium Term Financial Strategy.

## Key Messages

### Accounts audit

2010/11 was the first year that councils were required to prepare their accounts under International Financial Reporting Standards (IFRS). As part of the work undertaken on the audit of the accounts, we assessed whether there had been any departures from the requirements of the CIPFA Accounting Code which is IFRS compliant. We agreed with the Council that under IFRS the accounts of Alexandra Park & Palace (AP&P) Trust should be consolidated into the Council's Group Accounts. The Council planned for the move to IFRS at an early stage and this is reflected in the outcomes of our audit, where there were no other significant departures from these requirements.

We issued an unqualified audit opinion on 30 September 2011, although the Council was delayed in its preparation for the Whole of Government Accounts return along with many other Local Authorities. Further details can be found in section 2 of this Letter.

### Value for Money

We also issued an unqualified VFM conclusion on 30 September 2011 confirming that the Council made proper arrangements to secure economy,

efficiency and effectiveness in its use of resources for the year ending 31 March 2011. As part of this work we reviewed the Council's arrangements for securing financial resilience over the medium term and concluded that the Council was effectively planning to address known changes to levels of funding. We note that the Council started its 2012/13 budget setting process earlier than in the previous year. The Council is maintaining its focus to ensure savings are effectively delivered whilst maintaining priority services. Further details can be found in section 3 of this Letter.

### Grants certification

We have completed our work on all of the claims to be certified. Five of the eleven claims were amended and one claim qualified. The qualification of the Housing and Council Tax Benefits Scheme was much reduced in scale and nature when compared to 2009/10. The Council's arrangements for preparing the 2010/11 claim improved considerably from previous years and the level of errors identified during the course of our work was reduced and the risk of any subsidy loss has been lessened.

### Key areas for Council action

We highlight the following key areas that the Council should continue to focus on in 2011/12:

- The Council should continue to monitor its Medium Term Financial Plan during delivery, in particular in relation to changes to key assumptions, such as the impact of demographic change and price inflation in the medium term, and the outcome of the Government's funding settlement for the final two years of the plan.

- The Council needs to ensure that it continues to plan for future changes to financial reporting, particularly in relation to the accounting treatment of schools and of heritage assets.
- The Council will continue to work closely with Alexandra Park & Palace to ensure that accounts closedown timetables are aligned.
- The Council will need to ensure that it effectively continues to address the many changes that it faces in 2011/12 including those brought about by the Localism Act, the distribution of Business Rates, localisation of Council tax benefits and major changes to the funding of the Housing Revenue Account.
- The Council will also need to continue to assess the impact of the Olympics on the borough.

The context for these key messages can be found in this Letter. A list of the reports issued during the year can be found at Appendix A.

Recommendations have been raised within the reports listed and the Council should ensure that these recommendations are implemented as planned. Appendix B sets out our actual and budgeted fees for 2010/11.

### Acknowledgements

This Letter has been agreed with the Director of Corporate Resources and will be presented to the Corporate Committee on 23rd January 2012.

We would like record our appreciation for the assistance and co-operation provided to us during our audit by the Council's staff.

**Grant Thornton UK LLP**  
**December 2011**

## 2. Audit of the accounts

### Introduction

We issued an unqualified opinion on the Council's 2010/11 accounts on 30 September 2011, meeting the statutory certification deadline. Our opinion confirmed that the accounts give a true and fair view of the Council's financial affairs at 31 March 2011 and of its income and expenditure for the year.

Prior to giving our opinion on the accounts, we are required to report significant matters arising from the audit to 'those charged with governance' (defined as the Corporate Committee at the Council). We presented our Annual Report to those Charged with Governance to the Corporate Committee on 27 September 2011 and summarise only the key messages in this Letter.

We were presented with draft financial statements on 30 June 2011, meeting the statutory deadline. The working papers provided were overall of a good standard; however, we have raised some recommendations in relation to the quality of the working papers to support debtors and creditors, and the documentary evidence to support the assumptions used by the valuers when conducting their fixed asset valuations.

As usual, we received good support from the Council's finance team to support us throughout the course of the audit. However, changes in the finance function meant that the provision of information was slower and more inconsistent than in previous years.

Councils were required to publish their final audited accounts by 30 September 2011 in accordance with the requirements of the Accounts and Audit (England) Regulations 2011 (including publication on the authority website). The Council did not meet this requirement, publishing its accounts on the website on 31st October 2011. We note that the draft accounts, at the time, were published for the Corporate Committee on 27th September 2011.

### International Financial Reporting Standards

2010/11 was the first year that councils were required to prepare their accounts under International Financial Reporting Standards (IFRS). We undertook a review of the Council's preparedness in spring 2011 and assessed the arrangements for re-stating each line of the balance sheet on a RAG basis (Red, Amber, Green). Overall we rated the Council's arrangements as being Amber.

As part of the work undertaken on the Audit of the accounts, we assessed whether there had been any departures from the requirements of the CIPFA Accounting Code which is IFRS compliant.



We agreed with the Council that under IFRS the accounts of Alexandra Park & Palace Trust should be consolidated into the Council's Group Accounts. The Council started planning for the transition to accounting under IFRS in early 2009 and this is reflected in the fact there were no other significant adjustments made to the accounts as a result of this transition.

### Audit of the accounts

Misstatements that were identified by the management team during the course of the audit and subsequently adjusted include:

- The property, plant and equipment note was revised at the start of the audit due to errors identified as part of the reconciliations carried out by the Council. This has increased the closing net book value reflected within the balance sheet by £10,915m.
- During the year the Council made a £2.103m long term loan to Alexandra Palace & Park to facilitate refurbishment of the ice rink. This had been incorrectly treated as Revenue Expenditure Funded from Capital Under Statute. An adjustment was identified in order to place the loan onto the Council's balance sheet as a debtor as AP&P will be repaying it over a 12 year term.

We recommended a number of adjustments to the draft accounts, the most significant of these being:

- £42.866m increase of long term debtors and bad debt provision. This relates to the requirement under IFRS for the Alexandra Park & Palace accounts to be included within the Council's Group Accounts. As a result of this AP&P's cumulative deficit of £42.9m which has been funded by the Council needs to be reflected within the Council's balance sheet.

- £11.855m increase of property, plant & equipment and decrease of Capital Adjustment Account. This related to depreciation on council dwellings not reversed in previous years.
- £6.015m increase of creditors and decrease of provisions. This related to the holiday pay accrual, required under IFRS, being classified as a provision instead of an accrual.

The adjustments made to the balance sheet were of a presentational nature only and had no overall net effect on the Council's reported assets and liabilities. No adjustments were made that impacted on the Council's income and expenditure position.

We identified a number of areas where improvements could be made to the processes in place to prepare the accounts. The actions agreed with the Council to minimise the chance of errors occurring in the 2011/12 accounts were included in our Annual Report to those Charged with Governance and we will follow up on progress as part of our 2011/12 audit. We have also subsequently held an accounts debrief discussion with the Council and have developed a further action plan for improvement.

## Financial performance

The Council's achieved a £51k underspend against its 2010/11 budget. As at the end of quarter 2 (September) of 2011/12, the Council was projecting a £1.75m overspend against its planned budget for the year. This represents 0.6% of the total budget. The Council understands the reasons for the variance against budget and has taken steps to ensure that departments formulate and implement action plans to ensure that they remain within their agreed budgets. The main pressure point remains Children's Services.

General Fund (GF) reserves have increased over the three year period to 31 March 2010, whilst the London Borough average is on a decreasing trend. The level of GF reserves at 31 March 2011 for the Council (£10.5m) remains lower than the London borough average of £14.6m, although it should be noted that GF reserves represent only one source of funding for future years costs and the Council has access to further earmarked reserves albeit the redundancy programme has diminished them in year. Overall, the Council's level of available reserves and contingencies provide adequate cover for known future financial risks.

We will continue to keep the Council's financial position under review as part of our 2011-12 audit and the follow-up work we have planned on the Financial Resilience element of our VFM review.

## Financial systems

We undertook work on key financial systems sufficient to support our approach to the accounts audit. The work was in three main areas:

- review of key financial controls for the purpose of designing our programme of work for the financial statements audit

- assessment of the work of internal audit to help inform our risk assessment of the adequacy of the Council's financial systems for producing the 2010/11 accounts
- high level review of the general IT control environment

Our work did not identify any control issues that present a material risk to the accuracy of the financial statements. However, our work did identify a number of areas which require strengthening. Recommendations were made within our Annual Report to those Charged with Governance and the Council is progressing their implementation. We will follow up on the progress of this as part of our 2011/12 audit.

## Annual Governance Statement and Explanatory Foreword

We examined the Council's arrangements and processes for compiling the Annual Governance Statement (AGS) and read the AGS and Explanatory Foreword to consider whether they were in accordance with our knowledge of the Council. Our review of internal audit also supported our review of the Annual Governance Statement (AGS) which in turn informs our VFM conclusion and our audit of the financial statements.

We concluded that the AGS and Explanatory Foreword were consistent with our knowledge of the Council, subject to a small number of proposed adjustments, which management incorporated into the final versions of the documents. The Council had adequate processes in place to ensure that the AGS was updated to reflect developments up to the date of the signing of the accounts.

## Certification Arrangements

We received a question from a member of the public who was concerned about schools' financial arrangements. In response we selected a sample of schools' expenditure and checked to ensure that it was in line with the schools' finance manuals. No issues were noted from the work carried out.

We received no other questions or objections in respect of the financial statements for the year ended 31 March 2011 and were able to issue our audit certificate on the same date as signing the accounts.

## National Fraud Initiative

We have completed the Audit Commission's mandated Auditor Risk Assessment of the Council's progress in following up the 2010/11 NFI exercise. We have rated the Council as 'Amber', in line with our previous assessment in 2008/09. £461k of Fraud and error had been recorded as prevented/detected in the 2008/09 NFI web application as at the end of March 2011 which is comparable to the other London boroughs known to us.

For 2010/11 65% of key reports had been opened at the time of our review but some 'high quality' match reports had not, for example Housing Benefit claimants matched to student loans. We are told by the Council that where it is sure the matches are good and meet priorities it pursues them e.g. it has looked at Housing Benefit to Payroll matches and Blue Badges matches have led to 50 badges being recovered.

The Council is working towards the December deadline to look at all of the reports, but may well not achieve this for low risk reports, where the match is an address only, and for low priority areas. As of yet the Council has not recorded any outcomes (i.e. value of fraud identified) on the 2010/11 NFI system.

## Whole of Government Accounts (WGA)

The Council submitted its draft WGA L Pack for audit on 3 October, missing the Department for Communities & Local Government (CLG) deadline of 29 July.

We were therefore not able to submit the audited WGA to the CLG by the deadline of 30 September. Nationally there was an increase in the number of authorities not meeting the WGA deadline this year. For reporting purposes the Audit Commission has accepted that this is likely to have been due in part to the introduction of IFRS reporting requirements and the extra burden this has placed on council finance teams.

The draft WGA required various revisions and some delays occurred in responding to our queries being answered and the necessary revisions being made. The audited return was signed and submitted to the CLG on 17 October 2011.

## 3. Value for money

### Introduction

The Code of Audit Practice 2010 (the Code) describes the Council's responsibilities to put in place proper arrangements to:

- secure economy, efficiency and effectiveness in its use of resources
- ensure proper stewardship and governance
- review regularly the adequacy and effectiveness of these arrangements.

We were required to give our conclusion based on the following two criteria specified by the Audit Commission:

- the Council has proper arrangements in place for securing financial resilience
- the Council has proper arrangements for challenging how it secures economy, efficiency and effectiveness

In discharging this responsibility, we are required to review and, where appropriate, examine evidence that is relevant to the Council's corporate performance management and financial management arrangements.

### Key Conclusions

We issued our annual VFM conclusion on 30 September 2011, at the same time as our accounts opinion, meeting the required deadline of 30 September. We concluded that, for 2010/11, the Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2011.



Although we have assessed the Council as having proper arrangements in place to meet all the Code criteria, there are some areas where the Council can improve its arrangements. These are detailed below.

- In common with many councils, there was an understandable lack of significant alternative savings scenarios in advance of the Comprehensive Spending Review in 2010 (SR10) and the finance settlement. This resulted in some aspects of the 2011/12 budget planning process being rushed. This impacted on the ability of some services to finalise savings and budget assumptions prior to the start of the 2011/12 financial year. Although we note that this did not impact the delivery of savings and the Council had set aside a contingency of £1.8m.
- Regarding personal budgets in adult social care (see page 12), the key weakness we identified was in relation to the fraud risk attached to the use of direct payments. The Council currently does not carry out systematic reconciliations of users' bank statements and expenditure records. Particularly in the current economic climate it is our view that the controls against the inappropriate use of funds need to be strengthened.

## Value for Money projects undertaken during the year

### Financial resilience



We undertook a review of the Council's financial resilience to inform our VFM conclusion. Key findings are within the table below.

Area of review	Key Findings	Summary level risk assessment
<b>Key indicators of performance</b>	<ul style="list-style-type: none"> <li>Benchmarked key indicators of financial performance indicate that, in general terms, the Council is following recent trends of the London Borough comparator group for most indicators. These trends, however, indicate reductions in liquidity, reducing Dedicated Schools Grant balances, and above average borrowing levels.</li> <li>Overall, the Council's level of available reserves and contingencies provide adequate cover for known future financial risks.</li> <li>The Council's 2010/11 revenue outturn provided a net general fund surplus of £51k. This represented a £1.6m improvement on the period 11 outturn forecast.</li> </ul>	 <b>Green</b>
<b>Strategic financial planning</b>	<ul style="list-style-type: none"> <li>The Council strengthened its financial planning process in light of the Government's deficit reduction programme. It is clear that the Council took account of its corporate priorities when setting what was a challenging budget.</li> <li>In common with many councils, the understandable lack of significant alternative savings scenarios in advance of SR10 and the finance settlement resulted in some aspects of the planning process being rushed. This impacted on the ability of some services to finalise savings and budget assumptions prior to the start of the 2011/12 financial year.</li> <li>This has been recognised by the Council and it is on track to conclude its review of the 2012/13 budget significantly earlier than the previous year. It is also making a provision of £1.8m in the MTFP for slippage in delivering savings. However we recognise that the Council is still on track to deliver the 2011/12 savings target.</li> <li>Work is still required to meet the outstanding budget gap within the MTFP, particularly for the 2013/14 year and beyond.</li> </ul>	 <b>Amber</b>

Key:  High risk area       Potential risks and/or weaknesses in this area       No causes for concern



Financial resilience (cont.)

Area of review	Summary observations	Summary level risk assessment
Financial governance	<ul style="list-style-type: none"><li>The Council has a well established approach to financial governance that has delivered solid results in recent financial years.</li><li>Significant reductions to finance resource, allied to reductions in service manager posts and some operational challenges in relation to the use of some key financial systems raise risks in relation to the role and responsibilities of the "Haringey Manager". The Council understands these risks and is progressing mitigating actions. However, as with many other local authorities, failure to embed the necessary cultural, system, and process changes could impact on the Council's financial governance effectiveness.</li></ul>	 Green
Financial control	<ul style="list-style-type: none"><li>The Council has a robust approach to financial and performance management, and has a largely good record in controlling spend in non demand led services. The Council also demonstrates appropriate deployment of internal and external assurance mechanisms.</li><li>Whilst key financial systems have historically been used to provide reliable financial monitoring information for the Council to manage financial risks in a timely way, the current procedures incorporate labour intensive work around activities that may be challenging for the restructured organisation to deliver. As already noted, the Council understands the risks associated with this change and is progressing mitigating actions. We see achieving the financial management cultural change throughout the organisation as one of the Council's biggest barriers to delivering effective budgetary controls in the period beyond delivering the front ended savings of the SR 10.</li></ul>	 Green

Key:  High risk area       Potential risks and/or weaknesses in this area       No causes for concern

## Challenging VFM

We undertook the following reviews during the year to inform this aspect of our VFM conclusion.

### Personal Budgets in Adult Social Care

A personal budget (PB) is an allocation of money for an individual to spend on a support plan. The individual completes a questionnaire and then develops the support plan, with social care professionals, to meet a jointly agreed set of needs. PBs give users a transparent and agreed allocation of funding and the power to choose how to spend that money in the way they think most suitable to meet their needs.

In 2007 the government, through the concordat 'Putting People First', made PBs one of the cornerstones of personalising social care. The Department of Health expected that by April 2011 30% of all eligible social care users or carers should have a PB. The policy direction described in 'Putting People First' is broadly continued in the coalition government's 'Vision for Adult Social Care: Capable Communities and Active Citizens'. The government has said it is committed to ensuring PBs are available to all recipients of ongoing state funded social care by 2013 as a response to rising public expectations of choice and quality and increasing demand. The challenge for all Councils in implementing PBs is the financial environment that they are operating in and the significant overall reductions in Local Government funding in the period to 2015.

The purpose of our review was to assess the progress made by the Council towards PBs and whether plans were implemented at the required pace to achieve the 30% milestone as set by 'Putting People First'.

Our overall conclusion was that the Council has made good progress within a challenging budgetary environment, but that there are some areas for improvement. The Council has worked hard over the past four years to embed personalisation via the Transforming Social Care Programme Board (TSCPB). Stakeholder engagement is good, particularly with users and carers via user reference groups. The Council performed well in terms of the national quality outcomes survey which centred on the experience of people receiving a personal budget and the difference it made to their lives. The Council is taking steps to safeguard users via its locally produced Supplier Accreditation process. It is committed to developing the market and to driving down costs for users.

It was unclear as to whether the Council was able to meet the 'Putting People First' target of 30% of adult social care users being in receipt of a personal budget by April 2011. The performance numbers are not independently audited and the percentages reported by authorities differ substantially, depending on source and compliance with definition and what has or has not been included in the community base figure. However, the unequivocal indicator that performance at the Council has improved is the significant increase in the numbers of users in receipt of a PB. This has increased from 17 in 2009/10 to 278 in 2010/11 and we were told that the number as at August 2011 was 453.

The key weakness we identified was in relation to the fraud risk attached to the use of direct payments. The Council currently does not carry out systematic reconciliations of users' bank statements and expenditure records. Particularly in the current economic climate it is our view that the controls against the inappropriate use of funds need to be strengthened.

The Council recognises this is a risk and at the time of our review had drafted a 'Personal Budget Audit Policy'. It is our understanding that this has now been completed, is out for consultation and is expected to be rolled out in November / December 2011.

## Follow-up of Review of Partnerships

In March 2010 we issued our 'Partnership working in Haringey' report. As part of our VFM work for 2010/11 we followed up this report, looking at progress made against the recommendations raised. The situation has changed considerably since the time of our review, particularly in light of the government's deficit reduction strategy. The removal of many of the requirements of Local Area Agreements has meant that the Haringey Strategic Partnership (HSP) needed to look again at its structure and the costs and resultant outcomes that were being achieved. In addition, the reorganisation of the NHS has put strain on the Health and Wellbeing Board. The HSP Executive instigated a further review of its structure by external consultants, which encourages the view of partnership working as 'business as usual'.

Key issues raised in our 2010 review that the HSP still needs to focus on are:

- Theme board effectiveness – the Council is currently undertaking a 'mapping exercise' which will document the decisions, actions and outputs of each theme board over the past two years. This will appropriately inform any decisions to be made regarding changes to these boards and the structure of the HSP as a whole.
- Joint Strategic Needs Assessment (JSNA) – with potential changes occurring to the form of the theme boards, the HSP needs to ensure that engagement in JSNA priority setting for 2011/12 is maintained regardless of the structures in place.
- Community and Voluntary sector (CVS) involvement – the Council needs to carefully manage its relationship with the Haringey Association of Voluntary and Community Organisations (HAVCO) and CVS groups as it makes the transition to commissioning services rather than giving grants direct to CVS bodies.

- Private sector involvement – The Council has been involved with the Haringey Business Board, North London Business and North London Strategic Alliance as part of the future development of the borough. The Council has also been working with key developers in the Tottenham area. The Council continues to prioritise retention and creation of jobs in the borough.

The Council is in the process of implementing the outcomes of the HSP review.

## Follow-up of review of Governance

In December 2010 the Council commissioned external consultants to review the Council's governance arrangements. The purpose of our follow-up review was to gain assurance that the Council has taken on board the report's findings and has made efforts towards putting its recommendations into place. The work carried out does not suggest anything to the contrary.

We were provided with numerous Protocol documents which evidence the discussions held and conclusions made by the Council in relation to the recommendations. The Council have sited that there may be difficulties in implementing some of the recommendations but have treated these difficulties as challenges rather than reasons as to why the recommendations ought to be rejected.

As recommended in the report, the Council has introduced Area Committees to enable devolved decision making. These cover the same geographical area as the Area Assemblies which were already in place. The Area Committee Chairs form the core of the Overview and Scrutiny Committee.

In line with recommendations, the number of Council committees has been reduced from eight to five. The number of Full Council meetings has been



reduced from eight or nine a year to five, with three of these being divided into two parts - a "Haringey Debate", where observers can attend and speak, and a formal business session when observers do not have speaking rights.

Given that a relatively small amount of time had elapsed between the submission of the report and our review, it is understandable that not all recommendations had yet been met. As the majority of recommendations had been addressed and good progress made this supported our unqualified VFM conclusion.

## Conclusion

In addition to the reviews above, we followed up the VFM recommendations we made in 2009/10 and are satisfied that they have all been addressed. Finally, we considered the Council's performance against a number of key risk indicators. We concluded that there were no significant concerns that impacted on our opinion.

Our overall conclusion was that based on the work undertaken the Council had proper arrangements for challenging how it secures economy, efficiency and effectiveness but there were some areas (referred to above) where improvement should be made. We will follow up progress in implementing the agreed action plans as part of our 2011/12 audit.

## Approach to local VFM work 2011/12

At time of writing there are no changes proposed to the approach to local Value for Money work in 2011/12. We will focus on the two key reporting criteria, namely:

- the Council has proper arrangements in place for securing financial resilience. This will include a detailed review of the financial arrangements in Children's services.
- the Council has proper arrangements for challenging how it secures economy, efficiency and effectiveness.

We will determine a local programme of VFM audit work based on our audit risk assessment, informed by the criteria above and our statutory responsibilities and agree this with the Council. Areas for the Council to consider at this stage include:

- the Council's contract management arrangements
- the Council's corporate governance arrangements, in the context of benchmarking information on local authorities nationally

## 4. Grants Certification

### Introduction

Each year we review and certify a number of grant claims and returns in accordance with the arrangements put in place by the Audit Commission. Following the completion of the 2009/10 certification work we reported that performance had generally improved against the key performance measures but identified that the Council should work to continually reduce the number of claims requiring amendment.

We have completed the process of certifying the 2010/11 grant claims and returns. We will report in full on the findings of our work in our Grants Certification Report.

### Summary of Findings to date

The Council submitted eleven claims and returns for certification. Of these, five claims were amended and one, the Housing & Council Tax Benefit Claim, was qualified. With the exception of the Housing & Council Tax Benefit Claim, all claims were certified by the required deadlines.

### Housing & Council Tax Benefit Claim

This is the highest value grant claim that we certify. In April the Department for Work and Pensions (DWP) requested that further work be completed on the 2009/10 Housing and Council Tax Benefit subsidy claim. We undertook this work in June and July and the DWP has subsequently confirmed that the final adjustment to the claim is £8k.

The claim was qualified in 2010/11, the main reason being an error identified in that the assessment of a claimant's Child Tax Credit and Working Tax Credit had not been updated and this resulted in an overpayment of benefit. We completed further testing in this area in order to quantify the error further, and have reported to the DWP accordingly. At this stage we do not anticipate that there will be an impact on the Council's subsidy claim. The final audited claim was submitted on 30 December 2011, after the deadline but 2 months earlier than in the previous year.

The Council's arrangements for preparing the 2010/11 claim have improved considerably. The Council has introduced enhanced quality control procedures within the Benefits and Local Taxation Team, as well as instigating Internal Audit carrying out in-year reviews of benefit assessments. Compared to previous years the level of errors identified had reduced significantly, and the Council should be commended for the improvements noted.

### National Non Domestic Rates Return

This is the second highest value grant claim that we certify. We completed the majority of the work required on the return by the certification deadline. However, as the Council had made a £7.5m manual adjustment to the return relating to prior years we were granted an extension by the Department for Communities and Local Government (CLG) in order to complete enough work to verify that this adjustment was valid.

We completed this work and identified that the amount due to the Council from the CLG should reduce by £10k. We reported our work separately to the CLG but the return was not qualified. The CLG has accepted this adjustment.

# Appendices

## A. 2010/11 reports issued

Report	Date Issued
Audit Plan	January 2011
Review of arrangements for implementation of International Financial Reporting Standards (IFRS)	March 2011
Audit Approach Memorandum	June 2011
Grants Certification Plan	July 2011
Report to Those Charged With Governance (ISA 260)	September 2011
Financial Resilience Report	September 2011
Personal Budgets in Adult Social Care	October 2011
Annual Audit Letter	December 2011
Grants Certification Report	Due January 2011

# B. Audit and other fees 2010/11

Audit area	Budget 2010/11	Actual 2010/11
Financial statements	£360,000	£360,000
Value for Money conclusion	£145,000	£145,000
Total Code of Practice fee	£505,000	£505,000
Certification of grant claims and returns*	£178,750	£140,000 (current estimate)

\*The quoted fee for grant certification work is an estimate only and will be charged at published hourly rates.



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**Haringey** Council

<b>Report for:</b>	<b>Cabinet – 7<sup>th</sup> February 2012</b>	<b>Item number</b>	
<b>Title:</b>	<b>Haringey Strategic Property Review</b>		
<b>Report authorised by :</b>	<b>Director of Place &amp; Sustainability</b>		
<b>Lead Officer</b>	Dinesh Kotecha Head of Corporate Property Tel: 020 8489 2101 e-mail: <a href="mailto:dinesh.kotecha@haringey.gov.uk">dinesh.kotecha@haringey.gov.uk</a>		
<b>Wards affected:</b>	<b>Report for non-key decision</b>		
<b>All</b>			

**1. Issue under consideration**

- 1.1.** This report summarises the work currently being undertaken to assess future property needs and review the Council's asset holdings to determine options and strategies to achieve key regeneration and community priorities, generate capital receipts and release revenue savings through reshaping of the Council's property estate.
- 1.2.** The report outlines the aims of the three streams of reviews;
- Council occupied buildings i.e. Offices and other service buildings.
  - Tenanted properties leased for community use i.e. Community Buildings.
  - Tenanted properties leased for business use i.e. Commercial Properties.
- 1.3.** The scope of this property review excludes housing, schools, parks, open spaces and transport infrastructure. However, where appropriate the review will consider opportunities for any improvements in the use of resources through sharing, for example, community spaces available within schools and housing estates.

**2. Introduction by Cllr Goldberg, Cabinet Member for Finance and Carbon Reduction**

This strategic review aims to realise our ambitions for the borough's regeneration and mitigate the impact on residents arising from cuts in public sector funding by leveraging the Council's property assets to reshape and improve services.

**3. Other options considered** (Not applicable to this report).

**4. Recommendations**

- 4.1. Members are asked to note the aims and objectives of the property review work streams, discuss the approach being taken and comment on the desired outcomes for each portfolio category.

**5. Background Information**

- 5.1. Excluding housing, the Council's property estate has a capital value (for accounting purposes as at 31st March 2011) of around £0.5 billion of which just over £52.7 million is held for non operational purposes (i.e. lettings to businesses and community groups) and the remainder for the Council's occupation for operational use.

- 5.2. The aim of the Haringey Property Review is to maximise leverage of the Council's property portfolios to achieve the following key outcomes;

- **Place shaping** – enable and deliver regenerative property developments on Council land and facilitate borough regeneration plans through land assembly.
- **Social regeneration** – support the voluntary sector (strategy) by facilitating fairer access to buildings and community spaces.
- **Economic regeneration** – support employment and enterprise by ensuring suitable business premises are available and developed within Haringey.
- **Financial efficiency** – achieve revenue savings to help mitigate the impact of funding reductions and generate capital receipts to support capital investment priorities. Ensure the most effective use of the remainder of Council operational and non-operational assets.

- 5.3. To achieve these outcomes the property review is focusing on resizing and reshaping the Council's property portfolios through further rationalisation, taking account of reductions and changes in public services and the Council's establishment necessitated by the significant reductions in public sector funding.

- 5.4. The current reductions in funding and changes in service delivery highlight a number of fundamental shifts in the way the Council deploys its property assets in support of its objectives, with consequent impacts on longer term property strategy.



5.5. These can be summarised as follows:-

- A changing focus with public services increasingly delivered across a wide range of providers, including public, voluntary and third sector partners and private contractors.
- Less building-based service provision or disengagement from “non-core” provision leading to reduced portfolio requirements
- Transfer or leasing of premises - either as part of contracted, externalised or commissioned services, or in response to community demands (e.g. establishment of Free Schools).

#### **Council occupied buildings**

5.6. The key driver for this stream of the property review is to achieve significant efficiency and savings in premises budgets as part of the Haringey Efficiency and Savings Programme (HESP). In addition the review of Council occupied buildings also has the following objectives;

- Support the Council’s Customer Contact Strategy (Community Hubs)
- Support changes in the way the Council works (Re-thinking Haringey)
- Facilitate changes in service delivery arising from budget decisions
- Support other efficiency/collaborative initiatives (e.g. shared services).

5.7. As part of the Council’s budget setting for 2011-14, Cabinet agreed a budget reduction of £1.6 million from offices and other Council occupied buildings. This budget saving was based on the expected reduction in the Council’s establishment and reduction, changes or cessation of public services as a result of the reduction in public sector funding. In addition a further £0.5 million of budget saving from maximising the efficient use of property assets is included as medium term financial strategy for delivery in 2014-15.

5.8. The approach to the review of Council occupied buildings is as follows;

- Offices – extend the existing Office Accommodation Plan (centrally managed administrative buildings) by incorporating all other available office buildings. The aim of the review is to develop options for integrating use of these buildings to achieve further rationalisation and reduction based on an assessment of future needs and wider adoption of SMART Working.
- Other Council occupied buildings – review all other service buildings (excluding housing, schools, parks/open spaces and transport infrastructure) taking account of proposed changes to public services and the impact of budget reductions. The aim is to identify surplus properties for redevelopment or disposal by adopting a cross-service/portfolio approach to maximise the potential use of property assets.

## Office Accommodation Strategy

- 5.9. The Council has for some years been implementing a rationalisation plan of the centrally managed office portfolio. The Office Accommodation Strategy is based on the administrative hub being centralised in Wood Green where accommodation is being provided on a flexible working basis as part of the Council's policy for SMART Working.
- 5.10. Implementation of the Office Strategy has already resulted in a reduction in the centrally managed offices portfolio achieved largely through the adoption of desk sharing at Wood Green and vacation of smaller buildings elsewhere.
- 5.11. Cabinet on 21<sup>st</sup> December 2010 agreed a revised office accommodation plan in response to the emerging financial pressures and the Council's drive for further efficiencies and savings ("Administrative Buildings Portfolio – review of plan"). The strategy also set out to curtail planned capital investment expenditure whilst continuing to maximise savings and efficiencies in office accommodation. To optimise the available space during the period of rationalisation, the Council also adopted the strategy of letting out vacant office space within occupied buildings to generate income and recover premises costs being incurred in keeping the buildings partly occupied.
- 5.12. Work continues in line with the Accommodation Strategy to adjust for the reduction in office-based staff and the decision to reduce the number of Customer Service Centres from four to two. The objective is to put forward options for further building disposals aimed at maximising financial efficiency, taking account of lease constraints and opportunities for regeneration.
- 5.13. To achieve further efficiencies and realise budget reductions already agreed, the review of the offices portfolio is being widened to incorporate all buildings being used by the Council for office functions, including those accommodating front line staff. In addition the benchmark for sharing of accommodation is being intensified through increased application of Smart Working methods (e.g. flexible working and space efficient office models).

## Other Operational Properties

- 5.14. A number of operational properties (e.g. residential homes) are scheduled to become vacant as a result of some direct services ceasing. These properties are included in the scope of the review of Council occupied properties so that these can be subjected to a more comprehensive appraisal of options and potentially yield a greater rationalisation outcome and financial efficiency through revenue savings and capital opportunities.
- 5.15. A number of operational properties, for example leisure centres, are subject to service change projects and are therefore not included in the review. The property implications of these buildings will be an integral part of those projects but may at a later date be linked to this review (for example if any of the buildings become surplus to requirements as a result of the service review).

## Community Buildings Review

- 5.16. The main aim of this review is to leverage the substantial portfolio of buildings leased for community use to facilitate regeneration and improve the support for Haringey's voluntary sector in line with the Voluntary Sector Strategy.
- 5.17. Due to varying historic practices the portfolio comprises a complex mixture of lease arrangements with varying terms relating to lease periods, rents, repairing responsibilities and security of tenure.
- 5.18. Although the original purpose of leasing out properties for community use was to meet the needs of Haringey's diverse communities and voluntary sector activities it is recognised that there remains an unmet need, especially within many of the newer and smaller sections of the community. Although new provision of Council owned properties is scarce there are concerns that the existing stock is not fully utilised and not widely accessible.
- 5.19. The Community Buildings Review in 2007 recognised that despite obligations for open access to community buildings leased by the Council, there were concerns about effective access, suitability and condition. It was agreed that future leases (new and renewal) should be based on standard terms with a presumption for a short term (maximum 5 years) and the Council taking responsibility for repairs (to reduce risk of non compliance and deterioration of buildings). However as the strategy was to migrate to the new model lease, as and when the current contractual arrangements came to an end, the current situation remains largely unchanged.
- 5.20. Key issues relating to the tenanted portfolio that require further review are;
  - **Stock condition** – generally the portfolio is considered to be in poor state of repair overall, with limited capacity to invest.
  - **Community use** - some buildings could be made more generally available as a flexible resource.
  - **Utilisation** – some buildings may be under-utilised due to limited opening hours, lack of facilities to promote flexibility in uses and building condition.
- 5.21. The Council recently adopted a new Voluntary Sector Strategy which includes as outcome 5: *"Fairer access to assets and community spaces by providing support to enable Voluntary Sector organisations to access and to share high quality premises"*
- 5.22. Whilst there already appears to be a compelling case for rationalising the number of community buildings, more work needs to be done to understand the needs of communities and how best these can be met through any rationalisation and more effective use of buildings.

5.23. In addition to the tenanted community buildings the Council operates a number of buildings as community facilities and community spaces that are available from many other Council premises. These include schools, leisure centres, tenants' rooms, parks buildings and libraries. Additionally there are a large number of faith centres, clubs and organisations which are independent of the Council and provide facilities for community uses.

5.24. The approach to the community buildings review is as follows:

- Refocus the Council's strategy for the use and leasing of Council assets for community use as aligned with principles of the Voluntary Sector Strategy.
- Consult the voluntary sector on efficient and economic models for the provision of community spaces in Haringey.
- Assess the building stock condition and utilisation of the tenanted portfolio and other Council properties available for community use.
- Evaluate all buildings to identify opportunities for redevelopment and consider disposal options that could help realise or contribute to other Council objectives relating to regeneration and housing and employment.
- Develop options for increasing the efficiency and effectiveness of community building assets.

5.25. Details of the community buildings consultation are yet to be defined, but will broadly seek the views of community groups on how to achieve outcome five of the voluntary sector strategy and in particular how the Council might facilitate increased sharing of spaces and facilities amongst community groups.

### **Commercial Property Review**

5.26. The aim of this review is to leverage the Council's commercial properties to support economic and physical regeneration plans and employment opportunities for the borough by aligning more closely to current priorities and needs. In addition the review also has the following objectives;

- Financial – address under-occupancy, specifically at Technopark.
- Condition – consider options for improving some of the industrial estates and commercial buildings to contribute to environmental improvements.
- Management – consider options for future management of the portfolio.

- 5.27. The commercial portfolio was examined in 2007/8 by an external surveying company concluding that the financial performance was at or above the average for the sectors. It was noted that although the commercial portfolio was held for social objectives relating to enterprise and employment the focus on performance management was mainly financial. The review also proposed options for future retention and management of the portfolio if the Council wished to pursue specific objectives in relation to estate regeneration or financial divestment. In relation to the in-house management of the portfolio the review identified the need for addressing backlog but did not recommend outsourcing in isolation of the wider options for future retention and development.
- 5.28. Although the management issues identified in the 2007/08 review have been addressed, the recent impact of the recession on the income from the portfolio has brought the issues raised back into focus. In addition the opportunities and priorities arising from the borough's regeneration plans mean that there is a need to review the commercial portfolio again.
- 5.29. The approach to this review is to carry out a high level desktop refresh of the previous review and assess key parts of the portfolio within the borough's regeneration areas. The aim is to identify priorities for detailed review and consider the broader policy choices relating to future retention and objectives. Included within this will be an early review of the options for improving the use and performance of Technopark.

#### **Next Steps**

- 5.30. Detailed work is underway to prepare options in consultation with Members as follows;
  - Council owned buildings – by April 2012 options appraisal to agree revised plans for disposals and retention with financial implications to enable implementation over the period 2012-15.
  - Community Buildings – by May 2012 prepare a draft refocused strategy and options for future use of the community buildings portfolio and proposals for consulting the voluntary sector. Plans for implementation will be devised as part of the next phase once the options have been considered by Cabinet.
  - Commercial Properties – by July 2012 prepare options for the future retention, divestment and management of the commercial portfolio.

#### **6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 The Council's Medium Term Financial Plan incorporates very challenging revenue savings and capital receipts targets linked to the expectation that the Council's property holdings will be reduced, and surplus capacity will be disposed of at best value.
- 6.2 The revenue savings commitment is for around £2m of savings to be delivered over the next three years through a reduction in property holdings.

6.3 The report acknowledges that these challenging targets can only be met if the property review moves beyond the original focus of the 2010 Accommodation Strategy to incorporate:

- Refreshed floor space rationalisation targets, higher occupancy targets to be adopted and achieved through SMART working, and the consequent release for disposal of surplus office accommodation.
- A review of all other service holdings (excluding housing, schools, parks) with a view to disposal of under used assets
- A rationalisation of the community building portfolio, and disposal of community assets which do not support the voluntary sector strategy
- An options appraisal to decide between retention, divestment or alternative management of the commercial property portfolio with a sharper focus on value for money and financial efficiency for the Council.

6.4 The Council's 3 year capital programme, subject to approval by Council as part of the Medium Term Financial strategy is also heavily dependant on the achievement of future capital receipts from property disposals. Just over £27m of capital receipts are required to support the planned programme. Should this level of receipts not be achieved, reductions to the programme will be necessary, and the Council's ability to deliver regeneration, improved infrastructure and other capital investment objectives will be compromised.

6.5 It is recognised that there is a balance to be struck between making financial savings and supporting the voluntary sector by providing community spaces, therefore any future reports should demonstrate both the benefits of supporting the voluntary sector against the opportunity cost of any capital receipts foregone in order that Members can make an informed decision."

6.6 It is recognised that delivering structural change to the property portfolio will in the short term also require investment to secure SMART working, adapt existing office accommodation, and also allow for divestment and disposal costs. A capital budget of £1.4m in 2012/13, with further indicative budgets in the following 2 years totalling £1.2m are proposed to cover these costs. At this point it is assumed that the revenue costs of the various reviews can be met from existing resources.

## **7. Comments of the Head of Legal Services and Legal Implications**

7.1 There are no specific legal implications at this stage. However for each of the detailed reviews there will be a need to consider legal implications for any proposed changes to the council's property interests, for example in relation to leasing arrangements, property disposals and any change of use.

## **8. Equalities and Community Cohesion Comments**

Equalities and community cohesion implications of emerging proposals will be considered and impact assessments carried out wherever appropriate.

**9. Policy Implications**

**9.1** The proposed approach to dealing with properties is consistent with existing corporate asset policy as set out in the Asset Management Plan.

**10. Uses of Appendices (None)**

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

**Background papers**

**Reports to Cabinet:-**

21st December 2010: Administrative Buildings Portfolio - Review of Plan

26<sup>th</sup> January 2009: Commercial Portfolio Review

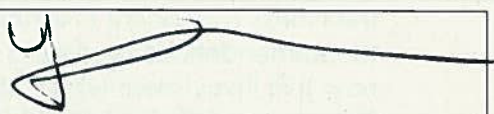
23<sup>rd</sup> January 2007 - Council's Community Buildings Portfolio

**Council's Asset Management Plan**






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<b>Report for:</b>	<b>Cabinet 7 February 2012</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Funding and Investment Package for the Tottenham Regeneration Programme</b>		
<b>Report Authorised by:</b>	Lyn Garner Director – Place and Sustainability 		
<b>Lead Officers:</b>	Anne Lippitt Project Director – Tottenham Terry Knibbs – Tottenham Regeneration Programme		
<b>Ward(s) affected:</b> White Hart Lane; Northumberland Park; Bruce Grove; Tottenham Hale; Tottenham Green; Seven Sisters; St Ann's; West Green		<b>Report for Key Decision:</b>	

**1. Describe the issue under consideration**

- 1.1 On the 16<sup>th</sup> January 2012, the Mayor of London announced a £41,345,000 funding and investment package for Tottenham. This package consists of the following projects and funding sources:

Project	GLA funding (inc. capital / revenue)	Council match funding	Other match funding
1. North Tottenham / Northumberland Park	£18m	£9m	-
2. Growth on the High Road	£2.5m	£200k	£145k (from English Heritage, Diocese of London & Design for London)
3. Opportunity Investment Fund	£3m	£1m	-
4. Employment and Skills	£1.5m	£1.5m	£1.5m (from private sector)
5. 639 High Road	£3m	-	-
<b>Total</b>	<b>£28m</b>	<b>£11.7m</b>	<b>£1.645m</b>

- 1.2 The Mayor's funding announcement followed the submission of a comprehensive investment bid from Haringey Council to the GLA in December to fund key





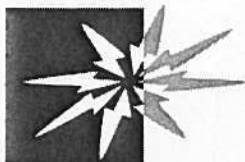
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projects, schemes and initiatives as part of the regeneration programme for Tottenham.

- 1.3 This report recommends approval for this package of funding for Tottenham, combining Council and Mayor of London resources to help leverage private sector funds. The aim of this funding package is to deliver a first phase of sustainable social, economic and physical regeneration in Tottenham, with a particular focus on the priority area of North Tottenham.
- 1.4 A key part of the funding package for Tottenham is Council and GLA investment in the North Tottenham / Northumberland Park area. This report sets out specific recommendations regarding public sector investment for this area and outlines how this investment will be used to complement the existing Northumberland Development Project (NDP) being led by Tottenham Hotspur Football Club (THFC) and contribute to comprehensive wider area regeneration of North Tottenham.

## **2. Cabinet Member introduction**

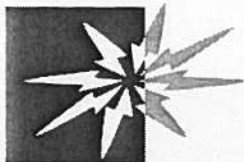
- 2.1 Promoting Tottenham's regeneration has long been a Council priority and the community's desire to see change has been brought even more sharply into focus since the riots of last summer. In the public and stakeholder consultations undertaken since the riots, the local community in Tottenham has been telling us they want to see comprehensive regeneration that delivers fundamental improvements for the local community. We need to bring forward high quality developments on the High Road that create more housing and work space opportunities. We need to deliver jobs and skills that enable local people to take advantage of the opportunities. We also need to transform Tottenham's image for local people and external investors. In short, local people are telling us that they want Tottenham to be a thriving place where people choose to live, work and stay throughout their lives.
- 2.2 This report sets out the Council and Mayor of London's funding package for Tottenham designed to kickstart the first phase of regeneration and improvement for Tottenham and leverage in sustained investment from the private sector. This funding package covers five priority programmes of investment:
  - Investment in North Tottenham and Northumberland Park
  - Supporting growth on Tottenham High Road
  - Opportunity Investment Fund for land assembly and partnerships to initiate commercial and residential developments on the High Road and Tottenham Hale
  - Employment and skills programme
  - An Employment and Enterprise Centre at 639 High Road.
- 2.3 These programmes will play a key role in delivering sustainable economic, social and physical regeneration to Tottenham and its diverse communities.
- 2.4 One of Tottenham's most important assets is Tottenham Hotspur Football Club. Their plans for a new Stadium and associated development can be the first step to securing major regeneration in North Tottenham and the £27m funding package for North Tottenham in para 1.1 supports this ambition. THFC is already a major investor in the borough. The existing Stadium draws hundreds of thousands of visitors each year to Tottenham boosting the local economy. The work of



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Tottenham Hotspur Foundation supports local community groups, school children, young people and the unemployed. The NDP scheme with the new larger capacity Stadium, new retail and commercial floorspace as well as new homes, public space and heritage improvements, will create hundreds of new jobs many of which will be targeted to local people. The additional 20,000+ new spectators to each football match in the new Stadium (plus participants at non-football events and conferences) will bring substantial new spending in the local economy, supporting local businesses – both those supplying direct to the Stadium as well as those in the general area.

- 2.5 However, the new Stadium development faces a funding gap that has been exacerbated by the current very challenging conditions in the financial and property markets. Public sector investment is needed in the wider Tottenham area to increase public and investor confidence which can then lead to the release of much greater private sector finance.
- 2.6 A public sector investment package for the wider Tottenham area is being recommended to complement the Club's investment proposals, linking with proposals for additional development in the NDP Scheme to boost development value. The overall package of measures will give the Club the necessary confidence to secure the private investment for this £400m+ development.
- 2.7 We have secured £18m. from the Mayor of London to support North Tottenham's regeneration, as well as £7m for the wider Tottenham area and a £3m investment to create an Employment and Enterprise centre at 639 High Road.
- 2.8 Capitalising on the Club's stadium investment in North Tottenham, there is an opportunity to explore and promote a next phase of regeneration to the west of the stadium between Brereton Road and the borough boundary. Subject to consultation with local residents and businesses, regeneration could result in more high quality housing, new retail and business floorspace and new public space.
- 2.9 This 10 hectares area includes housing land owned by the Council south of White Hart Lane and mixed commercial, retail and industrial uses north of White Hart Lane. The Council owns approx. 35% of this area, including 297 Council dwellings, the Grange Day Centre and offices at 32-34A White Hart Lane and Coombes Croft Library. The commercial area north of White Hart Lane is in a variety of private ownerships, including some properties owned by THFC.
- 2.10 I recommend Cabinet to support the Tottenham investment package detailed in this report. I also recommend Cabinet to agree to the start of consultation with residents and businesses to gauge their views on the next phase of regeneration in North Tottenham, including the potential for estate renewal. I am proposing that consultation is in the context of key principles that the Council will use to underpin detailed regeneration proposals. Draft principles are listed in Appendix 2.



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### 3. Recommendations

That Cabinet :

- 3.1 **Funding and investment package for Tottenham:** agrees and supports the funding and investment programme for Tottenham of £41.345m. as outlined in para 1.1 above.
- 3.2 **North Tottenham investment package :** approves in principal a further allocation of £5m to make a total of £9m investment (including £4m capital programme investment already provisionally agreed by Cabinet on 20/12/11 but subject to Full Council agreement) in North Tottenham (linking with the Mayoral investment of £18m.) to support:
  - a contribution to heritage building improvements in the vicinity of the NDP Scheme (£3m.);
  - a contribution to public and community event space to be provided as part of the NDP Scheme (£5m.);
  - environmental improvements on Worcester Avenue (£0.5m.); and
  - the formulation of a phased North Tottenham regeneration masterplan with a primary focus on the area west of High Road centred on White Hart Lane (£0.5m.);

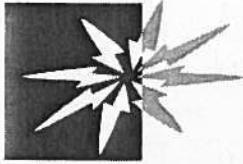
This further allocation of £5m will be formally added to the Capital Programme at an appropriate point in the future once the relevant part of the NDP scheme has progressed and when funding has been identified.

- 3.3 **Growth on the High Road:** notes that funding for the 'Growth on the High Road' programme is for the projects in the Outer London Fund (OLF) bid submitted to the GLA on the 14<sup>th</sup> November 2011 (attached as appendix 4) and notes that the match funding is made up of:
  - Officer resources (£100k)
  - S106 monies for environmental improvements to Tottenham Green (£100k)
  - Diocese of London contribution to improvements to the Old School Yard on Tottenham Green (£80k)
  - English Heritage contribution (£25k)
  - Design for London contribution (£40k)

This further allocation and expenditure of £2.5m will be formally added to the Capital Programme at a future date following agreement with the GLA on the terms and conditions and profiling of the expenditure.

- 3.4 **Opportunity Investment Fund:** approves the Council's match funding commitment to the Opportunity Investment Fund of £1m. Please note that this was approved by Cabinet on 20/12/11 as part of the provisional capital programme for 2012 – 2015 and is subject to agreement of Full Council;
- 3.5 **Employment and Skills Programme:** notes the funding allocation from the GLA and seeks approval for the Council's match funding. Please note that the detail of the Employment and Skills Programme will be the subject of a separate report to Cabinet at a later date, although the £1.5m match funding can be met from the £2m total made available for Worklessness schemes elsewhere on this meeting's agenda;



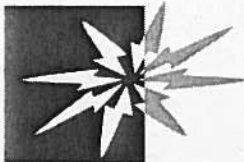


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- 3.6 **Employment and Enterprise Centre at 639 High Road:** notes the GLA have set aside a sum of £3m for bringing 639 High Road (Council premises) back into use as an Employment and Enterprise Centre. The intention is that, subject to Cabinet's decision (the subject of a separate report to this Cabinet meeting), the building will be sold to the GLA which will take responsibility for the refurbishment and future revenue funding. The Council will be involved in shaping the proposal and the GLA funding is to purchase the building from the Council, undertake the refurbishment works and develop a range of initiatives that will support enterprise and skills development for the local community. Cabinet is asked to note that the Mayoral funds identified for this project will be used to provide the Council with a capital receipt (secured at market value) and that the balance of capital and revenue monies will be used to refurbish the building and develop the initiatives offered at the centre. This balance of monies will not be passed to the Council.
- 3.7 **Agreements for Mayoral funds that will be paid to the Council :** authorises the Directors of Place and Sustainability and Corporate Resources, in consultation with the Leader of the Council, to sign all necessary grant funding agreements with the Mayor of London for Mayoral funds that will be passed to the Council for investment in Tottenham.;
- 3.8 **Approve the allocation and expenditure of Mayoral funds :** approves the allocation and expenditure of Mayoral funds that are to be passed to the Council as indicated in Appendix 1:
- highway, parking and pedestrian route improvements in North Tottenham to be undertaken in phase with NDP Scheme construction (£3.5m.)
  - district-wide combined heating and power scheme in North Tottenham with capacity to serve proposed and potential new development in the area (£2.5m.);

These items will be added to the Capital Programme once full agreement with GLA on terms and conditions and profile of spend is agreed.

- 3.9 **Key focus on North Tottenham :** attaches a high priority to the phased regeneration of North Tottenham to capitalise on and complement the delivery of the THFC NDP Scheme with, as a next phase, a focus on the 10 hectares area between Tottenham High Road, Brereton Road, the railway line and the borough boundary (including exploring with residents the potential for estate renewal of the Love Lane/Whitehall Street housing estates and neighbouring blocks);
- 3.10 **Consultation with local residents and businesses :** authorises consultation with local residents and businesses on the principle of promoting the next phase of regeneration in the Northumberland Park area. The recent 'Have your Say' consultation on the regeneration plans for Tottenham identified the Northumberland Park area as a priority for regeneration and investment. This consultation will engage residents and businesses in Northumberland Park (including the area west of the High Road, as shown on the plan in Appendix 3) in developing plans and proposals for the area. The consultation will use the draft key principles set out in Appendix 2 (together with the Council's planning policies) as a basis for driving key regeneration outcomes;

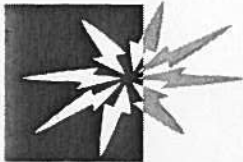


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- 3.11 **Memorandum of Understanding** : notes that a non-binding Memorandum of Understanding has been signed with Tottenham Hotspur that sets out the intentions of both parties (without fettering the future exercise of discretion of either Cabinet or the Planning Sub-Committee) to support the delivery of the NDP scheme in the North Tottenham area and to explore the potential for wider regeneration in the area.
- 3.12 **Proposed NDP Scheme & s106 revisions**: notes the proposed NDP scheme amendments and revised s.106 to be considered at Planning Sub Committee on 13/02/12.
4. **Other options considered**
  - 4.1 Supporting regeneration in Tottenham is a major Council priority and these recommendations will initiate the next phase of economic, social and physical regeneration for Tottenham.
  - 4.2 These recommendations also support the delivery of the NDP Scheme which, in turn, can act as a catalyst for wider area regeneration consistent with the Council's objectives.
5. **Background information**
  - 5.1 Tottenham comprises some of the most deprived areas of the country. Securing lasting improvements is a key priority for the Council and partners, exacerbated by the impact of the riots last August. Since the riots, the Council has undertaken wide ranging consultation with residents, businesses and stakeholders to understand their key concerns, aspirations and priorities with a view to developing a draft Regeneration Strategy for Tottenham (to be considered by Cabinet on 20<sup>th</sup> March.). The framework for consultation has focused on delivering regeneration and renewal in the following four priority areas:
    - Northumberland Park / North Tottenham
    - Tottenham Green and Seven Sisters
    - Tottenham High Road
    - Tottenham Hale

This spatial focus has gone hand in hand with consulting on the actions required to deliver the following key community and stakeholder priorities:

    - Safe, Secure and Confident Communities
    - Thriving Businesses and More Jobs
    - High Quality Housing
    - Excellent Public Space and Transport
    - Investment in Tottenham
  - 5.2 The investment package detailed in this report is informed by the priorities identified in para. 5.1 and by the feedback received so far during the public consultation exercises.



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### **5.3 North Tottenham / Northumberland Park Investment Programme**

- 5.3.1 Central to the regeneration ambitions for Tottenham will be the ability to capture and exploit for the area the catalyst brought about by the potential £400m investment from a new Tottenham Hotspur football stadium and associated development. To deliver this opportunity in current challenging conditions requires co-ordinated investment by the Council, Mayor of London and the private sector.
- 5.3.2 The THFC NDP scheme can bring major benefits for Tottenham, signalling confidence in the area to counteract the negative images of last summer's riots. It will complement other important elements of the Tottenham recovery and regeneration strategy being spearheaded by the Council and partners. However, the building of a new stadium is only part of the regeneration solution. This catalyst, if properly harnessed, can provide the Council with a unique opportunity to secure more than just a stadium development. It can encourage regeneration across North Tottenham and beyond providing a new leisure destination, plus new homes and jobs in an area where investment is key to providing opportunity for local people, as well as raising the profile of North Tottenham across London, nationally and internationally.
- 5.3.3 Measures need to be considered to increase the viability of the NDP Scheme. Some of these, eg. revising the existing s106 legal agreement with Tottenham Hotspur and increasing the scale of development in the NDP Scheme, will be considered and determined by the Planning Sub-Committee at its next meeting on 13 February 2012.
- 5.3.4 Other measures are for Cabinet decision and are the subject of this report. A package of £27m. public sector investment (£18m. from the Mayor of London and £9m. from the Council) is proposed to help kickstart area regeneration. This includes investment that both complements the NDP Scheme and benefits the wider area and, at the same time, helps to boost confidence for private sector investors.

### **5.4 Current Position**

- 5.4.1 Planning permission was granted for the THFC NDP Scheme on 20 September 2011 following the completion of the s106 agreement. However, THFC has made it known for some time that its new Stadium was not financially viable especially given the current very difficult situation in financial and development markets.
- 5.4.2 The Council has commissioned specialist advice on the Club's financial projections. This advice concludes that the Club is prudently managed and there is reasonable use of additional revenue from the larger Stadium to repay loan funding as well as recycling part of the capital receipts from the linked commercial and residential development. Advisers have indicated that the Club's financial assumptions are reasonable. Subject to approval to the measures being recommended in this report, together with the measures to be considered by the Planning Sub-Committee, the advice concludes that the Club now has a financial plan that has a reasonable prospect of supporting a viable and implementable NDP development.



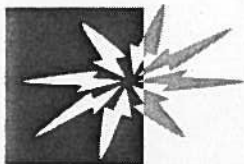
## **Haringey Council**

- 5.4.3 There is a determination to bring forward the stadium development in order to capture the catalyst that the investment could provide. The stadium will bring investment, additional spending power, new jobs and homes. It is seen as central to the ambition to provide a new leisure-led destination in North Tottenham that could then attract further private sector investment. It provides the opportunity for the borough, with the support of local people, to bring about lasting change in the area.
- 5.4.4 In recent months the Council has also been consulting the local community to understand what type of change and regeneration people want to see in Tottenham. The key messages are that local people want safe, secure and confident communities, thriving businesses, more jobs, high quality housing, excellent public spaces and transport, and more inward investment.
- 5.4.5 The comprehensive regeneration of Tottenham requires investment in a full range of physical, social and economic measures across the four key character areas within Tottenham. The regeneration of the Northumberland Park area of north Tottenham is a strategic priority for the borough and for the Mayor of London such that public investment that complements existing proposals for the major stadium led regeneration scheme is vital for the transformation of one of the most deprived areas of the UK.
- 5.4.6 Negotiations have taken place with THFC and the Mayor of London to secure a public sector investment package that has the ability to stimulate further investment and bring forward complementary initiatives to improve the wider area. The Council's element of that package requires Cabinet's approval to the recommendations in this report.
- 5.4.7 In order to capture the key elements of these negotiations, the Council has entered into a Memorandum of Understanding with THFC. The Memorandum outlines the anticipated funding package for the whole area (including the provisions that are being recommended in this report), together with a range of other statements of intent to work with THFC to promote wider area regeneration. While the Memorandum is commercially confidential, it is not legally binding and cannot fetter the future exercise of the Council's discretion. However, it is important for private sector investment confidence and to outline a 'direction of travel'. There are no formal commitments until relevant decisions are taken by the Cabinet (as per this report), Planning Sub-Committee or other Committees as appropriate in accordance with the Council's Constitution.
- 5.4.8 In the light of the Memorandum and the negotiations with the Mayor, THFC has now announced its commitment to stay in Tottenham and is restructuring itself as a private company to be in a better position to secure development finance for the NDP Scheme.

## **5.5 Public Sector Investment & Regeneration in North Tottenham**

- 5.5.1 In a letter dated 16 January 2012, the Mayor of London has committed to invest £18m. to support North Tottenham's regeneration (alongside, and as part of, the wider announcement of the £41.345m public / private funding package for the Tottenham regeneration programme). The specific elements of that investment are set out in Appendix 1. Subject to completing grant funding agreements with





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the Mayor, it is proposed that £6m. of that will be passed to the Council in relation to North Tottenham (alongside £7m of other funding for regeneration projects in Tottenham.)

5.5.2 This Mayoral investment is linked to an additional co-ordinated and match funded investment by the Council of £9m. (subject to Cabinet approval to the recommendations in this report) producing total new investment of £27m. to support regeneration in North Tottenham. Cabinet has already approved £4m. investment in North Tottenham through the provisional capital programme for 2012/15 (however, this is subject to Full Council approval). This report requests a further £5m capital investment be committed to support regeneration in North Tottenham. The source of this funding is yet to be confirmed, but includes the possibility of being able to apply land receipts that may arise as part of any future estate renewal in the area. A financial viability exercise will reveal the potential for realising such a receipt.

5.5.3 Appendix 1 summarises the elements to be funded from the £27m. package. Funding by, or to be made available via, the Council is recommended to focus on five key elements of complementary investment to the NDP Scheme that will provide wide community benefits:

- new public and community event space;
- heritage improvements
- highway and parking improvements;
- environmental improvements; and
- a potential district-wide heating and power scheme.

5.5.4 Mayoral investment will help to secure land for new public space as a 'Stadium Approach' linking the new THFC Stadium with a potential new ticket hall situated at the southern end of White Hart Lane Station platform. This scheme may also bring new homes and commercial space. The Mayor will also provide funds to Transport for London towards providing additional passenger capacity at Tottenham Hale Station. Although not in North Tottenham, this is an important project to make travel to North Tottenham easier on Stadium event days as well as promoting Tottenham Hale as an investment and visitor destination.

### **5.6 Proposed NDP Scheme changes and s106 Agreement**

5.6.1 Separately, the Planning Sub-Committee, at its next meeting on 13 February 2012, will be recommended to consider other elements of the overall package to help improve the viability of the NDP Scheme being funded by the private sector:

- increasing development floorspace to increase realisable value;
- reviewing the extent of s106 funding obligations; and
- considering the housing tenure mix of proposed new homes.

5.6.2 Specific highway, parking and pedestrian route improvements are proposed to be undertaken as part of the public sector package (£3.5m.) with an additional £3.5m. of Mayoral funds supporting improvements at Tottenham Hale Station. Cabinet's decision to allocate £3.5m. of the Mayor's funds to highway, parking and pedestrian route improvements is necessary to inform consideration by the Planning Sub-Committee of a report to review the extent of s106 obligations on 13 February 2012.



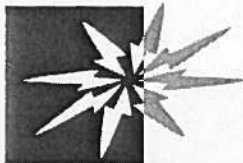
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## **5.7 Opportunity for wider regeneration in North Tottenham**

- 5.7.1 The proposed Council and Mayoral investment, together with the other measures to improve development value and reduce development costs of the NDP Scheme (subject to Planning Sub-Committee approval), now leads, in the opinion of specialist consultants appointed by the Council, to a reasonable prospect that the NDP Scheme will be able to attract the required private sector funding. That, in turn, should help bring forward wider regeneration attracting additional inward investment in North Tottenham and further new homes, jobs and public space.
- 5.7.2 The THFC investment provides a real opportunity for the community in North Tottenham to benefit from wider regeneration. Without it, there will be no catalyst to begin the process. However, the catalyst that this investment can provide for wider area regeneration and sustainable improvements in the local area – social, economic and physical – needs to be galvanised by public sector intervention.
- 5.7.3 The initial focus for that intervention is proposed to be the area west of Tottenham High Road covering 10 hectares north of Brereton Road up to the borough boundary east of the railway line (see Appendix 3).
- 5.7.4 The Council owns 35% of this area with 297 homes, a leased commercial property, Coombes Croft Library and The Grange Day Centre/offices on White Hart Lane. The industrial land north of White Hart Lane contains car repair/storage uses, a food production factory, a Sainsbury store, under-occupied industrial premises and premises along the High Road. Most of this land is in third party private ownership though THFC does own some plots.
- 5.7.5 Subject to consultation with local residents and businesses, the area has the potential for substantial change and improvement. It is recommended that this opportunity be explored and approval be given to key principles (linking with existing planning policies) that should underpin consultation and the shaping of regeneration options. Draft principles are listed in Appendix 2. Progress and decision reports will be brought back to Cabinet as appropriate.

## **5.8 'Growth on the High Road' Investment Programme**

- 5.8.1 On the 14<sup>th</sup> November the Council submitted a comprehensive bid to the Mayor's Outer London Fund (OLF) for a range of projects and initiatives that would support growth and vitality on Tottenham High Road. The original bid submission was for over £10m of funding. Whilst noting the strength of the bid, the GLA requested that the projects be prioritised due to limited resources in the OLF. Following this, a prioritised bid for £2.505m of funding was submitted.
- 5.8.2 The key elements of the 'Growth on the High Road' investment programme are:
- Heritage and shop fronts improvements in Bruce Grove - £100k
  - High Road landmarks (inc. markets at Bruce Grove and Holcombe Road) - £335k
  - Transport and public realm improvements in Bruce Grove town centre - £450k



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- Tottenham Green: Cultural Hub (inc. landscaping, public realm improvements and market infrastructure) - £1.29m
- Interim uses, festivals and events (inc. film and arts programmes) - £130k
- Project delivery - £200k

5.8.3 Full details of the projects contained within the OLF bid are attached as Appendix 4.

## **5.9 Opportunity Investment Fund Investment Programme**

5.9.1 This fund will be used to initiate projects and bring forward schemes and developments in Tottenham that otherwise could not happen either due to viability issues or lack of funding. Detailed option appraisals will be worked up for individual schemes and these will be subject to further discussions with Ward Councillors. Current options for the fund include:

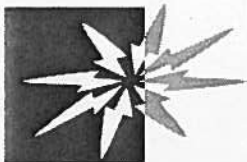
- Entering into partnership arrangements and overcoming scheme viability issues for developments that are integral to realising the regeneration objectives on the High Road and at Tottenham Hale
- Bringing forward development and occupation of vacant residential and commercial sites
- Brokering agreements between landowners and developers
- The potential for providing gap funding to bring forward upgrades to accessibility and capacity at Tottenham Hale station, as well as improving connectivity between the station and the £400m Hale Village scheme through public / private partnership

5.9.2 Clearly, public resources for the regeneration programme were always going to be limited and an investment fund that 'pump primes' projects, as well as offers the potential for investment returns to be rolled back into the fund, can be a way of optimising funds to make things happen in the area. The delivery of these schemes will see new housing being built, new jobs being created from the associated development activity, commercial units and empty properties being brought into active use and potential for improved connectivity to the transport hub at Tottenham Hale station.

## **5.10 Employment and Skills Programme**

5.10.1 The Council is committed to continue tackling worklessness in the borough. High and increasing unemployment is perhaps the greatest challenge facing Haringey - and this is particularly focused in the east of the borough. Tottenham has historically suffered from high levels of labour market deprivation and this has been exacerbated by the recession of 2008 and subsequent economic turbulence.

5.10.2 Labour market deprivation is particularly acute in Tottenham where there are 17,430 people claiming out of work benefits, 22.1% of the population aged 16-64 and 63% of the borough total. The out of work benefits claim rate in Tottenham is amongst the 5% highest across all parliamentary constituencies in England. Deeper geographical analysis shows Northumberland Park to have the highest out of work benefits claim rate, at 30.4%, of all wards in London.



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5.10.3 Feedback from the public consultation events on the development of a regeneration strategy for Tottenham also shows that a lack of jobs, opportunities and enterprise is by far the biggest concern of local people.

5.10.4 The Council will be developing a new local programme tackling worklessness. Key elements underpinning the development of the new programme will be:

- aligning with the vision for, and utilising the opportunities from, a new **Employment and Enterprise Centre** at 639 Tottenham High Road
- a focus on **young people aged 16-24**;
- targeting **residents furthest away from work** who will not be supported by the Coalition Government's Work Programme and who will need **bespoke personalised support** to gain employment;
- **creating private sector employment**;
- **supporting local businesses and the local economy**
- **contributing to and be tied to the development of the regeneration programme for Tottenham**

5.10.5 The £1.5m funding from the GLA will be used to support the development of this programme.

5.10.6 Full details of this new approach to employment will be contained in a separate report to Cabinet at a later date.

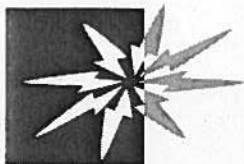
### **5.11 639 High Road Employment and Enterprise Centre**

5.11.1 On top of the funding allocation for the Tottenham regeneration programme the GLA has set aside a sum of £3m for bringing back into use 639 High Road as an Employment and Enterprise centre. Prior to the riots 639 High Road housed the Council's Planning and Building Control service as well as parts of Homes for Haringey. Situated opposite Carpet Right and JobCentre Plus, the loss of these buildings in the riots have had an adverse affect on visitors and economic activity on that part of the High Road.

5.11.2 As stated in para 5.10.3, one of the key concerns coming through from residents are the lack of job and enterprise opportunities for residents of Tottenham. The development of an Employment and Enterprise Centre at 639 High Road could offer the following core services:

- **Enterprise space & support** – a centre for social entrepreneurs and business development, mentoring & administration support, short term space, workshops, and networking for start-ups or early stage businesses, links to existing and new incubator space or appropriate premises, a brokerage for sponsorship, loan and investment finance opportunities.
- **Employment and Skills Brokerage** – linking together the existing employment and employability services, a front-facing service for individuals from the age 16-64 seeking support into work, an employment brokerage service to employers offering advice and support on overcoming red tape, apprenticeships and incentivising local employment.
- **Support to young people and people at the entry levels of jobs/careers** – including identifying local support services/businesses, links to sports coaching, music, leisure food and hospitality sector opportunities, support





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to school and college career development initiatives through work experience, apprenticeships, training and volunteering.

- **Support to the Volunteer Network** – a focal point for local volunteering and work experience, a place for local people and businesses to support others through mentoring, knowledge and advice and a centre for business and career seminars, special events and initiatives.
- **Café and Crèche** – offering training and skills development in the hospitality and care professions, providing networking space for businesses and individuals, providing assistance to individuals with family and care responsibilities.

5.11.3 A separate report on the future use of 639 High Road is being considered at this Cabinet meeting (7/02/12). Subject to Cabinet's decision, the recommendation is that it should be sold to the GLA which will take responsibility for the refurbishment of the building and ongoing revenue funding. The Council will then work in partnership with the GLA to shape the proposals for the development of the Employment and Enterprise Centre. The funding identified by the GLA is to undertake the refurbishment works and to develop and run the enterprise initiatives.

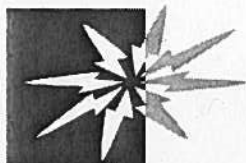
5.11.4 Full details, supporting information and options analysis is contained in a separate report to this Cabinet meeting (7/02/12).

## **6. Housing Service comments**

- 6.1 Part of this report describes the potential benefits of regeneration to the west of the football stadium, and recommends that early consultation takes place with residents to gauge their views on the principle of regeneration in the area.
- 6.2 To improve the quality of housing, tackle neighbourhood disadvantage, attract investment and build sustainable and cohesive communities, it is essential that the Council considers the extent to which all sites – including the area to the west of the stadium – can contribute to the regeneration of Tottenham.
- 6.3 It is essential, also, that, as is proposed, the Council consults with local residents at an early stage and that all consultation with residents is carried out in partnership with Homes for Haringey and other registered providers.
- 6.4 Any regeneration proposal for the area must have regard to the aspirations, financial interests and housing needs of the leaseholders and social housing tenants. It is expected that any units of social rented housing that are lost in the course of any redevelopment will be replaced and that any social housing tenants who want to remain in the area will be rehoused in that area.

## **7. Comments of the Chief Finance Officer and financial implications**

- 7.1 Although the headline announcement is a total package of £41.345m it is important to understand that this represents a combination of;



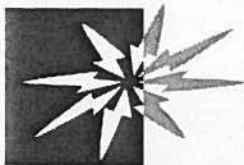
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- New Funding from External Organisations (primarily the GLA)
- Existing funding from external organisations
- Existing Council Funding approved at prior meetings but subject to Full Council approval
- Additional Council Funding to be agreed
- The value of in kind support where no actual money will be received

7.2 This is shown in more detail below;

Description	Amount £ms	Source	Status
North Tottenham / Northumberland Park	4	Council Capital	Agreed by Cabinet 20/12/2011 in draft capital budget for 2012/13 subject to agreement of Full Council
North Tottenham / Northumberland Park	5	Council Capital	To be agreed in principle as part of this report with source of funding to be agreed at a later date
North Tottenham / Northumberland Park	18	GLA (please see Appendix 1 for full breakdown)	Confirmed by GLA
Growth on the High Road	2.5	GLA / OLF Bid	Confirmed by GLA
Growth on the High Road	0.2	Council	£100k is committed S106 £100k of officer resources
Growth on the High Road	0.145	Other (please see Appendix 1 for full breakdown)	£25k EH funding confirmed; £80k Diocese of London funding is in kind support; £40k Design for London funding TBC
Opportunity Investment Fund	3	GLA	Confirmed by GLA
Opportunity Investment Fund	1	Council Capital	Agreed by Cabinet 20/12/11 in draft capital budget for 2012/13 subject to agreement of Full Council
Employment and Skills	1.5	One-off additional funding identified in the Medium Term Financial Strategy	Funding in principle to be agreed by Cabinet on 7/2/2012 and subject to agreement of Full Council. Detailed programme to be agreed by Cabinet at a later date
Employment and Skills	1.5	GLA	Confirmed by GLA
Employment and Skills	1.5	From Local Businesses	To be secured from the private sector as part of new programme
639 High Road	3	In kind support from GLA	Subject to Cabinet decision 7/2/2012. No funding will be received by the Council, aside from capital receipt from disposal.
<b>Total</b>	<b>41.345</b>		

7.3 Where the status is 'Confirmed by the GLA' this means the amount has been agreed in principle but the exact detail of the project will need to be agreed in



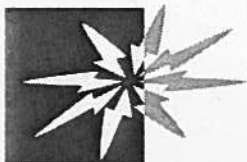
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partnership with GLA and it is likely that funding will only be passed over once this is resolved.

- 7.4 Thus the only additional Council resources to be agreed by this report are the £5m for the North Tottenham / Northumberland Park development. The source of this £5m. is still to be identified, however it could come from land sale receipts should estate renewal progress. It should be noted that there is no guarantee of the exact amount of income that will be received here and the Council needs to ensure it complies with regulations governing the use of capital receipts where Housing Revenue Account land is involved. If estate renewal does not progress then alternative funding will need to be identified to comply with the investment package.
- 7.5 Complementary to this report, Planning Committee will be asked to reconsider the NDP Section 106 payments to be made at their meeting on 13/02/12.
- 7.6 Where funding from the GLA is expected to fund projects or to be passed through the Council to complement the NDP scheme, the Council will need to be assured that all relevant agreements are complete with the GLA before entering into any commitments.
- 7.7 The Council is working with external advisors to assure itself that the business model presented for the Northumberland Park Development scheme is robust and offers the best opportunity to deliver wider regeneration in North Tottenham.
- 7.8 Revenue funding for the Tottenham Team to support the Regeneration Programme is considered within a separate report to this Committee.

**8. Head of Legal Services and legal implications**

- 8.1 The proposed amendments to the NDP S.106 Agreement are to be considered and determined by Planning Sub-Committee on the 13th February. That Committee will also be considering two planning applications to amend the existing planning permission to allow further development as part of the overall aim to improve the viability of the stadium proposal. The allocation of funds by Cabinet does not fetter the future exercise of discretion by Planning Sub-Committee in considering and determining those matters.
- 8.2 The issue of State Aid for the whole package will be considered and no monies will be committed by the Council until appropriate counsel's advice has been received about this issue.
- 8.3 The Memorandum of Understanding is not legally binding on any of the parties. It will not fetter the future exercise of the Council's discretion and is subject to the necessary Cabinet, Planning Sub Committee and other consents required. The MoU has appropriate safeguards to ensure that Council expenditure is contingent on receipt of Mayoral funds.



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**9. Equalities and Community Cohesion Comments**

- 9.1 The Index of Multiple Deprivation scores show that areas in the east of the borough particularly the north east, in White Hart Lane and Northumberland Park have the highest levels of deprivation in the borough. Of the 144 Super Output Areas across the country, 26% are among the top 10% most deprived in the country. All except one of these is in the east of the borough, populated predominantly by Black and Ethnic Minority communities and characterised by among other things: higher than average levels of unemployment; lower levels of skills and qualifications and; lower than borough average rate of self-employment
- 9.2 The funding package and the investment and regeneration programmes outlined in this report are targeted at these most deprived districts of Haringey and will benefit the most deprived communities who live in those districts, helping to redress some of the inequalities that exist in Haringey. It will also help to transform Tottenham's image for local people and external investors and help create a thriving place where people choose to live, work and stay throughout their lives, thus enhancing community cohesion in the area.
- 9.3 We are meeting with specific equalities groups as part of the development of the Regeneration Strategy. A full Equalities Impact Assessment will also be developed as part of the draft Regeneration Strategy that will be considered by Cabinet on March 20th.

**10. Head of Procurement Comments**

n/a – although procurement advice will need to be provided on certain projects and programmes as the regeneration programme develops

**11. Policy Implications**

n/a

**12. Use of Appendices**

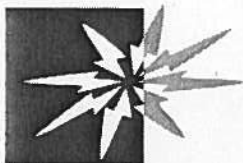
- Appendix 1 – Tottenham Regeneration Programme – Public Sector Investment Package
- Appendix 2 – Draft Transformation Principles for North Tottenham
- Appendix 3 – Plan of High Road (west) area
- Appendix 4 – Outer London Fund bid

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

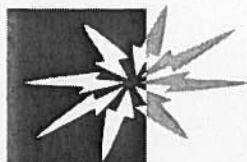
**Background Papers**

- s106 Agreement dated 20 Sept. 2011 between THFC, the Council, Transport for London and other parties
- Letter from the Mayor of London 16 January 2012 'North Tottenham Regeneration Funding'




**Haringey Council**
**Appendix 1. Tottenham Regeneration Programme – Funding and Investment Package**
**1. North Tottenham / Northumberland Package Investment Package**

Measures	£ (capital)	£ (revenue)	Funded by	Year
<b>Highway, Parking &amp; Environmental Improvements:</b>				
▪ Highway, bus & ped'n. route improvements (linked to construction of NDP Phases 1 & 2)	£2.22m.	-	Mayor (to LBH)	2011-13
▪ CPZ – Haringey (incl'dg. free residents permits) (linked to construction of NDP Phases 1 & 2)	£0.98m.	-	Mayor (to LBH)	2013-15
▪ Road closures and Traffic Management Orders (linked to NDP Phase 2)	£0.1m	-	Mayor (to LBH)	2012
▪ Access to Northumberland Park Station	£0.2m.	-	Mayor (to LBH)	2012
Worcester Avenue – environmental, traffic & parking improvements	£0.5m	-	LBH	2016
<b>Sub-total</b>	<b>£4m</b>	-		
<b>Public Transport Capacity Improvements:</b>				
Tottenham Hale Station – funding towards gateline and escalator passenger capacity improvements	£3.5m.	-	Mayor (to TfL)	2012-16
<b>Sub-total</b>	<b>£3.5m</b>	-		
<b>Public realm and heritage improvements linked to NDP Scheme:</b>				
▪ Heritage building improvements	£3m.	-	LBH	2012-14
▪ Contribution to community event and public space	£5m	-	LBH	2015-16
<b>Sub-total</b>	<b>£8m</b>	-		
<b>Wider Area:</b>				
▪ CCHP plant – funding towards construction of plant with capacity to serve NDP & potential new development in North Tottenham	£2.5m.	-	Mayor (to LBH)	2013-14
▪ Stadium Approach – land acquisition and new public boulevard/square linking to new White Hart Lane Station ticket hall	£8.5m	-	Mayor	2012-15
▪ North Tottenham Regeneration Masterplan	£500k	-	LBH	2012
<b>Sub-total</b>	<b>£11.5m</b>	-		



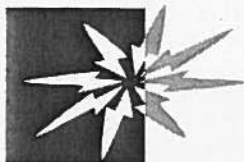
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**Total Funding:**

Mayor £18m.  
Council £9m.  
£27m.

**2. Growth on the High Road (OLF bid)**

Measures	£ (capital)	£ (revenue)	Funded by	Year
<b>1. Heritage &amp; Shop Front Improvements</b>				
Bruce Grove Priority Schemes	£100k	-	Mayor (to LBH)	2012/13
<b>2. High Street Landmarks</b>				
Bruce Grove Toilets – external works	-	£25k	English Heritage	2012-14
Monument Way Toilets – design options	-	£10k	Mayor (to LBH)	2012-14
Bruce Grove Market – new canopy	£100k	-	Mayor (to LBH)	2012-14
Holcombe Road Market – new canopy	£200k	-	Mayor (to LBH)	2012-14
Westerfield Rd Arches – market feasibility study	-	£25k	Mayor (to LBH)	2012-14
<b>3. Transport and Public Realm</b>				
Bruce Grove Town Centre Public Realm	£450k	-	Mayor (to LBH)	2012-14
<b>4. Tottenham Green: Cultural Hub</b>				
Landscaping of the Green	£400k	-	Mayor (to LBH) - £300k LBH - £100k	2012-14
Installation of market infrastructure	£150k	-	Mayor (to LBH)	2012-14
Old School Yard	£280k	-	Mayor (to LBH) - £200k Diocese of London - £80k	2012-14
Bernie Grant Arts Centre – public space	£90k	-	Mayor (to LBH)	2012-14
Improvements to footpaths	£50k	-	Mayor (to LBH)	2012-14
Town Hall Approach Road – raised carriageway	£500k	-	Mayor (to LBH)	2012-14
<b>5. Meanwhile uses, festivals and events</b>				
Community Film festival – Film London & LOAF	-	£60k	Mayor (to LBH)	2012/13
Tottenham Public Room	-	£80k	Mayor (to LBH) - £40k	2012/13


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			Design for London - £40k	
Arts Programme – Bernie Grant Arts centre / LOAF	-	£30k	Mayor (to LBH)	2012/13
<b>6. Project Delivery</b>				
Heritage and shop fronts project	-	£150k	Mayor (to LBH) - £100k LBH - £50k	2012-14
Programme management	-	£150k	Mayor (to LBH) - £100k LBH - £50k	2012-14

**Total Funding:**

Mayor	£2.505m.
Council	£200k
Other	£145k
	<b>£2.85m.</b>

**3. Opportunity Investment Fund**

Measures	£ (capital)	£ (revenue)	Funded by	Year
Projects TBD following options appraisal and economic impact assessment	£4m	-	Mayor (to LBH) - £3m LBH - £1m	2012-14

**Total Funding:**

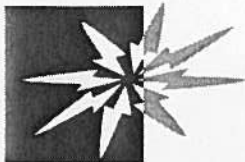
Mayor	£3m.
Council	£1m.
	<b>£4m.</b>

**4. Employment and Skills**

Measures	£ (capital)	£ (revenue)	Funded by	Year
Detailed programme TBD	-	£4.5m	Mayor (to LBH) - £1.5m LBH - £1.5m Private sector - £1.5m	2012-14

**Total Funding:**

Mayor	£1.5m.
Council	£1.5m.
Private sector	£1.5m
	<b>£4.5m.</b>



**Haringey Council**  
5. 639 High Road

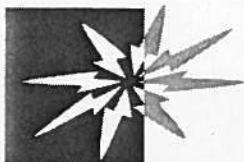
Measures	£ (capital)	£ (revenue)	Funded by	Year
Purchase and refurbishment	£2m	-	Mayor	2012/13
Employment, enterprise, training, skills and volunteering initiatives	-	£1m	Mayor	2012-14

**Total Funding:**

Mayor

£3m.

£3m.



**Haringey** Council

**APPENDIX 2**

**North Tottenham's 10 Transformation Principles (Draft for consultation):**

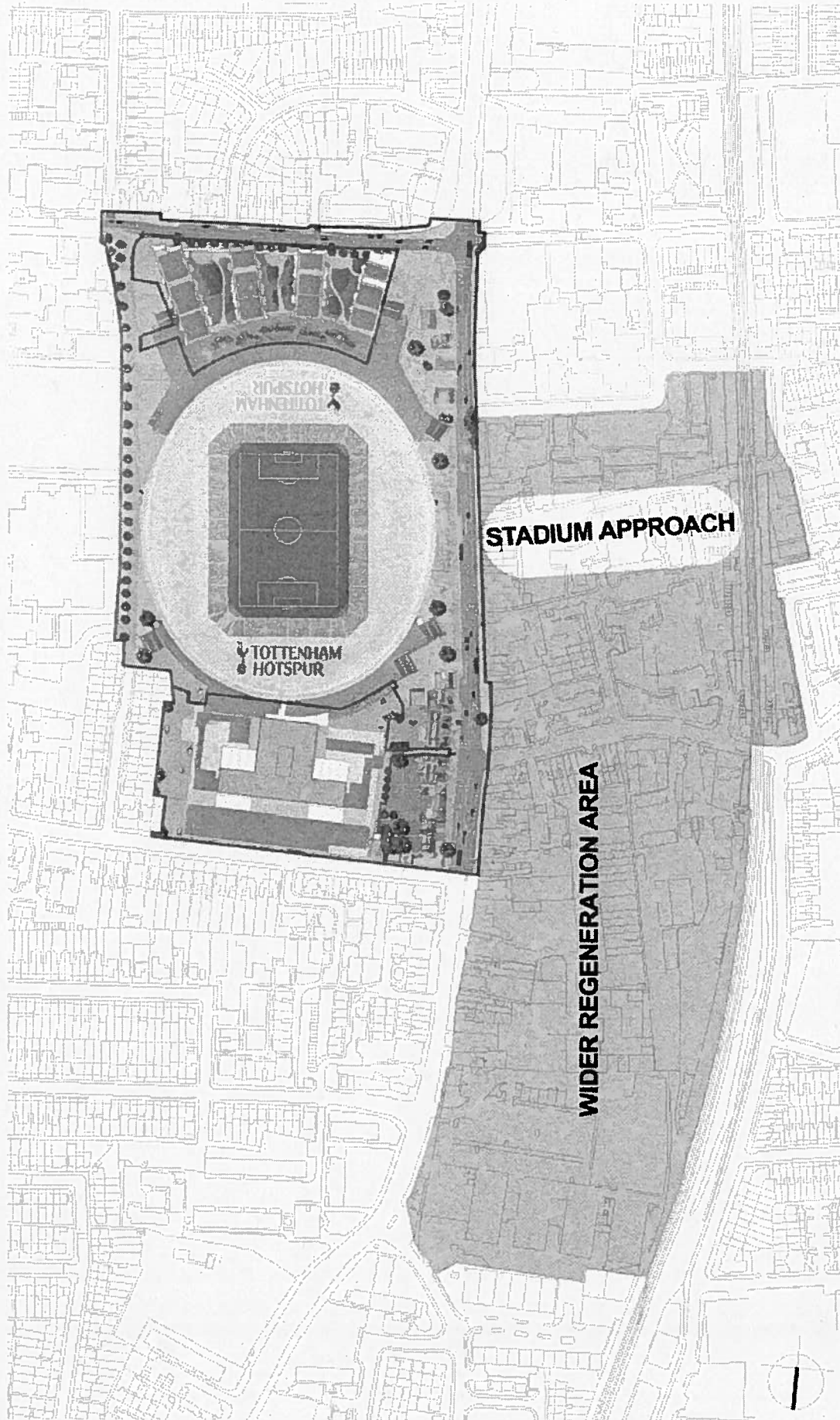
*Regeneration proposals for North Tottenham will encompass:*

- 1. Phased redevelopment and improvement focused on enabling existing residents to stay in the area in better quality homes*
- 2. Expanding housing choice and supply*
- 3. Social and economic development programmes to increase educational attainment, job skills and opportunity for local people*
- 4. Fostering the growth of new and existing businesses in appropriate locations and, where moves are necessary, supporting firms to remain in Haringey*
- 5. Increasing jobs*
- 6. Sustainable development with access to new public spaces for community and cultural events*
- 7. Phased provision of supporting community infrastructure, including school places and healthcare facilities*
- 8. Increasing residents' and visitors' perceptions of safety*
- 9. Catering for the needs of visitors, maximising spend in North Tottenham while minimising adverse impacts on residents and businesses*
- 10. Maintaining strong public transport links with the wider area and modernising rail infrastructure*





Appendix 3. Site Plan





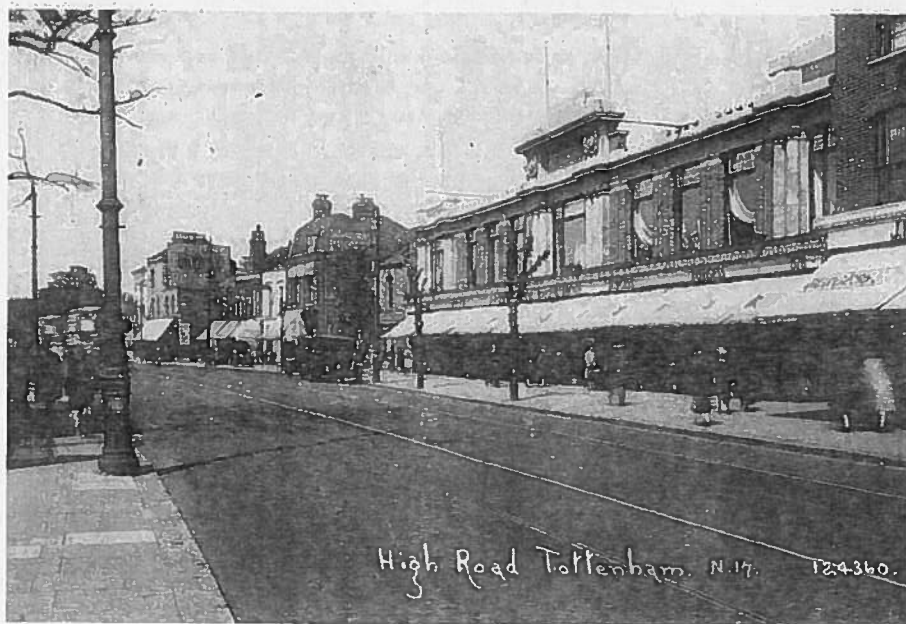


# **Tottenham High Road**

## **Growth on the High Street**

In support of LBH bid for the Outer London Fund - Round 2

November 2011



Tottenham High Road circa 1910

## The Challenge

On the evening of 6th August 2011 Tottenham High Road bore witness to the most extraordinary scenes of civil disturbance in decades. The protesting that turned into a standoff with police and escalated to widespread looting and arson triggered a week of civil unrest across the capital and other major English cities and left the high road scorched and strewn with rubble.

Over 200 businesses were disrupted, 9 businesses closed because their properties were destroyed. Consumer confidence has been badly shaken and when local retailers were surveyed they felt that trade was down by over 50% in the weeks following the disturbances.

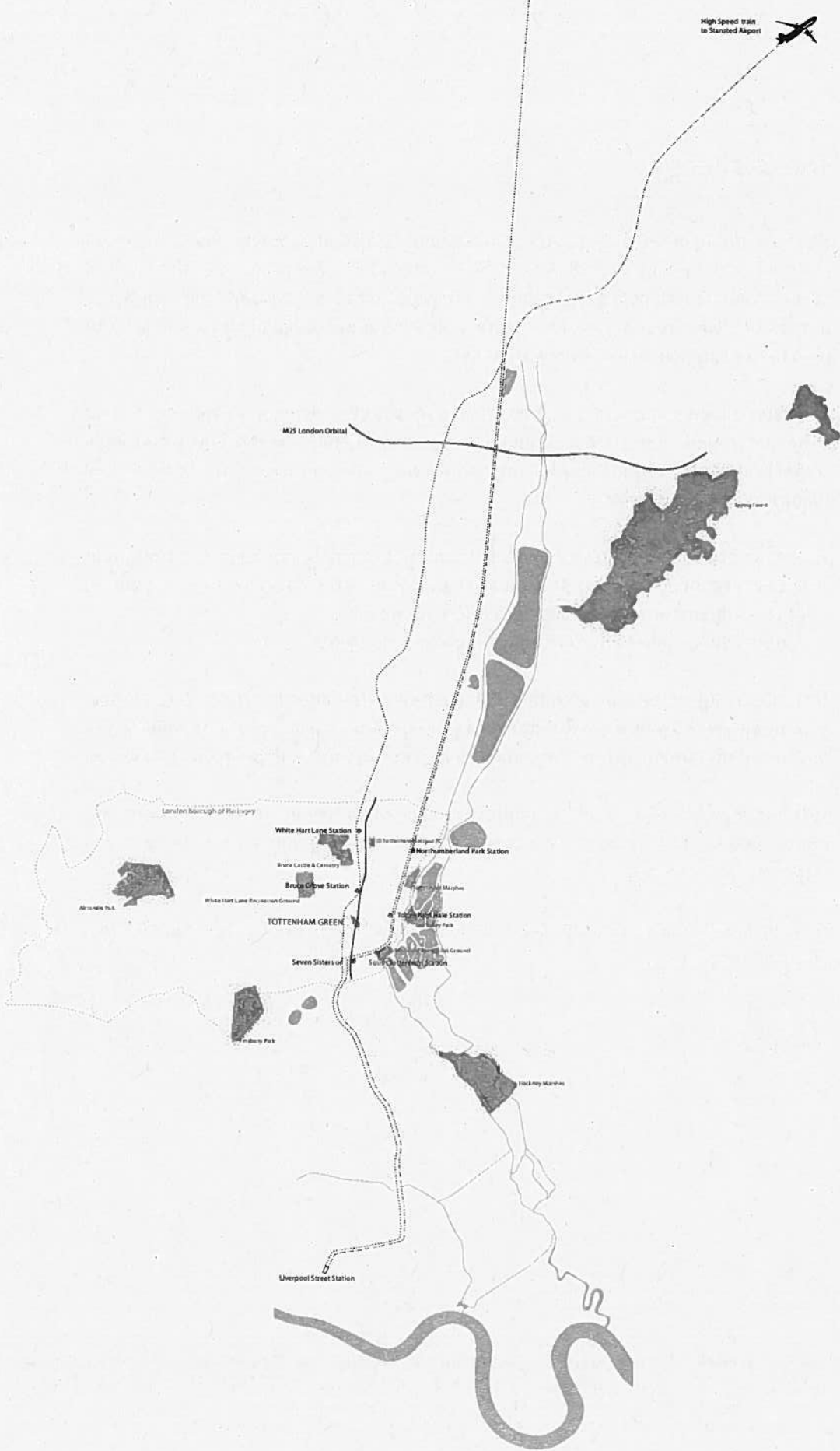
This was a brief but destructive event in the long history of Tottenham. The disruption to business exposed serious structural weaknesses in the small business economy

- traders whose turnover is less than £800 per week
- traders who couldn't afford to fully insure their contents.

Tottenham High Road is an architecturally rich site embedded in a richly diverse local community with Tottenham Hotspur FC as a key cultural asset, but that opportunity and latent dynamism is not translating to success in the small business economy.

This bid seeks to revitalise and improve the look and feel of the environment and infrastructure and to be an excellent platform for ongoing and wide reaching regeneration schemes.

This bid complements the proposals submitted under the Mayor's Regeneration Fund, outlined in section 4.



# Contents

This document is intended to support the LB Haringey application for Outer London Fund round 2 funding to be made in mid November 2011.

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# 1

## 1.1 The Place

### **Tottenham, Haringey**

Tottenham is part of the London Borough of Haringey which is an outer London borough defined along its eastern boundary by the geography of the Lea Valley and the reservoirs within the valley.

Tottenham is a key strategic location within the Upper Lee Valley Opportunity Area and the London-Stansted-Cambridge-Peterborough growth corridor and is well connected by road and rail to the City and West End in the Central Activities Zone.

Tottenham has a population of 91,201 and comprises a rich mix of different nationalities, cultures and ethnic backgrounds. 36% of the population are under the age of 24 (compared with just under 28% for the rest of the borough) and almost 200 languages are spoken.

The economic geography of Tottenham is based upon various connected centres of economic activity on the radial transport corridor of the High Road (A1010) which connects Tottenham with the M25, the City and central London.

### **The High Road**

The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. The distinct centres on the High Road include Northumberland Park & White Hart Lane which is home to Tottenham Hotspur, the historic Georgian high street area at Bruce Grove, the emerging cultural hub at Tottenham Green and Seven Sisters which is rich in multi-cultural life.

The reconfiguration of Tottenham Hale gyratory to take two way traffic will connect the High Road with the Hale Village redevelopment scheme happening at Tottenham Hale and open up a London Plan Opportunity Area for major housing growth and job creation.

Tottenham's current economic structure is enriched by a vital and diverse package of small independent

retailers and service sector businesses, as well as a variety of industrial business in and around the High Road and also in the Lea Valley.

### **Growth**

Moving forward, our regeneration ambitions for Tottenham will be focused on four priority areas along the High Road corridor. This will create an enhanced leisure destination with new housing and jobs that will complement the new Tottenham Hotspur stadium complex. To the South, the High Road will be anchored by a major mixed use development at Wards Corner which through the improvement of the public realm as a result of the reconfiguration of the Tottenham Hale Gyratory will link to the emerging Tottenham Green leisure, education and cultural quarter.

The commercial heart of the High Road itself has potential for 250 new homes through intensification of sites and a range of public realm, transport and shop front improvements. Linked to the High Road through the reconfiguration of the Tottenham Hale gyratory, Tottenham Hale has seen significant private and public investment to date and as a result of this combined with other development opportunities that area has the potential to become a town centre with high density mixed use community creating over 4,000 new homes and jobs, high quality employment space and retail park and significantly improved urban realm improving public access to Lee Valley Regional Park.

The borough recognises that employment, community and culture in Tottenham are centred around the High Road and it is essential that the High Road is able to support growth in the area as well as attract visitors from other parts of London. This is recognised by the borough-led commissioning of East Architects to produce the High Road Urban Framework, issued in January 2011. This framework strongly informs the approach to this bid which seeks to continue delivering the objectives set out in the framework document.



## 1.2 High Road Opportunities

Tottenham High Road is a bustling, diverse London high street. A trading route for two thousand years, the High Road has many layers of architectural and cultural heritage that is a strong foundation for the high street's growth and is potentially a strong attractor to inward investment. Today its commercial and civic role reflects the diverse Tottenham communities that surround it and reaching out into the neighbouring boroughs.

It also attracts tens of thousands of visitors to the Tottenham Hotspur Stadium as well as local festivals, visual art events, film screenings, music and theatre performances as well as to the shopping corridor.

### **1) Significant new private and public investment is being made;**

Major projects on and around Tottenham High Road listed below are channelling significant private and public investment into the area over the coming years:

The Tottenham Hotspur Stadium and related development has been reported as being a potential investment of £400 million.

Hale Village to the east of Tottenham Hale Station will include 1,200 residential properties plus a range of community and leisure facilities.

The gyratory is being transformed into a two way system that includes the High Road and a new bus station at Tottenham Hale.

The RSL sector has invested in new affordable and intermediate tenure developments for example the development of new housing by Newlon Housing Trust behind the old Town Hall on Tottenham Green.

CONEL is continually seeking to strengthen and develop its campus at Tottenham Green.

The redevelopment of Wards Corner at Seven Sisters Road is being promoted for residential and mixed use development.

### **2) The High Road is a diverse and bustling retail corridor;**

Shops include major supermarket chains, local convenience and comparison retail as well as independent clothing and electronics outlets. There are also a number of pubs, restaurants and entertainment venues.

### **3) There is a highly valued historic fabric;**

There is a significant Georgian, Victorian and Edwardian built heritage on the High Road. This includes homes, shop fronts, civic buildings, museums, parks and landscapes at locations such as Seven Sisters, Tottenham Green, Bruce Grove and Scotland Green.

### **4) Tottenham High Road has a significant collection of community facilities;**

At the southern end of the high street is anchored by a series of institutions including the College of Haringey, Enfield and North East London, the Tottenham High Road Enterprise Centre, the Bernie Grant Arts Centre, the Marcus Garvey Library and a local authority leisure centre. There are thousands of users and visitors to these facilities each week.

To the north there are sports facilities and schools fronting the High Road.

### **5) Established infrastructure is in place;**

A series of development sites have been identified. Approximately twenty sites have been identified with housing potential ranging from ten to a hundred homes, along with other uses.

Highways, public transport, utility services are all in place and the block and parcel framework is well established.

### 1.3 High Road Challenges

**1) There are significant local housing pressures;**

There are problems of over-crowding and high numbers in poor quality accommodation, high numbers in temporary accommodation, high numbers in homes in multiple occupations, a shortage of family accommodation and the particular housing needs for larger units of black and minority ethnic (BME) families.

There is scope for the High Road to help address housing pressures and this will be an important element in the success of an intensified borough.

**2) There is deprivation to be addressed;**

The Lower Level Index of Multiple Deprivation Super Output Area Analysis (SOA) shows that Northumberland Park, Bruce Grove and Tottenham Hale are all in the 5% most deprived SOAs in London. Housing and employment investment is required to reduce deprivation.

**3) Property values have lagged;**

Local property values are lower than in communities to the south and west despite good access to public transport and employment. Residential values increased more slowly during the 2001- 2007 boom than London as a whole and other parts of North London.

Average residential values for local wards are:

Northumberland Park - £ 210,846

Bruce Grove - £ 239,492

Tottenham Green - £ 252,142

Tottenham Hale - £ 201,021

Average values in the eastern part of Haringey lag well behind the west but this is an opportunity to provide much needed homes for families rather than low quality homes of multiple occupation.

**4) The public realm detracts from the quality of place;**

The public realm, the street-scape, landscape and open spaces, is inconsistent, aging, poor quality and under-used.

The High Road has a rich history with many buildings of national historic and architectural interest. However,

the character of the road has been somewhat eroded in the 20th century by less sympathetic interventions and a decline in the condition of the building fabric and public realm.

**5) Site development will be required to enable public improvements;**

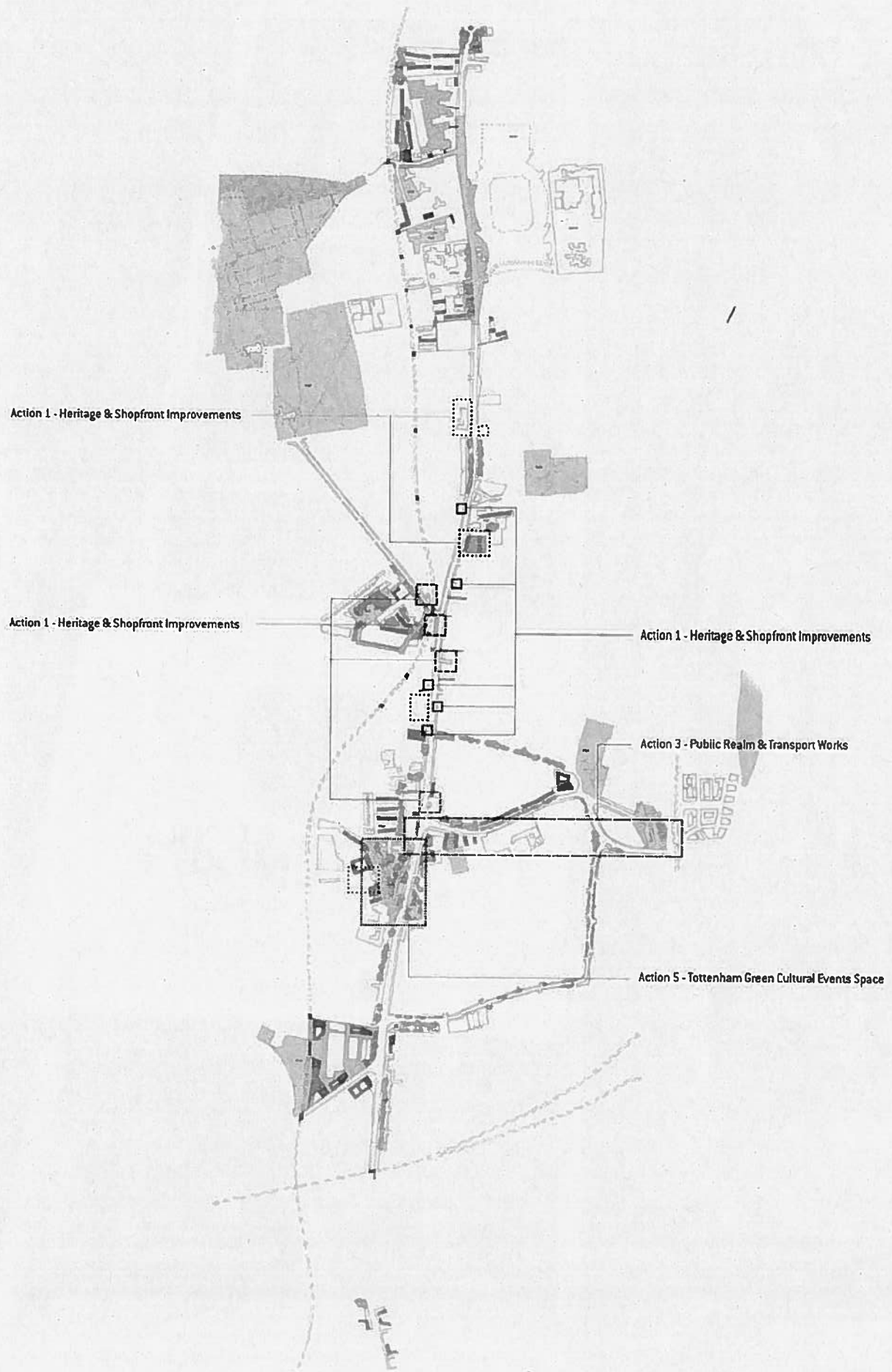
It is expected that public funding will be constrained for the next three fiscal years at a minimum. Private investment needs to be encouraged and this investment could be prompted by a stronger high street environment.

**5) The August riots have left scars on the high street and within the community that need to be addressed;**

The riots have had a major impact on local communities and businesses. As well as the cost of the damage (45% of businesses were damaged or lost stock, 95% lost trade), the loss of such high street staples as the Post Office, Job Centre Plus, Carpet Right, Aldi and Fitness First have dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, that play a key role in job creation in the local economy.







# 2

## 2.1 The Actions

The intention of this bid is to begin a programme of works that facilitate growth on the High Road. In the wake of the disturbances and in light of the current and future housing growth anticipated in the area, it is essential to see the High Road as occupying a central role in making Tottenham a better place to live and visit.

All of the proposed actions pave the way for growth in terms of housing, employment and community.

## Action 1

### Continuation of Heritage & Shopfront Renewal Programme.

#### Proposal

A package of frontage and street level improvements to shop fronts and heritage facades on the high street.

#### Context

Over the last 10 years the Council, together with English Heritage and Heritage Lottery Fund, has been pursuing an ongoing programme of conservation led regeneration of the High Road. As a result many of its historic building and terraces have been repaired and reinstated, and now once again make a valuable contribution to uplifting the quality and character of the area. The most recent programme of works has delivered over £3.2million of historic building improvement works in the Bruce Grove conservation area.

A consolidated approach will be taken by focusing on defined commercial and mixed-use areas which are important to the local community and neighbourhood businesses that form the focus for community life and prosperity. The service will oversee the delivery of the scheme, contracting the professional team and building contractor which has proved to be successful in previous schemes.

The heritage and shopfront projects on the High Road will link in with other improvements in the area and create a synergy of regeneration to nearby existing communities and businesses, and other parts of Tottenham.

#### Outcomes

##### - Higher Quality High Street

Up to 20 buildings will be brought back into use and maintained. This will also help raise property value in the area.

##### - Greater Visitor Numbers

The renewed shopfronts will help attract new visitors from outside of the area and cement the High Road as a quality visitor and shopping location.

##### - Inward Investment & Economic Renewal

A minimum of 5 businesses will be created or accommodated in restored properties helping to trigger further inward investment.

##### - Education & Skills

Up to 20 tenants and/or landlords will be invited to gain skills by participating in design and construction processes.

##### - Job Creation

Up to 100 new jobs could be created on the High Road with around 100 more safeguarded.

#### Locations

Five packages of work have been identified four of which are to be considered for this bid the final one being a longer term and secondary ambition.

1. Bruce Grove Priorities (471-489 High Road)
2. North Tottenham Priorities
3. Tottenham Hotspur FC Heritage Buildings
4. Secondary Schemes
5. Reserve Schemes (not applied for)

#### Delivery Team

Land owners / stakeholders  
Heritage architect  
Graphic designer

#### Delivery Timescale

Medium to long term - 22-26 months.

Consultation with property owners and tenants would start in March/April 2012 prior to legal agreements being drawn up and signed. The schedule of works would be drawn up and contractors secured from the framework. Delivery will take two years to complete.

#### Other / Match Funding Secured

£190k has been secured from landowners for the North Tottenham Priorities work.

#### Requested Contribution Breakdown

1. Bruce Grove Priorities	£100k
2. North Tottenham Priorities	£755k
3. THFC Heritage Buildings	£3M
4. Secondary Schemes	£450k

Total OLF required - £4.305M

(Total Project Budget - £4.495M)





Completed LBH shopfront improvements scheme funded through EH.

## Action 2

### Restoration & Regeneration of High Road Landmarks

#### Proposal

A programme of physical work to two important street markets and feasibility studies into a new market site at Westerfield Way and reusing a redundant toilet block on Monument Way.

#### Context

The markets at Bruce Grove Station and Holcombe Road are a key part of the local retail offer. They also play a major role in generating the 'atmosphere' in Bruce Grove through vibrant outdoor shopping and driving footfall.

Haringey Council and Network Rail will be the principle delivery partners for the market schemes as landowners, and the scheme will require engagement with shop holders occupying premises under the railway arches. The market at Holcombe Road is designated as a retail space, let by the Council to the Hall family – who have had a trading history in that location for over 50 years.

These projects have already been subject to initial feasibility and design concepts by East Architecture. This will form the basis of a formal tender process for a design and build scheme.

#### Outcomes

- Higher Quality High Street  
2 street markets will be regenerated and restored along with work on two derelict buildings.

- Stronger Community  
More community space will support the current and future housing growth in the area with one new market site identified and initial design work done.

- Inward Investment & Property Prices  
Two vacant buildings will be restored and initial work on reactivating them undertaken.

- Increased Footfall / Shopping Revenue  
Restored and new markets will help bring in new visitors and increase footfall on the high street.

- Job Creation  
The new market site could create around 30 new jobs

on the High Round once operational.

#### Locations

Bruce Grove Market - new canopy

Holcombe Road Market - infrastructure / environment  
Westerfield Rd - feasibility study looking at using the site as a market site.

Monument Way Toilets - initial design work investigating reuse.

Bruce Grove Toilets - facade restoration (not applied for).

#### Delivery Team

Land owners

Architect / designer / Business planning

Landowners / stakeholders

#### Delivery Timescale

Medium term - 4-8 months.

Enabling works will be relatively light for this scheme and to avoid prolonged loss of trade for existing tenants and loss of services to customers, delivery time will be kept to a minimum. It is anticipated that this could be delivered within 6 months of funding approval.

#### Other / Match Funding Secured

£25k of funding has already been secured from English Heritage for external works to a second unused toilet block at Bruce Grove.

#### Requested Contribution Breakdown

Bruce Grove Station Market	£100k
Holcombe Road Market	£200k
Monument Way Toilets Feasibility	£10k
Bruce Grove Toilets (not applied for)	
Westerfield Way Market Feasibility	£25k

Total OLF required - £335k

(Total Project Budget - £360k)



Bruce Grove Market - will benefit from a new canopy which will replace the impromptu one that has been erected by the stall holders.



Holcombe Road Market - will be reworked and upgraded which will bring new life to this important high road feature.



Monument Way Toilets - to be the subject of a feasibility study into their reuse.



Bruce Grove Toilets - LBH have already done a feasibility study looking at how the toilets might be brought back into use. £25k has been secured from EH to restore the exterior. The borough is not asking for further funding from DLF for this project.

## Action 3

### Public Realm & Transport Works: Tottenham Hale and the High Road

#### Proposal

Public realm improvement work along the High Road and linking the High Road with Tottenham Hale.

#### Context

Major investment in urban realm on Tottenham High Road is based on TfL's Better Streets principles. The proposed investment would be between Northumberland Park and Park Lane and between Monument Way and Scotland Green – areas designated as North Tottenham and Bruce Grove respectively.

A High level of intervention is proposed which would include:

- Tidy up of road marking and street furniture.
- Decluttering of pavements.
- Relocate/merge functions such as signposts and seats.
- Modest rethinking of traffic management options.

Estimates are based upon a recent Wood Green pilot study by Urban Initiatives the High level of intervention is estimated to cost £200 per M2. All interventions involving the installation of Legible London signage has the technical support and experience of Transport for London to support delivery.

#### Outcomes

- Better Traffic Management
- 1.5km of road improved.

- Improved Public Realm
- 6000m2 of public realm improved.

- Increased Footfall

Up to 400k visitors to sporting events and shopping areas.

- Improved linkage to transport centres

Vastly improved public realm and wayfinding between Tottenham Hale and the High Road as well as areas around Bruce Grove and Seven Sisters.

#### Locations

Legible London Signage - Tottenham Hale & the High

Road.

Chestnuts Road - public realm improvements between Tottenham Hale and the High Road.

Bruce Grove Town Centre - public realm works centred around Bruce Grove.

North Tottenham Highways Improvements - highways work in Northumberland Park associated with the Tottenham Hotspur FC development.

#### Delivery Team

Architect / Urban Designer

Highways & Transport Planning

Transport for London

#### Delivery Timescale

Long term - 22-26 months.

Initial Tidy-up and decluttering works will be delivered in the initial 12 months after funding approval, including full planning and works. Traffic Management options will take a full year to plan and implementation will not begin until 2013/14. The implementation of Legible London schemes will be coordinated with the project to upgrade the Tottenham Hale gyratory and with footpath works in North Tottenham. Thus the start of this project will be scheduled for the 3rd of June 2013 and completed in 8 months.

#### Other / Match Funding Secured

£30k has been secured from TfL for the Legible London work.

£130k has been secured from the Local Improvement Fund for the public realm work on Chestnuts Road between the High Road and Tottenham Hale.

#### Requested Contribution Breakdown

Public Realm Chestnuts Road	£270k
Bruce Grove Town Centre Public Realm	£450k
Legible London Signs (Tottenham Hale)	£85k
North Tottenham Highways (TH FC)	£3M

Total OLF required - £3.805M

(Total Project Budget - £3.965M)





The public realm between Tottenham Hale and the High Road is low quality and difficult to navigate. The Chestnuts Road and Legible London work will help create a stronger link between Tottenham Hale Station and the High Road.

## Action 4

### Tottenham Green Cultural Events Space

#### Proposal

A rework and improvement of Tottenham Green to include an events space, opening up of the Holy Trinity Old School Yard for public use and strengthened links with the Bernie Grants Arts Centre.

#### Context

East Architects have provided initial concepts for the schemes at Tottenham Green, additional schemes and costs have been provided by key partners in the wider area proposals; the Diocese of London for Holy Trinity school building and the Bernie Grant Arts Centre.

Tottenham Green is identified in the borough's emerging Core Strategy as a focus for cultural activities, which is supported by the proximity of cultural and community venues and will be supported by works to make the green a space for hosting public events and markets.

The project will support the current development of new housing by Newlon behind Tottenham Town Hall.

#### Outcomes

- Improved Green Space

2 Hectares of green space will be improved for local community use along with 100m metres of road and pavement.

- Stronger Communities

The Old School Playground work will facilitate the opening of a new community facility.

- Higher Visitor Numbers

The space and the events that take place will be a strong attractor of visitors, up to 46,000 visitors are estimated.

- Virtuous Circle of Investment

Having a facility of this nature in the area will help attract future investment.

#### Locations

Tottenham Green Landscaping - relandscaping of the green to include an outdoor events space.

Market Infrastructure - plug in points and storage for market events on the green.

Old School Yard - Relandscaping and opening of the Old School Yard with Holy Trinity Church.

Bernie Grants Arts Centre Space - completed landscaping of space between centre buildings.

Improvements to Footpaths - new footpaths on and around green.

Town Hall Approach Road Levelling - the road carriageway raised to pavement level.

#### Delivery Team

Architect / Urban Designer

Local Community / User Groups and Artists

Landowners / Stakeholders

#### Delivery Timescale

Medium term - 12-24 months.

Works to create the community square at Bernie Grant Arts Centre will happen within 6 months of funding approval. Full scheme design and consultation for the re-shaping of Tottenham Green and Holy Trinity School will take 6-8 months and works will be carried out between November 2012 and March 2013.

#### Other / Match Funding Secured

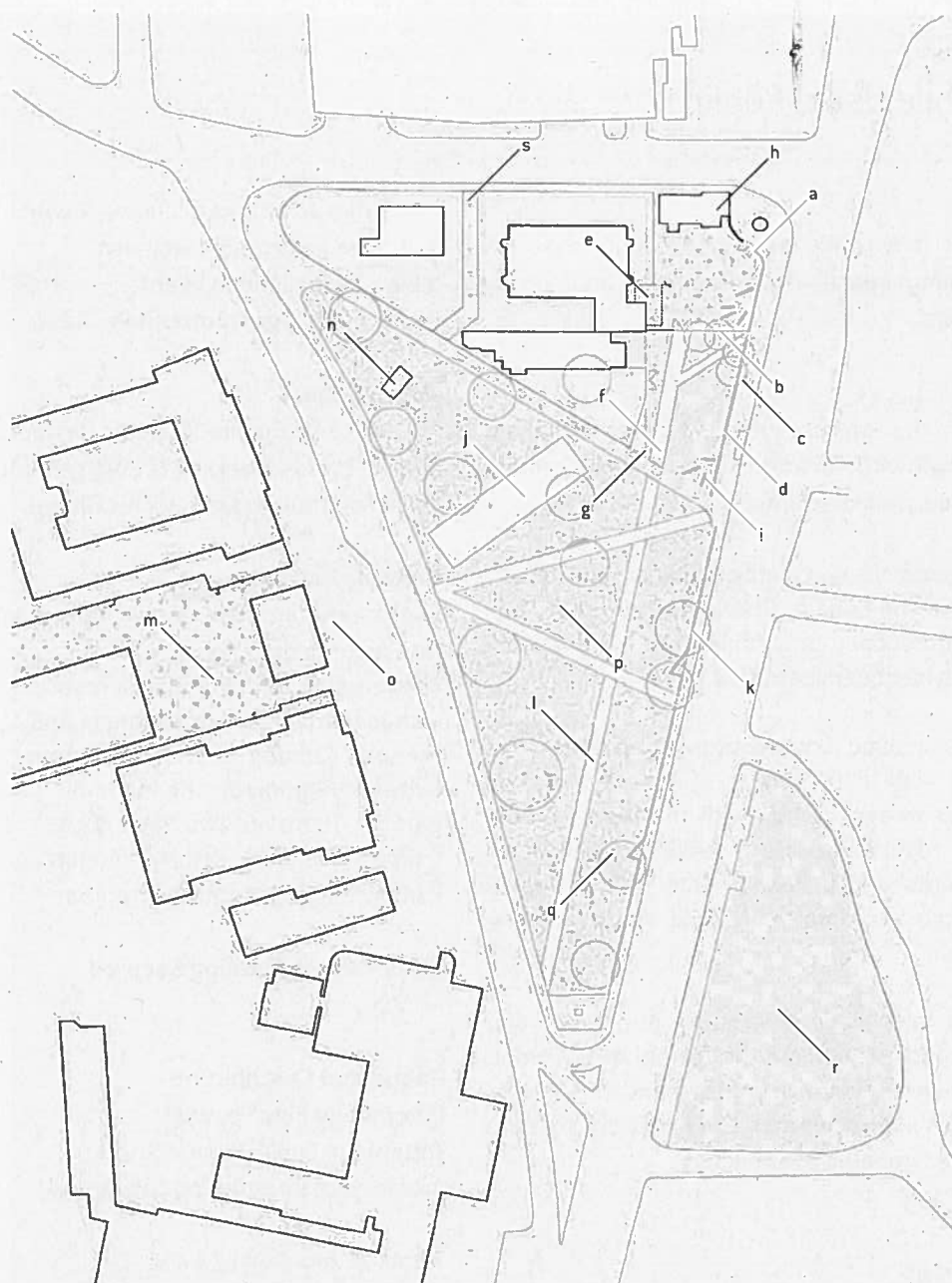
£100k has been secured through a section 106 agreement to contribute to landscaping of the Green. £80k is being contributed by the Diocese of London in connection with the Old School Yard. The parish is also providing a licence for use of new green space, community use of Old School Building, 2no volunteer management of centre and access to playground for much of the year.

#### Requested Contribution Breakdown

Green Landscaping	£300k
Market Infrastructure	£150k
Old School Yard	£200k
Bernie Grants Arts Centre Space	£90k
Improvements to Footpaths	£50k
Town Hall Approach Rd Levelling	£500k

Total OLF required - £1.29M

(Total Project Budget - £1.47M)



**Tottenham Green - core scheme**

- |   |   |
|---|---|
| <p>a Existing gates to be open at all times unless specific activity on site requires them to be temporarily closed.</p> <p>b New fence and gate to be open at all times unless specific activity on site requires them to be temporarily closed.</p> <p>c Some existing trees to be retained.</p> <p>d Southern part of old school playground boundary wall to be remade due to state of poor repair.</p> <p>e Toilet / kitchen block could be redesigned, allowing improved access to church hall and public / heritage frontage.</p> <p>f New path to across opened land to be made from water water-permeable material.</p> <p>g Fence to be removed and replaced with a more visually open design, possible new access point for nursery users along with possible realignment of fence. Unused space to the north might be substituted for realigned area.</p> <p>h Wheelchair access to be provided to toilet facilities within old school building.</p> <p>i Public seating which could double up for market use or childrens play etc.</p> | <p>j Events platform with moselle pattern to reflect that found in the town hall moselle room.</p> <p>k New edge treatment, low wall for sitting on and to protect green from vehicular access.</p> <p>l Adjusted / extended path layout crossing the green.</p> <p>m Landscaping around the Bernie Grant Arts Centre to be complete to original design.</p> <p>n Electrical sub-station to be clad in reflective material.</p> <p>o Re-worked landscape in front of BG Arts Centre to allow for better connection to Green and potential for pavement events / markets. New street furniture in this area.</p> <p>p Earth bunds to be re-worked to create a more amphitheatre like set of forms.</p> <p>q Tree canopies to be raised in oder to increase visual permeability of space.</p> <p>r The green on the far side of the high road should be restored with increased seating.</p> <p>s New access routh to church entrance from the Green.</p> <p>t Town Hall Approach Road to be raised to the same level as the pavements.</p> |
|---|---|

## Action 5

### Meanwhile Uses: Public Rooms & Events

#### Proposal

A series of meanwhile uses and events that will occupy empty spaces with engaging and locally driven events.

#### Context

Building on the success of the I Love Tottenham campaign held in October this year, this programme will deliver a series of events.

The programme of events and activities incorporated in the bid for the London Outdoor Arts Festival has already been scoped out, costed and a framework of providers has been identified.

The events include community and outdoor film screenings with Film London. A series of Arts Programmes in association with the Bernie Grants Arts Centre, regular markets at the Green, Slow Down London events and a Public Room that promotes local produce and informs people about ongoing regeneration.

Events will take place in existing temporary and permanent locations along the Tottenham Corridor, subject to negotiation with land owners and venues, and in places like Tottenham Green will consolidate the site as an ongoing event space.

#### Outcomes

##### - Attract Visitors

It is estimated that the events and arts programmes could attract 27k visitors per annum.

##### - Publicity

Events will help publicise the area as a happening and good place to be as well as promote the High Road as a good shopping destination.

##### - Stronger Communities

The events will draw on local and London wide talent to make good things happen and create stronger community links that are vital for successful growth.

#### Locations

Multiple unused / temporary locations. Events will include:

6 free film screenings including 3 outdoor events.

1 or more public room 'pop ups'.

3 Slow Down London Events.

Regular Markets at Tottenham Green

#### Delivery Team

Architect / Designers / Graphic Designers

Special Events Planning & Engagement

Local Community Groups / Art Groups

#### Delivery Timescale

Short term - immediate start with events rolling into the long / medium term.

All events will be scheduled across 2012/13 to spread visitor footfall across the year and to complement the pan London events programme such as the cultural Olympiad, the Olympic and Paralympic games. There are two fixed dates – the Slow Down London weekend – 4th/5th August, and the Outdoor Film Weekend 7th/9th September.

#### Other / Match Funding Secured

None.

#### Requested Contribution

Community Film Festival	£60k
Tottenham Public Room / Shop	£40k
Arts Programme with Bernie Grants AC	£30k

Total OLF required - £170k

(Total Project Budget - £170k)





Local child taking part in Tottenham Festival, organised as part of the 'I Love Tottenham' campaign.

## 2.2 Project Cost Summary

(* Priority Project)	Capital	Revenue	Total Project Cost	OLF - LB Haringey	OLF - Tottenham FC	Total OLF Funding	Other Funding Secured
<b>Action 1 - Heritage and Shop Front Improvements</b>							
Bruce Grove priority schemes	100	-	100	100	-	100	
North Tottenham priority schemes	945	-	945	755	-	755	190
THFC - Heritage Buildings	3,000	-	3,000	-	3,000	3,000	
Secondary schemes	450	-	450	450	-	450	
Reserve schemes	2,584	-	2,584	-	-	-	
<b>Total Costs</b>	<b>7,079</b>	<b>0</b>	<b>7,079</b>	<b>1,305</b>	<b>3,000</b>	<b>4,305</b>	<b>190</b>
<b>Action 2 - High Street Landmarks</b>							
Bruce Grove Toilets - external works	-	25	25	-	-	-	25
Bruce Grove Toilets - bring back into use	540	-	540	-	-	-	
Monument Way Toilets - design options	-	10	10	10	-	10	
Bruce Grove Market - new canopy	100	-	100	100	-	100	
Holcombe Road market - new canopy	200	-	200	200	-	200	
Westerfield Rd Arches - market feasibility study	-	25	25	25	-	25	
<b>Total Costs</b>	<b>865</b>	<b>60</b>	<b>900</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>25</b>
<b>Action 3 - Transport and Public Realm</b>							
Legible London signage, Tottenham Hale & High Rd	115	-	115	85	-	85	30
Public realm improvements Chesnuts Road	400	-	400	270	-	270	130
Bruce Grove Town Centre Public Realm	450	-	450	450	-	450	
North Tottenham Highways improvements	3,000	-	3,000	-	3,000	3,000	
<b>Total Costs</b>	<b>3,965</b>	<b>0</b>	<b>3,965</b>	<b>805</b>	<b>3,000</b>	<b>3,805</b>	<b>160</b>
<b>Action 4 - Tottenham Green: Cultural Hub</b>							
Landscaping of the Green	400	-	400	300	-	300	100
Installation of market infrastructure	150	-	150	150	-	150	
Old School Yard	280	-	280	200	-	200	80
Bernie Grant Arts Centre - public space	90	-	90	90	-	90	
Improvement to footpaths	50	-	50	50	-	50	
Town Hall Approach Road - raised carriageway	500	-	500	500	-	500	
<b>Total Costs</b>	<b>1,470</b>	<b>0</b>	<b>1,470</b>	<b>1,290</b>	<b>0</b>	<b>1,290</b>	<b>180</b>
<b>Action 5 - Meanwhile uses, festivals and events</b>							
Community Film festival - Film London and LOAF	-	60	60	60	-	60	
Tottenham Public Room	-	40	40	40	-	40	
Arts Programme - Bernie Grant Arts Centre/ LOAF	-	30	30	30	-	30	
<b>Total Costs</b>	<b>0</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>0</b>	<b>130</b>	
<b>PROJECT DELIVERY</b>							
Heritage and shop fronts project officer	-	150	150	100	-	100	50 (LBH)
Programme Management	-	150	150	100	-	100	50 (LBH)
<b>Total Costs</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>100</b>
<b>Total</b>	<b>13,379</b>	<b>490</b>	<b>13,844</b>	<b>4,065</b>	<b>6000</b>	<b>10,065</b>	<b>655</b>

Although all of the projects are good candidates for OLF funding and urgently needed, LB Haringey have highlighted (in blue) a priority package of just over £2.5M that should be considered a baseline proposal.

## 2.3 Capital / Revenue Split

### Full OLF Package

**£10.065M**

Revenue

£490k (5%)

Capital

£9575 (95%)

### Priority OLF Package

**£2.505M**

Revenue

£465k (19%)

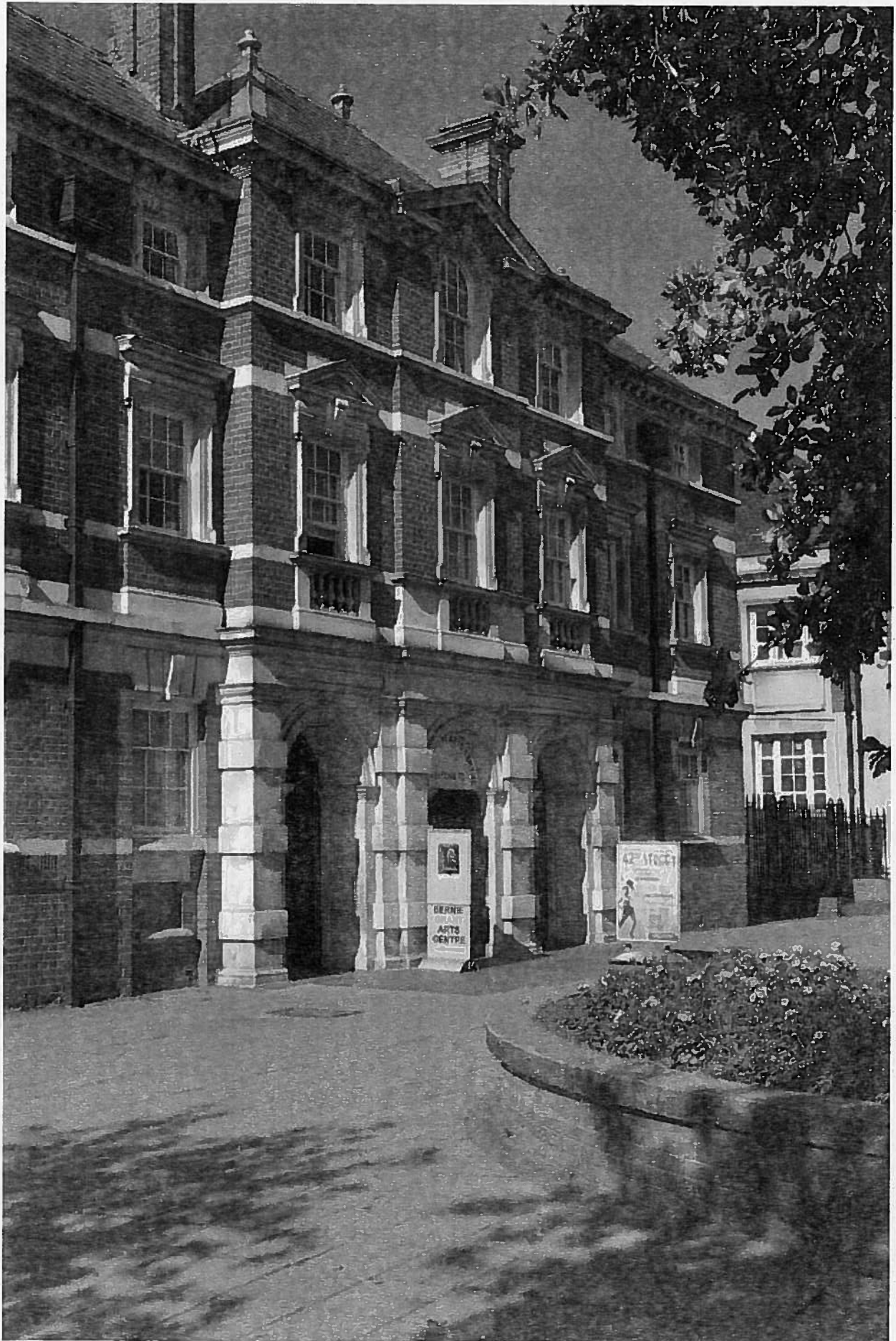
Capital

£2040k (81%)



Local people cleaning up the High Road after the August riots.







# 3

## 3.1 The Criteria

### Economic context

Tottenham High Road sits within the wider Upper Lea Valley (ULV) – designated as an opportunity area in the London Plan. The ULV's location in relation to an expanding Central London, the investment and regeneration in Stratford through the Olympic Legacy and the proximity to the M25 with access to the growing economy of the south-east offers huge benefits to businesses. It offers the land and 'elbow room' to respond to economic change, and the underused or poor quality industrial land and 'lazy assets' London's industry is vital to its role as a World City and we are putting in place wide ranging plans to realise an industrial renaissance across North London. There is also a significant opportunity to revitalise our town centres – to bring new investment and create a better mix of uses including significantly more office and workspace and a wider cultural industrial offer.

Despite Town Centres in the ULV providing a number of opportunities for quick development (with established transport and community infrastructure and places with individual character), a range of local studies have concluded that the area is underperforming. They highlight a need for places to be made more distinctive, diversify their offer and control the type of retail provision. Average market rents for retail are around £15 per sq ft, which is 41% below the Brent Cross comparator for the sub region. In the bid for Enterprise Zone status in the ULV it was determined that there was potential for up to 1,000 new jobs within development opportunities across the town centres across the ULV. As the largest centre – spatially – Tottenham High Road has the potential to deliver a significant proportion.

Modern thriving town centres cannot rely on a traditional mix of retail and evening economy uses to be a sustainable economic ecosystem. They need to offer genuine mixed use employment opportunities where office workers, cultural industries and light industry provide the basis for footfall and expenditure in the town centre.

## 3.2 Geographic Suitability

The Tottenham Corridor contains two District Town Centres; Bruce Grove and Seven Sisters/West Green Road (Haringey UDP designations). There are a number of local shopping areas that adjoin the district centres and Tottenham Hale (identified in the London Plan and the draft borough Core Strategy as an emerging district centre). This agglomeration of important retail centres combines to create a wider Tottenham retail and small business service offer of over 400 units, turning over in excess of £90m (Haringey Retail and Town Centre Study 2008) and employing over 3,500 people in retail, food & drink and service sector activities along the whole high road (BRES 2010).

We know, through analytical tools like CommuterView and Commuter APS (both ONS) that the majority of locally employed people live within the borough and in the case of employment along the high road corridor, many live in the local or adjoining ward. This makes the Tottenham Corridor vitally important to the economic wellbeing of local residents. Interventions need to simultaneously secure local employment, boost employment growth and create high standard of retail and leisure opportunities.

In terms of wider eligibility, Haringey is an Outer London Borough as defined by the Outer London Commission. There is no direct Crossrail or Olympic investment taking place in Haringey. Estimated benefits to Haringey for Crossrail investment are based upon potential expansion of economic opportunity through reduced travel times along the east-west axis of the capital, rather than direct investment. The 'Crossrail Distribution of Benefits Paper' commissioned by Crossrail Limited and Transport for London places Haringey just above the median in terms of estimated annual transport and earnings benefits by Londoners from Crossrail. This measure and Haringey's ranking is a crude statistical assessment and assesses individual financial gain per resident rather than per

business – who are the principle stakeholders in our town centres.

### 3.3 Deliverability

Haringey Council has a well established track record in delivering major capital schemes of the type identified in Actions 1 to 4. All schemes put forward have been identified as priorities and developed by officers who have a wealth of experience and understanding of how to effectively plan and manage projects of this type and scale. All schemes identified have been developed to be achievable in two years.

For action 5, we have worked with cultural organisations; the Bernie Grant Arts Centre, the London Outdoor Arts Festival (co-ordinated by Allium Opus) and Film London to ensure that the events and creative programme are delivered by organisations with requisite capacity and track record. All elements of action 5 will be delivered in year 1 of the programme.

The bid document has been subjected to local stakeholder consultation, compliments the funding bids submitted under the Mayor's Regeneration Fund (see section 4 of this bid) and aligns to our regeneration ambitions for Tottenham and delivering our vision for Tottenham.

Vision - Tottenham will be a thriving destination where people choose to live, work and stay throughout their lifetimes

Underpinning the delivery of this vision will be:

- Inward investment – promotion of Tottenham's assets, driving forward investment to bring new businesses, homes and jobs to the area.

- Excellent public space and transport – we will improve access points to the area, enhance existing public open space and refresh local character areas to support a flourishing business environment.

- Thriving businesses, more jobs – we will invest in education, training and skills to equip local people who live here to enter the workplace and take advantage of new business opportunities as a result of inward investment.

- High quality housing – we will build high quality new homes, offer housing choice and promote balanced communities who choose to stay in Tottenham.

- Safe, secure and confident communities – we will work with, and through, local communities to rebuild confidence in the area and help people to feel safe.

### 3.4 Vibrancy & Growth

Retail is one of Haringey's key sectors and our Town Centres are the key location for that sector and home to the majority of the 8,000 retail jobs in the borough. Our town centres feature 162,000 m2 of retail floorspace which generates over £420m turnover annually. Our emerging LDF recognises the importance of town centres and Policy SP10 of our Core Strategy states:

"Haringey's town centres are more than just targeted areas to shop – they provide an "experience" including leisure for shoppers (cinema and leisure centres), community facilities as well as employment in the form of offices and places to live. They provide a focus of activity and community life and provide character and identity to the local area and borough as a whole."

Haringey's Economic Regeneration service has worked extensively to support the development of Town Centre Partnerships comprising of businesses and traders in each of our town centres. Tottenham is no exception to that. The long established Tottenham Traders Partnership have received financial and technical support from the council, helping them to take a proactive approach to the development and success of their trading environment.

Whilst there is good social capital locally, despite recent events, there is insufficient financial capital for the market to drive major investment alone. Public intervention is required to prepare the ground and help realise the latent potential of the Tottenham Corridor.

### 3.5 Place Shaping

All submitted proposals are building on existing and emerging identities that give the Tottenham Corridor a distinct look and feel. This is based upon key cultural influences, historic specialisms and niche retailers. Tottenham High Road has its origins as far back as Roman times, although the current Bruce Grove section of Tottenham High Road has its development attributable to late Victorian times following the opening of Bruce Grove railway station in 1872. Subsequently Bruce Grove/Tottenham High

Road District Centre is characterised by Victorian and Edwardian buildings with some modern infill. Today the centre serves an important local function to residents and shoppers in Tottenham and of course it has Tottenham Hotspur FC as a standard bearer for the area carrying its name to success in top flight football domestically and across Europe. West Green Road was once 'the' destination for craft and quality tailoring for residents of that part of the old county of Middlesex.

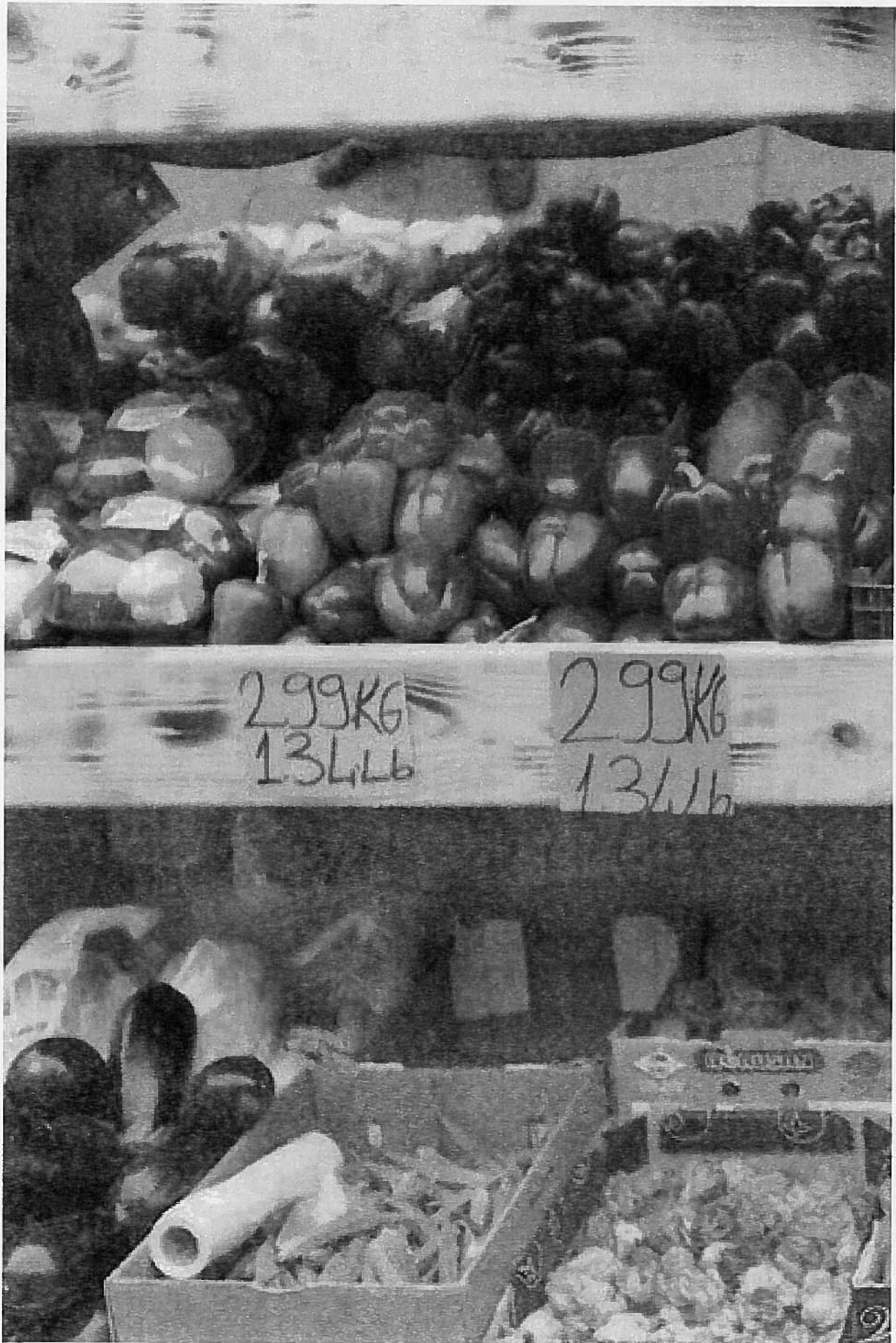
As part of Haringey's LDF, a suite of local planning documents will be emerge including relevant Area Action Plans and potential Neighbourhood Plans that will shape development in the Tottenham Corridor. Successful planning needs strong stakeholders who are capable of supporting high quality strategy and policy development.

### 3.5 Collaboration & Support

The proposals in this document represent workstreams that have been developed over the last 18 months, supported by a range of external bodies including TfL, East Architects, Design for London, English Heritage and prioritised by a range of stakeholders, including:

- Haringey Council
- Landowners
- Traders and the business community
- Residents associations
- Local heritage groups
- Transport for London
- The Greater London Authority
- Tottenham Hotspur FC

Delivery will be supported by key partners identified in the bid and through the deployment of an organisation knowledge and expertise in delivering similar schemes and an existing framework of providers.





# 5

## 5.1 Demonstrating Economic Uplift

First and foremost the Outer London Fund presents a massive opportunity to protect London's more vulnerable town centres from the serious deterioration in retail trading conditions that has begun in the north and is slowly moving south. Consumer confidence has continued on a downward trajectory, GfK NOP survey figures show a 3% decline in consumer confidence in June 2011 compared to June 2010. The Consortium of British Retailers reported that sales were up 1.5%, against a 3.4% increase in June 2010 and that it shows just how tough times are when total sales growth of 1.5 per cent is regarded as "not that bad"

Wider regeneration objectives for Tottenham will be delivered over a long timescale.

Businesses in the Tottenham Corridor and the Council will work together to establish a set of baseline indicators prior to the start of each project.

**Footfall** - Haringey Council has commissioned Nathaniel Lichfield Partners to conduct a Town Centre Healthcheck in the Tottenham Corridor, including a footfall study in November 2011, which will establish a baseline position. An immediate survey of local business after the riots revealed a perception based figure of a 50-70% drop in footfall in the weeks immediately after 6th August 2011 and a drop upwards of 90% of trade in the Night Time Economy.

**Turnover** - The overall turnover along the Tottenham Corridor, including Tottenham Hale is estimated at in excess of £90m per annum - based on these figures a 50% drop over two/three weeks will amount to a loss of income in excess of £2m, much of this to small independent traders. A comparator group will be established, representative of the business community in the Tottenham, who will provide a baseline of turnover to measure the local impact of funding.

**Vacancy rates/empty properties** - current vacancy rates are less than 1.5% across the 700+ units in the Tottenham Corridor. The council operates a quarterly monitoring of vacancies.

Conduct a second perception survey of business, following up from the survey conducted post disturbances. Low vacancy rates are indicative of relatively low property prices - up to 41% lower against the sub-regional average - and an under-developed capacity for commercial floorspace. Since the riots there is evidence of new businesses opening on the High Road, which suggests that price is still an incentive for investment.

**Business rates (NNDR yield)** - The rateable value for retail alone along Tottenham High Road and Tottenham Hale Retail Park is £18.34m per annum. The 2008 borough retail study identified a capacity for an additional sales floorspace of 2,230 sqm - an increase of 114%. This would facilitate a substantial increase in NNDR - assuming a similar balance of use classes. The majority of this increased floorspace will require substantial inward investment to achieve.

The 2008 retail study indicated that for high value comparison goods, the in-borough retail offer, such as at Tottenham Hale Retail park are key sites. However, both household and on-street surveys indicated that the environmental quality and safety of all centres including Tottenham was an issue. The other key finding to note is that on-street surveys indicated that average visit to town centres was relatively short - between 23 and 33 minutes - this indicates that all centres including Tottenham are not sufficiently capturing the leisure visitor market.

## 5.2 Outcomes

Increase footfall by creating and marketing a retail offer that attracts new customers, developing a cultural and creative programme that attracts new visitor footfall.

Create new and safeguard existing employment through growth and improved economic performance.

Creating new employment opportunities through inward investment and new commercial activity.

Better townscape through restoration and repair of buildings on the High Road that represent the strong architectural heritage of Tottenham.

Restoration of key nationally and locally listed buildings by White Hart Lane football stadium as gateways to the redeveloped stadium and new public realm in the South East corner of the site.

Better pedestrian experience through improved footpaths, removal and simplification of street furniture, better signage and better traffic management.

Better supporter experience for large volume of pedestrians on Tottenham Hotspur match days through improved footpaths, removal and simplification of street furniture, better signage and better traffic management.

Implementing Legible London signage at Tottenham Hale and Seven Sisters Stations to improve the visitor experience and to better direct new visitors to the commercial centres of Tottenham and encourage walking leading to better health outcomes.

Development of a new and flexible events space at Tottenham Green.

Extension of green space at Tottenham Green to include land and access to the old school building at Holy Trinity Church.

Enabling works for the old school building at Holy Trinity Church to become a community facility and to hold events, attracting an additional 14,000 visitors a year.

Create a community square and performance space at Bernie Grant Arts Centre that can increase the capacity of the venue to a maximum of 4,000 people – indoor and outdoor use.

Develop and deliver an aspiration programme of creative and cultural events that engage local residents and new audiences. New audiences including the growing student population at Tottenham Hale, but also engaging with a growing culturally literate audience who it can be demonstrated through other examples in outer London will travel to new places for quality events and activities.

## 5.3 Equalities

The Council has assessed, where possible, all schemes in this proposal against the impact on the following key equalities strands, in line with its duties under the Equality Act 2010: age, disability, gender, race, religion or belief and sexuality. The assessment extends to the Council ensuring that the partners included in this application have the policies and procedures in place to adhere to the requirements of the Equality Act 2010.

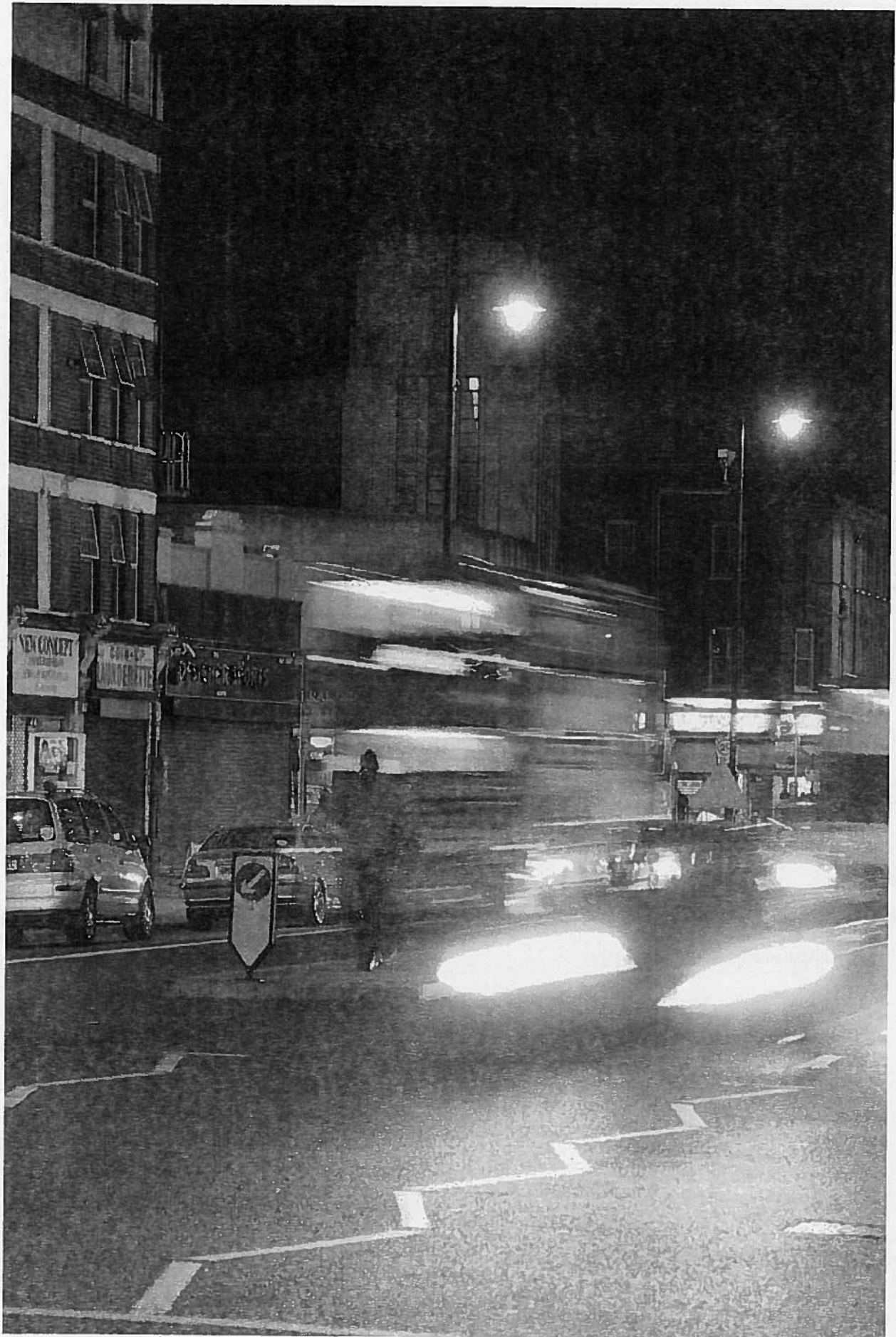
The projects focus upon some of the most deprived areas of the borough and recognises the diversity and ethnicity of the area. All sections of the community including disadvantaged groups will benefit from the scheme, as it will lead to improved shops and an improved environment. Legible London signage is a component part of this scheme, which will promote access and usability of public highways.

An Equalities Impact Assessment will be prepared as part of the planning and design of all schemes and events. The impact of the actions will be monitored, where possible, against the key equalities strands identified above and reported to a project steering group and the GLA, if required.

In developing this application the Council has closely consulted with key stakeholders, including business representative groups, to determine how to maximise the effectiveness of the projects proposed. The Council will act as the accountable body for these projects and will distribute funding on a contractual basis with agreed, measurable and time bound schedules of outputs/outcomes included. The schedules will be monitored by the Council and project progress will be reported to a steering group made up of key stakeholders from the Local Strategic Partnership. This will also feed into any GLA monitoring and reporting requirements.

## 5.4 Risk Register

Risk	Risk Owner	Impact (H/M/L)	Probability (H/M/L)	Proximity (MM/YY)	Mitigation Plan Summary
Economic Regeneration may not receive the expected full allocation from the Outer London Fund. If this happens there is a risk that the programme budget will fall short of the expected budget for Tottenham and therefore not deliver all the outcomes.	LBH	M	M	January 2012	Economic Regeneration to seek funds through other funding sources (such as Section 106 or Housing Association) as match or savings in other projects to cover any funding gaps. If this is not possible, the scope of the project will be reviewed and reduced to match funding available whilst ensuring benefit is realised.
There is a risk that the freeholder/tenant of properties may not agree to participate in the heritage and shop front improvement scheme which would lead to properties identified for repairs not benefiting from building improvements grant-aid.	LBH	L	M	Any point up to signing of the legal agreements.	Move onto the next property identified in the next priority list in the identified delivery plan.
Discovering unforeseen building conditions (full building condition survey cannot be carried out until scaffolding erected at start of building contract)	LBH	M	M	April 2013	Architect to make assessment of increased costs that might occur during the course of the contract. Financial provision made for contingency as advised by Architect.
For property/shop owners where English is a second language, there may be communication difficulties.	LBH	M	M	From point of initial contact and consultation - April 2012	Project Officer to provide additional support and extra time to support needs where necessary. If necessary a translator to be employed.
Prolonged bad weather during the winter forces the delay or halts external works	LBH	M	M	November 2012	Risks will be mitigated where possible by contingency planning.
Negotiations with key stakeholders cause delay to access and licenses for highways works where not LBH controlled highways.	LBH/TFL	L	L	November 2012	Risks will be mitigated where possible by contingency planning.





# 6

## 6.1 Contact details and endorsement

London Borough of Haringey  
Tottenham Team  
6th Floor  
River Park House  
225 High Road  
Wood Green  
London  
N22 8HQ

Tel: 020 8489 2670

We have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Please treat our proposal as confidential information .

Please treat the financial information as confidential information.

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application and will meet all the terms and conditions of the attached agreement to any funding offer that is accepted.

Signed:



Name (please print): Marc Dorfman

Position: Assistant Director Planning and Regeneration

Date: 11/11/2011

Endorsement - see separate letter from Chief Executive



# A

## Business Case and Economic Impact Assessment

### The Place

Tottenham is a key strategic location within the Upper Lee Valley Opportunity Area and the London-Stansted-Cambridge-Peterborough growth corridor and is well connected by road and rail to the City and West End in the Central Activities Zone. In recent years it has seen major investment in improvements to the buildings along the High Road, the phase 1 works to facilitate the reconfiguration of the gyratory and improvements to Tottenham Hale station forecourt by Transport for London.

Tottenham has a population of 91,201 and comprises a rich mix of different nationalities, cultures and ethnic backgrounds. 36% of the population are under the age of 24 (compared with just under 28% for the rest of the borough) and almost 200 languages are spoken.

The economic geography of Tottenham is based upon various connected centres of economic activity on the radial transport corridor of the High Road (A1010) which connects Tottenham with the M25, the City and central London. The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. These centres on the High Road include the proposed Tottenham Hotspur stadium redevelopment, the heritage led regeneration of the Georgian high street, the development of an emerging cultural hub at Tottenham Green and proposals for a major mixed use scheme at Wards Corner. The reconfiguration of Tottenham Hale gyratory to take two-way traffic will connect the High Road with the Hale Village redevelopment scheme happening at Tottenham Hale and open up a London Plan Opportunity Area for major housing growth and job creation. Tottenham's current economic structure is dominated by small independent retailers and service sector businesses, as well as a small but important range of industrial businesses.

Moving forward, our regeneration ambitions for

Tottenham will be focused on four priority areas along the High Road corridor (Figure 1) and delivering our vision for Tottenham.

**Vision** - Tottenham will be a thriving destination where people choose to live, work and stay throughout their lifetimes

Underpinning the delivery of this vision will be:

Inward investment – promotion of Tottenham's assets, driving forward investment to bring new businesses, homes and jobs to the area.

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Thriving businesses, more jobs – we will invest in education, training and skills to equip local people who live here to enter the workplace and take advantage of new business opportunities as a result of inward investment.

High quality housing – we will build high quality new homes, offer housing choice and promote balanced communities who choose to stay in Tottenham.

Safe, secure and confident communities – we will work with, and through, local communities to rebuild confidence in the area and help people to feel safe.

### The Problem

The riots have had a major impact on local communities and businesses. As well as the cost of the damage (45% of businesses were damaged or lost stock, 95% lost trade), the loss of such high street staples as the Post Office, Job Centre Plus, Carpet Right, Aldi and Fitness First have dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, that play a key role in job creation in the local economy.

Even before the recent disturbances there were considerable barriers to private sector investment in Tottenham. A cycle of economic and social deprivation, transient communities and low land values have prevented private investment, regeneration and the development of mixed tenure communities in the area. Whilst Tottenham does have a range of strengths (strategic location, excellent transport links, distinctive local character and historic environment) and opportunities, these haven't yet been translated

into improved economic and social outcomes for local people and businesses.

The business community of Tottenham is becoming a two speed economy. Employment-generating light industry and 'out of town retail' shopping – common growth sectors across the Upper Lea Valley (ULV) – and small independent traders offering a retail and services offer along the High Road. Therefore a substantial portion of local economic performance is driven by activity away from the High Road corridor. A small business survey in Tottenham, conducted in the two weeks following the riots, asked businesses for details of their typical annual turnover. Of 129 respondents, 41 businesses were willing to disclose this data. The median figure was £160,000, but the harmonic mean was lower at £92,000. This suggests a low capacity for employment and growth on the High Street and the marginal nature of wealth creation for small traders – many of whom are family businesses. Self employment figures also demonstrates the fragility of entrepreneurial activity in Tottenham. Whilst Haringey has a higher rate of self employment than the London average and the Hornsey & Wood Green parliamentary constituency has the highest rate in the ULV – particularly in professional trades such as architecture, design, photography, accountancy etc – the rate in Tottenham has dropped significantly to be the lowest current rate in the ULV area. There is a strong correlation between high self-employment rates and higher levels of affluence.

Although there has been sustained public sector investment over the last decade in education, skills and opportunities for young people and families which has resulted in improvement in key education and skills outcomes, Tottenham as an area performs poorly compared with the rest of Haringey and London across a range of education and skills attainment, economic activity, health and well-being indicators. Young people in Tottenham perform significantly worse than their counterparts in Haringey and across London in terms of achieving Level 4 in English and Maths at Key Stage 2 and in achieving five GCSE grades at A-C. This continues into adulthood with substantially higher numbers of people with no qualifications and substantially less numbers of people qualified to Level 4 compared to Haringey and London. This lack of skills manifests itself into low levels of economic activity with higher levels of unemployment (11.2%

c/w 8.3% for Haringey) and higher numbers of people living on benefits.

The 2010 Indices of Multiple Deprivation (IMD) shows that levels of multiple deprivation are high across the borough, with Haringey ranked the 13th most deprived in England out of 326 local authorities (based on the average IMD score) (Fig.3 below). In 2007 it was ranked the 18th most deprived local authority. This deprivation is focused on Tottenham. Whilst deprivation occurs across Tottenham, there are particular areas where deprivation is even more concentrated. Four super output areas (SOAs) in Northumberland Park rank amongst the 1,000 most deprived SOAs in England and Northumberland Park ward, according to estimates by the GLA, has the highest JSA claim rate out of all wards in London. There is also a significant concentration of mono tenure housing in Tottenham with 60% of the Council's social housing stock located in the N15 and N17 postcodes (and almost 40% of that being located in the Northumberland Park Ward).

However, as outlined in figure 1 above, along the A1010 Tottenham High Road corridor sites and opportunities exist for comprehensive regeneration if a co-ordinated public sector investment strategy can be brought forward to pump prime the area and leverage in private sector investment in new homes and jobs.

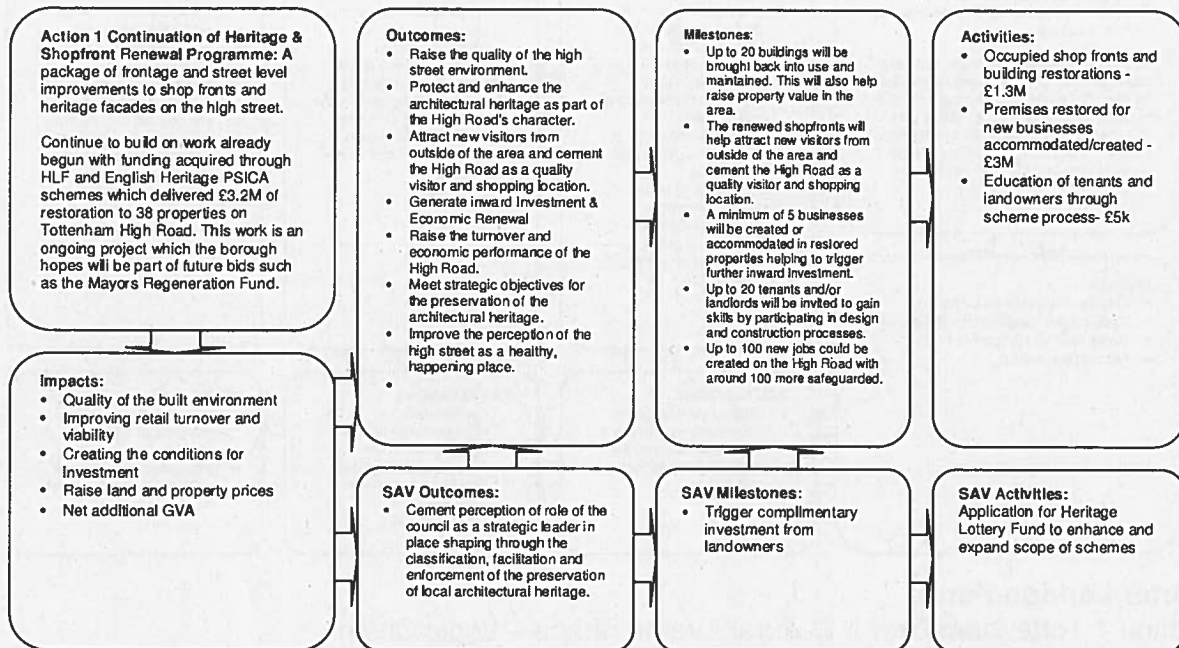
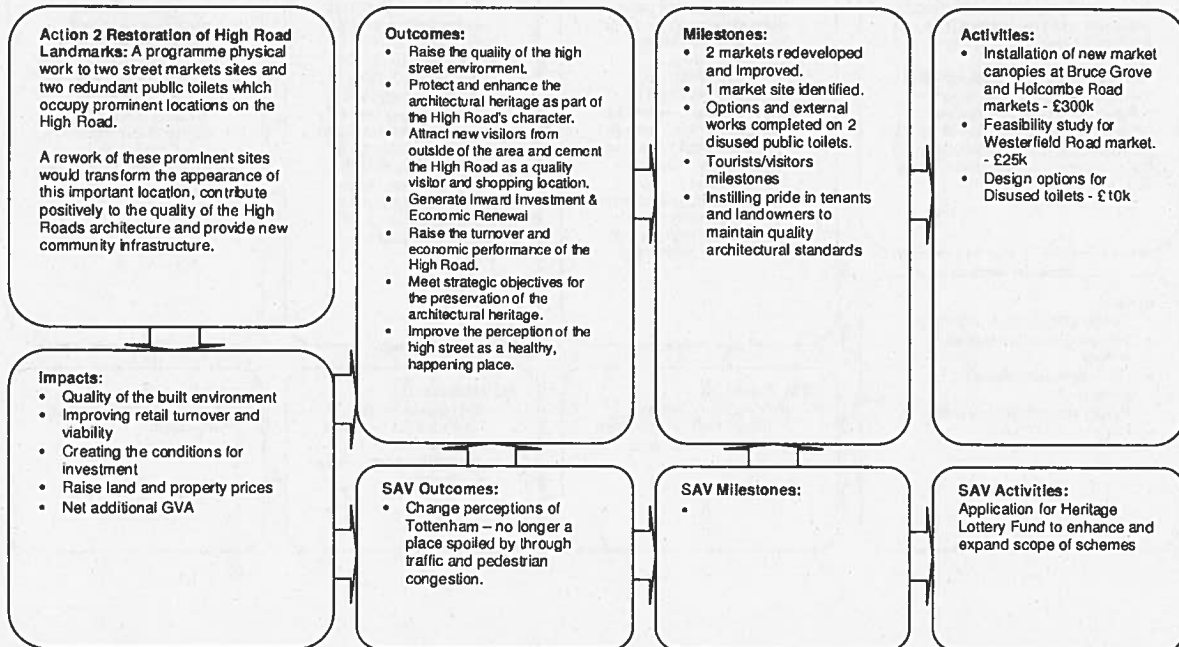
The regeneration of Tottenham requires integrated interventions from partners, addressing physical, environmental, social and economic development themes in deliverable packages to provide a real opportunity for investment in physical infrastructure and local people. Low property values are providing a barrier to investment and the area needs a co-ordinated public sector strategy for advancing potential development sites.

The interventions outlined below are closely aligned with, and are integral to, the delivery of our emerging regeneration vision for Tottenham.

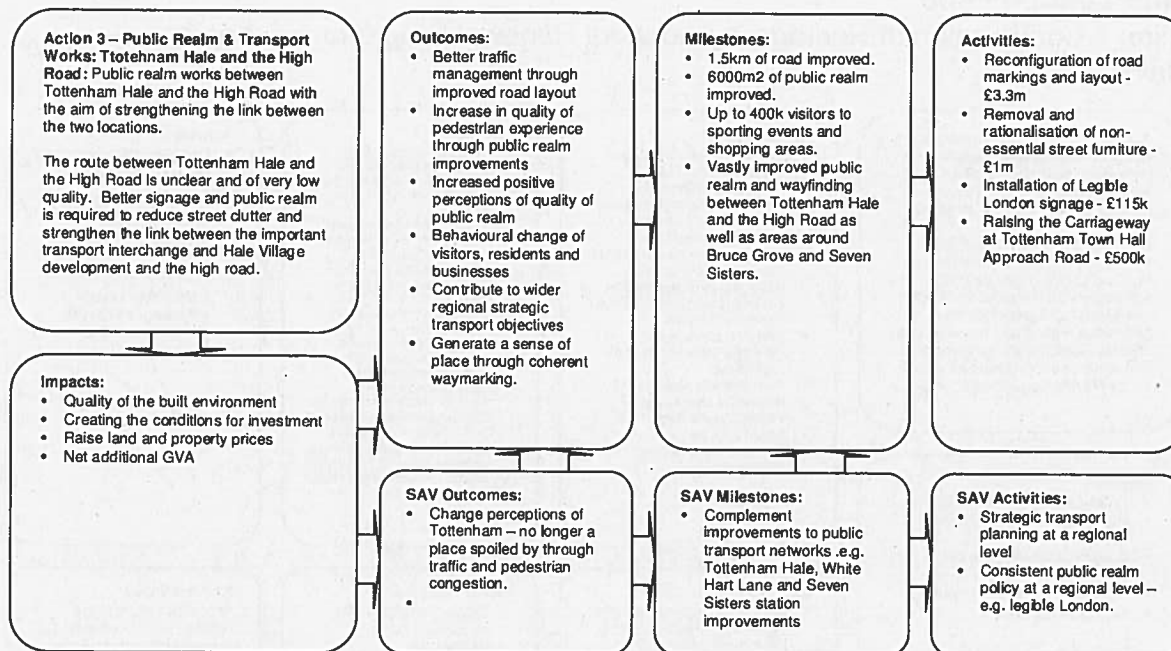
### **Actions**

The Outer London Fund bid seeks to address these problems through five actions, details of which are contained in the main bid document.



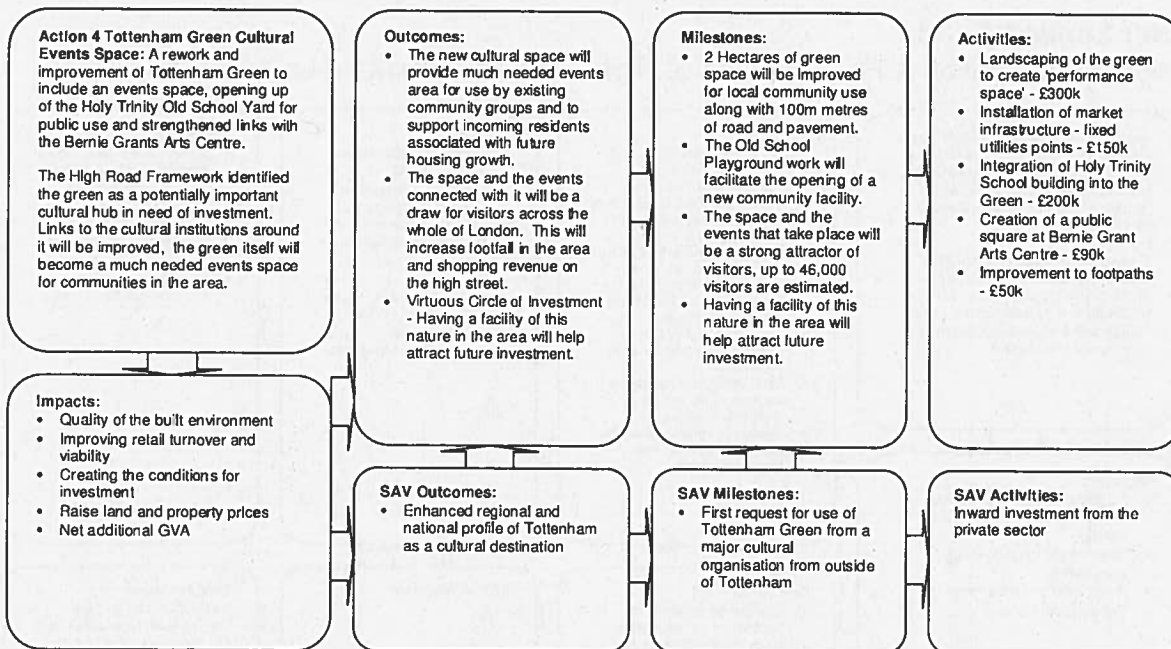
**LOGIC CHAINS****Outer London Fund****Action 1 Continuation of Heritage & Shopfront Renewal Programme – Logic Chain****Outer London Fund****Action 2 Restoration & Regeneration of High Road Landmarks – Logic Chain**

## Action 3 Public Realm & Transport Works: Tottenham Hale and the High Road – Logic Chain



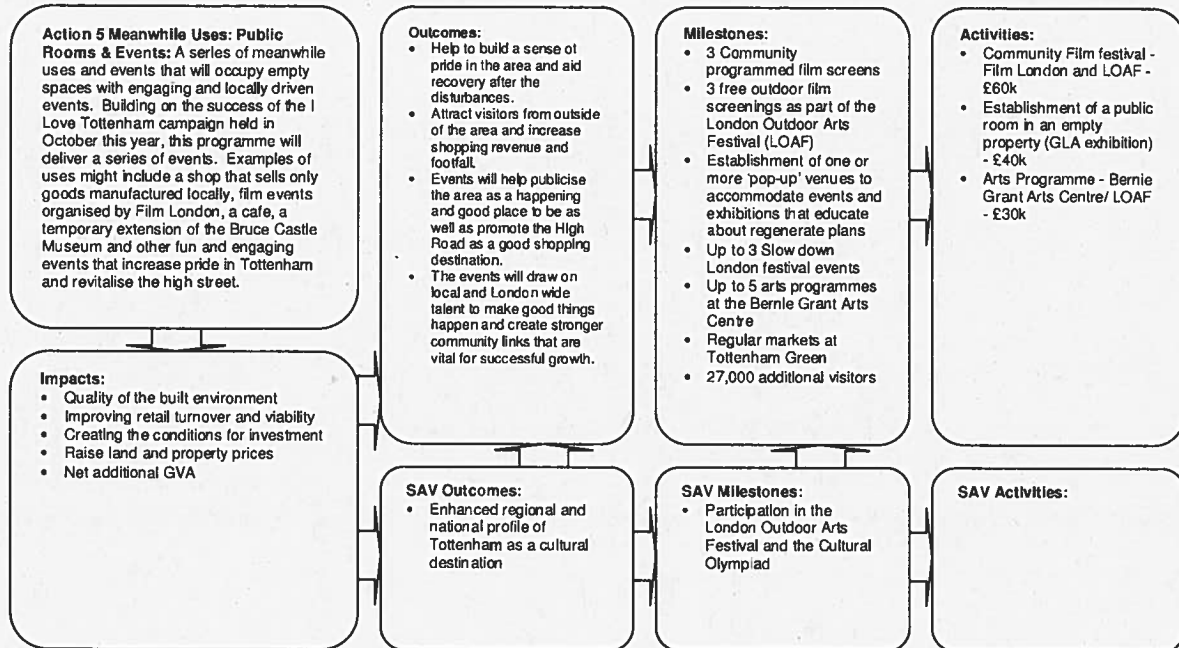
## Outer London Fund

### Action 4 Tottenham Green Cultural Events Space – Logic Chain



## Outer London Fund

## Action 5 Meanwhile Uses: Public Rooms &amp; Events – Logic Chain

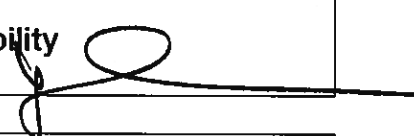








**Haringey** Council

<b>Report for:</b>	<b>Cabinet – 7<sup>th</sup> February 2012</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Future use of 639 High Road, Tottenham N17</b>		
<b>Report Authorised by:</b>	<b>Lyn Garner - Director of Place and Sustainability</b> 		
<b>Lead Officers:</b>	<b>Anne Lippitt – Programme Director for Tottenham Dinesh Kotecha – Head of Corporate Property</b>		
<b>Ward(s) affected: Bruce Grove; White Hart Lane; Northumberland Park; Tottenham Hale; Tottenham Green; Seven Sisters; St. Ann's; West Green</b>		<b>Report for Key Decision</b>	

**1. Describe the issue under consideration**

1.1 This report describes proposals for working in partnership with the Greater London Authority (GLA) and local communities to create a centre for enterprise and employment at 639 High Road. This will contribute to the regeneration of the Tottenham area, encourage and support entrepreneurship and secure wider community engagement.

1.2 The objectives for creating such an asset are;

- To provide quickly a focal point for the regeneration of Tottenham and a centre for enterprise, employment and community activity.
- To provide a link between the long-term physical regeneration of Tottenham, and the immediate need to take action on social problems such as youth unemployment.
- To show tangible actions post the riots, and an opportunity to launch the specifics of the Mayor's Regeneration Fund wider programme, which will be longer term in nature.
- To bring the vacant, fire damaged former Council office building back into beneficial use as soon as possible for the regeneration project being worked up in partnership with the GLA.

- 1.3 This report seeks Members approval to the transfer and re-use of council premises at 639 High Road, Tottenham N17 for this purpose. A plan showing the building is attached to this report (Appendix 1).

## **2. Introduction by Cllr Strickland, Cabinet Member for Economic Development and Social Inclusion**

Our conversations and public consultation since the riots tell us that people want safe, secure and confident communities with thriving businesses and more jobs. The re-use of 639 High Road is one of the key strategic sites within the High Road which was affected by the riots, and the proposal is to reuse it as a centre for enterprise and employment, working closely with local communities. This will contribute to Tottenham becoming a thriving place where people choose to live, work and stay throughout their lifetimes.

## **3. Recommendations**

- 3.1 To note the current position of 639 High Road, Tottenham in that it is fire damaged and vacant following the riots.
- 3.2 To agree to declare 639 High Road surplus to Council requirements.
- 3.3 To note proposals to work in partnership with the GLA to create 639 High Road as a dynamic enterprise, employment and community resource, with public space providing accommodation for new and existing businesses and support mechanisms for aspiring individuals and social enterprises.
- 3.4 To agree the disposal of the freehold of the property to the GLA outlined on the terms set out in (exempt) section 5.15 of this report, and to delegate the final terms of the disposal, including the price and any overage, to the Head of Corporate Property Services in consultation with the Director of Place & Sustainability, Programme Director for Tottenham, and Head of Legal Services.

## **4. Other options considered**

- 4.1 Option A – Retaining the building as Council Offices.
- 4.2 An assessment of future space needs has been carried out as part of the review of the Office Accommodation Strategy and this confirms that due to projected surplus capacity within the Council's offices portfolio, 639 High Road will not be required and can be declared surplus.
- 4.3 Option B - Retaining the building and developing it as an employment/enterprise centre
- 4.4 There is no capital funding available for the significant reinstatement and development works that would be required and the procurement and delivery of even basic reinstatement works are estimated to take six months from the time a decision was made.

- 4.5 Option C – Disposing of the building on the open market to maximize the receipt.
- 4.6 An options appraisal and soft market testing was carried out by the Council's Surveyors, BNP Paribas for 639 High Road, in November 2011, taking into account the existing damaged condition of the building. This considered the following main alternative uses to balance financial and non-financial objectives for the Council in disposing these premises:
- Offices (this is the currently permitted use)
  - Residential
  - Retail
  - Restaurants/bars
  - Education
  - Student Accommodation
  - Hotel
- 4.7 The conclusion of the report was that whilst a fully private residential development, with no affordable housing, will produce the highest receipt for the Council, the main disadvantage is that it would not create the active frontage at ground floor. Also, a fully private residential development would not meet the GLA's or the Council's regeneration aspirations for the area or this building and would be subject to obtaining planning and listed building consents.
5. **Background Information**
- 5.1 Working with partners and following recent discussions with the GLA and Sir Stuart Lipton, Team Tottenham is pursuing the immediate development of Business Units for new start up businesses, and existing small to medium sized businesses with appropriate supporting activities at 639 High Road, Tottenham which is currently vacant and fire damaged.
- 5.2 Following evacuation of 639 High Road in August 2011 work has been carried out to assess the damage and discussions are currently on going with the insurance loss adjuster.

**Future use of 639 High Road, Tottenham N17**

- 5.3 This part of the High Road as a consequence of the summer riots saw the Job Centre Plus and Council offices closed, and the Carpet Right Building demolished. The loss of these buildings as destinations has had a perceived impact on the activity in the area and the trade of local businesses, compounded by significant loss further along the High Street, including the site of the Post Office.
- 5.4 Bringing 639 High Road back into use with partners and occupiers that will help to increase daytime activity along the road is a priority for the Council. This should help to improve footfall and therefore the trade of the businesses that have suffered as a result of the loss or closure of key buildings in the area that have in the past driven footfall in this part of the High Road.
- 5.5 The brief worked up with the GLA is for the building to be used as a centre for enterprise, employment and community activities.

- 5.6 The physical nature of the building is such that it lends itself for use as a centre for small businesses, as this would (as long as there were no general industrial activities proposed) be considered to fall within the existing B1 Use Class and as such would not require planning consent. However as the building is a statutory Listed Building any alterations to the building will require Listed Building Consent.
- 5.7 The layout of the space within the building is such that individual units within the building could be operated on a flexible basis with the potential for the ground floor to be used as a community café (or similar use) supporting business units above. This would require planning consent for a change of use of the ground floor area from B1 (Offices) to A3 (Café). In addition public spaces for permanent exhibition and information resources would enable this venue to be the focal point for community engagement, social networking and mentoring support in relation to emerging regenerative developments within Tottenham.
- 5.8 Such a model could also provide an opportunity for the Council to occupy a small part of the building on a flexible basis in order to retain some civic presence on the High Road. In particular some of the Council's economic development service that currently supports unemployed people operating out of the NRC in Northumberland Park would benefit from a High Road location and would have synergies with a new business centre and other proposed uses.
- 5.9 This would help to work towards meeting a number of wider regeneration objectives for Tottenham namely; providing flexible space to local small businesses allowing businesses to grow, develop and respond to changing circumstances, while giving young people the opportunity to develop businesses taking advantage of the additional training and support that such centres can provide.

#### **Transfer of 639 High Road to the GLA**

##### **5.10 – 5.12 (Exempt)**

- 5.13 Should the recommendation to dispose of 639 High Road to the GLA be accepted, a full consultation on the operational business model for the building will follow in due course.
- 5.14 As the GLA would be in a unique position to be able to deliver regeneration benefits by acquiring and developing 639 High Road, Tottenham, it can be considered a special purchaser. This justifies a sale to the GLA by private treaty in preference to selling the site on the open market and it is proposed that the sale price is determined by an independent valuation based on existing use and condition and vacant possession.

#### **Terms for Disposal**

##### **5.15 (Exempt)**

## **6. Comments of Chief Financial Officer and Financial Implications**

### **Chief Financial Officer's Comments**

- 6.1 The proposal is to dispose of the building freehold to the GLA and proceed with the creation of a centre for enterprise, employment and community activity now rather than with a more valuable use (such as residential use) at a later stage when market conditions may have improved.
- 6.2 (Exempt)
- 6.3 The differential in the capital receipt will need to be accommodated within the overall resourcing of the capital programme.
- 6.4 -6.5 (Exempt)
- 6.6 At present no Council budget is allocated to bring 639 High Road back into use. It is likely that insurance would meet some of this cost, although this is likely to relate solely to reinstatement works and would not cover remodelling or project management expenditure, which is estimated to be around £1.5m.
- 6.7 If the Council was to decide to remodel the building itself, it would need to identify further capital funding which would most likely further impact on the existing capital programme. If the building is sold to the GLA the cost and risk of delivery of the project and managing the building fall to the GLA, including the revenue risk for future operation.
- 6.8 Additionally the Office Accommodation Strategy is required to generate over £1.5m of revenue savings by 2013/14 and 639 High Road was expected to deliver around £150,000 of this saving. This should be achievable if the building transfers to the GLA. However, this could be reduced if the Council is required to pay rent to lease back part of the building.
- 6.9 A funding package from the GLA to support Regeneration in Tottenham has been announced further details of which are reported elsewhere on this agenda.

## **7. Head of Legal Services Comments and Legal implications**

- 7.1 The recommendation is for Council to dispose the freehold of the building to the GLA.
- 7.2 The Council must obtain the best consideration that can reasonably be obtained otherwise it must obtain the consent of the Secretary of State. The disposal to GLA will contain restrictions as to the use of the building and this would have a detrimental effect on the open market value. However, best consideration can still be obtain if the price to be paid is open market value based on the restricted value of the building determined by an independent valuation;
- 7.3 A disposal of the property as proposed in paragraph 5.15 of this report does not fall within the Public Procurement Regulations so there is no procurement issue;
- 7.4 In order to protect any future share of disposal value an overage clause will need to be inserted in the Transfer document.

**8. Equalities and Community Cohesion Comments**

All engagement and consultation activities will be as inclusive as possible. As a part of the regeneration strategy for the area will be meeting with specific equalities groups and their views considered in developing this project. An Equalities Impact Assessment will be developed as part of the Regeneration Strategy for the area. The GLA will need to consider any equality impact issues as a part of their development process for the project at 639 High Road.

**9. Policy Implications**

Disposal of 639 High Road is consistent with corporate asset policy as set out in the Asset Management Plan.

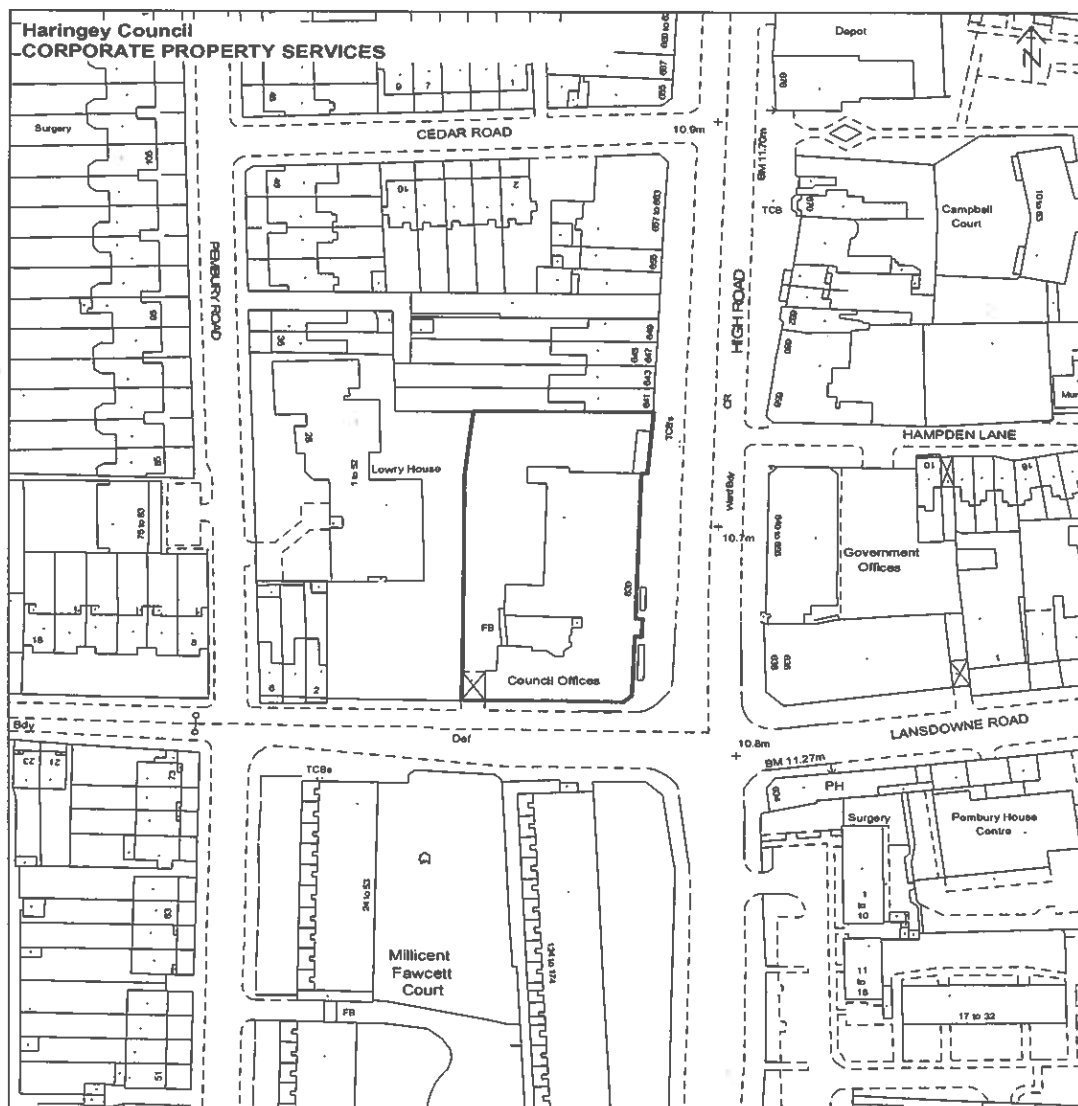
**10. Use of Appendices** Appendix 1: Site Plan for 639 High Road N17.

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

**Background Papers**

Tottenham Regeneration Programme – Progress update, next steps and governance.  
Cabinet Report 20.12.11.

## APPENDIX 1



639 High Road  
Tottenham  
LONDON  
N17 8AA

CPM no. 1133

Overlay : Corporate - Admin Buildings

Plan produced by Janice Dabinett on 22/06/2011

Deed packet no. : 3592 4767  
LR title no. : Freehold NGL243689 NGL234157 (part)

Site Area (in hectares) : 0.2678 ha

Scale 1:1250

Drawing No. BVES A4 2066b







<b>Report for:</b>	Cabinet 7 February 2012	<b>Item number</b>	
<b>Title:</b>	Haringey Adult Social Care Local Account 2010/11		
<b>Report authorised by:</b>	Mun Thong Phung, Director of Adult & Housing Services		
<b>Lead Officer:</b>	Lisa Redfern, Deputy Director of Adult and Community Services		
<b>Ward(s) affected:</b>  All	<b>Report for Non Key Decision</b>		

### 1. Describe the issue under consideration

In February 2011, the Department of Health carried out a consultation on a new approach to quality and outcomes in adult social care. As a result, the [2011/12 Adult Social Care Outcomes Framework](#) was published, setting out new measures to assess achievements in delivering outcomes for people receiving adult social care services. At the same time the Care Quality Commission's Annual Performance Assessment was abolished and councils are now required to publish an annual Local Account to demonstrate and describe performance in adult social care to local people. This report presents Haringey's first Local Account for adult social care in 2010/11 (see Appendix 1).

### 2. Councillor Dilek Dogus - Cabinet Member for Health and Adult Services Introduction

The Local Account provides an important opportunity to demonstrate to Haringey residents what we do and what we have achieved across adult social care in 2010/11; I am very proud of our achievements. It describes



**Haringey** Council

our approach to delivering positive outcomes for service users and carers, through both preventative and personalised care services which help to maintain people's independence for as long as possible.

Many of our services are provided in conjunction with the community and voluntary sector and we are committed to working with our partners to develop services that reflect local demand. The Local Account explains that we have set up a shadow Health and Wellbeing Board as part of the Government's 'early implementers' programme to lead on this work. We are proud of our joint working approach through our shadow Health and Wellbeing Board and we aim to strengthen and develop this even further in 2011/12.

### **3. Recommendation**

That Cabinet note the content of the Local Account attached in Appendix 1.

### **4. Other options considered**

The Local Account has been introduced by the Government to let residents know how well adult social care has performed. It is an opportunity for Councils to make more information available to residents, service users, carers, and other partners in the community on their successes, challenges and priorities.

In a letter to Directors of Adult Social Services in July 2011, the Promoting Excellence in Councils' Adult Social Care Programme Board, chaired by the Association of Directors of Adult Social Services (ADASS), suggested that 'all councils with social care responsibilities consider producing a short, accessible local account during 2011/12 and preferably by December 2011'. Although the production of an annual Local Account is not a mandatory requirement, it was considered important that Haringey produced an account in line with these national expectations.

### **5. Background information**

The new approach to reporting on adult social care outcomes aims to be responsive to local circumstances, therefore, the format, structure and content of the Local Account are down to local discretion. It is expected that different approaches will be tested in the first year so that best practice can be developed.

Haringey's 2010/11 Local Account is structured around the new Adult Social Care Outcomes Framework. This allows our performance to be clearly linked to these outcomes.



**Haringey** Council

As part of the development of the 2010/11 Local Account, we circulated a summary version of the report to our older people's, carers, mental health, learning disability and safeguarding partnership boards. We received some feedback, supporting the proposed structure and length and the inclusion of performance data alongside qualitative information in the account. We also received comments on specific achievements for inclusion which have been incorporated as far as possible.

Some of the key achievements highlighted in the 2010/11 Local Account are as follows.

### **Domain 1: Enhancing quality of life for people with care and support needs**

- We have made it easier for people to find out about personal budgets and direct payments, and to buy and control their own care. By September 2011, 567 people were using a personal budget, almost twice as many as the previous year.
- A study by [Lancaster University](#) showed that 70% of the Haringey respondents said their personal budget had made their lives better. The survey was completed by 110 service users and 68 carers from Haringey, showing positive levels of engagement.
- We have made it easier for people to contact adult social care services for advice and information through a new single point of contact, the [Integrated Access Team](#), and through our web-based directory, [HARicare](#).
- We launched a dedicated Carers Hub at Wood Green Library offering a relaxing space for carers to meet and find information or advice.
- We worked with Haringey Association for Independent Living and Friends of the Park to open Downhills Park community café in March 2011. The café provides training and work experience for people with a learning disability.

### **Domain 2: Delaying and reducing the need for care and support**

- We have reduced the number of delays in leaving hospital and we are now one of the best councils in London. In January 2011, we introduced a joint social work and NHS reablement service which improved the quality of life for people coming out of hospital, making it less likely for them to need long-term services and helping them to regain independence and control over their lives.



**Haringey Council**

- Haringey's stroke services, provided jointly by the Council and NHS Haringey, performed very well in the [Care Quality Commission review of stroke services](#), ranking top in London and 5<sup>th</sup> in the country. Our assessment process for transferring people from hospital to home was highly rated.
- The Trees, our new extra care housing scheme opened in March 2011, has won a prestigious architectural design award for innovation in older people's housing. The scheme offers independent living space for 40 older adults with high care needs and means they can receive the care they need but have their own apartment with the dignity and privacy this affords. We are developing more extra care housing which is designed to keep people independent for as long as possible and is an alternative to residential care.
- We are the 9<sup>th</sup> best in the country for providing an annual health check to people with a learning disability. We achieved 74% compared with a national average of 40%. This followed Haringey Learning Disability Partnership's programme of training with GPs which improved understanding of the health needs of people with learning disabilities.

### **Domain 3: Ensuring that people have a positive experience of care and support**

- In the 2010/11 Adult Social Care Survey, 85% of people who use our adult social care service were satisfied with the care and support services they receive.
- 78% of people who used home care were satisfied with the service.
- 89% of supported housing service users said that they are happy with their accommodation.
- We won 26 [WOW! awards](#) following nominations from local people for outstanding customer service.
- We have robust and vibrant [partnership boards](#) for learning disabilities, mental health, older people, safeguarding and carers.
- A new independent Residents and Relatives Council was established in September 2010 for our in-house older people's residential and nursing care homes.

### **Domain 4: Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm**



**Haringey Council**

- We restructured the [Adult Safeguarding and Deprivation of Liberty Safeguards](#) service to develop a more effective multi-agency way of working.
- We have set up a Safeguarding Member Panel which is already helping Councillors to contribute more effectively to the development of the adult safeguarding service.
- We are implementing [Protecting adults at risk](#), the new London-wide adult safeguarding procedures published jointly by SCIE, the Association of Directors of Adult Social Services, Metropolitan Police and NHS London.
- Our approach to improving the quality of life for Court of Protection clients has been cited as an example of good practice in adult safeguarding prevention by the [SCIE](#). This has helped people to use their own money to improve their quality of life and feedback has been very positive.
- The Safeguarding Adults Board has produced an [annual report](#) of adult safeguarding activity in Haringey, which is available on the Council's website.

The 2010/11 Local Account for adult social care was published on the Council's website in December 2011 following ratification by the shadow Health and Wellbeing Board on 13 December 2011. The account is accessible to local residents and partners on the Council's website and an easy read version is available to increase accessibility.

To ensure that the Local Account is useful for local residents, we have published a short feedback form with the Local Account to gain feedback for next year's account. This approach has been adopted by other councils since this is the first year that councils have been required to produce a public-facing document for adult social care performance.

For next year's account, we will also look at other councils' 2010/11 Local Accounts to establish best practice. Using this information, we will consult further with our partners about the content of the 2011/12 Local Account, including the Haringey Local Involvement Network/Health Watch, which will provide an important perspective on the account.

## **6. Comments of the Chief Financial Officer and Financial Implications**

There are no specific financial implications included in this report. It is expected that any costs associated with printing copies of the report from



**Haringey** Council

the Council's website will be contained within existing budgets. The financial aspects of the work undertaken by Adult & Housing Services are monitored by the regular financial and performance management framework of the Council.

## **7. Head of Legal Services and Legal Implications**

There are no legal implications to this report.

## **8. Equalities and Community Cohesion Comments**

Haringey's Adult & Community Services provides a range of information, advice and care services to support residents over the age of 18, in particular, older people, people with mental health needs, people with physical and learning disabilities, people with substance misuse issues, people living with HIV/AIDS and carers.

The Local Account describes our positive approach to equalities and community cohesion embedded within our service delivery. It highlights our engagement with a culturally diverse range of stakeholders which has assisted the development and delivery of services. The report also refers to specific services, such as the independent mental capacity advocacy service, which helps service users to access social care services.

Adult & Community Services continues to gather equalities information of residents assessed for or receiving services. Equalities impact assessments were carried out on all proposals for making changes to services.

## **9. Head of Procurement Comments**

Not applicable.

## **10. Policy Implications**

The 2010/11 Local Account sets out the main policy implications for adult social care. In line with the Government's [Vision for Adult Social Care](#), the [Localism Bill](#) and the [Think Local, Act Personal](#) transformation agenda, we are working closely with community and voluntary organisations to find ways of developing more personalised and preventative services which meet people's changing care needs. Haringey's [Voluntary Sector Strategy](#) provides a new commissioning and funding framework which sets out the core principles for how the Council will support and work with the voluntary sector in this area.

Joint working with health services is one of our key priorities. We support this through joint commissioning and the recent [integration of health](#)



**Haringey Council**

[improvement functions](#) within the Council. Our shadow Health and Wellbeing Board, established in April 2011, is made up of elected Councillors, Council officers, health services, the Clinical Commissioning Group and the voluntary and community sector. This Board is taking forward the promotion of early intervention, prevention and wellbeing for everyone in Haringey, with one of its first tasks in 2011/12 being to develop a [Health and Wellbeing Strategy](#).

Key emerging issues for 2011/12 will include:

- The proposed Government White Paper, [Caring for Our Future](#), bringing together the [Vision for Adult Social Care](#), the [Dilnot Report](#) on future funding of adult social care and the [Law Commission's reform of adult social care](#);
- Further delivery of integrated commissioning with health services in line with the [Health and Social Care Bill](#).

## **11. Use of Appendices**

Appendix 1: London Borough of Haringey Adult Social Care Local Account 2010/11: A Review of Progress and Emerging Priorities

## **12. Local Government (Access to Information) Act 1985**

Not applicable.



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## Appendix 1

# London Borough of Haringey

## Adult Social Care Local Account 2010/11

A review of progress and emerging priorities

December 2011

## Contents

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Please note that all 2010/11 performance figures in this account are based on provisional submissions to the Department of Health. These are subject to change following validation by the Department of Health.

## Foreword

### Councillor Dilek Dogus – Cabinet Member for Health & Adult Services and Chair of the shadow Health and Wellbeing Board



I am very proud of what we have achieved in 2010/11 and am delighted to have the opportunity to present our local account. This account demonstrates to Haringey residents what we do in adult social care, what we have achieved, and why Haringey is a very good place to be.

Some of the achievements I am particularly proud of are:

- ✓ Developing extra care housing to help people stay independent and with easy access to care and support.
- ✓ Reablement and reducing hospital discharges, helping people when they first leave hospital and reducing the need for long-term care.
- ✓ The promotion of health and wellbeing, including early intervention, increasing life expectancy and improving mental health and wellbeing.
- ✓ Following Haringey Learning Disability Partnership's training with GPs, over 70% of people with a learning disability had an annual health check. This makes us 9<sup>th</sup> in the country for completing these checks, against a national average of 40%.

We are very ambitious in our plans for improving health and wellbeing in Haringey. And so I am very proud that Haringey has already established its shadow Health and Wellbeing Board as part of the Government's 'early implementers' programme. The Board will lead on the development of the health and wellbeing agenda across the borough. The involvement of the Haringey Local Involvement Network (LINK) on the Board is crucial to ensuring that the views of patients and the public are represented in this work.

The public health service was transferred to the local authority in April 2011, well ahead of most other places. We already have a draft [\*Health and Wellbeing Strategy\*](#), which is currently open for consultation. And a Haringey Clinical Commissioning Group has been established, with GPs represented on our shadow Health and Wellbeing Board.

This account describes our approach to delivering positive outcomes for people who receive adult social care and their carers, through both preventative measures and personalised care services which help to maintain people's independence.

Many of our services are provided in conjunction with the community and voluntary sector and we are committed to working with our partners to develop services that reflect local demand. For example, we worked with Haringey Association for Independent Living and Friends of the Park to open Downhills Park café, which provides training and work experience opportunities for people with a learning disability.

I am pleased with our joint working approach and we will strengthen and develop this further in 2011/12.



**Mun Thong Phung - Director of Adult & Housing Services**

I am delighted to present Haringey's first local account of our performance and achievements in adult social care in 2010/11. Last year was the final year of the Care Quality Commission monitoring us and we were found to be performing well with promising capacity to improve. In 2010/11, we have improved our services even further. Our key achievements include:



- ✓ Top performance in London for our joint stroke care with the NHS.
- ✓ Top performance for the private residential care we use.
- ✓ Top ranking in the quality of the community home care services we use.

In January 2011, we introduced a joint social work and NHS reablement service. This has meant an improved quality of life for people coming out of hospital, helping them to regain independence and control over their lives. We have reduced the number of delayed hospital discharges so that we are one of the top performing councils in London.

We have opened a state of the art extra care housing scheme called The Trees which has won a prestigious architectural design award. This offers care for 40 older adults with high care needs and means they can receive the care they need but have their own apartment with the dignity and privacy this affords. We also launched a dedicated Carers Hub at Wood Green Library which provides a relaxing space for carers to meet and access information and advice.

We have been working hard to deliver more personalised services in line with the Government's [\*Think Local, Act Personal\*](#) programme. By September 2011, 567 people were using a personal budget to buy their own care, giving them more choice and control.

We are addressing these priorities at a time when councils are facing unprecedented financial challenges. This makes it even more important for us to deliver value for money for the people who rely on us for support. In 2011/12, our aim is to continue delivering high quality services, ensuring that they are delivered as efficiently as possible.

More recently, Adult & Housing Services played an instrumental role in responding to the disturbances in Tottenham. We acted quickly to organise emergency housing and a Community Assistance Centre to help residents and businesses. Our focus now is to support efforts to rebuild and regenerate the area and to rejuvenate community pride.

As this is our first local account, we are keen to get your views on how we can improve the report in future and include the information that you want to read. A feedback form is available with this report and I hope that you will take the opportunity to send us your comments.

## 1. Introduction

We provide social care and safeguarding services in partnership with agencies, such as the NHS, the voluntary sector and the private sector. We offer a range of information, advice and care services to support residents over the age of 18, in particular, older people, people with mental health needs, people with physical and learning disabilities, people with substance misuse issues, people living with HIV/AIDS and carers.

### 1.1 Key issues for adult social care

In line with the Government's [Vision for Adult Social Care](#), the [Localism Bill](#) and the [Think Local, Act Personal](#) transformation agenda, we are working closely with community and voluntary organisations to find ways of developing more personalised and preventative services which meet people's changing care needs. Haringey's [Voluntary Sector Strategy](#) provides a new commissioning and funding framework which sets out the core principles for how the Council will support and work with the voluntary sector in this area.

Joint working with health services is one of our key priorities. We support this through joint commissioning and the recent [integration of health improvement functions](#) within the Council. Our shadow Health and Wellbeing Board, established in April 2011, is made up of elected Councillors, Council officers, health services, the Clinical Commissioning Group and the voluntary and community sector. This Board is taking forward the promotion of early intervention, prevention and wellbeing for everyone in Haringey, with one of its first tasks in 2011/12 being to develop a [Health and Wellbeing Strategy](#).

Key emerging issues for 2011/12 will include:

- The proposed Government White Paper, [Caring for Our Future](#), bringing together the [Vision for Adult Social Care](#), the [Dilnot Report](#) on future funding of adult social care and the [Law Commission's reform of adult social care](#).
- Further delivery of integrated commissioning with health services in line with the [Health and Social Care Bill](#).

### 1.2 Leadership

The provision of adult social care services in Haringey is backed by strong leadership and political commitment. The Council's Chief Executive, Leader and Cabinet Member for Health & Adult Services hold regular performance meetings with our Director and Deputy Director to monitor our improvements. We also have monthly performance meetings with heads of service to ensure that a strong performance culture is maintained.

Our Adult, Commissioning and Safeguarding Quality Board ensures that data on social care outcomes is systematically collected and analysed to inform service delivery. Quality assurance helps us to improve the quality of our care delivery. Examples of our quality assurance activities include case file audits to improve care planning and recording, home care audits, and monthly inspections of our in-house residential care homes. We also hold monthly Provider Forums with external providers which cover topics including quality assurance, safeguarding and best practice.

The Haringey Learning Disabilities Partnership carries out an annual programme of clinical audits and holds reflective practice groups with staff to identify positive practice and areas of learning. This helps us to make improvements to our services.

Despite a challenging financial period for the Council, adult social care has been provided within a stable organisational context. The budget remained in balance and staff turnover and sickness absence levels were maintained at low levels. We have supported staff through regular supervision, information sharing and training, particularly with the introduction of personalisation which has required additional training to help staff deliver this important change. We also developed an Integrated Local Area Workforce Strategy to support the organisational changes resulting from personalisation, following a detailed mapping of the new roles, skills and competencies needed.

In 2010, we held a series of 'health check' sessions with around 100 social workers, based on the [Social Work Task Force Standard for Employees](#). The sessions found that staff supervision, appraisals and other support mechanisms are in place and that there are high levels of morale and commitment amongst our staff. In late 2011, we will submit adult social care workforce data for the National Minimum Data Set for Social Care. This will enable us to benchmark performance and identify areas for future improvements.

### 1.3 Improving services

Since 2010 all regulated social care activities carried out within Haringey have been registered on the Care Quality Commission's [new registration system](#). Three of our in-house residential homes have been inspected under the new regime and all were found to be compliant with the [essential standards of quality and safety](#).

In 2009/10, the *Annual Performance Assessment* by the Care Quality Commission (CQC) judged that, overall, our adult social care services are performing well. The main areas for improvement in the CQC's assessment were:

- Further reducing the number of delayed discharges from hospital.
- Giving strategic priority to personalisation.
- Further developing quality assurance.
- Consolidating safeguarding partnerships with health colleagues.
- Increasing safeguarding training for independent sector staff.

We have been working hard to address the areas identified, including improvements in:

- Delayed transfers of care reduced to 4.6 per 100,000 population in 2010/11.
- Increased take-up of personal budgets and direct payments through widening access for both new and existing service users.
- The Adult, Commissioning and Safeguarding Quality Board has been set up to oversee quality assurance activities across our services.
- We are working towards improved safeguarding partnerships with GP practices and commissioners.
- Our three-level safeguarding training programme is offered to a wide range of staff and partners, including GPs, health staff and elected members.

From 2010/11, the CQC have ended their system of annual inspection of adult social care departments. This has been replaced by the local account, which is intended to let residents know how well adult social care has performed. This account looks at how we have progressed against the outcomes set out in the Department of Health's [Adult Social Care Outcomes Framework](#).



## 2. Commissioning and development of the adult social care market

### 2.1 Commissioning of services

To meet the social care needs of people who require services, the Council provides some of its adult care services directly and buys others from the private and voluntary sector.

We are the best in London and among the best in the country for placing people in excellent or good residential care. Through the development and management of the local care market and the community and voluntary sector, we ensure that our purchased services are of good quality and value for money.

In 'The quality of care services purchased by councils' (November 2010), Haringey scored 96% for commissioned residential care users and 99% for commissioned home care users receiving services rated as excellent or good.

To support personalisation and the move towards community-based services, our Commissioning Team has worked with a wide range of stakeholders and with our Partnership Boards to develop the Haynes Centre for older people with dementia and to review the home care service. This has enabled the move away from conventional and residential care towards services in the community such as extra care housing.

A new personalised contracting framework was introduced in 2011 to support people to make their own social care purchasing decisions. Our personalised contracting approach and the associated accreditation framework has become a model of good practice and will inform a piece of work by the [North London Strategic Alliance](#) to develop a London-wide accreditation programme for providers of care.

We worked with providers, people who use services, voluntary and community organisations and carers to develop a framework which can be used by residents to choose a provider to buy their services from. The framework includes a model contract agreement and list of accredited suppliers, currently totalling fifteen providers. These include a good range of national and local providers, some offering specialist services (e.g. dementia care) and others offering inclusive packages for a fixed fee, all at a range of different prices. Our Service Finding Team works with residents to use their personal budgets to buy and specify the services they require from their chosen service provider.

Our work has included working with providers around quality of services and value for money, to ensure people who use services are getting services that best meet their needs at a reasonable cost.

The care funding calculator is a tool that helps care commissioners and providers reach an understanding of care costs. We adopted the calculator for Learning Disabilities and Mental Health services from April 2010, and have secured better value for the packages of care in existing and new residential care placements.

### 2.2 Market development

Market development helps to ensure we have a wider choice of adult social care services. Our market development approach includes effective use of customer feedback to develop new services, such as [personal assistants](#) who can provide a more flexible service directly managed by people who use services.



## 2.3 Understanding the future health and social care needs of our community

Market development is assisted by the findings of the ongoing [Joint Strategic Needs Assessment](#) programme. Examples include:

- Setting priorities in the development of [Moving Forward](#), Haringey Adult Social Care Services and NHS Haringey's Joint Mental Health and Wellbeing Strategy for Adults 2010-2013. This sets out how we will move the balance of care from institutional settings to personalised and responsive community services.
- A needs assessment of the mental health needs of black and minority ethnic communities, including newly arrived communities. This helped us review our plans to ensure appropriate provision of services.
- Development of our [Older People's Mental Health and Dementia Commissioning Framework for 2010-2015](#) which was recognised by the Department of Health as good practice.
- A project looking at long-term health and social care needs of older people living in the borough, which influenced the Council's decision to redevelop one of our sheltered housing blocks to provide an additional extra care housing scheme.

### Specialist housing development

The Market Development Team has built an effective relationship with a local private sector provider of residential care for people with mental health needs. The supplier acquired a site in Wood Green and sought advice from the team on how to develop the site to offer housing, support and other services to people with mental health needs and learning disabilities. The team helped by presenting their outline plans for the site to residents, service user and carer groups, partners and commissioners. The provider is now developing a mixed site with properties for sale and fully accessible supported flats for rent for people with autism and mental health needs. This includes a commercial café with job opportunities for people with learning disabilities and autism.

## 2.4 Priorities for 2011/12

- Consult on the [Voluntary Sector Commissioning and Funding Framework](#), promoting volunteering and maximising opportunities for the voluntary sector to become delivery partners.
- Continue to implement plans to embed joint commissioning with the Mental Health Trust and to move the balance of care from hospital settings to community services.
- Increase the number of supported and independent living schemes by working with local providers to increase provision.
- Continue to drive through efficiencies using value for money commissioning.
- Deliver the [Older People's Mental Health and Dementia Commissioning Framework](#).
- Establish our shadow Health and Wellbeing Board in readiness for the Health and Social Care Bill becoming law. This will include developing a HealthWatch model for Haringey, and providing a joint platform focused on prevention and early intervention.
- Work with the NHS and the Clinical Commissioning Group to develop joint priorities for Haringey, including integrated working where this makes sense, to deliver better health and social care outcomes for residents.

### 3. Enhancing quality of life for people with care and support needs

This chapter describes how we help people to:

- Live their own lives to the full and achieve the outcomes which matter to them by accessing and receiving high quality support and information.
- Balance their caring roles and maintain their desired quality of life.
- Manage their own support as much as they wish, so they are in control of what, how and when support is delivered to match their needs.
- Find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation.

#### 3.1 Personalisation

Over the past three years, we have been implementing a major programme of change as part of the national *Transforming Adult Social Care* project. This saw the introduction of “personalisation”, an exciting new way of delivering social care to adults.

The majority of people using adult social care services told us they “had adequate or as much control as they wanted over their daily life” (Adult Social Care Survey 2010/11).

Our personalisation programme was implemented in phases. It developed a new form of assessment where individuals complete a self-assessment questionnaire and a support plan, with social care professionals, to meet jointly agreed care needs. A personal budget is then allocated so that people can make their own care arrangements. This gives people more choice and control over which services to fund in order to achieve the outcomes that matter to them.

Personal budgets are a key feature of personalisation. We have significantly increased the numbers of people receiving personal budgets from 17 in 2009/10 to 278 in 2010/11 and to 567 in September 2011.

People who use adult social care services in Haringey have an average ‘quality of life’ score of 18 out of 24, which is the average for London. It also makes us one of the best when compared with similar London councils (Adult Social Care Survey 2010/11).

We have improved access to personal budgets by offering them to all new service users across older people’s, physical disabilities and learning disabilities services, as well as to carers. We have also made progress in offering personal budgets to people with mental health needs. To assist the personalisation process, we offer an independent advocacy service for older people and for people with mental health needs and learning disabilities.

Mrs A, in her late 50s, had a major heart attack which left her with shortness of breath. She has a range of health conditions, including high blood pressure, diabetes and arthritis in her spine. Through the personalisation assessment she was awarded a budget of £146 per week. She has used her budget for daily assistance with personal care. This has relieved the pressure on her husband, her informal carer, and supported her in her weight loss which has greatly improved her health and given her more confidence. She has returned to work and is now using the budget and her personal assistant to help her.

### 3.2 Personalisation survey

In early 2011, the National Personal Budget Survey was conducted by Lancaster University to look at the experiences of those receiving personal budgets and their carers. We took part in the survey with nine other local authorities. A [summary of the main findings](#) was published in May 2011. The survey was completed by 110 service users and 68 carers from Haringey, showing positive levels of engagement.

Overall in Haringey over 70% of people reported that their personal budget had made their lives better in at least five of the seven areas the survey asked about. The key areas where respondents said that personal budgets had the most impact were:

- being supported with dignity
- being as independent as the person wants to be
- getting support when needed
- being in control of their support.

To learn more from the survey findings, a series of workshops are being held in September 2011 with different stakeholders, including local service providers, staff, carers and people who use services. The workshops will gather further views and experiences and identify key issues and future opportunities.

### 3.3 Integrated access team

To assist the personalisation process, we have made it easier for people to contact adult social care services for advice and information through the launch of the [Integrated Access Team](#). This team is now the first point of contact for new service users and their carers and families, as well as for those looking for general advice and information about services and activities locally. The Integrated Access Team can also refer people for a formal care assessment where appropriate.

### 3.4 HAricare

Our web-based directory, [HAricare](#), was launched in 2010 to support personalisation by helping residents find information and advice about local care and support services. The directory includes sections where:

- People can find services, support and activities in Haringey and other forms of advice and information of use to users of adult social care services, their families and carers.
- People can get financial advice and advice on personal assistants.
- Social care professionals can find information on research, guidance and policy documents, services and an A - Z of practitioner terms.
- Organisations or care service providers can include their details.

#### People using personal budgets told us:

- “I feel completely in control and more independent”
- “more control in type of care and more suitable care”
- “made life easier – eased pressure on my family”
- “able to plan my own needs and pay for them”
- “gives my informal carer a break”

We are piloting the **Neighbourhoods Connect** project to increase participation of older people in their neighbourhoods, assist community involvement in the care of older people and support the personalisation of social care. An online network – [www.bowesandbounds.org](http://www.bowesandbounds.org) – means people can connect with friends and neighbours to get formal and informal support.

### 3.5 Support for carers

In line with the move towards personalised services, carers are offered an annual assessment to identify their support needs and agree a personal support plan. This is conducted through our new supported self-assessment questionnaire for carers, which was developed with the Carers Partnership Board.

Haringey has the highest number of carers receiving direct payments in London. In 2010/11, 645 carers received direct payments to achieve greater independence. Where a carer is eligible for support, we offer a personal budget so that they can choose the most appropriate services to enhance their own life alongside their caring role. This enables carers to access non-traditional services such as training courses, driving lessons or short breaks.

We work in partnership with local voluntary organisations to provide other support to carers, including information and advice services, benefits maximisation, advocacy, support groups, IT classes and yoga classes. We also support carers through the following services:

- Respite.
- Day opportunities for the person they are looking after.
- Personal home care to support the carer.
- Sitting services.

Information and advice for carers is available through the carers section on [HARicare](#), our Integrated Access Team and to carers on our Carers Register. We also launched a dedicated Carers Hub at Wood Green Library in 2011. This provides a relaxing space for carers to meet and access information and advice. We will be working to develop additional facilities at the hub over the next year.

Carers in Haringey provide an invaluable service to the people they care for as well as on behalf of the Council. Haringey carers are estimated to save the borough £236.5 million a year (see [Haringey Adult Carers Strategy](#)). To recognise carers locally, we organise the Carer of the Year award and an annual programme of activities with local carer organisations during national Carers Week. Activities in recent

A Tottenham man was chosen as **Haringey Carer of the Year 2010**. Tom O'Hara was one of 16 people nominated for the prestigious award. This was the fourth year that we organised the Carer of the Year award to highlight the commitment and dedication of the estimated 16,000 unpaid carers in the borough. Tom was nominated by his sister and two doctors. He cared for his mother Mary for 11 years. Nominating him, his sister Maureen said: "Tom has looked after our mother's physical and emotional needs and has done everything possible to maintain her dignity and to provide her with an environment in which she feels secure and loved." Dr Michael Payne said: "He always puts her needs first, almost to the neglect of his own needs." And Dr Sally Dowler added: "I have always been struck by the unwavering determination to provide her with the best possible care."



Photographer: David Tothill



years have included complementary therapy and pampering, canal trips, bowls, afternoon tea, a trip to Bath and a Carers Week conference.

### 3.6 Employment and volunteering

We undertake a number of initiatives to help people gain employment and work experience. In October 2010, we held a World Mental Health Day event to raise awareness of mental health issues and the services available in the borough. Held in partnership with the Department for Work and Pensions, the focus was on helping people get back into work. Employers such as Sainsbury's, Tesco, Marks & Spencer and Boots were involved. Visitors had the opportunity to find out about local services to stay healthy, learn new skills and get support and advice on getting back to work.

People recovering from mental health illness received help to find jobs from places like the Clarendon Resource Centre. [Equilibrium](#) is a quarterly magazine written and produced by people who use adult social care services, guided by an experienced journalist and graphic designer.

A community café was opened at Downhills Park in Tottenham in March 2011 as a result of a collaborative venture between the Council, Haringey Association for Independent Living and Friends of the Park. The café operates as a social enterprise and provides training and employment opportunities for adults with learning disabilities. Ten volunteers with learning disabilities work at the café regularly and one employee has complex needs. The café will be running weekly lunch clubs for people with learning disabilities and offering training opportunities in catering to help people with learning disabilities to apply for jobs.

Working with NHS Haringey, we helped around 340 people recovering from mental health illness to come off benefits and return to work. We did this through the **Improved Access to Psychological Therapies (IAPT)** service, which offers employment advice. IAPT provides mental health care in places that are easy and comfortable for patients and at a time that suits them. People can access support at locations including libraries and children's centres and patients can refer themselves or via a GP.

Two young people have been employed in a **job share** within the Haringey Learning Disability Partnership. Joint working with the Haringey Association for Independent Living (HAIL) has also enabled two people with complex needs to gain employment via HAIL's cleaning enterprise and resulted in over 30 applications for voluntary work.

Wolves Lane nursery gardening group continues to provide a range of gardening and horticultural work opportunities for adults with learning disabilities, with:

- 45 people volunteering on a weekly basis.
- Two people taking up employment.
- One person going on to attend a course at Capel Manor Horticultural training college.
- Seven people involved in setting up and maintaining an allotment.

### 3.7 Priorities for 2011/12

- Increase access to personal budgets for existing service users through the annual care review process and for people with mental health needs.
- Continue to support personalisation by:

- Ensuring that information for people who use our services is maintained and updated.
  - Market shaping in the private and voluntary sectors to widen choice.
  - Further developing Neighbourhoods Connect.
- Hold workshops with people who use services, carers, local providers and staff to enhance learning from the personalisation survey.
- Set up a personal budget user forum for people receiving personal budgets or direct payments to share experiences and contribute to the development of adult social care services.
- Carry out joint project with NHS Haringey to review respite provision for carers.
- Extend services available at the Carers Hub in Wood Green Library.
- Continue to raise awareness of carers' needs and experiences through staff training and high profile events, such as Carer of the Year awards.

## 4. Delaying and reducing the need for care and support

This chapter describes how we help people to:

- Have the opportunity to have the best health and wellbeing throughout their life, and access support and information to help manage their care needs.
- Ensure earlier diagnosis, intervention and reablement so that people and their carers are less dependent on intensive services.
- Ensure that when people develop care needs, the support they receive takes place in the most appropriate setting, and enables them to regain their independence.

### 4.1 Discharge from hospital

We have improved services in order to reduce hospital admissions and we have significantly reduced the number of delays in discharging those who are in hospital.

We are one of the best local authorities in London for helping people leave hospital without unnecessary delays. This means that people are less likely to become dependent on long-term services and improves their quality of life and independence. Our delayed discharges stood at 4.6 per 100,000 population in 2010/11. This is a huge reduction from 13.5 in 2009/10.

We have achieved this by establishing a joint team with the NHS, from January 2011, made up of occupational therapists, nurses, physiotherapists and social workers. This includes daily teleconferencing with our health partners, a new stroke care pathway and more prevention services.

Stroke services, provided jointly by the Council and NHS Haringey, ensure people have support and advice to resume their lives in the community after suffering a stroke. Haringey performed very well in the [CQC review of stroke services](#), ranking top in London and 5<sup>th</sup> in the country. Our assessment process for transferring people from hospital to home was highly rated. Community activities to support stroke survivors include:

A Facebook page – [\*\*\*Stroke-Community Haringey\*\*\*](#) – is helping stroke survivors, their families, carers and other interested parties keep in touch. The idea came from the stroke information committee which includes stroke survivors and carers.

- Stroke clubs for people aged 50+ run by Age UK, offering advice and information, exercise, goal setting, social opportunities and befriending.
- Monthly drop-ins run by volunteers at Wood Green Library, offering blood pressure checks and advice and information to stroke survivors, their families and carers.

### 4.2 Reablement

Reablement is an intensive, time-limited service offered to people when they are first discharged from hospital to help them regain independence, improve their quality of life and reduce the need for long-term care. Funding has been agreed for a new Reablement Service, due to be

95% of older people were still at home 91 days after discharge from hospital into reablement services, a 13% improvement on 2009/10.

launched in 2012. It will involve closing the current in-house home care service to establish a smaller and more focused reablement service. The primary focus of the new service will be to improve outcomes for very high intensity users and those with long-term conditions.

### Step-down and move-on

Step-down is a community-based service that helps people regain independence following illness or injury. A social worker assesses people whilst in hospital and, if they cannot return home immediately, makes arrangements for them to 'step-down' into residential care or supported living. We then work with people who use services to help them 'move-on' to independent living as much as possible.

This means we continuously reassess people who live in residential care homes – inside and outside of Haringey – as it may be more appropriate for some to 'move-on' to supported living or independent living in the borough. The Care Quality Commission supports this approach, in particular reducing the number of out of borough care placements. For example, since April 2010, 38 people recovering from mental health issues have moved to more suitable independent living accommodation.

### Telecare

Telecare helps to protect and support people, who are usually elderly or vulnerable, to live independently in their own homes. Telecare equipment makes it possible for them to call for help and assistance when needed. In Haringey, more people are now using the remote monitoring service, with between five and ten new referrals every week and well over 1,000 individual sensors in people's homes. The sensors monitor such things as gas, intruders, falls and medication dispensing. Six people are helping us to pilot a global positioning system (GPS) to track people with dementia who leave their home and become lost. Since the pilot, the number of people using the scheme has risen to 36.

### Community equipment and adaptations

Community equipment, such as eating utensils, grab rails, hoists and lifts, is essential in helping disabled or older people retain their independence. While Haringey has an excellent Community Equipment Service, we need to adapt the service to meet the challenge of providing more personalised services, accommodating choice, and to meet growing demand as a result of changing demographics. Alongside many other London boroughs, we are planning to adopt a [retail model approach](#) where simple aids to daily living can be obtained free of charge on prescription. This approach will also open up the market for self-funders through the development of an affordable alternative to public provision of equipment. The aim is to begin issuing prescriptions in November 2011.

### 4.3 Extra care housing

The Trees, our new extra care housing scheme, won an architectural and design award for innovation in older people's housing. Opened in March 2011, this is a new state of the art facility providing on-site care and support.

Extra care housing is designed to keep people independent for as long as possible. It is another

We recently helped a man in his 60s to gain a more independent lifestyle by moving out of residential care. Mr D had sustained a brain injury but has been able to move back into the community by accessing care and support offered through a local extra care housing scheme.



alternative to residential care. We have done very well on avoiding unnecessary admissions to residential and nursing care, with the seventh lowest level of permanent admissions in London. Extra care housing maximises dignity, privacy, choice and control. People have their own front door – but easy access to the care they need.

#### 4.4 Dementia care

Twenty different health and care services were brought together with the opening of the Hornsey Neighbourhood Health Centre. The centre – set up by NHS Haringey and Barnet, Enfield and Haringey Mental Health Trust – includes the Haynes Day Centre for dementia care which offers specialist care and support, reminiscence, life story work, music and art therapy, dance, singing and exercise. This is part of a longer-term initiative to meet the needs of an ageing population and has doubled respite and day care provision for people with dementia.

A dementia conference in May 2010 celebrated local progress in dementia care including the presentation of two awards to encourage good practice. The Excellence in Dementia Practice award went to Tom's Club, a monthly group run by the [Haringey Admiral Nurse Service](#) to provide a social and supportive environment for dementia sufferers and carers. It is named after local resident Tom Harmer, who had dementia and was cared for by his wife, Jean, until his death in 2007. Jean donated monies raised at Tom's funeral to help set up the project.

Our [Older People's Mental Health and Dementia Commissioning Framework for 2010-2015](#) looks at how we will provide good quality services to improve the mental health and wellbeing of people in Haringey.

A photo exhibition at the Haynes Day Centre showcased around 70 photos, reflecting people's wide interests and talent over many years of photography. The event was "well presented and very professional" and "made clients feel valued and appreciated".

A monthly dementia café helps people with dementia, their families and carers to socialise, learn from specialists on matters such as legal and finance issues, and to try out new activities like tai chi.

The Cheerful Choir at the Grange and Haynes day centres brings people who use these services and staff together to have fun and socialise with lots of laughter and fun.

We worked with Middlesex University and Silver Comedy to hold a comedy roadshow



Source: Middlesex University

for older people at The Grange Day Centre. The event, which was a good way of involving our diverse community, received [national coverage](#). As well as producing a DVD of the "mockumentary" of a visit by the Queen, it was written up in the Journal of Dementia Care, and is now being used as a learning tool for social workers to promote positive images of people with dementia and to improve the care they receive.

#### 4.5 Falls prevention

Footcare services are important for the wellbeing and continued mobility of older people. Without access to footcare, people can be left in pain, housebound and at increased risk of falls. In 2010/11, we provided 900 basic footcare and toenail cutting sessions at older people's drop-in centres.

#### 4.6 Staying healthy and being active

Over 800 older people received advice on healthy eating in their own community languages from our community nutrition assistants. We also have a full-time catering and nutrition adviser working with adults in social care settings. This looks at food production, environmental health and healthy catering, and links to the *Dignity in Care* campaign.

Haringey is one of the best in the country for completing annual health checks of people with learning disabilities, with 74% receiving a health check in 2010/11. The number of people with learning disabilities who have health action plans has continued to increase. This has improved the understanding of the health needs of people with learning disabilities among health and social care professionals.

The Keeping Healthy subgroup of the Learning Disabilities Partnership Board has supported a number of initiatives to help people stay healthy including the new podiatry and chronic obstructive pulmonary disease pathways. These help adults with learning disabilities to access services that were previously unavailable to them.

We recognise the value of exercise in maintaining physical and mental health and wellbeing for people who use our services, according to their age, abilities and choices. Our social care services enable people to access a wide range of exercise opportunities, including ballroom and salsa dancing, cycling, walking groups, badminton, swimming, chair-based exercise and yoga/tai-chi.

We offer a range of initiatives to promote healthy lifestyles for adults. For example, our [Libraries for Life](#) programme offers services including health and fitness courses, health checks, blood pressure checks and 'back to work' sessions. [Active for Life](#) is a GP referral scheme run by the Council and NHS North Central London to help people who are inactive to become more physically active and to improve health issues such as diabetes, high blood pressure and obesity. In 2010/11, over 280 people used this scheme.

In 2010/11, our **Supporting People** programme provided over £17m of housing related support services for vulnerable adults, including people who are single and homeless, older people, people with physical or learning disabilities, mental health needs or sensory impairments, people experiencing domestic violence and people with substance misuse issues. This helps to support people's living arrangements so that they can maintain their independence.

#### 4.7 Priorities for 2011/12

- Continue to develop the retail model for delivering Community Equipment Service.
- Implement the Reablement Service.
- As part of the falls prevention programme, establish a footcare post, managed through the Haven Day Centre as part of the Reablement Programme.
- Submit a joint bid for a dementia nurse to work across Haringey and Islington.

- Increase the number of Tom's Clubs to provide greater opportunities for people with dementia and their carers to meet socially.
- Redevelop a sheltered housing scheme into an additional 45-unit extra care housing scheme.
- Extend health action planning training for health coordinators and people with learning disabilities.
- Carry out audit of learning disability health action planning to establish link between the outcome of health checks and health action plans.
- Address the need for healthy lifestyles through the development of Haringey's [\*Health and Wellbeing Strategy\*](#).

## 5. Ensuring that people have a positive experience of care and support

This chapter describes how we help to ensure that:

- People who use social care and their carers are satisfied with their experience of care and support services.
- Carers feel that they are respected as equal partners throughout the care process.
- People know what choices are available to them locally, what they are entitled to, and who to contact when they need help.
- People, including those involved in making decisions on social care, respect the dignity of the individual and ensure support is sensitive to the circumstances of each individual.

### 5.1 Haringey adult social care survey 2010/11

We are one of the best in London for assessing people in good time. 91% of our social care assessments were carried out in four weeks and, for 93% of people, the social care package was delivered within four weeks following assessment.

According to our 2010/11 Adult Social Care survey:

- 85% of people who use our adult social care service were satisfied with the care and support services they receive.
- 64% stated that “having help makes me think and feel better about myself”. This result was among the best in London.

### 5.2 Carer feedback

Carers in Haringey took part in the National Personal Budget Survey. The analysis of responses from family members or carers found that:

- 67% of carers said that a personal budget improved the support to continue caring and remain well.
- 69% of carers said their views were included in the support plan.
- 60% of carers said that a personal budget had made their quality of life better.

We will consider the findings with carers at our personalisation workshops in 2011.

### 5.3 Domiciliary care survey

A Quality and Outcomes Domiciliary Survey was carried out in June 2010 to look at the satisfaction of people receiving home care services. Of those who responded:

- 78% were satisfied the domiciliary care they received.
- 73% said they had some form of involvement in the daily decisions that affected their care and support.
- The vast majority of those who had meals prepared by their home carer were satisfied with the quality.
- 68% said that the support they received made things easier for them and 78% that they felt safer.
- 68% felt that they had control of their daily life.

## 5.4 Supported housing survey

In early 2011, we carried out a survey of our supported housing users. There was high satisfaction amongst people using this service, with 89% agreeing that they are happy with their accommodation and 84% saying that they feel safe and secure. Residents were also satisfied with the services provided by the scheme support staff, with over 90% stating that they are treated with dignity and respect.

## 5.5 Feedback

We received 150 [WOW! award](#) nominations from local people for outstanding customer service, resulting in 26 awards. Our Community Alarm Team was complimented because: "They arrive when they say they will, are courteous, friendly and efficient, give me reassurance and make me feel that I am not alone but am indeed 'safe and sound'".

In 2010/11, we received 94 complaints about adult social care services. All complaints were responded to within 10 days and were resolved at a local level. We use feedback from complaints to improve our services, such as the learning disability service, which is developing a communications strategy to improve communication with service users and carers following user feedback.

An [inspection of Broadwater Lodge](#) nursing home in early 2011 found that people living at the home 'are encouraged to express their views on the care provided to them and make decisions about their care'. Care plans described people's needs and wishes including some sections written as if in the residents' own words.

## 5.6 Scrutiny reviews

We have been progressing recommendations from two reviews carried out by the Overview and Scrutiny Committee during 2010/11.

The [scrutiny review of transition from children's to adult services](#) found that Haringey has a well established multi-agency approach to transition planning involving young people, their parents or carers, education and health professionals, Connexions Personal Advisors, the Disabilities team and others. In 2010/11, we:

- Developed transition policies, protocols and pathways.
- Held joint personalisation training with children's and adults' services to help people direct their own care as they move from children's to adult services.
- Arranged a parents evening and an opportunities fair – attended by over 100 families – offering information, consultation and networking to support young people and their families through the transition to adults' services.
- Increased social activities for young people on the autistic spectrum. A trial service organised by Haringey Autism started in March 2011 at Bounds Green Scouts Park.

The [scrutiny review of support to carers](#) found that the Council and its partners are committed to improving the support given to carers in Haringey and that carers highly value the support given to them by the community and voluntary sector organisations. The review also concluded that the Carers Partnership Board has a strategic input and is an effective forum for discussions and developments. A progress update was presented at [Overview and Scrutiny Committee](#) in October 2011.



## 5.7 Partnership boards

We have robust and vibrant [partnership boards](#) for learning disabilities, mental health, older people, safeguarding and carers. These are improving empowerment amongst people who use services and carers and helping them to influence and shape the social care and health agenda. The boards are made up of people who use our services and carers, Council officers, health partners and other community and voluntary sector representatives. Many of these boards are chaired or co-chaired by service users and carers. Below are some examples of how our partnership boards have been involved in developing services.

### Carers partnership board

In 2010/11, the Carers Partnership Board contributed to the development of the carers' information section on HAricare and the carers' supported self-assessment questionnaire and identified priorities for 2011/12 at a Carers Partnership Board awayday.

### Learning disabilities partnership board

In the last year, we have improved the way we work as a Board. There are now more carer and user champions and we have changed the way we conduct our meetings, for example, by discussing in small groups so that everyone can have a voice. We also produce a [Partnership Board newsletter](#) every two months in an easy words and pictures format to keep people who use our services up-to-date with what we are doing.



### 5.8 Involving people who use our services

A new independent Residents and Relatives Council was established in September 2010 for our in-house older people's residential and nursing care homes. Facilitated by Haringey Local Involvement Network, it brings together representatives of the homes' residents, their relatives and carers with senior managers in the service. It advocates on behalf of residents, their relatives and carers, giving them greater choice and control, and deals with issues of relevance and interest to all the care homes.

The [Haringey Forum for Older People](#) was launched in 2002 and has built up a membership of over 800 members. The forum gives older people an opportunity to discuss the issues that matter to them with each other and Council officers. As well as influencing the way services are run, the forum is also a very friendly and sociable group. We involved older people in the development of Haringey's [older people's housing strategy](#). This included talking with older people and older people's groups over a three-month consultation period. The discussions helped us to identify a number of priorities for the future, including the development of housing options to enable people to live independently and ensuring that specialist housing is targeted at those most in need.

### 5.9 Dignity in care

Launched in November 2006 by the Social Care Institute for Excellence (SCIE), the national [Dignity in Care](#) campaign aims to put dignity and respect at the heart of care services. Over 23,000 people across the UK are Dignity Champions, promoting dignity in care, including all of our care home managers.

We have developed *A Charter of Rights* for our residential homes and wide publicity for the '[10 Dignity Principles](#)'. Haringey was also a lead member of a Department of Health Dignity in Care pilot audit in our care homes in summer 2010. The findings have been very positive with a number of areas of good practice identified. The report is published on the [SCIE](#) website, and we are continuing this work with people who use our services, carers and their representatives to improve standards.

### 5.10 Priorities for 2011/12

- Hold personalisation workshops to identify issues, concerns or opportunities around personalisation for carers.
- Continue to progress the findings of the carers scrutiny review through delivering training for Council staff and partners to raise awareness of carers in Haringey.
- Continue to progress the findings of the learning disabilities scrutiny review of transition from children's to adult services by:
  - Ensuring that health action plans are in place for every young person before they reach 18.
  - Increasing the focus on mental health and wellbeing for young people in transition.
  - Increasing advocacy for young people in transition.
  - Supporting carers to plan for older transition and also younger transition.

## 6. Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm

This chapter describes how we help to ensure that:

- Everyone enjoys physical safety and feels secure.
- People are free from physical and emotional abuse, harassment, neglect and self-harm.
- People are protected as far as possible from avoidable harm, disease and injuries.
- People are supported to plan ahead and have the freedom to manage risks the way that they wish.

### 6.1 Adult safeguarding in Haringey

Our [Adult Safeguarding and Deprivation of Liberty Safeguards](#) service protects adults at risk over the age of 18 who, due to their disability or frailty, are dependent on others for their care or support. The service investigates allegations of abuse, protecting people against significant neglect, harm or exploitation. This involves working with the adult at risk, their carer or family, health service, police and anyone else involved with them.

Over the past year, Haringey has further improved the way it handles adult safeguarding alerts, and the support it provides.

What we have done:

- We restructured the service to develop a more effective multi-agency way of working. The service was re-launched in July 2010. This was supported by a publicity campaign to raise awareness about safeguarding and included a series of leaflets and posters as well as a Morrisons supermarket campaign.
- We established new working arrangements to deal with safeguarding referrals through our Integrated Access Team. This is helping us to process referrals quickly and deal with safeguarding issues.
- We entered into a new contract for providing Independent Mental Capacity Advocates (IMCAs) to support adults at risk who are involved with the safeguarding process.
- We introduced a new Safeguarding Member Panel to oversee our safeguarding work. We are already benefiting from the closer working relationship with Councillors and their contributions to the developments of this important service.
- We restructured our multi-agency Safeguarding Adults Board (SAB), which oversees adult safeguarding in Haringey, to reflect organisational changes across our partner agencies. The Board is now chaired by the Director of Adult & Housing Services. The

In the autumn of 2010, Morrisons supermarket helped us to raise awareness of adult safeguarding by printing information and contact details on till receipts at their Wood Green store – their busiest in the UK. It was estimated that around 500,000 people would receive the information during an eight-week period.



Adult, Commissioning and Safeguarding Quality Board also oversees quality assurance within the safeguarding service.

- We developed new adult safeguarding arrangements with the London Fire Brigade. By April 2011, they had their own procedures and referral form to enable better identification of safeguarding risks.

## 6.2 Adult safeguarding risk assessment tool

Giving people more choice and control is not always as simple as it may seem. Everyday life involves us all in making choices and decisions. People who use health and social care services are not different. Some choices might involve taking risks and, while this can be a positive thing, it can also pose questions over people's safety, the safety of others and who is ultimately responsible if something goes wrong ([Independence, choice and risk: a guide to best practice in supported decision making](#)).

Establishing risk is central to the safeguarding work we do and is the cornerstone of high quality care. But there is a balance to be struck between enabling people to have control over their lives and ensuring that they are free from harm, exploitation and mistreatment.

In July 2010, we trialled the [Adult Safeguarding Risk Assessment Framework and Tool](#), jointly developed between Haringey, Camden, Hackney and Sutton. The aim of this tool is to provide a clear, standardised framework so that all staff feel confident and clear about their role and responsibility in the assessment of risk within the context of:

- enabling greater choice and control
- [safeguarding](#)
- [Mental Capacity Act](#)
- [Deprivation of Liberty Safeguards](#).

Following a successful trial period, we have now adopted the tool for local use.

## 6.3 London safeguarding procedures

We are in the process of implementing new London-wide adult safeguarding procedures, published in January 2011 by the Social Care Institute for Excellence, the Association of Directors of Adult Social Services, Metropolitan Police and NHS London. The procedure, [Protecting adults at risk](#), sets out a single agreed process for safeguarding adults, including raising alerts, making referrals, discussing strategy, investigating cases, developing and reviewing protection plans and closing the safeguarding adults process. A consistent procedure across London will ensure that adults at risk are best protected.

The **safeguarding adults team** worked closely with colleagues in local agencies to respond to an allegation of financial and emotional abuse towards an elderly woman. The alleged perpetrator was a member of the family and there were concerns about the care provided as well as the health care needs of the individual. Following an investigation by the Council, a health care needs assessment was carried out, control was obtained over the finances and a move arranged to a sheltered accommodation scheme. This enabled the woman's family to continue visiting her at a neutral setting within the community.

We were also part of a four borough working group which produced a safeguarding adults case file audit tool. This tool is designed to enable an evaluation of safeguarding adults work and has now been implemented for local use in Haringey.

#### 6.4 Safeguarding training

All new staff are required to undertake safeguarding training to ensure that they are aware of this important area of work. The Council has three levels of safeguarding training: basic awareness; managing decisions and outcomes; and investigations. Deprivation of Liberty Safeguards training is also provided. The courses are aimed at a wide range of groups, including GPs, other health staff, Councillors and those applying the Deprivation of Liberty Safeguards. The training increases awareness and ensures that all participants:

- know the different types of abuse
- know how to make a referral
- complete a referral form
- know contact details for making referrals
- know how to access further information or templates from the intranet and internet
- understand definitions and terminology related to safeguarding.

Training for 2011/12 onwards is to be reviewed with more emphasis given to specific training such as provision of financial abuse training.

We launched a very successful campaign aimed at tackling hate crime directed at people with a learning disability. The initiative was set up by Mencap, the Metropolitan Police and the Council to encourage more victims to come forward. An easy-to-read form has been produced that victims can leave in special red boxes at key locations in the borough, such as day centres. The forms are passed on to the police who will then investigate the incident with the victim and their family or carer. This makes it easier for victims and their families to report hate crimes and reflects our commitment to preserve everyone's right to live without fear of abuse or intimidation.



Photographer: Andrew Wiard

#### 6.5 Quality of life reviews

Our approach to improving the quality of life for Court of Protection clients has been cited as an example of good practice in adult safeguarding prevention by the [Social Care Institute for Excellence](#).

In summer 2010 we introduced quality of life reviews for people whose financial affairs are administered by adult social care. We now ask 'independent visitors' from the national

Association of Independent Visitors (AIVUK) to make a visit to each person where we are the appointed Deputy. They meet with a person in their own home, talk to them about their life, their friends and family, and what they like to do. They establish what the person would like to spend their money on and report this back to our Finance Assessment Team. Everyone has different interests and needs but so far, as a result of the quality of life reviews, we have arranged for money to be spent on a wide range of items – such as magazine subscriptions, DVDs, clothing and holidays.

This proactive approach is helping people to use their own money to improve their quality of life and initial feedback has been very positive.

Mr W lives in supported housing. His mobility is becoming more limited and so, as a result of a quality of life review, the Council helped him buy a motorised scooter to get around the local area.

Mr S lives in a care home. At his quality of life review, he told the independent visitor that he would appreciate some male company and a weekly visit to the local pub. As a result, he now self-funds a small additional care package where a care worker takes him out regularly.

## 6.6 Multi-agency safeguarding hub (MASH)

Looking ahead to 2011/12, Haringey is one of three London boroughs working with the Metropolitan Police to introduce a Multi-Agency Safeguarding Hub (MASH). A MASH is a safeguarding centre for receiving safeguarding referrals, cited as good practice in the [Munro review of child protection](#). A MASH has professionals from social care, the police, education and health working together in a secure environment to identify safeguarding risks at the earliest possible opportunity and to carry out safeguarding interventions. The Head of Safeguarding Adults attends a MASH implementation board which is looking to introduce a safeguarding hub in Haringey in 2011/12 for both children's and adult safeguarding.

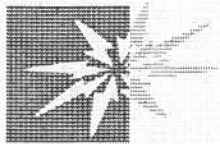
## 6.7 Priorities for 2011/12

- The Safeguarding Adults Board will produce an annual report of adult safeguarding activity in Haringey, which will be available on the Council's website.
- Continue to promote awareness of adult safeguarding and risk assessment.
- Conclude work to implement the pan-London safeguarding procedures.
- Review the adult safeguarding training programme for 2011/12 onwards, giving more emphasis to specific training such as dealing with financial abuse, ensuring that higher numbers of independent sector staff receive training.
- Continue to consolidate safeguarding partnerships with NHS colleagues and GPs.
- Monitor the development and implementation of hospital safeguarding boards.
- Implement new policy directives set out in the Law Commission's report to [reform adult social care](#).
- Continue to establish Haringey's multi-agency safeguarding hub, and identify its impact on domestic and gender based issues.

## How to contact us

For more information on adult social care services in Haringey, please contact:

Website: [www.haringey.gov.uk/haricare](http://www.haringey.gov.uk/haricare)  
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<b>Report for:</b>	Cabinet 7 February 2012	<b>Item number</b>	
<b>Title:</b>	Review of the full time nursery class place provision for 3 & 4 year children in Haringey's schools		
<b>Report authorised by :</b>	Libby Blake <i>Libby Blake.</i>		
<b>Lead Officer:</b>	Ngozi Anuforo		
<b>Ward(s) affected: All</b>		<b>Report for Key Decision:</b>	

### 1. Describe the issue under consideration

The re-distribution and re-allocation of the funding for full time places to support the anticipated increased demand for part time places to meet national expectations of 90% take up of the 15 hour per week free entitlement to nursery education for all 3 year olds.

### 2. Cabinet Member Introduction

- Evidence shows that access to good quality early education can make a huge difference to the progress a child makes once they start school. This is particularly marked for children from more deprived backgrounds.
- This report is dealing with two issues. The extension of the 15 hour free entitlement for 3 year olds and a distribution of full-time free places to ensure they have the most impact on children in greatest need.
- There has been consultation with providers and through the Schools Forum. Most responses were favourable and any concerns raised are detailed and responded to in the body of the report.
- I am happy to support the recommendations.

### 3. Recommendations

- To increase the take up of the 15 hour free entitlement for 3 year olds to 90% by 2014 in line with national expectations

- Ensure that our most vulnerable and disadvantaged 3 & 4 year old children benefit from access to free, good quality early education
- To reduce and re-profile the number of full time places currently provided in Haringey schools
- To increase the number of part time places ensuring sufficient places are available in the areas of greatest need.

#### 4. Background information

Haringey's early education provision currently includes the capacity for 560 full time places for 3 and 4 year olds in nursery classes and 115 full time places in nursery schools. At present, these places are not allocated on a consistent basis and it is not clear whether all of these places are being used for those children most in need. When reviewing the past take up of full time places it is clear that a number of children who would not appear to be eligible for free school meals or have an identified additional need have been accessing free full time places.

We are required to ensure that every 3 and 4 year old child, where parents want it, is able to access a free part time (15 hour per week) early education place.

Free places for nursery age children are funded through the Early Years Single Funding Formula and as such, money is provided on a per pupil basis. This means that the more children who take up their entitlement, the more demand this will place on the funding provided by Department of Education (DfE) through the Dedicated Schools' Grant (DSG). The number of 3 year olds in 15 hour free entitlement places in January 2011 was 2773. To reach our target of 90% of all 3 year olds taking up the offer, we would need to provide 3241 places. There is therefore a shortfall of 468 available free 15 hour places which would need to be funded with money that is being used for free full time places presently. If we reduce the number of free full time places to reach our 90% take up we would be left with enough funding to deliver 118 full time places.

The proposed increase in take-up levels will need to be met from existing resources as the Council is unable to draw down any additional funding from the Government until we exceed 90% take-up. Currently, the Council utilises DSG funding to provide full time places across a number of schools in the Borough. As the take up of part time (15 hour free entitlement places) increases to meet the 90% expected by government, a reduction in the number of the funded full time places will be necessary in order to fund the increase in the take-up of 15 hour free entitlement part time places.

In order to meet its statutory obligations, the Council will need to increase the take up of the 15 hour Free Entitlement (part time) provision by approximately 5% per year between 2012-13 and 2014-15; targeting areas where we know there are greater levels of deprivation. While we are required to provide part-time places for all children who wish to take it up, there will continue to be a need to provide full time places for some of our most vulnerable children. In future, the provision of these full time places will be targeted according to individual need and circumstances. On this basis, we do not expect the same level of full time place provision to be required.

Currently we provide capacity for 675 free full time nursery places. 560 places across nursery classes within primary schools and 115 in our 3 nursery schools. The reduction in free full time places in primary schools will have a direct impact on their funding for staffing and resources. However the application of the Minimum Funding Guarantee will provide some level of mitigation for those schools most affected across the next 3 years.

Appendix 2 sets out in detail the proposed shift in allocation of full and part time places across the Borough and associated changes to funding as the expected increase in take up of free part-time (15 hour) places develops from 77% this year to 80% in 2012-13, 85% in 2013-14 and 90% in 2014-15.

## **5. Consultation**

A consultation has taken place with all schools and other providers of places for the 3 & 4 year old free entitlement on the following proposal;

- To reduce and re-profile, based on deprivation indicators, the number of full time places provided for 3&4 year olds in order to increase the uptake of the 15 hour free entitlement and ensure that the remaining funded full time provision is better targeted to those who most need it.
- That schools affected by a reduction in their number of allocated full time places will be protected through the Minimum Funding Guarantee (MFG). Scaled down year on year.
- That where full time places in accordance with set criteria are necessary, the funding for targeted places will be provided as part of Haringey's Early Years Childcare Formula model with a centrally held pot retained to provide responsive, targeted places for the most vulnerable children through out the year – to be reviewed annually.
- That this model will see the introduction of local admissions systems for funded full time places which will be monitored annually by the LA.

Over 200 consultation papers were sent out to schools, chairs of governors, School Forum Members and private, voluntary and independent early years settings. Only 14 replies were received by the closing date.

Most replies agreed with the overall proposal. However there were some concerns which included:



**Consultation reply;** The continuation of full time places within agreed criteria for any child

**Our response;** The number of full time places will reduce as those who are entitled to the 15 hour fee provision increases. Haringey's policy is to create consistent criteria to allocate the full time places fairly but targeted towards vulnerable children..

**Consultation reply;** That vulnerable children should have priority for available full time places and other children should be considered if places allow and there is need

**Our response;** see above, however if enough full time places are available any other child matching the criteria could be offered a place

**Consultation reply;** Concern at the level of reduction of full time places at the same time that Haringey is required to increase the number of places for vulnerable 2 year olds. Nursery headteachers believe that there should be a larger allocation of free full time places in nursery schools to allow those children in the 2 year old programme to move into to ensure them consistent, high quality provision with access for their families to additional family support and other children centre services.

**Our response;** the data on the 2 year old programme shows positive outcomes for children when assessed at 5 years old. However while some children on the programme may benefit from a full time place and would match the agreed criteria some would benefit equally from the continuation of a part time place. The important aspect for those children would be continuity and consistency which need to be taken into account as they move from the 2 year old programme into a 3&4 year old place and then into a reception class. High quality provision is very important to make the difference to outcomes for these children and we will consider the number of FT places we need to allocate to our children's centres including the nursery schools.

**Consultation reply;** Two headteachers did not agree that full time places should be targeted only to the most vulnerable.

**Our response;** Noted please see response above

**Consultation reply;** That only the minimum of funding needed should be retained centrally for in year admissions with the remaining funding allocated to schools

**Our response;** that is the intention

**Consultation reply;** That the Minimum Funding Guarantee will mean the increase in those schools who would gain new full time places will be delayed further and therefore children and families in those schools will continue to be adversely affected.

**Our response;** while this is the case we need to ensure that schools are supported as their funding decreases.

## 6. Other Options

It is an expectation that we provide access to places for at least 90% of all 3 year olds in Haringey. Funding is already provided by the government in the Dedicated Schools Grant (DSG) for up to 90% of the estimated 3 year old population and has been used to support the provision of full time places while take up of the part time places was well below 90%

(77% in January 2011). With the anticipated increase in take up no other option has been considered.

## 7. Financial Implications

- The Dedicated Schools Grant (DSG) provides part-time funding (0.6) for three and four year olds in nursery provision. There is a national target that at least 90% of three year olds should access this provision and funding is provided within the DSG equivalent to the difference between the actual take-up (77% in January 2011) and this target. Therefore, increases in take-up will not generate additional DSG until the 90% target is passed.
- The additional cost of providing for 675 full-time places in the Early Years Single Funding Formula is £1.5m compared with the additional resources generated through DSG by funding at the 90% level rather than at take-up levels of £1.77m (including funding for centrally retained elements).
- The difference between the current level of take up and the 90% funded level is 467 children and therefore 'freeing up' the resources tied up in full time places would enable the target to be achievable within the overall resource and without needing to create additional places; achievement of the target does, of course, still rely on parents choosing to exercise their right to a place.
- The proposals in this report are mindful that reducing funding for the non-statutory provision of full-time places is preferable to reducing funding for statutory provision. The proposed reallocation of the reducing number of places also better aligns places to those schools serving the most deprived populations.

## 8. Legal Implications

The Acting Head of Legal Services has been consulted on the contents of this report. Measures in the Child Care Act 2006 formalise the important strategic role that the local authority plays through a set of duties. These duties require the authority to work with its NHS and Jobcentre Plus partners to improve the outcomes of all children up to five years of age and reduce inequalities between them.

Section 1 of the Childcare Act 2006 provides that an English local authority must (a) improve the well-being of young children in their area, and (b) reduce inequalities between young children in their area in relation to their well being which includes their physical and mental health and emotional well-being; protection from harm and neglect; education, training and recreation; the contribution made by them to society; social and economic well-being.



Section 3 of the Childcare Act 2006 states that for the purpose of their general duty under Section 1 the local authority has the further duties to firstly make arrangements to secure that early childhood services in their area are provided in an integrated manner which is calculated to (a) facilitate access to those services and (b) maximise the benefit of those services to parents, prospective parents and young people and secondly to take steps (a) to identify parents or prospective parents in the authority's area who would otherwise be unlikely to take advantage of early childhood services that may be of benefit to them and their young children and (b) to encourage those parents or prospective parents to take advantage of those services.

In considering its duties as above Section 4 of the Childcare Act 2006 provides that an English local authority must take all reasonable steps to encourage and facilitate the involvement of:

- (a) parents and prospective parents in their area,
  - (b) early years providers in their area, including those in the private and voluntary sectors, and
  - (c) other persons engaged in activities which may improve the well-being of young children in their area
- in the making and implementation of such arrangements.

Section 11 of the Childcare Act 2006 requires that an English local authority must prepare assessments of the sufficiency of the provision of childcare (whether or not by them) in their area at intervals not exceeding three years.

The authority must keep a childcare assessment prepared by them under review until the childcare assessment is superseded by a further childcare assessment and in keeping this under review the authority must:

- (a) consult such persons, or persons of such a description, as may be prescribed, and
- (b) have regard to any guidance given from time to time by the Secretary of State.

The Department for Children, Schools and Families (now the Department for Education) has issued Securing Sufficient Childcare Statutory guidance for local authorities in carrying out their childcare sufficiency duties.

In reaching a decision on any proposals due consideration must also be given to the local authority's public sector equality duty and thus should take into account full equality impact assessments.

The extent of the public sector equality duty on the Council is enforced by the Equality Act 2010 and particular consideration must

be given to the effect of any proposals on a number of specific groups within the community, defined as those with protected characteristics under the Equality Act 2010 (by reason of their ethnicity, sex, age, or disability and to the proposals made to reduce or mitigate any such effects

#### **9. Equalities and Community Cohesion Comments**

Section 149 of the Equality Act 2010 requires the Council to have due regard in all its functions to the need to: eliminate discrimination, harassment and victimisation ; promote equality of opportunity for persons who have the characteristics protected under the Act (these are listed in the Equalities Impact Assessment undertaken on this proposal) and; foster good relations between groups in society. In Haringey, the mechanism for ensuring that Section 149 duty is complied with is the Equalities Impact Assessment of which consultation is an integral part.

We have carried out a full Equalities Impact Assessment which found that: Allocation of remaining full-time funded places targets the most in need; free entitlement uptake will not disadvantage any protected characteristics; parents unable to afford to pay for costs associated with a full-time place will in any case have 15 hours free entitlement; the proposal is likely to produce a more equitable outcome as it is expand provision for part-time places, making it possible for more 3-4 year old and their families to benefit.

Full consultation was carried out with schools, chairs of governors, School Forum Members, private, voluntary and independent early years settings. The issues raised in consultation and the Council's responses are incorporated in the Equalities Impact Assessment the outcomes of which have inform the recommendations of this report.

The proposal carries no adverse implications for community cohesion as it is not likely to impact on relations between groups in Haringey.

#### **10.Head of Procurement Comments**

#### **11.Policy Implications**

Our current policy for full time place provision is being reviewed in light of national developments in early years. The Government has made changes through the latest Education Act that means maintained schools will be able to charge for nursery provision provided over and above the 15 hours free entitlement per week. It is our intention to develop guidance for schools on charging fees.

Any proposed changes to the current profile of full time place provision across Haringey's nursery classes and schools will need to ensure that:

The Council is able to meet anticipated increases in the numbers of part-time 15 hour free entitlement early education places required. Full time places are accessed by those children who need them most. We have greater flexibility and can target places where the need is most.

We can establish effective transition into a good quality 3 year old free entitlement education place for those vulnerable children who have accessed a 2 year old programme place.

The provision of targeted full time places should support reductions in the children's levels of need and also support effective links with social care.

The local authority is required to implement the Government's proposed expansion of the 2 year old programme offering 15 hours per week of targeted early education to our most vulnerable 2 year olds by 2013. Possible eligibility criteria of children likely to access Free School Meals (FSM) provides us with an indicative population of approximately 1000 two year old children. On this basis the Council will need to ensure that these vulnerable children will be able to move into a 15 hour free entitlement place once they become 3. It is possible that some of those most vulnerable children would benefit for accessing a full time 3&4 year old place and are likely to fit the proposed eligibility criteria.

Work is being undertaken to ensure enough places are available to meet the Local Authority's sufficiency and other statutory duties to provide 3&4 year old entitlement and school places for reception aged children. It is important that we are able to offer consistency and continuity of places particularly for those children most in need.

## **12. Use of Appendices**

Appendix 1 – Consultation on the use of Full Time Nursery class Places

Appendix 2 – Spreadsheet showing the re-allocation of full time places

## **13. Local Government (Access to Information) Act 1985**

## Appendix 1

### Haringey Early Years

#### Consultation on the use of Full Time Nursery Class Places

##### Introduction

1. Haringey's early education provision currently includes the capacity for 560 full time places for 3 and 4 year olds in nursery classes and 115 full time places in nursery schools. At present, these places are not allocated on a consistent basis and it is not clear whether all of these places are being used for those children most in need.
2. We recognise the importance of high quality early education and care in making the difference in outcomes for young children. The introduction of a statutory duty on the Council to ensure that all 3 and 4 year olds have access to their free entitlement to 15 hours of early education per week, alongside other national policy changes within the early years sector means that there is a need to review how the Council is meeting its obligations.
3. In 2011, on the basis of the Department for Education's (DfE) estimation that there are 3,601 three year olds in Haringey, we have received funding for the 15 hour free entitlement for 90% of these three year olds.
4. We are required to ensure that every 3 and 4 year old child, where parents want it, is able to access a part time early education place.
5. We therefore propose to:
  - increase levels of take-up from 77% in 2011 to at least 90% of eligible children, in line with national expectations, by 2014-15.
  - ensure that our most vulnerable and disadvantaged 3 and 4 year old children are benefiting from access to good quality early education.
6. Free entitlement places are funded through the Early Years Single Funding Formula and as such, money for nursery provision is provided on a per pupil basis. This means that the more children who take up their entitlement, the more demand this will place on the funding provided by DfE through the Dedicated School Grant (DSG).
7. This proposed increase in take-up levels will need to be met from existing resources as the Council is unable to draw down any additional funding from the Government until we exceed 90% take-up. Currently, the Council utilises DSG funding to provide full time

places across a number of schools in the borough. As the take up of part time (15 hour free entitlement places) increases to meet the 90% expected by government, a reduction in the number of the funded full time places will be necessary in order to fund the increase in the take-up of 15 hour free entitlement part time places.

8. In order to meet its statutory obligations, the Council aims to increase the take up of the 15 hour Free Entitlement (part time) provision by approximately 5% per year between 2012-13 and 2014-15; targeting areas where we know there are greater levels of deprivation. While we are required to provide part-time places for all children who wish to take it up, there will continue to be a need to provide full time places for some of our most vulnerable children. In future, the provision of these full time places will be targeted according to individual need and circumstances. On this basis, we do not expect the same level of full time place provision to be required.

#### Issues under consideration

9. Our current policy for full time place provision is being reviewed in light of national developments in early years. The Government has made changes through the latest Education Act that means maintained schools will be able to charge for nursery provision provided over and above the 15 hours free entitlement per week. It is our intention to develop guidance for schools on charging fees.
10. Any proposed changes to the current profile of full time place provision across Haringey's nursery classes and schools will need to ensure that:
  - The Council is able to meet anticipated increases in the numbers of part-time 15 hour free entitlement early education places required.
  - Full time places are accessed by those children who need them most.
  - We have greater flexibility and can target places where the need is most.
  - We can establish effective transition into a good quality 3 year old free entitlement education place for those vulnerable children who have accessed a 2 year old programme place.
  - The provision of targeted full time places should support reductions in the children's levels of need and also support effective links with social care.
11. The local authority is planning to implement the Government's proposed expansion of the 2 year old programme offering 15 hours per week of targeted early education to our most vulnerable 2 year olds. Possible eligibility criteria of children likely to access Free School Meals (FSM) provides us with an indicative population of

approximately 1000 two year old children. On this basis the Council will need to ensure that these vulnerable children will be able to move into a 15 hour free entitlement place once they become 3.

12. The Policy Statement at the end of this document sets out Haringey Council's underpinning approach and continued commitment to investing in early years education and should be read with this proposal.

### **Proposal for future provision**

13. As part of this consultation, we are asking you to consider the following proposal and let us have your views.
14. As the take up of part time (15 hours free entitlement places) increases to meet the 90% expected by government, a reduction in the number of the funded full time places will be required in order to fund the increase in the take-up of part time places. In this context, the current numbers of full time places could be retained only if funding was found in other areas of the DSG. This would have an impact on other areas of school provision.
15. Therefore we propose:
- To reduce and re-profile, based on deprivation indicators, the number of full-time places provided for 3 & 4 year olds in order to increase the uptake of the 15 hours free entitlement and ensure that the remaining funded full time place provision is better targeted to those who need it most.
  - That schools affected by a reduction in their numbers of allocated full time places will be protected through Minimum Funding Guarantee (MFG). MFG to be determined by the Haringey Schools Forum. This would be scaled down year on year.
  - That where full time places in accordance with set criteria are necessary, the funding for targeted places will be provided as part of Haringey's Early Years Childcare Formula model.
    - While the majority of part and full time places would be funded through the formula, a funding pot would be retained to provide responsive, targeted places for the most vulnerable children through the year. This will be reviewed annually.

- That this model will see the introduction of local admissions systems for funded full time places which will be monitored annually by the LA.

16. **Appendix B** sets out the financial effect of the model over a three year period. The figures are illustrative and reflect the impact in a full academic year. Any changes would be implemented partway through a financial year with effect from the September intake of children.

### Key milestones

#### 2011 -12

- Re-profile all free places across schools based on deprivation indicators: **December 2011**
- Development of new admissions criteria for full time targeted places: **December 2011**

#### 2012 -13

- Final proposals to School Forum: **January 2012**
- Report to Cabinet: **February 2012**
- **Guidance on charging policies issued.**
- Changes to funding model: **April 2012**. This would take into account minimum funding guarantees as agreed by the Schools Forum.
- Implementation of Phase 1 changes to full-time places profile within nursery classes: **September 2012**.
- Local Authority evaluation and review carried out: **December 2012**

#### 2013-14

- Implementation of Phase 2 changes to full-time places profile within nursery classes: **September 2013**.
- Local Authority evaluation and review carried out: **December 2013**

#### 2014-15

- Implementation of Phase 3 changes to full-time places profile within nursery classes: **September 2014**.



- Local Authority evaluation and review carried out: December 2014

We are seeking your view on these proposals and ask you to complete and return the form below by Friday 6<sup>th</sup> January 2012

### Response to Consultation on Use of Full Time Places.

Response from: .....

School/Provider represented (if applicable) .....

1. Do you currently offer 15 hours free early education places for 3 & 4 year olds?

Yes

No

If yes how many places do you offer?

How many were filled?  
(as of 1/12/2011)

2. Do you currently offer local authority full time early education places for 3 & 4 year olds?

Yes

No

If yes, how many places do you offer?

How many are filled?  
(as of 1/12/2011)

## 3. Do you offer other full-time places?

Yes

No

If yes, how many places do you offer?

How many are filled?  
(as of 1/12/2011)

Do you charge for these places?

Yes

No

## 4. Do you agree that we need to change the way we use and allocate funded full-time places?

Yes / No

Please comment:

## 5. Please give your views on the following.

Policy		
Do you agree with the principle that all 3 & 4 years olds should have their entitlement to a 15 hour part time place and full time places are only provided in exceptional circumstances?	Yes	No
Do you agree with the approach to target and distribute full time places based on deprivation factors?	Yes	No
Do you agree that targeted full time places should be available to the most vulnerable children only?	Yes	No
If not, which groups of children do you think should		

also be able to access a targeted full time place?	
Do you agree with the proposal?    Yes            No	
Comments:	

If there were no full time nursery class places, how likely are you to offer, and charge for, early education provision for 3 & 4 year olds over and above the free 15 hours entitlement?	Already do so	Very likely	Likely	Not likely at all
If not likely at all, please explain your reasons for not doing so?				
<b>Transition Arrangements</b>				
Do you agree that transitional support be provided through the Minimum Funding Guarantee?	Yes	No		

**Thank you for taking the time to respond.**

Please return to: **Anabela Valente**  
**Level 5**  
**Alexandra House,**  
**10 Station Road,**  
**London N22 7TY**

**Anabela.valente@haringey.gov.uk**

## **The Provision of Targeted Early Education and Childcare Places in Haringey**

### **Policy Statement**

#### **Introduction**

Haringey has a long and successful tradition of investment in Early Years education and care. We recognise the importance of high quality early education and care in making the difference in the outcomes for young children. One of the objectives of our Early Years Policy is to narrow the gap between the 20% most disadvantaged in our community and others, by targeting our early years provision and resources effectively. Ensuring that we reach the neediest children in our communities is a fundamental part of Haringey's Early Years Strategic Plan 2011-12, and reflects our commitment to addressing our six strategic priorities;

- Prevention and early intervention
- Supporting vulnerability
- Safeguarding
- Reducing inequalities
- Raising attainment
- Improving children's health

#### **Targeted Places**

Within this policy statement, the term "targeted places" refers to the provision of free early education or childcare places for children aged under 5 years of age who it is felt would benefit from access to good quality early education. Where it is deemed necessary to offer a child aged 3 or 4 years old a targeted early education or childcare place, this will be to offer surety that the child is accessing their 15 hours free entitlement and not a guarantee of a full time place.

The provision of targeted places for young children in Haringey's primary and nursery schools, children's centres and private, voluntary and independent providers across the borough reflects the Council's commitment to ensuring children are able to access the best start, particularly those facing greater disadvantage than others. There has been, however, a need to review the provision for these places in light of changes, in recent years, in Government policy on early education and childcare.

The context for the continued provision of targeted early education and childcare places in Haringey has changed since such places were first introduced and there is a need for our approach to reflect the impact of national policy drivers for change such as;

- The introduction of an early years single funding formula,

- The extension of the free entitlement for all 3 and 4 years olds to 15 hours per week; with an element of increased flexibility,
- The Government's children centre reform programme,
- The programme of 15hrs free early education for disadvantaged 2 year olds.
- Changes to the school funding regulations that now allow schools to charge for childcare.

Underpinning this policy statement is our Early Years policy. In the provision of targeted early education and childcare places, we are fully committed to the aims set out in the policy which are to ensure that:

- Families have easy access to the services they need
- 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
- Parents and carers are actively engaged and involved in the provision
- Interventions are evidence based and well-matched to the different levels of need so they have a lasting and positive impact on children and their families.

### Statutory duties

The legislative context for this policy statement is set in the duties placed on the Local Authority under the Childcare Act 2006 which require the Council to;

- Secure sufficient high quality childcare for working parents
- Secure prescribed early years provision free of charge
- Meet a general duty in relation to well-being of young children
- Meet specific duties in relation to early childhood services
- Provide information, advice & training to childcare providers
- Assess the sufficiency of childcare
- Provide comprehensive information to parents of children and young people up to 20
- Early Years Outcomes Duties;
  1. Improvement duty  
To raise the overall attainment of all children when assessed at the end of the Early Years Foundation Stage
  2. Equalities duty  
To narrow the gap in attainment between the children in lowest 20% and the median of the rest when assessed at the end of the Early Years Foundation Stage

The provision of targeted early education and childcare places is one approach that we believe will enable us to meet our statutory duties and address our Early Years strategic priorities.

### **Haringey's Continuum of Need and Intervention**

Our assumption is that the needs of most of our young children can be met through the universal delivery of early education and childcare across the borough. In light of increasingly limited resources, in the provision of targeted early education and childcare places, priority will be given to those children who we believe are most at risk or vulnerable, and whose outcomes are likely to be poor without additional support and intervention.

The purpose of targeted places will be to enable identified children to access high quality early education or childcare, engage their families in appropriate support, and improve outcomes for those children. To this end, access to targeted places will be provided on the basis that children identified as in need of a place will be located within Tiers 2a and above on the continuum of need.

**Appendix A** sets out the tiers and thresholds within Haringey's Continuum of Need and Intervention.

We do know these are some of the circumstances that can have a significant impact on outcomes for children and that children within these groups will often have poor educational outcomes.

The provision of targeted places will support the step down for children and families from the highest levels to the lower levels of need and intervention; providing the scope for children to access appropriate support for themselves and/or their families.

Given that we know that, for some children and families, the challenges they are facing may continue for significant periods of time, the approach set out in this policy recognises the importance of transition and emphasis will be placed on ensuring that those children identified as vulnerable as part of the 2 Year Old programme are able to move as seamlessly as possible into a free entitlement place by the time they reach the term after their third birthday.

### **Principles**

The principles that underpin this policy approach are;

- Quality
- Transparency
- Equity
- Transition
- Flexibility

#### **Quality**

Our knowledge of the positive impact that good quality, early learning and care opportunities can have on outcomes for young children means that we will be seeking to ensure that settings where targeted places are available to 3 and 4 year olds will be rated by Ofsted as good or better.

### **Transparency**

We will ensure that the process for the provision of places and access to them are clear and easily understood by all. Providers and parents should be able to access information easily about who places are for, how they can be accessed, how to complain about the process and to whom. We will ensure the allocation of places is fair and focused on the best interests of the child.

We will employ mechanisms for the allocation of targeted places that ensure that where children are in need of such a place, the criteria for access is fair, clear and unambiguous, known and understood by provider and parent and applied consistently across the borough.

### **Equity**

We will ensure that children identified as in need of a targeted early education place are able to access a place that is available for at least the same number of hours that are the minimum entitlement for all 3 and 4 year olds. We will ensure that children with Special Educational Needs (SEN) or a disability are able to access a place for the minimum of 15 hours per week, 38 weeks of the year, in line with other children and as appropriate for the individual child's needs.

### **Transition**

It is crucial that the transition for young children from one provision or stage to another is as seamless and supportive as possible. Transition needs to be undertaken in such a way that the needs of the child are at the heart of the planning and preparation for change. We are committed to transition for our disadvantaged two year olds into three year old places that enable support they or their families may be receiving to continue and their needs met, alongside the provision of high quality early education.

### **Flexibility**

We will review the capacity, utility and location of any targeted places allocated on a planned basis, annually. Targeted places need to be offered on either a full-time or part-time basis, dependent on the needs of the child and the child's family circumstance.

We will introduce a greater degree of responsiveness to local needs by exploring mechanisms for funding that support us to do so.



### **What will we do?**

We will employ a strategy for the provision of targeted early education and childcare places that;

- Sees the provision of targeted places as a preventative measure, enabling services to intervene early and support needs at the earliest opportunity
- Enables us to target places at those children who need it most
- Prioritises safeguarding and is part of the provision of integrated support for our most vulnerable and disadvantaged young children
- Supports children with SEN and disabled children to access early education appropriate to their needs
- Enables those disadvantaged 2 year olds, identified and accessing an early education place through the two year old programme to make successful transitions to their free entitlement when they turn three
- Strengthens the links between the Early Years Service, Schools and Children's Social care
- Establishes clear and consistent admissions criteria and processes for the allocation of targeted places
- Supports the delivery of high quality early education and care and the narrowing of the achievement gap.
- Compliments the delivery of the universal offer of 15 hours per week free entitlement to early education for all three and four year olds
- Allows us to respond flexibly to the needs of young children within our communities and delivers on our changing strategic priorities
- Delivers measurable outcomes for children accessing targeted early education places

### **Accessing Targeted Childcare Places**

This approach sits within a context where all children aged 3 and 4 years old are entitled to a free, universal offer of 15 hours of early education. In some circumstances, where it is felt that a child would benefit from accessing more

than their 15 hours entitlement, the additional hours will be funded as targeted early education or childcare.

It is therefore necessary to ensure that in the first instance;

- 3 and 4 year olds meeting the threshold of need at 2a and above are able to access their free entitlement in all the schools and children's centres in their locality. These children may be offered a full time nursery class place if they meet the specific criteria for admissions.
- It is clear to all that targeted places offered within school nursery classes are offered on a 9 – 3.30pm, 38 weeks of the year basis. The allocation of such places will be subject to admissions criteria that will be transparent and applied consistently across all schools where such places are provided.
- It is clear to all that targeted places offered within children's centres are offered between the hours of 8-6pm and on a '48 week of the year' basis. The allocation of a full time place will be subject to need, will be transparent, and applied consistently across all children's centres where such places are provided.

The LA will hold back a pot of money for emergency full time nursery places that may need to be purchased during the year. These will be allocated through the following routes:

1. CAF Panel (tiers 2a and above)
2. Early Support Panel (tiers 2a and above)
3. Placement by children's social care teams.

### **Local Admissions**

This refers to the provision of targeted places by schools with an allocation of full time places. Places will be primarily allocated in September at the start of the academic year. Guidance will be provided by the LA so that there is an equitable process of admission across schools. An Admissions Criteria will be applied that encompasses;

- a) Direct referral to places by other professionals e.g. social worker, health visitor, family support worker.
- b) The allocation of a place by the school to children of known families where the child meets the criteria for a full time place.

### Eligibility criteria for full time funded nursery places

Full time places may be offered to families where the child meets one or more of the following criteria. Criteria may be scored and weighted to prioritise places for children with greatest need:

- Teenage parents
- Lone parents
- Parents with health difficulties (mental or physical)
- Family breakdown
- Family experiencing domestic abuse
- Family experiencing substance/alcohol misuse
- Black and minority ethnic groups
- Family whose first language is not English
- Asylum seeking families
- Family in temporary accommodation
- Children from traveller families
- Child from family with 3 or more children under 5
  - Children in care
  - Children with CP plan
  - Children in need (social care)
- Child with emotional /behavioural needs or language delay
- Sibling of children with disabilities/complex needs
- Children from a household with low income, claiming benefits or no recourse to public funds
- Children who have accessed the 2 year free offer

Where places are allocated by schools, the expectation will be that, where it is required, appropriate support and interventions are provided; particularly where there is transition from a 2 year old programme place to a 3 year old place. It is expected that any children accessing a targeted place will also be considered during annual Vulnerable Children Conversations.

### Monitoring and Evaluation

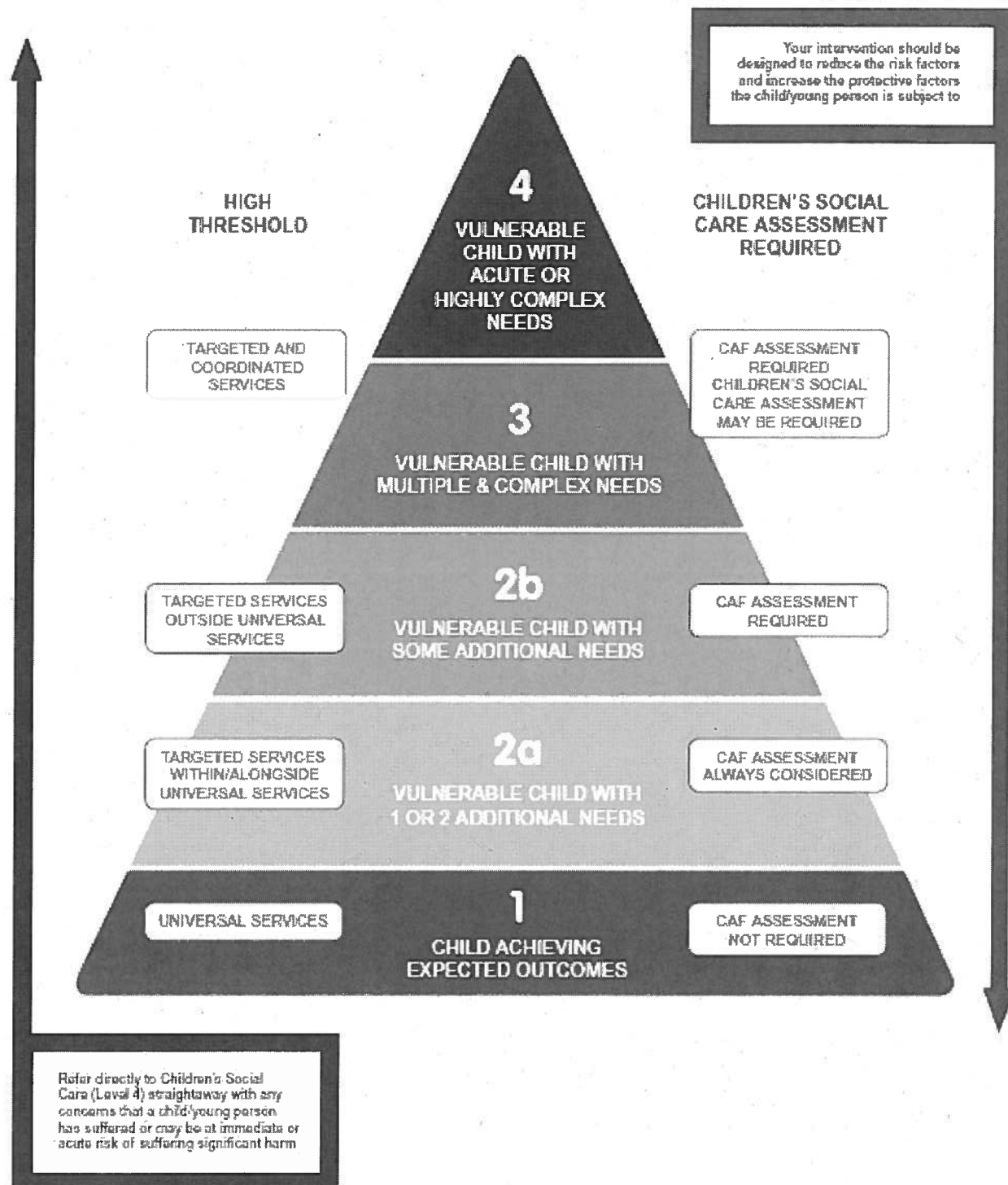
Monitoring the use of targeted places is key to establishing effective models of practice and ensuring provision matches needs. The allocation, use and impact of targeted places on improved outcomes for children will be monitored on an annual basis.

We will be working with schools to monitor access to the free entitlement; identifying gaps in provision in order to ensure that levels of provision meet local demand. We will also evaluate how targeted early education places are supporting improved outcomes for our most vulnerable children.

We will have mechanisms in place to identify and track the movement of those children who have accessed a 2 year old programme place into nursery classes.

**Appendix A** Tiers and thresholds within Haringey's Continuum of Need and Intervention

## HARINGEY CONTINUUM OF NEED AND INTERVENTION



**Level 4: Vulnerable Child with Acute or Highly Complex Needs***Developmental needs of infant/child/ young person*

<p><b>Health</b></p> <ul style="list-style-type: none"> <li>• Has severe / chronic health problems</li> <li>• Persistent substance misuse, smoking</li> <li>• Developmental milestones unlikely to be met</li> <li>• Early teenage pregnancy</li> <li>• Serious mental health issues</li> <li>• Dental decay &amp; no access to treatment</li> <li>• Sexual exploitation/ abuse</li> </ul> <p><b>Education &amp; Learning</b></p> <ul style="list-style-type: none"> <li>• Is out of school</li> <li>• Permanently excluded from school or at risk of permanent exclusion</li> <li>• Has no access to leisure activities</li> </ul> <p><b>Emotional &amp; Behavioural Development</b></p> <ul style="list-style-type: none"> <li>• Regularly involved in anti-social/ criminal activities</li> <li>• Puts self or others in danger – missing</li> <li>• Suffers from periods of depression</li> <li>• Self-harming or suicide attempts</li> </ul> <p><b>Identity</b></p> <ul style="list-style-type: none"> <li>• Experiences persistent discrimination, e.g. on the basis of ethnicity, sexual orientation or disability</li> <li>• Is socially isolated &amp; lacks appropriate role models</li> <li>• Alienates self from others</li> </ul> <p><b>Family &amp; Social Relationships</b></p> <ul style="list-style-type: none"> <li>• Periods of being accommodated by Local Authority</li> <li>• Family breakdown related in some way to child's behavioural difficulties</li> <li>• Subject to physical, emotional or sexual abuse/ neglect</li> <li>• Is main carer for family member</li> </ul>	<p><b>Social Presentation</b></p> <ul style="list-style-type: none"> <li>• Poor &amp; inappropriate self-presentation</li> </ul> <p><b>Self-care Skills</b></p> <p>Neglects to use self-care skills due to alternative priorities, e.g. substance misuse</p> <p><b>Parent &amp; Carer Factors</b></p> <p><b>Basic Care</b></p> <ul style="list-style-type: none"> <li>• Parents unable to provide "good enough" parenting that is adequate &amp; safe</li> <li>• Parents' mental health problems or substance misuse significantly affect care of child</li> <li>• Parents unable to care for previous children</li> </ul> <p><b>Ensuring Safety</b></p> <ul style="list-style-type: none"> <li>• There is an instability &amp; violence in the home continually</li> <li>• Parents are involved in crime</li> <li>• Parents unable to keep child safe</li> <li>• Victim of crime</li> </ul> <p><b>Emotional Warmth</b></p> <ul style="list-style-type: none"> <li>• Parents inconsistent, highly critical or apathetic towards child</li> </ul> <p><b>Stimulation</b></p> <ul style="list-style-type: none"> <li>• No constructive leisure time or guided play</li> </ul> <p><b>Guidance &amp; Boundaries</b></p> <ul style="list-style-type: none"> <li>• No effective boundaries set by parents Regularly behaves in an anti-social way in the neighbourhood</li> </ul> <p><b>Stability</b></p> <ul style="list-style-type: none"> <li>• Beyond parental control</li> <li>• Has no-one to care for him/ her</li> </ul>	<p><b>Family &amp; Environment Factors</b></p> <p><b>Family History &amp; Functioning</b></p> <ul style="list-style-type: none"> <li>• Significant parental discord &amp; persistent domestic violence</li> <li>• Poor relationships between siblings</li> </ul> <p><b>Wider Family</b></p> <ul style="list-style-type: none"> <li>• No effective support from extended family</li> <li>• Destructive/ unhelpful involvement from extended family</li> </ul> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>• Physical accommodation places child in danger</li> </ul> <p><b>Employment</b></p> <ul style="list-style-type: none"> <li>• Chronic unemployment that has severely affected parents' own identities</li> <li>• Family unable to gain employment due to significant lack of basic skills or long-term difficulties e.g. substance misuse</li> </ul> <p><b>Income</b></p> <ul style="list-style-type: none"> <li>• Extreme poverty/ debt impacting on ability to care for child</li> </ul> <p><b>Family's Social Integration</b></p> <ul style="list-style-type: none"> <li>• Family chronically socially excluded</li> <li>• No supportive network</li> </ul> <p><b>Community Resources</b></p> <ul style="list-style-type: none"> <li>• Poor quality services with long-term difficulties with accessing target populations</li> </ul>
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<b>Level 3: Vulnerable Child with Multiple and Complex Needs</b> <i>Developmental needs of infant/child/ young person</i>		
<b>Health</b> <ul style="list-style-type: none"> <li>Concerns re: diet, hygiene, clothing</li> <li>Has some chronic health problems</li> <li>Missed routine &amp; non-routine health appointments</li> <li>Overweight/ underweight/ enuresis</li> <li>Smokes, substance misuse</li> <li>Developmental milestones are unlikely to be met</li> <li>Some concerns around mental health</li> </ul> <b>Education &amp; Learning</b> <ul style="list-style-type: none"> <li>Identified learning needs &amp; may have Statement of Special Ed. Needs Not achieving key stage benchmarks</li> <li>Poor school attendance/ punctuality</li> <li>Some fixed term exclusions</li> <li>No interests/ skills displayed</li> </ul> <b>Emotional &amp; Behavioural Development</b> <ul style="list-style-type: none"> <li>Difficulty coping with anger, frustration &amp; upset</li> <li>Disruptive/ challenging behaviour</li> <li>Cannot manage change</li> <li>Unable to demonstrate empathy</li> </ul> <b>Identity</b> <ul style="list-style-type: none"> <li>Subject to discrimination – racial, sexual or due to disabilities Demonstrates significantly low self-esteem in a range of situations</li> </ul> <b>Family &amp; Social Relationships</b> <ul style="list-style-type: none"> <li>Has lack of positive role models</li> <li>Misses school or leisure activities</li> <li>Peers also involved in challenging behaviour</li> <li>Involved in conflicts with peers/ siblings</li> <li>Regularly needed to care for another family member</li> </ul>	<b>Social Presentation</b> <ul style="list-style-type: none"> <li>Is provocative in behaviour/ appearance</li> <li>Clothing is regularly unwashed</li> <li>Hygiene problems</li> </ul> <b>Self-care Skills</b> <ul style="list-style-type: none"> <li>Poor self-care for age – hygiene</li> <li>Precociously able to care for self</li> </ul> <b>Parent &amp; Carer Factors</b> <b>Basic Care</b> <ul style="list-style-type: none"> <li>Difficult to engage parents with services</li> <li>Parent is struggling to provide adequate care</li> <li>Previously a LAC child</li> <li>Professionals have serious concerns</li> </ul> <b>Ensuring Safety</b> <ul style="list-style-type: none"> <li>Perceived to be a problem by parent</li> <li>May be subject to neglect</li> <li>Experiencing unsafe situations</li> </ul> <b>Emotional Warmth</b> <ul style="list-style-type: none"> <li>Receives erratic/ inconsistent care</li> <li>Care is often poor quality</li> <li>Parental instability affects capacity to nurture</li> <li>Has no other positive relationships</li> </ul> <b>Stimulation</b> <ul style="list-style-type: none"> <li>Not receiving +ve stimulation – lack of new experiences or activities</li> </ul> <b>Guidance &amp; Boundaries</b> <ul style="list-style-type: none"> <li>Erratic/ inadequate guidance provided</li> <li>Parent not a good role model by behaving in an antisocial way</li> </ul> <b>Stability</b> <ul style="list-style-type: none"> <li>Has multiple carers</li> <li>Has been a LAC child</li> </ul>	<b>Family &amp; Environment Factors</b> <b>Family History &amp; Functioning</b> <ul style="list-style-type: none"> <li>Incidents of domestic violence between parents</li> <li>Acrimonious divorce/ separation</li> <li>Family have serious physical &amp; mental health difficulties</li> </ul> <b>Wider Family</b> <ul style="list-style-type: none"> <li>Family has poor relationship with extended family/ little communication</li> <li>Family is socially isolated</li> </ul> <b>Housing</b> <ul style="list-style-type: none"> <li>Poor state of repair, temporary or overcrowded</li> </ul> <b>Employment</b> <ul style="list-style-type: none"> <li>Parents stressed due to “overworking” or unemployment</li> <li>Parents find it difficult to obtain employment due to poor basic skills</li> </ul> <b>Income</b> <ul style="list-style-type: none"> <li>Serious debts/ poverty impact on ability to have basic needs met</li> </ul> <b>Family’s Social Integration</b> <ul style="list-style-type: none"> <li>Parents socially excluded</li> <li>Lack of a support network</li> </ul> <b>Community Resources</b> <ul style="list-style-type: none"> <li>Poor quality universal resources &amp; access problems to these &amp; targeted services</li> </ul>



## Level 2: Vulnerable Child with Some Additional Needs

### *Development needs of child/ young person*

<p><b>Health</b></p> <ul style="list-style-type: none"> <li>• Defaulting on immunisations/ checks</li> <li>• Is susceptible to minor health problems</li> <li>• Slow in reaching developmental milestones</li> <li>• Minor concerns re diet/ hygiene/ clothing</li> <li>• Starting to default on health appointments</li> </ul> <p><b>Education &amp; Learning</b></p> <ul style="list-style-type: none"> <li>• Have some identified learning needs that place him/ her on "School Action" or "School Action Plus" of the Code of Practice</li> <li>• Poor punctuality</li> <li>• Pattern of regular school absences</li> <li>• Not always engaged in learning, e.g. poor concentration, low motivation &amp; interest</li> <li>• Not thought to be reaching educational potential</li> <li>• Reduced access to books/ toys</li> </ul> <p><b>Emotional &amp; Behavioural Development</b></p> <ul style="list-style-type: none"> <li>• Some difficulties with peer group relationships &amp; with some adults Some evidence of inappropriate responses &amp; actions</li> <li>• Can find managing change difficult</li> <li>• Starting to show difficulties expressing empathy</li> </ul> <p><b>Identity</b></p> <ul style="list-style-type: none"> <li>• Some insecurities around identity expressed, e.g. low self-esteem for learning</li> <li>• May experience bullying around 'difference'</li> </ul> <p><b>Family &amp; Social Relationships</b></p> <ul style="list-style-type: none"> <li>• Some support from family &amp; friends</li> <li>• Has some difficulties sustaining relationships</li> </ul>	<p><b>Social Presentation</b></p> <ul style="list-style-type: none"> <li>• Can be over-friendly or withdrawn with strangers</li> <li>• Can be provocative in appearance &amp; behaviour</li> <li>• Personal hygiene starting to be a problem</li> </ul> <p><b>Self-care Skills</b></p> <ul style="list-style-type: none"> <li>• Not always adequate self-care – poor hygiene</li> <li>• Slow to develop age appropriate self-care skills</li> </ul> <p><b>Parent &amp; Carer Factors</b></p> <p><b>Basic Care</b></p> <ul style="list-style-type: none"> <li>• Parental engagement with services is poor</li> <li>• Parent requires advice on parenting issues</li> <li>• Professionals are beginning to have some concerns around child's physical needs being met</li> </ul> <p><b>Ensuring Safety</b></p> <ul style="list-style-type: none"> <li>• Some exposure to dangerous situations in home/ community Parental stresses starting to affect ability to ensure child's safety</li> </ul> <p><b>Emotional warmth</b></p> <ul style="list-style-type: none"> <li>• Inconsistent responses to child by parents</li> <li>• Able to develop other +ve relationships</li> </ul> <p><b>Stimulation</b></p> <ul style="list-style-type: none"> <li>• Spends much time alone</li> <li>• Child not exposed to new experiences</li> </ul> <p><b>Guidance &amp; Boundaries</b></p> <ul style="list-style-type: none"> <li>• Can behave in an anti-social way</li> <li>• Inconsistent boundaries offered</li> </ul> <p><b>Stability</b></p> <ul style="list-style-type: none"> <li>• Key relationships with family members not always kept up</li> <li>• May have different carers</li> <li>• Difficulties with attachments</li> </ul>	<p><b>Family &amp; Environment Factors</b></p> <p><b>Family History &amp; Functioning</b></p> <ul style="list-style-type: none"> <li>• Parents have some conflicts/ difficulty that can involve the children Experienced loss of significant adult</li> <li>• May look after younger siblings</li> <li>• Parent has health difficulties</li> </ul> <p><b>Wider Family</b></p> <ul style="list-style-type: none"> <li>• Some support from family/ friends</li> </ul> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>• Adequate/ poor housing</li> <li>• Family seeking asylum or refugees</li> </ul> <p><b>Employment</b></p> <ul style="list-style-type: none"> <li>• Wage earner has periods of no work</li> <li>• Parents have limited formal education • Parents stressed by unemployment</li> </ul> <p><b>Income</b></p> <ul style="list-style-type: none"> <li>• Low income</li> </ul> <p><b>Family's Social Integration</b></p> <ul style="list-style-type: none"> <li>• Family may be new to the area</li> <li>• Some social exclusion problems</li> </ul> <p><b>Community Resources</b></p> <ul style="list-style-type: none"> <li>• Adequate universal resources but family may have access issues</li> </ul>
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## Appendix 2 - Reallocation of Full-Time Places

	a	b	c	d	e	f	g	h	i	j
	Early Years Single Funding Formula (EYSFF) Deprivation Element	Current Max	Reallocation Across Sectors Based on EYSFF Deprivation	Col c adjusted for 80% take-up	Col c adjusted for 85% take-up	Col c adjusted for 90% take-up	Hourly Funding per Col a	Hourly Funding per Col d	Minimum Funding Guarantee Implications of Cols a and d	Net Funding Released
School/Children Centre	£									
Alexandra Primary	10,561	20	6	4	3	1	89,148	53,489	6,223	29,437
Belmont Infant	10,885	-	6	4	3	1	-	8,915		-8,915
Bounds Green Infant	15,887	20	9	6	4	2	89,148	57,946	5,278	25,924
Broadwater Farm Primary	39,201	30	23	16	10	4	133,722	102,520	4,609	26,593
Bruce Grove Primary	33,551	-	20	14	9	3	-	31,202		-31,202
Campsbourne Infant	13,282	10	8	6	4	1	44,574	35,659	1,221	7,693
Coldfall Primary	2,629	10	2	1	1	-	44,574	24,516	3,584	16,475
Coleridge Primary	5,719	-	3	2	1	1	-	4,457		-4,457
Crowland Primary	18,794	30	11	8	5	2	133,722	84,691	8,389	40,643
Devonshire Hill Primary	26,820	50	16	11	7	3	222,870	135,951	15,084	71,835
Downhills Primary	21,998	-	13	9	6	2	-	20,058		-20,058

School/Children Centre	Early Years Single Funding Formula (EYSFF) Deprivation Element	Current Max	Reallocation Across Sectors Based on EYSFF Deprivation	Col c adjusted for 80% take-up	Col c adjusted for 85% take-up	Col c adjusted for 90% take-up	Hourly Funding per Col a	Hourly Funding per Col d	Minimum Funding Guarantee Implications of Cols a and d	Net Funding Released
Earlham Primary	21,330	-	13	9	6	2	-	20,058		-20,058
Earlsmead Primary	26,311	-	16	11	7	3	-	24,516		-24,516
Ferry Lane Primary	18,999	-	11	8	5	2	-	17,830		-17,830
The Green CE Primary	19,276	20	11	8	5	2	89,148	62,404	4,333	22,412
Highgate Primary	3,689	10	2	1	1	-	44,574	24,516	3,584	16,475
Lancasterian Primary	53,663	-	32	23	14	6	-	51,260		-51,260
Lea Valley Primary	35,487	-	21	15	9	4	-	33,431		-33,431
Lordship Lane Primary	46,996	10	28	20	12	5	44,574	66,861		-22,287
Mulberry Primary	42,637	-	25	18	11	4	-	40,117		-40,117
Nightingale Primary	26,864	20	16	11	7	3	89,148	69,090	2,915	17,143
Noel Park Primary	36,803	15	22	16	10	4	66,861	69,090		-2,229
North Harringay Primary	23,660	10	14	10	6	2	44,574	44,574		0
Our Lady of Muswell RC Primary	5,188	-	3	2	1	1	-	4,457		-4,457

School/Children Centre	Early Years Single Funding Formula (EYSFF) Deprivation Element	Current Max	Reallocation Across Sectors Based on EYSFF Deprivation	Col c adjusted for 80% take-up	Col c adjusted for 85% take-up	Col c adjusted for 90% take-up	Hourly Funding per Col a	Hourly Funding per Col d	Minimum Funding Guarantee Implications of Cols a and d	Net Funding Released
School/Children Centre										
Rhodes Avenue Primary	622	-	-	-	-	-	-	-	-	0
Risley Avenue Primary	51,078	20	30	21	13	5	89,148	91,377		-2,229
Rokesly Infant	7,887	-	5	4	2	1	-	8,915		-8,915
St.Aidan's Primary	4,842	10	3	2	1	1	44,574	26,744	3,111	14,718
St.Ann's CE Primary	15,173	25	9	6	4	2	111,435	69,090	7,306	35,040
St.Francis de Sales RC Infant	35,880	10	21	15	9	4	44,574	55,718		-11,144
St.Ignatius RC Primary	25,895	-	15	11	7	3	-	24,516		-24,516
St.James' CE Primary	461	-	-	-	-	-	-	-	-	0
St.John Vianney RC Primary	10,147	-	6	4	3	1	-	8,915		-8,915
St.Martin of Porres RC Primary	2,860	-	2	1	1	-	-	2,229		-2,229
St.Mary's CE Infant	20,960	-	12	8	5	2	-	17,830		-17,830
St.Mary's RC Infant	20,800	-	12	8	5	2	-	17,830		-17,830
St.Michael's CE Primary N6	923	-	1	1	-	-	-	2,229		-2,229

School/Children Centre	Early Years Single Funding Formula (EYSFF) Deprivation Element	Current Max	Reallocation Across Sectors Based on EYSFF Deprivation	Col c adjusted for 80% take-up	Col c adjusted for 85% take-up	Col c adjusted for 90% take-up	Hourly Funding per Col a	Hourly Funding per Col d	Minimum Funding Guarantee Implications of Cols a and d	Net Funding Released
St.Michael's CE Primary N22			-	-	-	-	-	-	-	0
St.Paul's & All Hallows CE Infant	37,285	50	22	16	10	4	222,870	147,094	12,721	63,054
Seven Sisters Primary	28,455	20	17	12	7	3	89,148	71,318	2,443	15,387
South Harringay Infant	18,677	-	11	8	5	2	-	17,830		-17,830
Stamford Hill Primary	28,524	50	17	12	7	3	222,870	138,179	14,611	70,079
Stroud Green Primary	13,375	50	8	6	4	1	222,870	124,807	17,446	80,617
Tiverton Primary	21,445	40	13	9	6	2	178,296	109,206	11,973	57,117
Welbourne Primary	48,840	30	29	21	13	5	133,722	113,664	2,247	17,812
West Green Primary	16,257	-	10	7	4	2	-	15,601		-15,601
Weston Park Primary	3,597	-	2	1	1	-	-	2,229		-2,229
Nursery Class Total	974,210	560	576	406	254	101	2,496,144	2,152,924	127,076	216,144
Pembury	77,708	45	46	33	20	8	200,583	173,839	2,661	24,083
Rowland Hill	58,575	45	35	25	15	6	200,583	156,009	6,441	38,133

[illegible]

**Notes:**

- Column a The allocation of deprivation in the 2011-12 Indicative Early Years Single Funding Formula
- Column b The current maximum number of full-time places, 675
- Column c The current maximum allocated pro-rata to Col a
- Column d - f The reduction in numbers to release funding for increase in part-time places (7)
- Column g Sum of hourly funding for existing maximum number
- Column h Sum of hourly funding for number in Column d
- Column i National Minimum Funding Guarantee that applies to the reduction in pupil numbers and funding. This is in addition to funding in Column h
- (1) Haringey's 3 year old population as determined by the Department for Education (DfE) for funding purposes
- (2) DfE's 90% target for 3 year old take-up
- (3) Current take-up of 3 year olds as determined in the January 2011 censuses.
- (4) Annual target of places taken to achieve percentage targets (6)
- (5) Current difference between actual and target take-up of 3 year old places
- (6) Current and target percentage take-up
- (7) Increase in places required to achieve percentage target
- (8) Places represented by Net Funding Released
- (9) Places available for central allocation.



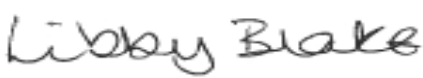




**Haringey** Council

<b>Report for:</b>	<b>CABINET</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Options for the Future of Directly Provided Children's Homes</b>
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<b>Report Authorised by:</b>	 <b>Director of Children and Young People's Service</b>
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<b>Lead Officer:</b>	<b>Debbie Haith</b>
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<b>Ward(s) affected:</b>	<b>All</b>	<b>Report for Key Decision</b>
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## 1. Describe the issue under consideration

This report summarises the various options for the future of the residential provision provided for Looked After Children directly by the Council within the contexts of:

- 1.1 The services provided by the two principle homes – cited in this report as Home A and Home B (please see exempt appendix for further details)
- 1.2 The local children's residential care market
- 1.3 The planned market position as determined by the North London Strategic Alliance developments
- 1.4 The intention of the Council to move to an early intervention model, including the development of rapid response, family support and services for families with multiple problems
- 1.5 Maximising value for money within service delivery

## 2. Cabinet Member introduction

- 2.1 As Corporate Parents our duty is to ensure that we have good quality provision for our young people. We must also make sure we are getting good value for money and making best use of our resources.



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2.2 Having carefully considered a number of options I am happy to support the in principle decisions set out in the recommendation contained in paragraph 3 below..

2.3 I believe there is sufficient good quality accommodation for our looked after young people in the local private and voluntary sector. Some of the money saved can be reinvested in early intervention services to help prevent young people entering the care system.

### **3. Recommendations**

3.1 It is recommended that Cabinet Members make an in principle decision, to close these homes, pending a final decision which will take into account the results of the equality impact assessment and consultation with staff, services users and other stakeholders, and authorise the Cabinet Member for Children, to take the final decision on the following proposals:

3.2 That the two residential homes for children –Home A and B are closed with effect from 1/7/12 releasing an efficiency saving and providing the opportunity additionally for a proportion of the resources saved beyond the planned 2012/13 savings requirements to be redirected to new rapid response services in line with the Children's Strategic Improvement Plan;

3.3 That the properties are declared surplus to requirements and removed from the CYPS portfolio and a decision made on their future disposal.

3.4 This is in line with the determination to ensure that all placements for Haringey's looked after children are recognised by external assessment as good or outstanding within a short timeframe, and that we secure better value for money in service delivery..

### **4. Other options considered**

The various options are detailed below.

### **5. Background information**

5.1 The future of the two homes has been the subject of debate for some time with concern arising in relation to quality of provision and value for money. Various models have been considered, including the redevelopment of the homes within a new approach, the closure of one home with some redirection of revenue funding to develop more early intervention services or the closure of both homes along with the development of other services. The debate has been prompted by concern that outcomes for young residents are less positive in some cases than might be expected, the homes are not well placed strategically, do not provide value for money within the current market availability of residential homes and some concerns that the homes are under used.

Taking the concerns raised in turn:

#### **5.2**

##### **A. *That the homes are not providing good enough outcomes:***

Home A has an overall remit to provide medium to long-term placements for children and young people. In reality the service has worked with older young people (15 plus) whose



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care plan is to move to semi independence, and provides some opportunities for individualised self supporting programmes. The physical layout of the building, in its present form, does not sit well with an independence – based service, lending itself to a traditional “home” approach with a large communal kitchen, single main living space, etc. The young people living there have pathway plans which emphasise their potential for independence training but, realistically, these are not being met. The current Ofsted inspection rating is satisfactory, recently having improved from inadequate.

The occupancy level at the home is currently standing at 6 places out of 8 filled but this masks the general pattern over the last 2 years of the home running at a low level (4 – 5) of occupancy.

Home B aims to provide a therapeutic environment for teenagers, the core purpose being to help with longer term planning and to help young people move on, either back to a family based setting or to planned foster care services, provided either in Borough or in an independently purchased placement. There is some evidence of success in these aims with some success stories and some creative individual work with young people. However, there is a view that the majority of young people currently resident could have these aims met within less costly provision, i.e. within foster care from the outset or supported lodgings. The home is rated as satisfactory, recently having improved from inadequate.

Occupancy has risen in recent times, but, again, this is a relatively new pattern with consistent under occupancy over the last 3 years.

Both homes are in favoured locations in the Borough and in good physical repair. The key question is whether the service is able to support these homes effectively enough to continue to improve them to good or outstanding care at a competitive cost. Our analysis demonstrates the cost is not competitive against other available provision within the same area where the Ofsted rating of quality of provision is equivalent or higher.

Further investment in these homes will not produce the results we seek in a reasonable timescale, does not represent value for money and may distract from the capacity to deliver other improvements to placements for children, which are current priorities.

### ***B. Strategic positioning:***

The need for increased supported living arrangements and preparation for independence for older teenagers is well researched in the Borough but Home A is not a good or sustainable resource in this respect. Equally, the offer made by Home B can be provided elsewhere either in the wider market and/or through a fundamentally redesigned service provision.

### ***C. Market availability:***

The local residential homes market is the subject of a thorough rethink via the North London Strategic Alliance (NLSA). Haringey is taking the coordinating and current lead role in this. The six Boroughs making up the Alliance are in a process of market mapping, pricing analysis and renegotiation, both with Independent Fostering Agency providers and with residential and other specialist providers. The plan is to achieve greater price and placement stability through collective arrangements across the Boroughs, utilising the increased purchasing clout this will achieve. Part of this is the creation of a set of direct and



## Haringey Council

proxy measures for quality outcomes which can be woven into the contract arrangements with providers. There is also a current e-auction process underway for the supported living arrangements for the Borough.

Analysis undertaken with Placement Officers indicates that the internal residential homes are not the first choice when a residential placement is sought, as is the case with fostering services. The evidence is that, should the Borough choose not to directly provide residential care, there is sufficient resource available in the wider market to fill the gap. There are 9 residential homes in the Borough – 3 provided by the Council including the respite care unit for children with disabilities. The six privately run homes are graded – four as satisfactory and two as good.

The two potential problems with this approach are, of course, (a) that competitive pricing is worsened without there being a Council run comparator and (b) there is no quality comparator. On (a), competitive pricing is a myth – the unit cost of a directly provided residential place is very high in any case and, importantly, the opportunity cost of continuing to provide directly is very high, as these are resources which can go into developing “upstream” early intervention and other services if they are not tied up in “downstream” provision. As to (b), quality comparators, the internal residential homes are not good examples currently and do not hold up a standard to the independent sector.

### 5.3 COSTINGS

#### (a) Unit costs

The current unit costs of the two homes are: (Based on the base budget direct running costs of the homes and including premises related expenditure and capital charges)

Home A :

At full occupancy – £2346 per week

At average occupancy over the last year - £3754 per week

Home B

At full occupancy: £2884 per week

At average occupancy over the last year - £3841 per week

The costs of other local similar provisions are:

Of the 6 local homes, 4 are graded at good or satisfactory and have a basic weekly price of between £1800 and £2000 per week.

If the assumption is made that the worst case scenario would be to incur replacement costs at the going local independent sector rate for the average numbers accommodated at the two Haringey Council homes, there is the potential for a saving of £319k in a full year at Home A and a saving of £398k in a full year at Home B. A total of £717k.

Even with an assumption that all 14 places will need to be repurchased, the saving is £249k in a full year.

The actual savings are potentially greater, as the replacement service needs of the particular young people currently at the two homes are lower than the residential rate in



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many cases, as the preferred placement will be in fostering or in a semi supported independent placement.

(b) Staffing

Agency staff makes up approximately 60% of Home B establishment and approximately 50% of Home A. The potential redundancy costs at Home B are low at around £10,000 and around £90,000 at Home B.

## 5.4 OPTIONS:

There are 4 viable options –

- Stay as we are
- Redevelop the homes
- Seek another provider to run the homes
- Close one or both homes and reinvest in early intervention services

Taking these in turn:

- Stay as we are:

It is difficult to justify doing nothing as a viable option for the reasons stated. The homes do not fulfil a unique high quality function and are not performing well enough financially at present.

- Redevelop the homes:

It is difficult to see how the redevelopment of the services can be achieved without considerable new cost, both in terms of staff retraining, support, etc and in terms of changes to the physical layout and functioning of the homes. Good outcomes can be achieved by negotiation with other providers both within and outside of the NLSA changes underway.

- Seeking another provider to run the homes:

This could be viewed as a viable option if there was a confidence that a new provider would be prepared to commit considerable resource to physically revamping the homes, investing in staff retraining and development and establishing a long term relationship with the Council at no increased unit cost. This is unlikely to be achieved.

- Close one or both homes and reinvest in early intervention services:

The case for the investment in more “upstream” preventative early family intervention services is being made in the Children and Young People’s Service emerging Strategic Improvement Plan and provides a key tenet of the planned changes to Haringey’s service profile. A dedicated new rapid response service might cost in the order of £120k revenue per year. This is based on similar models in other Boroughs with a similar demography / demand profile. Any such new service needs to be seen as a part of the overall shift to an



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approach which is characterised by an early response to crises, the diversion from statutory intervention (including Police Protection Powers), intensive family support and an increased pool of in-Borough foster carers.

As a core part of this new service profile, the future of in-Borough residential provision as set against reinvestment in new services cannot be either economically or professionally justified. Closure of both homes would reveal direct revenue savings which could in part be reinvested in these new services..

### 5.5 Closure programme:

A detailed proposed closure programme will be drawn up if the decision in principle is taken to close the homes at this Cabinet meeting. There are various important aspects to this:

- 5.6 Informing the young people living at the homes of the purpose, helping and advising them on options and achieving a successful and positive move to alternative placements if appropriate. This process would be enhanced by engaging an independent agency to act as advocates for the young people. This could be achieved by extending the advocacy contract with Barnardo's. This will ensure objectivity in the process and give the young people a solid platform from which they can move on to other more suitable placements. In many cases this will mean moving on to placements which encourage independence and the preparation for adulthood.
- 5.7 Consulting staff on the proposed changes and complying with HR and legal requirements. There is sufficient time built in to the proposed closure programme to ensure that staff receive proper notice and are prepared for the changes, if these proposals proceed which may include redeployment and/or retraining for some staff.
- 5.8 Notifying Ofsted of the proposed changes
- 5.9 Consideration of the capital and asset effects of the closures, including plans for securing the buildings. Consideration will need to be given to the future use of the buildings - there are several options including:

The sale of one or both of the homes on the open market with the capital receipt being accrued by the Council. There are no restrictive covenants or conditions upon the sale of these properties. The likely capital receipt has not been assessed but will potentially be significant for both properties as they are in favoured residential areas and have considerable potential for residential conversion, including parking space and adjacent land.

Conversion of one or both of the homes to other use within the Council.

Lease or rent to a third party by the Council with a consequent rental income.

- 5.10 The question of alternative uses within Children's and Young People's Services has been explored and there are no obvious desirable options for this. There will be a need for premises for early intervention and intensive support services as part of the service improvement plans but these properties are not well placed geographically for this. The requirement will be in the more deprived areas of the Borough. Also, the properties are large and do not lend themselves to easy or economic conversion to the types of family work envisaged.



## 6. Comments of the Chief Finance Officer and financial implications

- 6.1 The section on costings identifies the relative unit cost of the homes and compares it with alternative residential provision in the independent sector which suggests that poor value for money is being achieved from our homes. It is also apparent that, at full occupancy, the relative value for money at Home B is worse than Home A. Comparative information from the 2010 CIPFA benchmarking club for LAC reinforces this view, with the weekly cost for non Local Authority Children's Homes being on average 25% lower than those of LA Homes.
- 6.2 Excluding capital charges, which would not deliver a cashable saving, the cost of the homes in 2011-12 is £1.784m. The Council's Medium Term Financial Plan (MTFP) already includes a proposed £0.5m saving profiled across 2012-14. Taking into account 'worst case scenario' re-provision costs at £2,000 per week for 10 children (c£1m) and the saving already agreed suggests that a sum of up to £284,000 might still be available for Members to decide on its use.
- 6.3 Although re-investment opportunities are referred to in the report under option 4 (re-invest in early intervention services) any such proposals would need to be part of a separate formal growth bid outside of this report.
- 6.4 Account will need to be taken of any on-going building maintenance, security or other costs associated with the vacated homes pending a decision on any future asset use. Provision should be made for an appropriate transfer of budget to the corporate property portfolio in respect of those costs; based on past spending patterns a sum of around £25,000 would seem to be a reasonable estimate.
- 6.5 It is also clear that the actual cost of re-provision and therefore any residual saving, will depend on the number of clients requiring alternative accommodation and their relative complexity in the period leading up to closure however, in order to give clarity to the proposals in this report the Table below summarises the proposed revenue effect arising if the closure of the homes proceeds following consultation.



**Table 1 – Revenue Financial Impact**

<b>Description</b>	<b>£000</b>	<b>Proposed Treatment</b>
Existing Residential Homes budget provision (excl. capital charges)	1,784	Base Budget Provision
<b><i>Application of resources</i></b>		
Agreed savings 2012-14 MTFP	500	Savings target (MTFP)
Estimated re-provision costs	1,000	Added to placements budget (CYPS)
On-going property maintenance costs	25	Added to surplus property budget (Place & Sustain)
Potential additional savings	259	

The report deals only with the revenue consequences of the proposed homes closure.

## **7. Head of Legal Services and legal implications**

- 7.1 The Council has a general duty to children in need within the Borough to provide accommodation in accordance with the criteria prescribed by Sections 20 and 21 Children Act 1989. There is no policy or Council strategy which provides that the Council must meet these obligations by direct provision. The commissioning arrangements currently in place meet the needs of the service users affected and any new arrangements should continue to meet these needs so that the Council may discharge its duties without the need for these homes.
- 7.2 A decision by Members to close these homes needs to be taken in line with legislative requirements and must be informed by and take into account the outcome of a meaningful consultation with service users, providers and other stakeholders.
- 7.3 In reaching their decision Members must also have specific regard to the Council's public sector equality duty and thus should take into account full equality impact assessments.
- 7.4 The extent of the public sector equality duty on the Council is enforced by the Equality Act 2010 and particular consideration must be given to the effect of proposals on a number of specific groups within the community, defined as those with protected characteristics under the Equality Act 2010 (by reason of their ethnicity, sex, age, or disability and to the proposals made to reduce or mitigate any such effects.
- 7.5 A decision to close these homes will have specific consequences for the staff who are employed by the Council within the units concerned. The Council's Corporate Committee or, alternatively, officer delegation arrangements under the remit of the Corporate Committee, retains responsibility under the terms of the Council's Constitution for decisions regarding changes to the staffing establishment.
- 7.6 In view of the implications of the recommendations contained in this report, Members should, before making any decision concerning the closure of these units give due consideration to a completed consultation with staff and trades unions while taking into account the outcome of consultations with service users and other stakeholders.





**Haringey Council**

- 7.7 Any decision to dispose of these properties will require compliance with the relevant legislation that governs their disposal. This will depend on the purpose for which these properties are held. Further comments will be made when this reported back to the Cabinet Member for final decision.

## **8. Equalities and Community Cohesion Comments**

Looked After Children may come from all walks of life but in reality minority and disadvantaged groups are often over represented amongst them. The proposals in this report will affect a small number of looked after children for whom new placements exist within the local area. As new placements are identified each young person will be supported by an individualised review and planning process managed by an Independent Reviewing Officer and with advocacy available. In setting the standard that Haringey will be a provider of good or outstanding care for looked after children our intention is to provide care at a higher quality than previously for this group. An Equalities Impact Assessment will be undertaken during the course of the consultation.

## **9. Head of Procurement Comments**

If one or both of these properties are determined, surplus to Children's Services' requirements a review will be undertaken by Corporate Property Services to consider any need by another part of the council. Any disposals will be reported to Cabinet as part of the corporate Property Review.

Disposal of these properties will deliver a capital receipt and a contribution to corporate property revenue savings

## **10. Policy Implication**

## **11. This is contained within the body of the report**

## **12. Use of Appendices**

A- Exempt information

## **13. Local Government (Access to Information) Act 1985**

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**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE**  
**TUESDAY, 6 DECEMBER 2011**

Councillors Reith, Reece, Brabazon, Watson, Allison, Stennett, Solomon

Apologies

Also Present: Debbie Haith, Marion Wheeler, Chris Chalmers, Gloria Stott(Barnardo's) Babette Bleach( Barnardos) Rachel Oakley, Shanti Jacob, Attracta Craig, Sandjea Green.

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>	<b>ACTON BY</b>
<b>CPAC 124</b>	<b>APOLOGIES FOR ABSENCE (IF ANY)</b>  Apologies for absence were received from Wendy Tomlinson, Head of Commissioning and Placements.	
<b>CPAC 125</b>	<b>URGENT BUSINESS</b>  There were no items of urgent business put forward.	
<b>CPAC 126</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest put forward.	
<b>CPAC 127</b>	<b>MINUTES</b>  The minutes of the Corporate Parenting meeting held on the 11 <sup>th</sup> October 2011 were agreed as an accurate record of the meeting.  The minutes of the joint meeting between Corporate Parenting Advisory Committee and Children's Safeguarding Policy and Practice Committee held on the 11 <sup>th</sup> October were agreed as an accurate record of the meeting.	
<b>CPAC 128</b>	<b>MATTERS ARISING</b>  Members of the Committee had been sent a briefing on the outcomes of fostering week publicity activities undertaken in June. There were separate tables both showing different figures for enquiries into fostering and the number of people attending an information session on fostering for the same month. The Head of Commissioning and Placements would provide an explanation of the difference between	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY, 6 DECEMBER 2011**

	these figures to the Committee by email following her return from leave.	WT
<b>CPAC 129</b>	<p><b>PRESENTATION FROM BARNARDOS</b></p> <p>The Committee received a presentation from Gloria Stott and Babette Bleach of Barnardo's about their work with the Council on children's rights, sexual exploitation and trafficking. Barnardos had been working, contractually with the Council since 1995 until 2011 on these areas of work. At the start of this financial year they had entered into a spot purchasing arrangement with the Council to provide an advocacy service to identified children, undertake independent visits to children's homes and work with young people who had been identified by the Council as being vulnerable to trafficking, and sexual exploitation. Recently external funding had also secured the services of a practitioner from the Barnardo's to work in the Safeguarding service with missing children, 2 days a week.</p> <p>Although the Children's service had block commissioned 6 places for supporting children at risk of sexual exploitation this did not limit them procuring further places if the need arose. On an influential level, Barnardos' was educating the Safeguarding service about the circumstances that can put a child /young person at risk of sexual exploitation. Barnardo's also shared intelligence about potential cases of sexual exploitation and worked with the services when cases were identified by them. Barnardos also offered a child /young person an alternative support provision separate to the local agencies that they were required to deal with.</p> <p>The Committee further considered information about the Children's Rights services provided by Barnardo's. The Advocacy service had started as a short term project and had been expanded in the last three years. This had culminated in a contract between the Council and Barnardo's to provide advocacy support services to 87 children/young people. This support from Barnardos was about enabling children / young people to provide their views on their care and feel independent of the process.</p> <p>Barnardos also provided independent visits to the Council's children's residential homes and were contracted to support 10 young people living at these homes. Members were reassured by this as there was a separate non statutory body that could make visits to the homes and speak with the young people at the home.</p> <p>A question was asked about how issues raised by young people through advocacy services were taken forward with the Council. In particular concerns about independent living arrangements. The Committee noted that there were regular monitoring meetings held between the Children's service and Barnardo's where each party provided an update on all the cases that they are working on. As part of</p>	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE  
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this working relationship with the council, Barnardo's felt able to raise the individual issues of children/young people as well as are influential in the types of services provided to them. In the unlikely event that they found their views not taken on board by the Children's Safeguarding service, Barnardo's representatives were aware that they could advance their concerns to a higher management level.

Members were interested in how the service decided on the children that would access the services provided by Barnardo's. This information was sought to be assured, as corporate parents, that there was not an over demand being dealt with, meaning some children would miss out on the service. An example was provided on how a child or young person was identified as needing advocacy. Usually this was through a case review which would have the input of the IRO (Independent Review officers) and there would be a criteria followed to help understand whether an independent person was needed to advocate for the young person/child.

A question was asked about the overlap in sexual exploitation and trafficking. Gloria Stott of Barnardos explained that often where children and young people were trafficked for involvement in criminal activity and domestic servitude, unfortunately due to their age and vulnerability they were susceptible to sexual exploitation. The trafficking workers worked with a number of agencies to locate the trafficked children remove them from this situation.

In terms of sharing local intelligence and liaising with government agencies, this was a critical in identifying children that were being trafficked as usually a trafficked child would be moved around rapidly. Where a local concern was reported to housing such as an illegal appropriation of a house involving children from a particular transient community then this information would be considered by the Multi Agency Safeguarding Hub (MASH). This team included housing officers who were able to share concerns with the other agencies on the hub and quickly identify if there were any safeguarding issues which needed further investigation and action from local agencies such as the Police and Health.

The Committee noted the nature of Barnardo's work in investigating sexual exploitation in Haringey. Barnardo's further provided yearly training sessions to the Safeguarding team to ensure that Social Workers and officers were able to detect the signs of sexual exploitation.

In response to the question about the number of places available on the advocacy programme it was noted that there was not an impediment to renegotiating the contract with Barnardos to provide advocacy services if there was a demand for places.

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	<p>Representatives from Barnardo's advised that they were due to provide a presentation of their targeted work with the Council on missing children to a Scrutiny panel. This was a recent project and Barnardo's felt that it would be too early to report on the outcomes of this work in January and asked that Scrutiny colleagues be asked to defer this presentation to an April meeting.</p> <p>The Committee thanked Barnardos for their informative presentation and it was agreed that the clerk re distribute the background information provided on Children's right service, trafficking and sexual exploitation service.</p> <p>Members of the Committee were welcome to put forward any further information requests or questions to Barnardo's after the meeting.</p>	<p>Chair &amp; Cllr Reith/DH</p> <p>Clerk</p> <p>All to note</p>
<b>CPAC 130</b>	<p><b>PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES</b></p> <p>Members of the Committee were asked to comment on and consider a new format for the regular performance report which contained a set of key indicators. In future, more detailed analysis or data queries were proposed to be considered and reported through separate exception reports.</p> <p>Comment was made on the cost of service per looked after child. The figure of £854 was the weekly cost and included overheads. Members asked that a benchmark figure also be included to provide Members with a comparison. The Committee were advised of the difficulty in providing benchmark figures as local authorities all had dissimilar ways of calculating the cost of LAC. However, there was ongoing work with the NLSA (North London Strategic Alliance) to compile one category of cost, for looked after children, which would be followed by all of the 6 North London boroughs in the NLSA and would therefore provide ready benchmarking figures.</p> <p>Item 3 – Foster Care Recruitment - The Committee recommended that the background to the foster carer that was recruited be added i.e. if they were family or friend.</p> <p>Item 6 - Percentage of referrals to children's social care going onto initial assessment - Agreed that the correct figure for August 2010/11 be distributed to the Committee.</p> <p>Members discussed the increase in the number of referrals resulting in an initial assessment and sought understanding about the reasons for the increase in this number over a two year period. The Committee were advised that these numbers of referrals were post examination by the Multi Agency Safeguarding Hub (MASH) and therefore these</p>	<p>All to note</p> <p>DH</p> <p>DH</p>

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	<p>referrals would not all culminate in child protection plans. This information was included as part of helping the service understands the pathways into care. The Committee concluded that the information provided needed to be clearer on the number of children that had moved from an initial assessment to a Child Protection Plan and the timeline of this.</p> <p>It was agreed that overall the comments section of the table provide more detail on the context around the indicators as a public document.</p> <p>There was consensus that performance figures relating to Looked after Children were in the remit and responsibility of this Committee. Performance indicators containing information about referrals which do not lead to child protection plan or a child becoming looked after was the responsibility of the Children's Safeguarding Policy and Practice Committee and should be separated out of the report. Having accepted this, there was still felt to be a need for the Committee to have a better understanding of the information being considered by the Children's Safeguarding Policy and Practice Committee and this would need to be explored.</p> <p>Item 23 -Children in Care for a month or more with an up to date health assessment . Statistical averages for this indicator would be available in the following months report. Agreed that the target of 75% be added to the latter column.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. The format of the report is agreed.</li> <li>ii. That the comments, provided above by Committee Members, be factored in the forthcoming report.</li> </ul>	<p>DH</p> <p>DH</p> <p>DH</p> <p>DH</p>
<b>CPAC 131</b>	<p><b>PERMANENCY STRATEGY</b></p> <p>The Committee considered a tabled paper outlining the developing Permanency strategy. The Chair asked that in future briefings were not tabled at the meeting but distributed to members prior to the meeting with the despatch of papers.</p> <p>The paper contained some early headlines of the information to be included in the strategy. The strategy would address the key issues which impact on permanency, set out the options for permanency such as special guardianship orders, adoption and residential care, and the circumstances where these options will be considered. The strategy would also contain details about planning for permanency and the set of</p>	

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	<p>procedures to inform permanency planning and prevent drift which is caused by the unintended sequential planning for securing a permanent family for a child. Instead there will be parallel planning to enable a secondary plan for a permanent placement to be implemented should the initial intended placement plan not be workable.</p> <p>Workshop sessions with staff were planned, with the release of the strategy, to reiterate its key messages and ensure that permanency planning was embedded in the work of the service.</p> <p>The Chair recommended adding a vision at the start of the strategy which would advise on the best outcomes for children. The Committee were assured that this was already intended and would be included in the strategy which was to be considered by the Committee at their next meeting on the 31 January 2012.</p> <p>Members sought information on the remit of the Transformation Board and whether the driver for this strategy had arisen from their observations. The Committee noted that this was an internal officer board which contained external representatives that were assigned to consider and provide a critical challenge to the budget issues being faced by the Children's service. Although the permanency plan fitted in with the strategic improvement plan of the service it was good practice to have this strategy in place. It was noted that the strategic improvement plan could be considered by the Committee at future meetings.</p> <p>The Committee were assured that permanency planning was not a new practice for the service and the strategy would be highlighting how the service would be changing the existing practice of sequentially planning to parallel planning.</p> <p>Comment was made on the need to follow the corporate format for strategies when compiling the strategy.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the briefing be emailed to Committee Members to provide further comments to the Head of Children in Care.</li> <li>ii. That the draft Permanency strategy be considered by the Committee at their meeting on the 31 January 2011.</li> </ul>	Clerk
<b>CPAC 132</b>	<p><b>INDEPENDENT REVIEW OFFICER MID YEAR REPORT</b></p> <p>The Independent Review Officers had used a basic checklist to carry out a random sample analysis of looked after children reviews. The audit was designed as a quick process that could provide some immediate</p>	



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	<p>data and create a benchmark for future audits. At the time of the audit there had been vacant IRO posts which were now in the process of being filled therefore in future there would be more capacity to compile a more sophisticated audit which would highlight any underlying issues that needed attention and resolution in the children's service.</p> <p>The IRO officer spoke of the positive findings from the audit which were the rate that decisions from the LAC review were implemented and ensuring that a children were included and prepared for their LAC review. The areas to be further investigated by the IRO officers were the number of social work reports not available and total number of care plans available for inspections These findings were being discussed with children's service and the IRO's recognised that there was a need to be more rigorous in identifying and reporting where a care plan or social work report had not been found. The increase in IRO officers would assist with this.</p> <p>Regarding the number of total care plans available; Members were assured that the figure reported did not mean that no care plan was in place. There were either legal care plans or draft care plans in place which had not formally been drafted. The Committee were further advised that there would be recommendations coming forward from the IRO officers about the implementation of care plans for Social workers to follow. The Committee suggested alternative ways of looking at the data concerning LAC reviews such as examining the timescale of when the care plans are being completed within. The Committee learned that the IRO's had completed a further audit on the care of LAC examining cases in September ,October, November which would be reported back to the Committee in the new year.</p> <p>The Committee were informed that the Quality Assurance and Practice Development service had been in place since June and its role was to provide independent scrutiny on the systems and process in place for the care of children. The service was working on a quality assurance framework and a report on this development work focused on Looked after Children could be considered by the Committee at their January meeting.</p>	<p>Clerk</p> <p>Clerk</p>
<b>CPAC 133</b>	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>The press and public were excluded from the meeting for consideration of Item 11 as it 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 &amp; 2: namely information relating to any individual, and information likely to reveal the identity of an individual.</p>	
<b>CPAC</b>	<b>REGULATION 33 VISITS</b>	

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134	<p>Members considered the findings of recent regulation 33 visits to the Council's Children's Homes and noted the recommendations arising from these visits and the actions being taken forward.</p> <p>Previously Members of the Committee had raised concerns about the understanding key workers had at the children's homes of the use and importance of the SAM codes. This code was allocated to each young person in the home to help them access online learning systems. Key workers were expected to know the importance of these codes and be able to assist the young person in using them. It was agreed that the Haringey Virtual School Head, when making her regular visits to the children's residential homes, discuss the current use of the SAM codes and further gauge the key workers understanding of them.</p> <p>Members referred to a recommendation relating to the use of the Framework 1 system by staff at the children's homes and recalled a previous explanation that agency staff were not permitted to add information to the system. Members commented that where agency staff have been working at the home for long period of time or are regularly called upon to assist in the home, they should have access to the system to add case notes. Agreed that the Head of Safeguarding, Quality Assurance &amp; Practice Development seek a resolution to this recommendation and report back the outcome in the matters arising report to be considered by the Committee at their January meeting.</p> <p>A visit to a home, in October, reported on a shortness of a visit due to disruptive behaviour. The Committee asked that further details be provided on the nature of the disruption to provide understanding on reasons for the visit being brief.</p>	<p>AC</p> <p>RO</p> <p>WT</p>
<b>CPAC 135</b>	<b>ANY OTHER BUSINESS</b>  Date of the next meeting 31 January 2012	

Cllr Lorna Reith

Chair

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
**THURSDAY, 12 JANUARY 2012**

Councillors Bevan, Reith and Goldberg (Chair)

Apologies Councillor Kober

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>	<b>ACTION BY</b>
<b>PROC29</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Cllr Kober.	
<b>PROC30</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest.	
<b>PROC31</b>	<b>MINUTES</b>  <b>RESOLVED</b> That the minutes of the meeting held on 17 November 2011 be approved and signed.	
<b>PROC32</b>	<b>EXTENSION OF SAP MANAGED SERVICE CONTRACT</b>  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 (including the Authority holding that information).  The Committee considered a report seeking a four month extension to the current contract with Logica UK Ltd for a managed SAP service. This would serve to help mitigate migration risks associated with progression of the joint procurement exercise currently underway with LB Waltham Forest to move to a shared SAP management service for both authorities. The adoption of a joint approach had the objective of reducing procurements costs in addition to facilitating potential future shared services between the two boroughs for back office processes.  It was advised that the costs of extending the current SAP managed service contract remained under negotiation with the provider.  The Committee noted the additional Head of Legal comments made within the exempt appendix of the report.  <b>RESOLVED</b> <ul style="list-style-type: none"> <li>• That approval be granted to the extension of the existing contract between Haringey and Logica UK Limited for a minimum period of 4 months (to allow alignment with Waltham Forest's contract expiry date in March 2013), with the option to extend on a rolling month basis to a maximum of 12 months, to facilitate any prolonged negotiation with</li> </ul>	<b>Dir CR</b>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
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	<p>regards a new contract and to enable adequate planning as necessary to migrate to a new SAP based solution.</p> <ul style="list-style-type: none"> <li>• That approval be granted to delegate the power to the Director of Corporate Resources to:           <ul style="list-style-type: none"> <li>(a) agree the terms of the initial 4-month extension approved in the paragraph above; and,</li> <li>(b) to decide on a monthly basis, starting at the end of the first month of the 4-month extension, whether to allow further extensions or to issue a 3-month notice of termination.</li> </ul> </li> </ul>	<b>Dir CR</b>
<b>PROC33</b>	<p><b>PAN LONDON FRAMEWORK AGREEMENT FOR CONSTRUCTION RELATED CONSULTANT SERVICES (CRCS): 10 LOTS OF VARIOUS CONSTRUCTION PROFESSIONAL DISCIPLINES.</b></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 business or financial affairs of any particular person (including the Authority holding that information).</p> <p>The Committee considered a report seeking approval for the award of 10 multi-disciplinary Lots of construction professional services under the Pan London Construction Related Consultants Services 2011 Framework agreement (CRCS 2011). Approval was being sought for the award of Lots 1-6 and 8-11, with the award for Lot 7 (CDM co-ordinators) having previously been delegated by the Committee in November 2011 to the Director Corporate Resources. The Committee noted the companies awarded under this Lot had been Calford Seaden Health and Safety Ltd, Cyril Sweett Ltd, Frankham Consultancy Group Ltd, Gleeds and Stace LLP.</p> <p>In response to concerns raised by Members, assurances were provided that the Council would be able to exercise discretion when appointing contractors for individual projects under the framework and which would include considerations around previous history as appropriate. As an additional level of assurance, where appropriate mini competitions would be held between successful consultants to ensure competitive pricing and selection of the most appropriate consultant on a case by case basis.</p> <p>It was advised that although the Council had served as the lead authority in relation to development of the framework, the costs associated with the procurement would be recovered against the framework using a levy arrangement.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>• That approval be granted for the award of the following Lots as framework agreements for up to four years to those consultants identified below:           <ul style="list-style-type: none"> <li>a. Lot 1 Multi Disciplinary (Building Surveying led): Small Works</li> </ul> </li> </ul>	<b>Dir CR</b>

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£249,999 and below:

- Atkins Ltd
- Frankham Consultancy Group Ltd
- Keegans Ltd
- Pellings LLP
- Ridge and Partners LLP

b. Lot 2 Multi Disciplinary (Building Surveying led): £250,000 to £999,999:

- EC Harris LLP
- Frankham Consultancy Group Ltd
- Mouchel Ltd
- NPS Property Consultants Ltd
- Ridge and Partners LLP

c. Lot 3 Multi Disciplinary (Building Surveying led): Over £1,000,000:

- Atkins Ltd
- Frankham Consultancy Group Ltd
- Keegans Ltd
- Mouchel Ltd
- Pellings LLP

d. Lot 4 Architect and Associated Supply Chain – Education Projects: Up to £2,999,999:

- Acanthus LW Architects
- AD Architects Ltd
- Architects Design Partnerships LLP
- Mouchel Ltd
- Pick Everard
- Rivington Street Studio
- Shepherd Epstein Hunter
- Watkins Gray International LLP

e. Lot 5 Architect and Associated Supply Chain – Education Projects: Over £3,000,000:

- Curl la Tourelle
- Haverstock Associates LLP
- Hawkins Brown Architects LLP
- Mouchel Ltd
- NPS Property Consultants Ltd
- Pellings LLP
- Pick Everard
- Pollard Thomas and Edwards Ltd

f. Lot 6 Project Management inclusive of Employers Agent and Partnering Advisors:

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	<ul style="list-style-type: none"> <li>• Baily Garner LLP</li> <li>• Cyril Sweett Ltd</li> <li>• Mace Ltd</li> <li>• Mott MacDonald Ltd</li> <li>• Northcroft Group Ltd (T/A Northcroft)</li> </ul> <p>g. Lot 8 Quantity Surveyors including EU procurement:</p> <ul style="list-style-type: none"> <li>• Cyril Sweett Ltd</li> <li>• Keegans Ltd</li> <li>• Mott MacDonald Ltd</li> <li>• Playle and Partners LLP</li> <li>• Stace LLP</li> </ul> <p>h. Lot 9 BREEAM Assessors:</p> <ul style="list-style-type: none"> <li>• Architects Design Partnerships LLP</li> <li>• Atkins Ltd</li> <li>• Clancy Consulting Ltd</li> <li>• Frankham Consultancy Group Ltd</li> <li>• Gleeds</li> </ul> <p>i. Lot 10 Clerk of Works:</p> <ul style="list-style-type: none"> <li>• John Burke Associates</li> <li>• John Rowan and Partners</li> <li>• MDA Consulting Ltd</li> <li>• Mouchel Ltd</li> </ul> <p>j. Lot 11 Client Design Advisors:</p> <ul style="list-style-type: none"> <li>• Curl la Tourelle Architects</li> <li>• Pollard Thomas and Edwards Ltd</li> <li>• 3D Reid</li> </ul> <p>These are within the Construction Related Consultants Services framework agreement 2011 (CRCS 2011).</p>	
<b>PROC34</b>	<p><b>CONTRACT FOR THE SUPPLY OF INTERNAL AUDIT SERVICES</b></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 business or financial affairs of any particular person (including the Authority holding that information).</p> <p>The Committee considered a report seeking approval to enter into a contract with LB Croydon and to subsequently access their supply chain Audit Services Framework Agreement to provide audit resources to deliver a statutory internal audit service following expiry of the current contract with Deloitte in March 2012. Confirmation was provided that the recommended option was more cost effective than extending the current contract and was forecast to deliver a £10k annual saving against the</p>	

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	<p>current audit plan. It was also noted that LB Croydon served as the contracting authority and would therefore be accountable for any contract issues.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>• That approval be granted to enter into a contract with the London Borough Croydon, to use their Audit Services Framework Agreement, from April 2012 to 31 March 2015 to provide audit resources to deliver the Internal Audit service for the Council.</li> <li>• That should the Croydon framework contract be extended in compliance with the EU regulations and satisfactory contract performance is maintained, approval be granted for the Council to extend its contract with the London Borough Croydon and associated framework agreement.</li> </ul>	<p><b>Dir CR</b></p> <p><b>Dir CR</b></p>
<b>PROC35</b>	<p><b>SEMI SUPPORTED HOUSING TENDER</b></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 business or financial affairs of any particular person (including the Authority holding that information).</p> <p>The Committee considered a report seeking approval for a six months extension of the current semi supported housing contracts to enable conclusion of the North East London Consortium tendering exercise. Following Member concerns over the number of extensions made to the current contracts, confirmation was provided that although the tendering process had taken considerably longer than anticipated owing to a number of other boroughs joining the consortium, it was currently on track, with an award of contract anticipated to be submitted for Committee approval in April.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>• That approval be granted to extend the current provision with the suppliers listed below for six months from 1 January 2012 until 30 June 2012 in order to complete the tendering exercise with the NELC (North East London Consortium): <ul style="list-style-type: none"> <li>○ Christopher House, TA Limelight Properties</li> <li>○ Allison Lodge (formally MG Supported Housing)</li> <li>○ Atlas Properties</li> <li>○ Phoenix Community Care</li> <li>○ Andrew Stevens</li> <li>○ Atlantic Lodge</li> </ul> </li> </ul>	<p><b>Dir</b></p> <p><b>CYPS</b></p>
<b>PROC36</b>	<p><b>NORTHUMBERLAND PARK COMMUNITY SCHOOL - SWIMMING POOL HALL MECHANICAL AND ELECTRICAL IMPROVEMENT WORKS</b></p> <p>The interleaved report was the subject of a motion to exclude the press</p>	

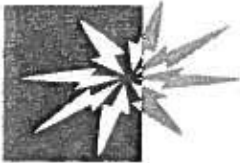
**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
**THURSDAY, 12 JANUARY 2012**

	<p>and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>The Committee considered a report seeking approval to appoint a contractor to refurbish and replace parts of the existing mechanical and electrical plant within the pool hall at Northumberland Park Community School. The tender process was undertaken outside of the existing Framework Agreement for the Provision of Major Works Construction Services owing to the specialist nature of the work.</p> <p>Confirmation was provided that the project would be jointly funded from the Building Schools for the Future contingency and the secondary school lifecycle fund. Funding discussions had also been held with the school and although they would not be contributing directly at the current time, they would be investing £80k in a separate project on associated elements such as refurbishing the changing rooms.</p> <p>In response to a query about the opportunities for achieving carbon reductions through the project, it was confirmed that the Council had included these considerations within the final design specifications and would also look at the opportunity to make ancillary carbon reductions where feasible during the progress of the work.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>• That approval be granted for a waiver of the requirements set out in CSO 9.01 to enable a tender process to take place without advertising by inviting tenders from a selection of contractors from Constructionline (a government managed UK register of pre-qualified construction services) for the works.</li> <li>• That approval be granted to award the contract for the above project in accordance with CSO 9.07.1(d) to BTU Installation and Maintenance Ltd under the terms detailed in the exempt appendix to the interleaved report.</li> <li>• That approval be granted to the issue of a Letter of Intent at 10% of the contract value as allowed under CSO 9.08.3.</li> </ul>	<p><b>Dir CYPS</b></p> <p><b>Dir CYPS</b></p> <p><b>Dir CYPS</b></p>
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CLLR GOLDBERG

Chair

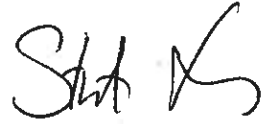




Haringey Council

Report for:	Cabinet 07 February 2012	Item number	
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Title:	Delegated Decisions and Significant Actions
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Report authorised by :	Assistant Chief Executive 
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Lead Officer:	Xanthe Barker (Tel. 020 8489 2957)
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Ward(s) affected: Not applicable	Report for Key/Non Key Decision: For information
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### 1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

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. Cabinet Member Introduction

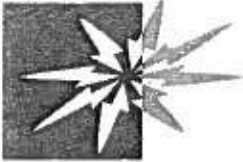
Not applicable

### 3. Recommendations

That the report be noted.

### 4. Other options considered

Not applicable



**Haringey** Council

## **5. Background information**

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

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.

## **6. Comments of the Chief Financial Officer and financial Implications**

Where appropriate these are contained in the individual delegations.

## **7. Head of Legal Services and Legal Implications**

Where appropriate these are contained in the individual delegations.

## **8. Equalities and Community Cohesion Comments**

Where appropriate these are contained in the individual delegations.

## **9. Head of Procurement Comments**

Where appropriate these are contained in the individual delegations.

## **10. Policy Implications**

Where appropriate these are contained in the individual delegations.

## **11. Use of Appendices**

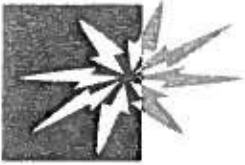
The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

## **12. Local Government (Access to Information) Act 1985**

### Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms



**Haringey** Council

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 Xanthe Barker on 020 8489 2957.

## DIRECTOR OF ADULT AND HOUSING SERVICES

### Significant decisions - Delegated Action - September 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.		NIL	
2.			

### Delegated Action

Number
22.09.11: CSO 9.7 Head Office Cleaning Services Ltd - Winkfield Resource Centre
22.09.11: CSO 13.01[a] Training programme re Autistic Spectrum Disorder
22.09.11: LBH Supporting People Central and Cecil Housing Trust contract
22.09.11: LBH Supporting People Willow Housing and Care contract
22.09.11: CSO 8.02 under CSO 10.01 Transforming Community Equipment Service
28.09.11: LBH-Citibank Europe PLC and TCES - Prescription Clearing Solution Virtual Card contract
28.09.11: Waiver and contract approval CSO 8.02 under CSO 10.01[c] and CSO 9.07 Direct Payments Reconciliation Pilot - Care in Finance Ltd
30.09.11: CSO 8.02 under CSO 10.01 dedicated support service to households

Submission authorised by: 

Mun Thong Phung - Director of Adult And Housing Services

Date: 3<sup>RD</sup> October 2011

## DIRECTOR OF ADULT AND HOUSING SERVICES

### Significant decisions - Delegated Action –October 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.		NIL	
2.			
3.			
4.			

Delegated Action	
	Number
06.10.11: CSO 9.07 Solace Women's Aid – award of contract	
11.10.11: CSO 8.02 under CSO 10.01 independent person to support development work for Health and Wellbeing Board	
12.10.11: CSO 9.07 Solar Photovoltaic systems re social housing sites	
13.10.11: CSO 8.02 under CSO 10.01 Protheroe House – Extra Care Scheme	
24.10.11: CSO 10.02.1[c] Supplier Managed Private Sector Leasing Framework Agreement	

Submission authorised by: LISA MEDLEY Date: 31<sup>st</sup> October 2011  
 Lisa Redfern, on behalf of Mun Thong Phung - Director of Adult and Housing Services

## DIRECTOR OF ADULT AND HOUSING SERVICES

### Significant decisions - Delegated Action – November 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30.11.11	Delegated authority – Framework Systems Development Team establishment changes	
2.			
3.			
4.			

### Delegated Action

	Number
09.11.11: Supporting People : Hanover Housing Association	
24.11.11: London Boroughs of Barnet, Enfield and Haringey and Voiceability Advocacy	
28.11.11: LBH and Smarter Energy Solutions Ltd contract/waiver solar PV array on Hostels	
30.11.11: SP contract Sanctuary Housing	
30.11.11: SP contract St Ignatius Housing Association Ltd	
30.11.11: Catch 22 Young People	

Submission authorised by:   
Mun Thong Phung - Director of Adult and Housing Services

Date: 1<sup>st</sup> December 2011

# DIRECTOR OF ADULT AND HOUSING SERVICES

## Significant decisions - Delegated Action - December 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

## Delegated Action

	Number
08.12.11: CSO 10.02.2 Disabled Adaptations Framework Agreement	
13.12.11: CSO 9.07 NEW Home Energy Efficient Project, Northumberland Park	
20.12.11: CSO 13.01[a][b] Haringey Phoenix Group	
20.12.11: SP Contract – Solace Women's Aid	
20.12.11: SP Contract – Circle Support	

Submission authorised by:  \_\_\_\_\_  
Mun Thong Phung - Director of Adult and Housing Services

Date: 9<sup>th</sup> January 2011

## CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

### Significant decisions - Delegated Action 2011/12 – December 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	05.12.11	Approval for award of contract under CSO 9.07 re: Logicalis Network Management Contract	For the Director of Corporate Resources to award the contract for the extension of the IT Network Management contract. £236,674
2.	13.12.11	Authority under scheme of delegation: Framework Agreement for Asbestos Surveys, Bulk Material Analysis, Asbestos Air Sampling and Monitoring and Periodic Inspections under CSO 10.02.1 (a)	For the DCR to approve the extension of the Framework Agreement for Asbestos Surveys, Bulk Material Analysis, Asbestos Air Sampling and Monitoring and Periodic Inspections for a further period of two years as allowed under CSO 10.02.1(a). £250,000
3. ♦	28.12.11	Authority under scheme of delegation: Framework Agreement for Asbestos Removal – Extension of Framework Agreement for a further period of two years CSO 10.02.01 (a)	For the DCR to approve the extension of the Framework Agreement for Asbestos Removal for a further period of two years as allowed under CSO 10.02.01(a).
4. ♦	28.12.11	Authority under scheme of delegation: Award for Lot 7 CDM Co-ordinator of the Construction Related Consultants Services Framework Agreement	That the award is made to the Consultants for Lot 7 CDM Co-ordinators framework agreement within the Construction Related Consultants Services 2011 (CRCS 2011) under delegation to the DCR.
5.	30.12.11	Record of decision taken under urgency procedures or delegated authority re: Haringey's contribution to the 2012/13 London Boroughs Grants Scheme	For the DCR to agree Haringey's 2012/13 contribution to the London Boroughs Grant Scheme as required under section 7.5 of the Grants Scheme £330,658



Delegated Action			
Type			Number
Record of decision taken under delegated authority	Contribution to The High Street Fund DCR 05.12.11	£50,000 pledged	1
Approval for award of contract under CSO 9.07	Infrastructure Programme – Citrix Phase 1 Project DCR 07.12.11	£8000	1
Request for waiver of CSO 8.02 under CSO 10.01 and approval for award of contract under CSO 9.07	Single Frontline Mobile Working Project – purchase of NDL MX and SX software DCR 13.12.11	£91,000	1
Request for waiver of CSO 8.02 under CSO 10.01 and approval for award of contract under CSO 9.07	Single Frontline Mobile Working Project – purchase of Haringey branded Love Clean Streets Software as a Service DCR 13.12.11	£33,000	1
Approval for award of contract under CSO 11.02	Remote Access Services (RAS) Upgrade DCR 19.11.12	£51,537 50	1

Submission authorised by:

*J. Parker 24/11/12*

**Julie Parker**  
**Director of Corporate Resources**

# CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

## Significant decisions - Delegated Action 2011/12 – January 2012

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action			
Type			Number
Request to waiver of CSO 8.02 and authority to award in accordance with CSO 9.07.01 (c)	Appointment of Legal Support DCR 12.01.12	£40,000	1
Request for waiver of CSO 8.02 under CSO 10.01	Installation of Voltage Optimisation at Fortismere School DCR 17.01.12	£21,651	1
Record of decision taken under urgency procedures or delegated authority	To propose the Council's tax base for 2012/13 in accordance with the provisions of the Local Government Finance Act 1992 DCR 24.01.12	£86,979	1

Submission authorised by:

*J Parker*  
 Julie Parker  
 Director of Corporate Resources  
 25/1/12

# CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

## Significant decisions - Delegated Action 2011/12 – November 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	28.10.11	Approval for award of contract under CSO 9.07 re: Infrastructure Programme Storage Area Network (SAN) Upgrade – Phase 2.	For the Director of Corporate Resources to award the contract for HP Storage Area Network hardware, which includes three years ongoing support and maintenance. . £165,947.46
2.	01.11.11	Decision taken under urgency procedures or delegated authority re: Capital Carry Forwards 2010-11.	Delegation authority given by June Cabinet Report 'Financial Outturn 2010/11'. Total Carry Forward Requests relating to underspends against the previously approved Capital Programme 2011/12 - £12,042,000

## Delegated Action

Type	Number
Request for waiver of CSO 8.02 under CSO 10.01	Under £20,000 1
Request for waiver of CSO 8.02 under CSO 10.01.2 (a)	London Energy Project, Statement of Requirements, £10,500 (to be fully reclaimed) Supplier Evaluation DCR 10.11.11 1
Request to award contract as allowed under CSO 9.07.1	Legal online research provider DCR 18.11.11 £18,040 1

Submission authorised by:

*J. Parker* 2/12/11  
Julie Parker  
Director of Corporate Resources

# CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

## Significant decisions - Delegated Action 2011/12 - September 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦			

## Delegated Action

Type	Number
Approval for award of contract under CSO 9.07 re: Haringey People Distribution, signed by Assistant Chief Executive 08.09.11.	

Submission authorised by:

Julie Parker  
Director of Corporate Resources

*J. Parker* 7/10/11

# CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

## Significant decisions - Delegated Action 2011/12 – October 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
♦			

Delegated Action			
ST/Title	Number		
Request for waiver of CSO 8.02 under CSO 10.01 re: Installation of Voltage Optimisation at Haringey's Sixth Form Centre, signed by DCR 05.10.11.			
Record of decision taken under delegated authority re: Admission of Churchill Contract Services Ltd as a Transferee Admission Body, signed by DCR 07.10.11			

Submission authorised by:

*J. Parker. 27/10/11*

Julie Parker  
Director of Corporate Resources

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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