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## Cabinet

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TUESDAY, 15TH JULY, 2008 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Meehan (Chair), Reith (Vice-Chair), Adje, Amin, Basu, Canver, Haley, B. Harris, Santry and Bevan

### **AGENDA**

**1. APOLOGIES FOR ABSENCE**

(if any)

**2. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 24 below. New items of exempt business will be dealt with at item 27 below).

**3. DECLARATIONS OF INTEREST**

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

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

**4. MINUTES (PAGES 1 - 14)**

To confirm and sign the minutes of the meeting of the Cabinet held on 17 June 2008.

**5. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**6. MATTERS (IF ANY) REFERRED FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE**

**7. THE COUNCIL'S PERFORMANCE - APRIL/MAY 2008 (PAGES 15 - 38)**

(Joint Report of the Chief Executive and the Chief Financial Officer – To be introduced by the Leader and the Cabinet Member for Resources): To set out an exception report on the finance and performance monitoring for April 2008 using the balanced scorecard format and showing progress against achievement. To agree virements as set out.

**8. FINANCIAL PLANNING 2009/10 – 2011/12 (PAGES 39 - 54)**

(Joint Report of the Chief Financial Officer and the Director of Corporate Resources - To be introduced by the Cabinet Member for Resources): To set out key financial and business planning issues to enable Members to consider the resource strategy for the administration.

**9. LOCAL AREA AGREEMENT (PAGES 55 - 96)**

(Report of the Assistant Chief Executive for Policy, Performance, Partnerships and Communications - To be introduced by the Leader): To report on the 35 improvement targets agreed through negotiation between the Haringey Strategic Partnership and the Government Office for London.

**10. EQUALITY IMPACT ASSESSMENT: END YEAR 2007/08 (PAGES 97 - 122)**

(Report of the Assistant Chief Executive for Policy, Performance, Partnerships and Communications - To be introduced by the Cabinet Member for Community Cohesion and Involvement): To agree the criteria for selecting areas for equalities impact assessment and to endorse the equalities impact assessment programme for 2008/09.

**11. ANNUAL SCHOOL PLACE PLANNING REPORT (PAGES 123 - 232)**

(Report of the Director of the Children and the Young People's Service – To be introduced by the Cabinet Member for Children and Young People): To report on demand for pupil places in Haringey's Primary, Secondary and Special schools and to update on action to respond to this demand.

**12. ADULT, CULTURE AND COMMUNITY SERVICES ANNUAL COMPLAINTS REPORT 2007/08 (PAGES 233 - 262)**

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult Social care and Wellbeing): To report on the statutory complaints procedure for Adult Social Care for the year 2007/08 and make appropriate recommendations to improve complaint handling and performance.

**13. RESPONSE TO SCRUTINY REVIEW OF ACCESS TO SERVICES FOR OLDER PEOPLE (PAGES 263 - 270)**

(Report of the Director of Adult, Culture and Community Services – To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To provide a response to the Scrutiny Review of access to services for older people.

**14. HARINGEY REGENERATION STRATEGY - DRAFT DELIVERY PAN**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise): To introduce the draft Delivery Plan for Haringey's Regeneration Strategy. **NOT AVAILABLE AT TIME OF COLLATION**

**15. SERVICE IMPROVEMENT INITIATIVES FOR LEASEHOLDERS (PAGES 271 - 294)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To present suggestions for changes to policy and practice with regard to rechargeable major works.

**16. HARINGEY'S HOMELESSNESS STRATEGY 2008 - 11**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To set out a 3 year multi agency strategy for tackling and preventing homelessness in the Borough. **NOT AVAILABLE AT TIME OF COLLATION**

**17. TEMPORARY ACCOMMODATION REDUCTION PLAN 2008/2010 (PAGES 295 - 310)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To set out the Council's planned actions through a temporary accommodation reduction plan to achieve a target number of 2,600 households in Temporary Accommodation by 31 March 2010 in line with targets set by the DCLG.

**18. PUBLIC REALM COMMISSIONING STRATEGY - OPTION APPRAISAL**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To consider an appraisal of four options in order to enable Members to select the most appropriate option to deliver the aims and objectives of the Haringey Strategic Partnership and Council Plan.

**19. NEW APPROACH TO CONSULTATION FOR THE EXTENSION OF CONTROLLED PARKING ZONES (PAGES 311 - 318)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To consider adopting a new approach to consultation for the extension of existing controlled parking zones where evidence of a majority of support has been provided by residents.

**20. ADOPTION OF REVISED NORTH LONDON JOINT WASTE STRATEGY (PAGES 319 - 340)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To seek approval to adopt the revised North London Joint Waste Strategy 2008 and associated following revisions to be made after completion of Strategic Environmental Assessment Report.

**21. RESPONSE TO SCRUTINY REVIEW OF WASTE RECYCLING COLLECTION AND DISPOSAL (PAGES 341 - 372)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To outline the response to the Scrutiny Review of waste recycling, collection and disposal.

**22. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 373 - 380)**

(Report of the Chief Executive): To inform the Cabinet of urgent actions taken by Directors in consultation with the Leader or Cabinet Members.

**23. MINUTES OF OTHER BODIES (PAGES 381 - 394)**

- a) Cabinet Member Signing – 11 June 2008
- b) Procurement Committee – 12 June 2008
- c) Procurement Committee – 24 June 2008

**24. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 2 above.



**25. 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 relating to the business or financial affairs of any particular person (including the Authority holding that information).

**26. RELOCATION OF HORNSEY RE-USE AND-RE-CYCLING CENTRE (PAGES 395 - 406)**

(Report of the Director of Corporate Resources - To be introduced by the Cabinet Member for Resources): To report on the site search and suitability assessment of sites to relocate the Hornsey Re-use and Recycling Centre.

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

To consider any items admitted at 2 above.

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7 July 2008

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**MINUTES OF THE CABINET  
TUESDAY, 17 JUNE 2008**

Councillors Meehan (Chair), Reith (Vice-Chair), Adje, Amin, Basu, Haley, B. Harris and Santry

Also Present: Councillor Bull, Engert, Gorrie and Williams.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB01.	<b>APOLOGIES FOR ABSENCE</b> (Agenda Item 1):  Apologies for absence were received from Councillor Canver.	
CAB02.	<b>DECLARATIONS OF INTEREST</b> (Agenda Item 3):  Councillor Haley declared an interest in item 14 – Memorandum of Understanding as Chairman of North London Waste Limited and by virtue of being a member of the North London Waste Authority.	HLDMS
CAB03.	<b>MINUTES</b> (Agenda Item 4):  <b>RESOLVED:</b>  That the minutes of the meeting of the Cabinet held on 22 April 2008 be confirmed and signed.	HLDMS
CAB04.	<b>MATTERS, IF ANY, REFERRED FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE</b> (Agenda Item 6):  <u>Scrutiny Review of Access to Services for Older People</u> (Agenda Item 6 (a):  We received a presentation from Councillor Bull who had chaired the Scrutiny Panel which had reviewed access to services by older people. Appreciation and thanks were provided to panel members: Adamou, Alexander, and Wilson for their co-operation and expertise in what had been an excellent review. Arising from this review we noted that reviews on the transportation of older people and support for carers would be taken forward by Cllr Bull and Cllr Dodds.  Our Chair thanked him and the other members of the Scrutiny Panel for the Review. The Cabinet Member for Adults, and Social Care welcomed the report and advised that a response to the review and its recommendations was currently being finalised.  <b>RESOLVED:</b>  That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit a	DACCS

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	<p>Cabinet response to our meeting on 15 July 2008 including a detailed tabulated implementation action plan.</p> <p><u>Scrutiny Review of Waste Recycling, Collection and Disposal</u> (Agenda Item 6(b))</p> <p>In the absence of Cllr Jones, the Chair of this review, the Chair of Overview and Scrutiny presented the review to Cabinet.</p> <p>The Cabinet Member for Environment and Conservation welcomed this extensive review which contained 27 main recommendations, 34 sub recommendations. The Cabinet response to the review was in the process of being finalised. In considering this report it should be borne in mind that the Council did not have a waste commercial contract. To further note that the London Councils were currently lobbying government for changes to the apportionment of recycling credits for business recycling which would provide Councils with more of a financial incentive to pursue this change.</p> <p><b>RESOLVED:</b></p> <p>That the report be noted and, in accordance with the requirements of the Constitution, officers be requested to submit a Cabinet response to our meeting on 15 July 2008 including a detailed tabulated implementation action plan.</p>	DUE
CAB05.	<p><b>TOWARDS EXCELLENCE - THE COUNCIL'S END OF YEAR PERFORMANCE - APRIL 2007 TO MARCH 2008</b> (Report of the Chief Executive – Agenda Item 7):</p> <p>We noted that overall, targets were achieved or close to being achieved for 88% of indicators and performance has been maintained or improved from the previous year. We noted that page 2 of the interleaved report listed the improved performance for the following areas :</p> <ul style="list-style-type: none"> <li>• Pupils attaining 5 or more GCSEs at Grades A*-C</li> <li>• Absence in both primary and secondary schools</li> <li>• Young People Not in Education, Employment and Training (NEETs)</li> <li>• Looked after children obtaining 1 GCSE at grade A-G</li> <li>• Increasing the number of adoptions</li> <li>• Road casualties (trend &amp; 3 year average)</li> <li>• Street cleanliness</li> <li>• Satisfaction with recycling facilities</li> <li>• School travel plans</li> <li>• Waiting times for assessment and packages of care</li> <li>• Adults and Older people receiving statement of needs, direct payments and equipment delivered in 7 days</li> <li>• Complaints handling</li> <li>• Keeping Haringey residents informed</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Involving residents in decision making</li> <li>• Being efficient and well run</li> <li>• Offering value for money</li> </ul> <p>These results demonstrated that the Borough is continuing to make progress and move in the right direction.</p> <p>In the next three years the Council would need to consolidate performance in improving areas. The Council would also be working with partners across the HSP partnership to deliver on the priorities identified in our new Local Area Agreement.</p> <p>We were further advised that since the report had been distributed that now 100% of borough schools had completed travel plans. This was recognised as a significant achievement by the Cabinet and congratulations were provided to: Schools, Urban Environment, and leisure for their efforts in achieving this.</p> <p><b>RESOLVED:</b></p> <p>That the performance information presented in the interleaved report and progress against Council priorities be noted.</p>	
<p><b>CAB06.</b></p>	<p><b>QUARTERLY PROGRAMME REPORT</b> (Report of the Chief Executive – Agenda Item 8):</p> <p>The Council had achieved £14.2 million investment for the borough through Growth Area and Community Infrastructure funding. This had funded the purchase of the new school site in the Heartlands, the enabling works at the GLS site at Hale Village, Markfield Recreation Ground improvements, the Relocation of the Mortuary and the Heartlands Spine Road. Members interested in visiting the new Mortuary site in Church Lane Tottenham N17 were advised to contact Keith Betts, of Urban Environment.</p> <p>Clarification was sought on the location of the coroners which was listed as being in Barnet borough Council. We were advised that the location of the coroners had already been discussed and agreed at the outset of this project.</p> <p>We noted that the progress of the Decent Homes programme would begin to be reported to Cabinet on a quarterly basis and our Chair had asked Homes 4 Haringey to use the same reporting timescales for their reports to the Cabinet on capital and revenue spend. We were reminded that, the programme highlight report was considered on a quarterly basis to allow for information on Council projects to be collated and compiled so that Members could better consider the progress of a project over a meaningful period of time. The progress of projects from April 08 to June08 would be reported to Cabinet in September.</p> <p>Arising from consideration of paragraph 12.1.35 clarification was sought on the state of progress for the development of the Hornsey Depot site.</p>	

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	<p>In response we were advised that the Council were fully committed to the scheme and were in the process of putting in place the mechanisms to facilitate fortnightly tri-partite meetings with the concerned stakeholders to expedite the progress of this project. We agreed that the concerned Members forward their ongoing enquiries, regarding this project, to the Cabinet Member for Resources who would ensure a response was delivered. We further agreed to keep ward Members appropriately appraised of the progress of the Hornsey depot project</p> <p><b>RESOLVED:</b></p> <p>That the progress against the Corporate Programmes and status at the end of reporting period, as shown in Appendix 1 to the interleaved report be noted.</p>	
<b>CAB07.</b>	<p><b>PERFORMANCE TARGETS FOR 2008/09 - 2010/2011</b> (Report of the Chief Executive – Agenda Item 9):</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to the proposed targets for the indicators as set out in Appendices 1 and 2 to the interleaved report.</p>	ACE - PPPC
<b>CAB08.</b>	<p><b>FINANCIAL OUTTURN 2007/08</b> (Report of the Chief Financial Officer – Agenda Item 10):</p> <p>The interleaved report set out the Council's provisional outturn for 2007/08. We were advised that the year end general fund surplus was £2.109m (0.9% of the approved revenue budget) excluding the dedicated schools grant (DSG). After carry forward requests of £1.490m set out in the report this left a net under spend of £0.619m.</p> <p>The report further set out the capital outturn position, which was noted to be a net under spend of £6.878m (6.8% of the approved budget). Carry forward requests of £5.955m were submitted for consideration. The position on the HRA, non-schools and schools DSG was also reported. These showed small under spends against the approved budgets.</p> <p>In overall terms, after taking into account adjustments previously reported through the budget management process, we noted that the financial outturn was in line with the agreed financial strategy.</p> <p>Concern was expressed at the timing of capital expenditure. In response to this it was important to note that capital spends had been planned and account should be given to the ultimate outcome of a capital project. There was also a need to take into consideration the necessary re - profiling undertaken in some areas and the current financial conditions. We were advised that the BSF capital projects were a complex example of where there were numerous processes to adhere to as well as various stakeholder requirements to fulfil. As, part of understanding the complexities of projects, an example we noted was the need of the</p>	

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	<p>Council to adhere to set cost allocations at the design stages of the BSF schools construction projects to not allow overspend at an early stage . This was against the need to meet stakeholder detailed design expectations. Nonetheless the process had been successful and stringent milestones kept to.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the provisional general fund outturn for 2007/08 set out at paragraph 9.1 and 9.8 of the interleaved report for revenue and for capital respectively be noted.</li> <li>2. That the reasons for variations detailed in Appendices A and B be noted and approval granted to the planned transfers to reserves as set out in Appendix A to the interleaved report.</li> <li>3. That the provisional housing revenue account (HRA) outturn set out at paragraph 9.11 of the interleaved report be noted.</li> <li>4. That approval be granted to the revenue carry forward proposals of £1.490 million detailed in Appendix C to the interleaved report.</li> <li>5. That approval be granted to the capital carry forward proposals of £5.955 million as set out in Appendix D to the interleaved report.</li> <li>6. That the provisional outturn of a £2 million under spend for schools be noted and authority be delegated to the Chief Financial Officer to finalise the position and the carry forward.</li> <li>7. That authority to prepare the Council's financial statements such that the financial position of the Council was optimised be delegated to the Chief Financial Officer.</li> <li>8. That it be noted that the Council's Financial Statements for 2007/08 were to be approved by General Purposes Committee.</li> <li>9. That the treasury management outturn be noted.</li> <li>10. That approval be granted to the virements as set out in section 13 of the interleaved report.</li> </ol>	<p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p>
<b>CAB09.</b>	<p><b>LORDSHIP RECREATION GROUND RESTORATION</b> (Report of the Director of Adults, Culture and Community Services – Agenda Item 11):</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the costs, benefits and key risks identified for the Lordship Recreation Ground scheme be noted and approval granted to the incorporation of the project into the Better Haringey Programme.</li> </ol>	<p>DACCS</p>

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	<p>2. That approval be granted to the Council entering into a contract with the Heritage Lottery Fund for the development of the scheme to stage 2.</p> <p>3. That it be noted that the anticipated match funding required from the Council was £446,000 (5%), with the balance to be raised from a number of external partners and approval be granted to a capital bid being made for 2009/10 in order to be able to demonstrate to the Heritage Lottery Fund, in submitting the Stage 2 application, that the Council supported the scheme.</p> <p>4. That further work be carried out to examine the demand, viability and management of the proposed City Farm component of the project.</p>	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
<b>CAB10.</b>	<p><b>CHILDREN'S CENTRES PHASE 3</b> (Report of the Director of the Children and Young People's Service – Agenda Item 12):</p> <p>A commitment was sought from the Cabinet to consider the provision of a Children's Centre in Fortis Green ward. There was explained to be pockets of deprivation and newly arrived families moving to new housing in the ward making this provision a necessity. In response to this request, we noted the success of the Council in meeting government expectations and already establishing 15 Children's Centres in the borough. We further noted that Barnet Council were examining the possibility of establishing a Children's Centre in Coppets Wood primary school which was in the vicinity of Fortis Green ward. Therefore, subject to the progress of Barnet Council, the planned review of current Children's Centre provision would take into account the issues raised on Fortis Green ward.</p> <p><b>RESOLVED:</b></p> <p>1. That approval be granted to the development of Highgate Children's Centre as part of the Phase 3 Children's Centre Programme.</p> <p>2. That a further report setting out proposals for the development of Haringey's Phase 3 programme be submitted to our meeting in December 2008.</p>	<p>DCYPS</p> <p>DCYPS</p>
<b>CAB11.</b>	<p><b>OPEN SPACE AND RECREATION STANDARDS SUPPLEMENTARY PLANNING DOCUMENT – ADOPTION</b> (Report of the Director of Urban Environment – Agenda Item 13):</p> <p>In considering paragraph 11.4 it was important to be aware of areas within the borough where there was currently no open space to aid consideration of both potential new areas and safeguarding of existing areas.</p>	



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	<p>In relation to UDP policies OS/12 we noted that the existing policies on allotments were continued.</p> <p>We further noted that the enclosed planning document applied to open spaces within the borough boundary and those spaces just outside the boundary would be subject to neighbouring borough's policies.</p> <p><b>RESOLVED:</b></p> <p style="padding-left: 40px;">That the work, including consultation, carried out on the proposed Haringey Open Space and Recreation Standards Supplementary Planning Document, and the accompanying Sustainability Report be noted and approval granted to their adoption.</p>	DUE
<b>CAB12.</b>	<p><b>MEMORANDUM OF UNDERSTANDING</b></p> <p>(Report of the Director of Urban Environment – Agenda Item 14):</p> <p>Councillor Haley declared an interest in item 14 – Memorandum of Understanding as Chairman of North London Waste Limited and by virtue of being a member of the North London Waste Authority.</p> <p>The appendices to the interleaved report were the subject of a motion to exclude the press and public as they contained exempt information which related to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p><b>RESOLVED:</b></p> <p style="padding-left: 40px;">That the details in the Memorandum of Understanding be noted and approval be granted to the Leader of the Council signing the Memorandum of Understanding on behalf of the Council.</p>	DUE
<b>CAB13.</b>	<p><b>HARINGEY'S GREENEST BOROUGH STRATEGY</b> (Report of the Director of Urban Environment – Agenda Item 15):</p> <p>We commended the report and thanked staff for the success of the Green Fair and the Green Awards.</p> <p>In agreeing this strategy we were asked to note the Chief Financial Officers comments on section 4.3 of the interleaved report which reported that some of the measures required, for achieving the longer term climate change agenda, are likely to have significant cost implications over and above existing budget provisions.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the context for the development of Haringey's Greenest Borough Strategy be noted.</li> <li>2. That the vision and key priorities for Haringey's Greenest Borough Strategy as summarised in paragraph 7 of the interleaved report</li> </ol>	DUE

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	<p>be agreed.</p> <p>3. That Haringey's Greenest Borough Strategy as set out in Appendix A to the interleaved report be recommended for adoption to the Council at their meeting in July.</p> <p>4. That authority to make any minor amendments to the Strategy be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Environment and Conservation.</p> <p>5. That following adoption of the strategy by the Council, a detailed implementation plan be prepared.</p>	<p>HLDMS</p> <p>DUE</p> <p>DUE</p>
<b>CAB14.</b>	<p><b>HOMES FOR HARINGEY BUSINESS PLAN (2008-13)</b> (Report of the Director of Urban Environment – Agenda Item 16):</p> <p>We welcomed Cllr John Bevan to the Cabinet as the Cabinet Member for Housing Services.</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to the Homes for Haringey Business Plan 2008-13 as set out at Appendix 1 to the interleaved report.</p>	<p>DUE</p>
<b>CAB15.</b>	<p><b>HOMES FOR HARINGEY DECENT HOMES PROGRAMME 2008-14</b> (Report of the Director of Urban Environment – Agenda Item 17):</p> <p><b>RESOLVED:</b></p> <p>1. That the allocation of Government funding be noted and approval be granted to the approach to the delivery of decent homes programme as outlined in the interleaved report.</p> <p>2. That the capital programme be amended to reflect the actual funding allocated as announced and approval be granted to the carry forward of any unspent resources in 2007/8.</p>	<p>DUE</p> <p>DUE</p>
<b>CAB16.</b>	<p><b>LOCAL CODE OF CORPORATE GOVERNANCE</b> (Joint Report of the Monitoring Officer and the Head of Legal Service – Agenda Item 18):</p> <p>In considering this report we noted that the six core principles of standards in public life, which had been developed by the Nolan Committee, had been applied to the local code. There were further outlined in the report a series of supporting principles and actions that show how good governance should be embedded in practice. It was important to note that the code helped define what all Members and officers should be doing to promote good governance within in the Council. This was also a key set of rules to have in place in preparation for the CAA.</p> <p><b>RESOLVED:</b></p>	

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	<ol style="list-style-type: none"> <li>1. That approval be granted to the draft Haringey Local Code of Corporate Governance as set out in the Appendix to the interleaved report and to it being recommended to the Council on 14 July for formal adoption.</li> <li>2. That approval be granted to the measures proposed in paragraph 7.5 of the interleaved report to publicise the Code after its adoption.</li> </ol>	<p>HLS/ HLDMS</p> <p>HLS/ HLDMS</p>
<b>CAB17.</b>	<p><b>ESTABLISHMENT OF THE PROCUREMENT COMMITTEE AND VOLUNTARY SECTOR COMMITTEE</b>          (Report of the Chief Executive – Agenda Item 19):</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the Procurement Committee and the Voluntary Sector Committee be appointed for the 2007/08 municipal year with the following memberships -</li> </ol> <p><b>Procurement Committee</b></p> <p>Cabinet Member Resources (Chair)          Leader of the Council          Cabinet Member Children and Young People          Cabinet Member Housing Services</p> <p>(The appointed Members to be entitled to name any other Member of the Cabinet as a substitute in the event of absence and the substitute when attending in that capacity be recorded in the minutes as so doing and entitled to carry full voting and other rights and responsibilities).</p> <p><b>Voluntary Sector Committee</b></p> <p>Cabinet Member for Community Cohesion and Involvement (Chair)          Cabinet Member for Enforcement and Safer Communities          Cabinet Member for Resources</p> <p>Plus 2 other Members of the Cabinet (All Members of the Cabinet to act as a panel of substitutes with two to be selected according to whose portfolio responsibilities were relevant to the particular areas of activity under review).</p> <ol style="list-style-type: none"> <li>2. That the terms of reference of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee as outlined in paragraphs 8.2 and 8.3 of the interleaved report respectively be confirmed.</li> </ol>	<p>HLDMS</p> <p>HLDMS</p>
<b>CAB18.</b>	<p><b>APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STRATEGIC PARTNERSHIP AND ITS THEME BOARDS</b>          (Report of the Chief Executive – Agenda Item 20):</p>	

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	<p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the Cabinet Member for Community Cohesion and Involvement, Cabinet Member for Enterprise and Regeneration, Cabinet Member for Enforcement and Safer Communities be appointed to serve on the Haringey Strategic Partnership (in addition to the Leader and the Chief Executive who were ex officio members)</li> <li>2. That the Chief Executive be authorised in consultation with the Leader to appoint to serve on the Haringey Strategic Partnership Board in the light of nominations received from HSP Theme Boards at their initial meetings in the current municipal year.</li> <li>3. That approval be granted to the following appointments of Cabinet Members to serve on the HSP Theme Boards indicated – <ol style="list-style-type: none"> <li>a. <b>Better Places Partnership</b> - Cabinet Member for Environment &amp; Conservation (Chair) Cabinet Member for Community Cohesion and Involvement</li> <li>b. <b>Children and Young People's Strategic Partnership Board</b> - Cabinet Member for Children and Young People (Chair), the Leader and the Cabinet Member for Enforcement and Safer Communities</li> <li>c. <b>Well Being Partnership Board</b> - Cabinet Member for Adult and Social Care (Chair) Cabinet Member for Housing Services</li> <li>d. <b>Integrated Housing Board</b> – Cabinet Member for Housing (Chair)</li> <li>e. <b>Safer Communities Executive Board</b> – Cabinet Member for Enforcement and Safer Communities</li> <li>f. <b>Enterprise Board</b> - Cabinet Member for Regeneration and Enterprise</li> </ol> </li> <li>4. That approval be granted to the continuation of the following non Cabinet Members on the Theme Boards indicated pending the first meetings of those Boards following which the Chief Executive be authorised in consultation with the Leader to make any necessary changes: <ol style="list-style-type: none"> <li>i. Children and Young People's Theme Board – Councillor Jones</li> <li>ii. Enterprise Partnership Board - Councillor Egan</li> <li>iii. Safer Communities Executive Board - Councillor Cooke</li> </ol> </li> </ol>	<p>HLDMS</p> <p>HLDMS</p> <p>HLDMS</p> <p>HLDMS</p>
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**MINUTES OF THE CABINET**  
**TUESDAY, 17 JUNE 2008**

	<p>iv. Well Being Partnership Board – Councillor Bull (as Chair of the Overview &amp; Scrutiny Committee) and Councillor Dogus.</p> <p>5. That nominations from the opposition are sought for the membership of the HSP theme boards.</p>	HLDMS
<b>CAB19.</b>	<p><b>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS</b> (Report of the Chief Executive – Agenda Item 21):</p> <p><b>RESOLVED:</b></p> <p>That the report be noted and any necessary action approved.</p>	
<b>CAB20.</b>	<p><b>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS</b> (Report of the Chief Executive – Agenda Item 22):</p> <p><b>RESOLVED:</b></p> <p>1. That the report be noted and any necessary action approved.</p> <p>2. That sums are listed against the delegated action in future reports.</p>	HLDMS
<b>CAB21.</b>	<p><b>MINUTES OF OTHER BODIES</b> (Agenda Item 23):</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the following meetings be noted and any necessary action approved -</p> <p>a) Haringey Strategic Partnership Board – 8 April 2008  b) Cabinet Member Signing – 14 April 2008  c) Cabinet Member Signing – 16 April 2008  d) Procurement Committee – 29 April 2008  e) Procurement Committee – 15 May 2008  f) Cabinet Member Signing – 15 May 2008  g) Cabinet Member Signing – 16 May 2008</p>	
<b>CAB22.</b>	<p><b>PREMISES AT 505-511 ARCHWAY ROAD N6</b> (Report of the Director of Corporate Resources – Agenda Item 26):</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>It was important to note that any development of the site, or of any site, by a successful leaseholder, as the statutory practise, requires a planning brief. The planning permission for the development of a site is eventually sought through the planning committee and therefore any</p>	

**MINUTES OF THE CABINET**  
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	<p>representations considered at this stage.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the removal of 505-511 Archway Road, N6 from the Commercial Portfolio in order to enable the business lease to be terminated on the basis of developing the site with appropriate social and physical regeneration outcomes.</li> <li>2. That, having considered the merits of each of the options outlined in the interleaved report the Head of Corporate Property Services be authorised to dispose of 505-511 Archway Road, N6 in accordance with the terms outlined in section 2.2 of the report.</li> </ol>	<p>DCR</p> <p>DCR</p>
<b>CAB23.</b>	<p><b>WELBOURNE COMMUNITY CENTRE</b> (Report of the Director of Corporate Resources – Agenda Item 27):</p> <p>Our Chair agreed to admit the report as urgent business. The report was late because of the need to complete consultations. The report was too urgent to await the next meeting because the report was on the Forward Plan and to defer consideration would delay acting on the matter.</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>We noted that the Cabinet Member for Resources had asked for the site to be marketed within a month and discussions take place with the CSCA.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, subject to satisfactory replacement of community facilities, approval be granted to the release of the Welbourne Community Centre and site for disposal and redevelopment.</li> <li>2. That approval be granted to the draft Marketing Brief for the disposal and development of the site to generate the optimum number of residential units, taking account of the need for replacement community facilities, in consultation with Ward members, the Caribbean Senior Citizens Association (CSCA) and other stakeholders.</li> <li>3. That approval be granted to the marketing of the Welbourne Community Centre site for sale on the open market for best consideration reasonably obtainable and a preferred purchaser/developer be selected.</li> <li>4. That officers be authorised to:- <ul style="list-style-type: none"> <li>• Engage with the CSCA to discuss the proposed development proposals noting that this could result in the CSCA participating in</li> </ul> </li> </ol>	<p>DCR</p> <p>DCR</p> <p>DCR</p>

# MINUTES OF THE CABINET

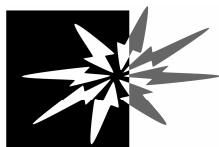
## TUESDAY, 17 JUNE 2008

	<p>securing community facilities to enable them to continue meeting the needs of the local community in the event that the Welbourne Community Centre site is released for development.</p> <ul style="list-style-type: none"> <li>Engage other stakeholders in assessing the currently unmet needs for community spaces, as well as considering the impact of the scheme on demand for new community facilities, so that a specification for additional community facilities could be included within the brief and to assist with the future assessment of Section 106 contributions.</li> </ul>	<p>DCR</p> <p>DCR</p>
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GEORGE MEEHAN  
Chair

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**Haringey** Council  
Agenda item:

**Cabinet**

**On 15/07/08**

Report Title: **The Council's Performance – April/ May 2008**

Report of: **The Chief Executive and Chief Financial Officer**

Wards(s) affected: **All**

Report for: **Key Decision**

### **Purpose**

- 1.1 To report on an exception basis financial and performance information for April and May 2008.
- 1.2 To agree the budget virements in accordance with financial regulations.

### **2. Introduction by Cabinet Member for Performance Management (Cllr George Meehan)**

- 2.1 I am pleased with the improved performance noted at paragraph 15 in particular recycling and composting levels of household waste at 27% and the reduction in the number of streets with unacceptable levels of litter. Given the concerns locally and across London on the problem of knife crime it is encouraging to see a reduction in serious knife crime – it is important that our focus is on further reducing knife crime in the borough.
- 2.2 It will be important for the areas identified in paragraph 16 to be addressed as a matter of urgency. In particular the performance on the number of households in temporary accommodation, rent collection and the average re-let times for local authority housing.

### **3. Introduction by Cabinet Member for Resources (Cllr Charles Adje)**

- 3.1 I am pleased that the overall position for revenue spending is forecast to be balanced against the budget. I note the cost pressures being reported in some service areas and fully support Cabinet Members in their efforts to ensure that this is contained.

### **4. Recommendations**

- 4.1 To note the report and progress against council priorities as shown in Appendix 1
- 4.2 To agree the virements set out in appendix 2.

Report Authorised by: **Dr Ita O'Donovan – Chief Executive**

<p>Contact Officers:  <b>Eve Pelekanos – Head of Policy &amp; Performance</b>  <b>Margaret Gallagher – Performance Manager, Telephone 020 8489 2553</b>  <b>John Hardy – Head of Finance – Budgeting, Projects and Treasury ,</b>  <b>Telephone 020 8489 3726</b></p>
<p><b>5. Head of Legal Services Comments</b>  There are no legal implications</p>
<p><b>6. Local Government (Access to Information) Act 1985</b>  6.1 Budget management papers  6.2 Service PI returns including unit cost data</p>
<p><b>7. Performance Summary</b>  7.1 Overall good progress has been made in the first two months of 2008/09. Out of the 62 indicators for which performance information is available, 46 (74%) are shown to be achieving green or amber status as at May. The report highlights a number of areas for focussed monitoring. For these, it is imperative that the action is taken to bring performance in line with agreed targets.</p>

## **8. Strategic Implications**

- 8.1 This report gives an indication of the level and quality of services delivered on the ground. It monitors Haringey's position in relation to a number of indicators that will be used to assess the Council in the Comprehensive Area Assessment (CAA).

## **9. Financial Implications**

- 9.1 The overall revenue budget monitoring, based on the May position, shows that the general fund is forecast to spend at budget as shown in Appendix 2. There are some budget pressures detailed in the report that services are seeking to contain within the budget.
- 9.2 The dedicated schools grant element of the overall Children & Young People's budget is projected to spend at budget.
- 9.3 In relation to the housing revenue account (HRA), the net revenue projection is to spend at budget.
- 9.4 The aggregate capital projected position in 2008/09 is projected to underspend by £0.5m. This projected underspend is within the Adults, Culture & Community area and the reason for this is detailed in the report.

## **10. Legal Implications**

- 10.1 There are no specific legal implications arising from this report.

## **11. Equalities Implications**

- 11.1 Equalities are a central thread throughout the council's performance and updates on key equalities indicators are reported quarterly in this report.

## **12. Consultation**

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

## **13. Background**

- 13.1 This is the regular finance and performance monitoring report for April and May 2008. It is based on the financial monitoring reports prepared for the budget and performance management review meetings held on 19 May and 16 June 2008 for periods 1 and 2 and the service submission of key performance indicators that have been agreed for 2008/09 and submitted in the Directorate Dashboards.
- 13.2 Appendix 1 details performance against 60 monthly indicators linked to the Council's priorities:
- Making Haringey one of London's greenest boroughs
  - Creating a better Haringey: Cleaner, Greener and Safer
  - Encouraging lifetime well-being
  - Promoting independent living
  - Delivering excellent services
- 13.3 A significant number of the new national indicators lend themselves to quarterly or annual monitoring. A more detailed report will therefore be prepared on a quarterly basis. This will also review activity against key objectives as set out in the Council Plan.

## **14. Interpreting the scorecard**

- 14.1 Progress on indicators continues to be tracked on a monthly and year to date position against the 2007/08 target using a traffic light annotation where:
- green: = target achieved / performance better than planned
  - amber: = just below target (normally a 5% tolerance)
  - red: = target not achieved / below expectation
- 14.2 In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it will show an upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and predict the likely annual position.
- 14.3 The latest all England top quartile data (for 2006/07) is shown with an indication of our quartile position in 2006/07. This will be updated to show 2007/08 comparisons once these become available.

## **15. Achievements**

- 15.1 Key achievements for the first two months of the year are:
- Recycling and composting levels have increased with 27% of household waste recycled or composted compared to an end of year (2007/08) outturn of 26% (NI 192 and LAA target)

- The proportion of streets with unacceptable levels of litter has reduced from 21% at the end of 2007/08 to just 8% as at the end of May 2008. The target for this year (2008/09) is 12% (NI 195a and LAA target)
- Serious acquisitive crime (includes burglary, aggravated burglary, robbery and theft of or from a vehicle including aggravated vehicle taking) rates show a 7% reduction compared with the same period last year (NI 16 and LAA target)
- Serious knife crime rate has also reduced by 8% compared with the same period last year (NI 28)
- Robbery rates have decreased by 36.5%
- The proportion of 16 – 18 year olds not in education, employment or training (NEET) now stands at 8.4% compared to 14.8% for the same period last year and the lowest NEET level to date (NI 117 and LAA target). However a cautionary note should be made that the level of 'Not Knowns' has increased to 11.7% as at May '08 worse than the rolling year target of 9.9% and possibly impacting on the lower percentage of NEETs reported at this time.
- As at May 7 out of 9 (77.8%) of care leavers were in education, employment or training against a target of 75% (NI148)
- The percentage of carers receiving an assessment or review increased to 28% compared with a target of 16.2% (NI 135 and LAA target)
- The number of adult social care clients receiving self directed support (direct payments) has increased in May to 186 per 100,000 exceeding the monthly target of 165 (NI130)
- 82.8% of adult social care clients received their assessments within recommended timescales - target for 2008/09 is 80% (NI 132)
- 84% of calls to the Council's contact centre were answered in 30 seconds against a target of 70%

## **16. Areas for focus**

16.1 For the coming months areas for focus are:

- Levels of fly posting are above target and stand at 4% against the target of 2%. (NI 195d and LAA target)
- Early indications show that rent collection at 94.6% is below target.
- Average re-let times for local authority housing at 62 days are above the 31 day target.

- The number of households in temporary accommodation at 5,224 although reduced remains an area for close monitoring. (NI 156 and LAA target)
- The number domestic burglaries has increased by 16.5% compared to the same period last year.
- First tranche results(500) from the Active people survey (percentage of people participating in exercise – 30 minutes 3 or more times per week) show a result of 16.9% (Oct.2007 – March 2008). Last year's figure was 20.8%, and as yet the sample size does not provide a statistically valid position. The second tranche of this survey is carried out between April – September 2008 and then the full year results are published in December this year. (NI 8 and LAA target).
- 60% of Special Educational Needs statements (excluding exemptions) were issued within 26 weeks against a target of 82%. (NI103a & b)
- Council wide sickness absence in the rolling year to April was 9.5days and to May 9.4 days per full time equivalent member of staff against a target of 8.8 days.

#### **17. Action to ensure targets are met (linked to above areas)**

- 17.1 Flyposting: The service has carried out surveys to develop a clear understanding of land uses so that it can target flyposting clearance. Targeted action has already shown month on month improvement. The recent provisional ENCAMs score for tranche one has returned a score of 0% for fly posting.
- 17.2 Rent collection: Action taken by Homes for Haringey to improve rent collection includes weekly and monthly monitoring of arrears cases, increasing the number of notices served, and targeting lower levels of debt. Homes for Haringey expects demonstrable improvements in the second quarter and through to the end of the financial year.
- 17.3 Average re-let times: Average turnaround times have increased over the last few months as a result of the Voids Group's success in bringing a lot of long-term voids (especially in sheltered housing) back into use. The average re-let time for all lets in May was 63.91 days, but the average re-let time for non sheltered lets was 52.73 days.
- 17.4 Homes for Haringey and the Council are also taking action in other areas that contribute to this indicator:
- Homes for Haringey have set a target of 16 days repairs turnaround. Current performance is at 19 days and there is a commitment to meet the 16 day target by the end of September 2008
  - The Council has set a target of 15 days lettings turnaround to be reached by the end of September 2008. Current performance is at 42 days.
  - There has been a drive to reduce the overall number of voids in general needs housing stock with a particular focus on bring back to use properties that have been void for over 100 days.

17.5 Reducing the number of households in temporary accommodation: A Temporary Accommodation Reduction Plan will be reported to Cabinet in July 2008. The plan focuses on three major objectives:

- controlling the gateway for households accessing temporary accommodation
- managing the temporary accommodation client base
- improving the supply of permanent accommodation to reduce numbers of households in temporary accommodation

Progress against all areas of activity will be monitored on a fortnightly basis by the Temporary Accommodation Service Improvement Group.

17.6 Domestic burglaries: Actions to ensure targets are met regarding the increase in burglaries are as follows:

- Met Care & Repair and Victim Support have expanded their services to vulnerable and repeat victims of burglary (including security surveys and target hardening) - ongoing
- Crime Prevention Design Advisors and the Community Safety Team will provide intelligence-led targeted crime prevention advice, specifically focusing on peak burglary periods during July and October months
- Embedding the use of Crime Prevention Design Advice principles including ongoing training of Planning Offices regarding Crime Prevention Environmental Design standards – July onwards.
- A pilot scheme will be set up in Haringey ward for non licensable HMO's providing improved domestic security and target hardening – July onwards
- The pilot Partnership Tasking & Briefing Consultation Meeting is to take place on 10th July

17.7 Improving Sports and Physical Activity Participation.

The Council and partners have introduced a number of initiatives to encourage participation in sport and physical activity participation across the boroughs diverse community, through 2 programmes of work:

- Improving our direct provision through our leisure centres and parks:- new/upgraded facilities, revised subsidy and pricing policy, and improved service delivery.
- Developing partnership led provision: - targeted use of ABG(NRF) funding, developing/supporting community/voluntary sector capacity and involvement, and actively sourcing external funding.

We have now conducted more detailed analysis of our Active People Survey baseline data, and are now developing a range of new projects to target specific growth areas and inform investment needs. This will build upon the work above, and in particular focus upon 3 new areas of work:

- Information, promotional and marketing campaign of borough wide opportunities/activities, linked to Access Pathways ( AEP – Citizen Focus ) project, and supported by Sport England LAA funding.
- Focus upon developing and promoting walking, cycling and jogging provision.

- Developing sports hubs at White Hart Lane and Finsbury Park, and improving sports club and volunteering activity.

Governance and leadership is provided through the Well-Being Partnership Board/Sub Group and the boroughs Community Sports and Physical Activity Network.

- 17.8 Statements of Special Educational Need: The indicators for measuring performance in this area have changed.
- 17.9 In 2007/08 the indicators looked at the percentage of *proposed* statements of SEN issued and prepared within 18 weeks including and excluding exceptions. The indicators measured the work done up to a certain stage to prepare the proposed statement and issue it to families.
- 17.10 In 2008/09 the indicators look at the percentage of *final* statements of SEN issued within 26 weeks as a proportion of all statements issued in the year (including and excluding exceptions). The new indicators measure the final statement issued to families. In between issuing the proposed statement and the final statement there are often disputes from parents/families which make the timescale of achieving the 26 week deadline challenging. The lower than expected performance in April reflects the fact that the service is setting up systems and preparing for this new indicator.
- 17.11 Reducing sickness absence: The sickness absence figures reported are for a rolling year. The reported figures in the year to date as at May '08 show a much lower figure of 6.5 days exceeding the 8.8 day target.
- 17.12 Some actions taken to improve sickness include:
- New detailed reports showing sickness actions and trends from business unit down to team and individual provided to management teams in directorates at beginning of year.
  - Regular discussions including HR Business Partner held at Directorate Management Teams on actions to improve sickness management. HR training/ support given to key service managers.
  - Monthly Performance Challenge meetings for each Director undertaken by Chief Executive, Chief Financial Officer and Assistant Chief Executives for People and PPC held including challenges on sickness management and other people management performance metrics.

## **18. Finance**

- 18.1 The overall revenue budget monitoring, based on the May position, shows that the general fund is forecast to spend at budget as shown in Appendix 2. There are some budget pressures detailed below that services are seeking to contain within the approved budget limit.
- 18.2 The DSG element of the overall Children & Young People's budget is projected to spend at budget.

- 18.3 In relation to the HRA, the net revenue projection is to spend at budget.
- 18.4 The aggregate capital projected position in 2008/09 is as shown in Appendix 2 and is projected to underspend by £0.5m. A capital receipt connected with the Muswell Hill Library capital refurbishment programme is not likely to be received in 2008/09, so expenditure will not progress until 2009/10 when the receipt is expected. Members are asked to agree the re-phasing of this budget to 2009/10.
- 18.5 In Adults, Culture and Community Services the commissioning budget for adult social care has a budget pressure of £0.6m (including Asylum £0.3m). There are significant upward pressures that relate to commissioning prices and volumes. The Directorate has commissioning strategies in place to mitigate these additional pressures and is seeking to contain costs within the overall budget.
- 18.6 In respect of the asylum element above there are 126 clients as at 1 June that have no recourse to public funds whom are supported by the authority, a reduction of 4 clients since the start of April. Members have agreed a more robust approach to clients with no recourse to public funds. Following planned reviews of clients' eligibility for services, the Asylum Team are looking to move clients out of the service. Additional measures in partnership with the Home Office are also planned.
- 18.7 The Children and Young People's budget has some cost pressures that the service are looking to manage this year and to contain costs within the overall budget. The projected pressure is £0.6 million overall in the general fund (excluding asylum) and mainly relates to the commissioning budget for looked after children (LAC). It should be noted that in 2007/08 LAC also had a financial pressure and ended with 21 children more than estimated. The latest projection for 2008/09 is based on the assumption that current placements will continue to the end of the financial year. There are presently 14 high dependency placements at a cost of over £2,000 a week. Action has been taken to convene a meeting of the extended resource panel to review the high cost placements. The service also aims to maximise use of the in house residential facilities and external foster care agencies that can provide lower cost block placements.
- 18.8 In Urban Environment a significant budget pressure has been identified within the Parking Service where achieving the approved income estimate will be the main challenge. The directorate will develop proposals to remain within their approved budget and details of these will be reported in period 3.
- 18.9 Other directorates and non-service revenue are projected to spend at budget.
- 18.10 Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations.

#### Capital Review 2007/08

- 18.11 The final outturn in 2007/08 reported a £7m underspend against the approved budget. This represents a net 7% variation and was fairly evenly spread across the directorates of the Council. This excludes a significant re-phasing of the BSF programme previously approved by Members. A review of this net underspend was initiated following agreement by Cabinet. The review, sponsored by the Chief



Financial Officer, and undertaken by Corporate Finance, took place during May and June 2008 with a view to establishing the reasons and trends for the main variances and to ensure, for the future, that capital budgets approved by the Council for key projects are maximised during the year.

18.12 Project managers were asked to take part in the review by providing an assessment of why the main variances occurred, the results can be summarised as follows:-

- 31% identified 'External Factors', such as late notification by funding bodies;
- 28% identified 'Financial Management', which included inaccurate budget profiles and insufficient initial funding estimates;
- 25% identified 'Project Management', which included unplanned specification changes agreed during the construction period, and;
- 16% identified 'Internal Organisational Process' such as insufficient time planning against contracting requirements.

18.13 The conclusions from the project have highlighted a number of areas for improvement in current processes and it is suggested that the following recommendations are put into place to improve the situation in the current and future financial years:-

- to review and update the Council's project management arrangements and to institute, where identified, further training;
- awareness raising, and streamlining where possible, of contracting and internal organisational processes;
- to ensure more realistic planning takes place of external factors particularly funding and that this is properly scrutinised before projects are approved;
- to ensure that capital budget virements are appropriate and more closely scrutinised before approval. A formal review should take place at period five and, if project slippage is apparent, approve a transfer of budget provision forward into the next financial year at that review;
- an officer group to be initiated that considers all initial capital funding applications (at PBPR stage ) for new projects, which would ensure that bids:
  - are robustly costed;
  - have completed a feasibility study for major projects;
  - include detailed project management arrangements with realistic project milestones that properly validate external funding sources and timings of payment;
  - generally provide sufficient evidence on which to judge the project benefits.

18.14 Implementation of these measures should bring improvements in the use of the Council's capital resources from the current year forward.






## **19. Use of Appendices**

Appendix 1. April/ May performance scorecard

Appendix 2 – Financial tables

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Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
	<b>Make Haringey one of London's greenest boroughs</b>															
	<b>Urban Environment</b>															
Make Haringey one of London's greenest boroughs	LAA, NI 192 % of household waste recycled or composted	Provisional score as tonnage information for May still being received. Methodology for calculating recycling subject to recalculation in relation to how flytip and non-household waste is calculated. Waste Management will bring forward a detailed paper on these changes before they are applied to														London top quartile 2006/07 26.05%
		Green	Green	Green											Green	27.0%
		26.0%	27.0%	27.0%											27.0%	28%
Make Haringey one of London's greenest boroughs	NI 191	Residual household waste per household (kg)_ annual Equivalent - actuals in brackets New indicator, if applied to 07/08 waste disposal figures would give a figure of 629kg 129kg represents over 2/12 of the target for the year. April and May are traditionally high waste months. Monthly figure is expected to reduce through the year.														
		Red	Red	Red											Red	604
		629	804 (67)	744 (62)											774 (129)	
	<b>Create a better Haringey: cleaner, greener and safer</b>															
	<b>Policy, Performance, Partnerships &amp; Communication</b>															
Create a better Haringey: Cleaner, Greener,	Domestic burglaries (Total) Year to date and outturn shown as monthly equivalent															
		Amber	Red	Red											Red	-8.3% 220 per month
		240	258	239											249	
Create a better Haringey: Cleaner, Greener, and Safer	Robberies (Total) Year to date and outturn shown as monthly equivalent															
		Green	Green	Green											Green	-1% 112 per month
		113	91	83											87	

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
Create a better Haringey: Cleaner, Greener, and		<b>Theft of Motor Vehicle (Total)</b> <i>Year to date and outturn shown as monthly equivalent</i>														
																
		103	Green	Green											Green	-2.7% 100 per month
Create a better Haringey: Cleaner,		<b>Theft from Motor Vehicle (Total)</b> <i>Year to date and outturn shown as monthly equivalent</i>														
																
		280	Red	Green											Amber	-6.1%
Create a better Haringey: Cleaner,		<b>Serious Youth Violence (Total)</b> <i>April &amp; May 2008 compared to April &amp; May 2007</i>														
																
		135		Red											Amber	128 (-5%)
Create a better Haringey: Cleaner,	NI 15 LAA	<b>Serious violent crime rate per 1000 population</b> <i>New indicator reporting still being finalised by Police</i>														
Create a better Haringey: Cleaner,	NI 16 LAA	<b>Serious acquisitive crime rate per 1000 population</b> <i>Shown as percentage reduction April &amp; May 2008 compared to April &amp; May 2007</i>														
																
		6.8%		Green											Green	-5.5%
Create a better Haringey: Cleaner,	NI 20 LAA	<b>Assault with injury crime rate per 1000 population</b> <i>New indicator reporting still being finalised by Police</i>														
																

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09	
Create a better Haringey: Cleaner, Greener, and Safer	NI 28 LAA	Serious knife crime rate per 1000 population <i>Shown as percentage reduction April &amp; May 2008 compared to April &amp; May 2007</i>															
		-5.50%			Green 0.3%											Green -8.0%	-5.5%
Create a better Haringey: Cleaner, Greener, and Safer	NI 33 LAA	Arson incidents (number of deliberate fires per 10000 population)															
		New indicator Fire Service have not yet provided data, expected for next month															
																	-4%
	Urban Environment																
Create a better Haringey: Cleaner, Greener, and Safer	NI 47	Number of casualties - People killed or seriously injured (KSI) <i>Target set by TfL and through the Mayor of London's Road Safety Plan. Awaiting January and February figures from Police and TfL (figures are reported three months in arrears). TfL have received January's data from the police but need to check before sending it to us</i>															
		Green 78															113
Create a better Haringey: Cleaner, Greener, and Safer	NI 48	Number of casualties - Children killed or seriously injured (KSI) <i>Target set by TfL and through the Mayor of London's Road Safety Plan. Awaiting January and February figures from Police and TfL (figures are reported three months in arrears).</i>															
		Green 8															12
Create a better Haringey: Cleaner, Greener, and Safer	(LAA, NI 195a) <i>In house monitoring</i>	Local street and environment cleanliness - Litter & detritus, graffiti & flyposting <i>low score is good</i>															
			Green 21%	Green 8%	Green 8%											Green 8%	12%
Create a better Haringey: Cleaner, Greener, and Safer	(LAA, NI 195b) <i>In house monitoring</i>	Local street and environment cleanliness - Litter & detritus, graffiti & flyposting <i>low score is good</i>															
			Green 34%	Green 27%	Green 22%											Green 24%	24%

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09	
Create a better Haringey: Cleaner, Greener, and Safer	(LAA, NI 195c) In house monitoring	Local street and environment cleanliness - Litter & detritus, graffiti & flyposting <i>low score is good</i>														<div>↑</div>	
		Amber 6%	Red 7%	Green 2%											Amber 5%		3%
Create a better Haringey: Cleaner, Greener, and Safer	(LAA, NI 195d) In house monitoring	Local street and environment cleanliness - Litter & detritus, graffiti & flyposting <i>low score is good</i>														<div>→</div>	
		Red 3%	Red 5%	Amber 3%											Red 4%		2%
	Adults Culture & Community																
Create a better Haringey: Cleaner, Greener, and Safer	CPPI LAA	Local Street and environment cleanliness (litter & detritus) Parks and open spaces <i>Low Figure is good</i>														<div>↑</div>	
		Green 19%	Green 16.0%	Green 11.0%											Green 14%		25%
	Encourage lifetime well-being																
	Children's and Young Peoples Service																
Encourage lifetime well-being	NI 67 2006/07 Top Quartile	Child protection cases which were reviewed within required timescales														<div>↑</div>	2006/07 Statistical neighbours top Quartile 99.8%
		Green 100.0%	Green 100.0%	Green 100.0%											Green 100.0%		100%
Encourage lifetime well-being	NI 66 2006/07 Top Quartile	Looked after children cases which were reviewed within required timescales														<div>↑</div>	2006/07 Statistical neighbours top quartile 91%
		Green 97.0%	Green 97.0%	Green 98.8%											Green 98.8%		97%
Encourage lifetime well-being	NI 62	Stability of placements of looked after children: % with 3 or more placements														<div>↑</div>	2006/07 Statistical neighbours top quartile 12%
		Red 14.8%	Amber 13.8%	Amber 13.4%											Amber 13.4%		12%

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09	
Encourage Lifetime well being	NI 117	Percentage of 16-18 year olds not in education, employment or training (NEETS) <i>End of year return based on Average of November to January</i> The actual number of NEETs this month was 232. This represents a drop of 72 (24.2%) compared with last month and a drop of 335 (59%) compared to last May															
		Green	Green	Green												Green	National Target 11%
		10.4%	9.2%	8.4%												8.4%	10.4% stretch 11%
Encourage Lifetime well being	LAA Local	Number of schools achieving Healthy School Status <i>Culmative indicator. Target for December 2008</i>															
		Green	Amber	Amber												Amber	
		66.0%	68.0%	68.0%												68.0%	75%
Adults Culture & Community																	
Encourage Lifetime well being	NI 9 CPPI)	Use of public libraries <i>Total number of visits</i>															
		Green	Green	Green												Green	
		9138	841.6	853.6												10171	9000
Encourage Lifetime well being	NI 10 CPPI	Visits to museums and galleries <i>Total number of visits per 1000 population. YTD, outturn and target shown as monthly equivalent</i> Projected YTD															
		Green	Amber	Amber												Amber	
		16.1	15.3	16.2												15.7	16.2
Promote independent living																	
Children and Young People's Service																	
Promote independent living	NI 148	Care leavers in employment, education or training (cumulative - May 7/9 young people turning 19 were in ETE)															
		Amber	Red	Green												Green	London top quartile 72% 2005/06
		68.0%	63.0%	77.8%												70.6%	75%

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
Promote independent living	NI 111	First time entrants to the Youth Justice System aged 10-17 (COUNCIL TOP 35)														
		373														Target to be set in Dec 08
Promote independent living	LAA CPPI	Number of older people permanently admitted into residential and nursing care (2007-2010 stretch target) <i>Low figure is good.</i> Cumulative - will be scaled up in future months														
		Green	Green	Green											Green	135
		137	7	16											16	
Promote independent living	NI 130	Self Directed Support (Direct Payments) Monthly profiled targets will be added (165 for May)														
			Green	Green											Green	London top quartile 122 2005/06
		152	163	186											186	213
Promote independent living	LAA CPPI	Number of adults permanently admitted into residential and nursing care (2007-2010 stretch target) <i>Low is good</i> So far this year we have administered a high level of scrutiny at panel and creative care packages have allowed us to help meet clients needs by allowing them to remain in their own homes.														
			Green	Green											Green	28
		18	0	0											0	
Promote independent living	NI 135 LAA	Carers receiving needs assessment or review and a specific carer's service, or advice and information.														
			Green	Green											Green	London top quartile 18.9% 2005/06
		n/a	26%	28%											28%	16.2%



Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09	
Promote independent living	NI 132	Timeliness of social assessments (all adults)														<div>↑</div> <div>London top quartile 73.2% 2005/06</div>	
			Green	Green													<div>Green</div> <div>83%</div>
		78%	86.7%	82.8%													
Promote independent living	NI 133	Timeliness of social care packages 65+.														<div>↑</div> <div>London top quartile 91.66% 2005/06</div>	
			Green	Green													<div>Green</div> <div>96%</div>
		93%	95.0%	96.0%													
	Deliver excellent services																
	People and OD																
Deliver excellent services	BV 12	The no. of working days/shifts lost due to sickness absence per FTE employee.														<div>↓</div> <div>2006/07 Top Quartile 8.1%</div>	
	2006/07	Rolling Year 6.5 in year to date. Actions to address sickness in main report.															
	2nd Best Quartile	Red	Red	Red													<div>Red</div> <div>9.53</div> <div>8.8</div>
	Policy, Performance, Partnerships & Communication																
Deliver excellent services	Local	Stage 1 public complaints dealt within target (10 day) timescale														<div>↓</div>	
	07/08 Target was 80%																
	Green	Amber	Amber												<div>Amber</div> <div>86%</div> <div>90%</div>		
Deliver excellent services	Local	Stage 2 public complaints dealt within target (20 day) timescale														<div>↗</div>	
	07/08 Target was 80%																
	Green	Green	Red												<div>Amber</div> <div>84%</div> <div>85%</div>		


Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09		
Deliver excellent services	Local	Members' Enquiries. Percentage of replies sent in 10 days														<div>➔</div>		
		Amber	Red	Red											Red			
		88%	83.0%	82.0%											83%			90%
Deliver excellent services	Local	Media relations. Items of proactive coverage <i>Shown as annual equivalent - actual in brackets</i>																
					72 (6)										Amber 1396 (216)			1440
Deliver excellent services	Local	Media relations. Items of proactive coverage in trade/professional media <i>Shown as annual equivalent - actual in brackets</i>																
					72 (6)										Red 66 (11)			172
Deliver excellent services	Local	Media relations. Items of proactive coverage in Ethnic media <i>Shown as annual equivalent - actual in brackets</i>																
					72 (6)										Red 36 (6)			72
Children and Young People's Service																		
Deliver excellent services	NI 59	Initial assessments for children's social care carried out within 7 working days of referral														<div>➔</div>	2006/07 SN Top Quartile 59%	
		Green 88.0%	Amber 87.3%	Amber 86.5%											Amber 86.9%			88%
Deliver excellent services	NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement														<div>➔</div>	2006/07 SN Top Quartile 79%	
		Green 84.0%	Green 88.1%	Green 89.7%											Green 88.8%			86%

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
Deliver excellent services	Local	Number of Children in Care														
			Green	Green											↑	
		427	428	426											Green 426	427
Deliver excellent services	Local	Adoptions/special guardianship orders (cumulative - actual numbers shown)														
			Green	Green											↑	
		8.8% (28)	3	1											Amber 4	28
Deliver excellent services	NI 103 a	Special Educational Needs – statements issued within 26 weeks - excluding exemptions														
				Red											Red 60%	82%
				75%												
Deliver excellent services	NI 103 b	Special Educational Needs – statements issued within 26 weeks - including exemptions														
				Amber											Red 50%	70%
				67%												
Deliver excellent services		Unit cost Independent Schools SEN Placements - Residential														
			Amber	Green											Amber £2,665	£69,325
			£2,665	£0												
Deliver excellent services		Unit cost Independent Schs SEN Placements - Day														
			Green	Green											Green £381	£38,454
			£381	£0												
Deliver excellent services		Cost of service per looked after child Shown as annual equivalent														
			Green	Amber											Amber £792	£777
			£758	£792												

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
<b>Corporate Resources</b>																
Deliver excellent services	NI 14	Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer <i>Reported from October</i>														
Deliver excellent services	NI 180	Changes in Housing Benefit/Council Tax Benefit entitlements within the year														
		new														40,000
Deliver excellent services	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events  see BV78a and b below														
		new														18
Deliver excellent services	NI 195a	Local street and environment cleanliness - (Litter) - Industrial land - property services														
															↑	
		n/a	Green 8%	Green 8%											Green 8%	22%
Create a better Haringey: Cleaner, Greener, and Safer	NI 195b	Local street and environment cleanliness - (detritus) Industrial land - Property services														
															↑	
		n/a	Green 27%	Green 22%											Green 25%	35%
Deliver excellent services	BV 8	%age of Invoices for commercial goods and services that were paid by the authority within 30 days paid on time														
															↑	
		Amber 87%	Amber 89.35%	Amber 91.88%											Amber 90.44%	91.00%
Deliver excellent services	BV78a	Speed of processing: a) Average time for processing new benefit claims (calendar days) <i>Monthly until NI180/181 ready than delete</i>														
															↑	
		Red 36	Red 34.18	Red 35.22											Red 35.22	32

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
Deliver excellent services	BV78b	<b>TEMP MEASURE a) Average time taken to processing benefit changes in circumstances</b> <i>Monthly until N180/181 ready than delete</i>														
		Green	Green	Green											Green	
		13	9.65	9.80											9.73	13.00
Deliver excellent services	BV 9	% of council taxes due for the financial year which were received in year by the authority														
	2006/07														2006/07 Top Quartile 98.5%	
	Worst Quartile	Green	Amber	Amber											Amber	
Deliver excellent services	BV 10	% of non-domestic rates due for the financial year which were received in year by the authority.														
															2006/07 Top Quartile 99.3%	
		Green	Red	Amber											Amber	
Deliver excellent services	Local	Customer Service Centres - Waiting times - personal callers seen in 15 mins														
															Green	
		71%	75.0%	78.0%											77%	70%
Deliver excellent services	Local	Contact Centre - Telephone answering in 30 seconds - of all calls presented														
															Green	
		Red	Green	Green											Green	70%
Deliver excellent services		Council-Wide Debt recovery - Overall Sundry debt.														
		Aged debt fell to its lowest level recored, £0.5m or 10.3% reduction compared to opening £4.33m. Main areas of reduction were Adults & UE.														
		Profiled Target		£4.67m	£4.59m	£4.51m	£4.43m	£4.35m	£4.26m	£4.18m	£4.10m	£4.02m	£3.94m	£3.86m		
Deliver excellent services		Green		Green											Green	
		£4.16m		£4.33m												£3.86m

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09
	<b>Urban Environment</b>															
Deliver excellent services	NI 157	Processing of planning applications as measured against targets for 'major' application types														
		<div> <div></div> <div>Amber</div> <div>Green</div> </div>														
		79%	100%	None											100%	England Top quartile 2006/07 80.65% 82%
Deliver excellent services	NI 157	Processing of planning applications as measured against targets for 'minor' application types														
		35 out of 44 decided on target in May														
		78%	83%	Red	78%										81%	England Top quartile 2006/07 83% 85%
Deliver excellent services	NI 157	Processing of planning applications as measured against targets for 'other' application types														
		113 out of 119 decided on target in May. April figure amended following data check to 91% (126 out of 139)														
		88%	Green	91%	Green	95%									93%	England Top quartile 2006/07 90%
Deliver excellent services	Local	Net surplus per PCN issued														
			2	3											Red	-15
Deliver excellent services	Local	Average cost per Assured Shorthold Tenancy														
			0	0											Red	2000

Key Priority	Ref.	2007/08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD 08/09	Target 08/09	
Deliver excellent services	Local xBV66a	Rent collection														England Top quartile 2006/07 99%	
		The early trend for this indicator over a number of years is for performance to be erratic and not indicative of the overall long-term trend, whereby the indicator exceeds the target. Target and definition to be reviewed and confirmed.															
		Green 98%	Red 94.62%	Red 94.62%													Red 94.62%
Deliver excellent services	Local	Average relet time															
		Average turnaround times have increased over the last few months as a result of the Voids Group's success in bringing a lot of long-term voids (especially in sheltered housing) back into use.															
		Red 50.3 days	Red 60.9 days	Red 63.91 days												Red 62 days	
Deliver excellent services	LAA, NI 156	Number of households living in Temporary Accommodation															
		The 2008/9 target has been revised. This month's reduction in the use of TA has been due, in the main, to a fall in the number of TA placements and a higher than anticipated level of abandonments.															
		Target 5389	5336 Green 5275	5271 Green 5224	5207	5017	4866	4726	4603	4489	4372	4231	4089	3948		Green	

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Haringey Council

**[No.]**

Agenda item:

**Cabinet****15 July 2008**Report Title: **Financial planning 2009/10 to 2011/12**

Forward Plan reference number (if applicable):

Report of: **Chief Financial Officer and Director of Corporate Resources**Wards(s) affected: **All**Report for: **Key decision****1. Purpose**

1.1 To set out key financial and business planning issues to enable Members to consider the resource strategy for the administration.

**2. Introduction by Cabinet Member for Resources (Cllr Adje)**

2.1 This report informs Members on the steps being taken for the Council's financial planning period 2009/10 to 2011/12 and highlights the key issues for consideration in this process. The report proposes setting additional efficiency savings targets for the business planning process, which will enable further value for money to be achieved.

**3. Recommendations**

3.1 That Members approve the financial position for planning purposes as stated.

3.2 That the budget changes and variations as set out are approved.

3.3 That the proposed business planning process is agreed.

Report Authorised by: **Chief Financial Officer**Contact Officer: **Gerald Almeroth, Chief Financial Officer**

#### **4. Executive Summary**

- 4.1 There are a number of national policy issues outlined in this report that will need to be considered as part of the Council's business planning process. The national local government funding position is guided by the previous years three year settlement following the comprehensive spending review 2007.
- 4.2 The local strategic context is defined by the manifesto commitments and their incorporation into the Community Strategy and the Council Plan. These priorities and actions inform the business planning and resource allocation process.
- 4.3 The existing medium term financial strategy is soundly based and provides additional investment in Council priorities whilst delivering significant levels of efficiency savings. This report rolls the three year strategy forward one year and identifies a subsequent budget gap in that third year. It also proposes a further target for efficiencies in the first two years thereby offering Members additional flexibility for investment and delivering more opportunities for increased value for money. The overall savings target now proposed is £7.6m.

#### **5. Reasons for any change in policy or for new policy development (if applicable)**

- 5.1 The financial strategy is designed to give effect to Members' policy aspirations and therefore is a key element of the strategic planning for the Council.

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

- 6.1 Sustainable Community Strategy 2007-2017  
6.2 Council Plan 2007-2010  
6.3 Comprehensive Spending Review 2007  
6.4 Audit Commission Value for Money Profile 2007  
6.5 Financial Planning Risk Analysis July 2008

### **7 Background**

- 7.1 The Council's current financial strategy covers the three year period 2008/09 to 2010/11. The strategy reflects the policy aspirations of the administration to achieve excellence in service delivery and to address the place shaping agenda. This will be done whilst at the same time constraining the impact on council tax via the structured pursuit of efficiency savings. The Council has a sound position on which to base this ambition having achieved three stars in the 2007 Comprehensive Performance Assessment (CPA).
- 7.2 The context for the current strategy has been severe constraint on non-schools resources. As a result of government changes to resource distribution, the Council has received the 'floor' (lowest possible) increase in grant for the six years from 2003/04. It has therefore not shared in the increases in total government funding which were made available over this period.

- 7.3 The current grant settlement was announced for the three year period 2008/09 to 2010/11 in line with the government's Comprehensive Spending Review 2007. Therefore there is relative certainty over funding for the next two years. Current planning is based on target council tax increases of 3.0% (in line with the manifesto commitment of no more than 3%) and Members will be aware of the government's determination to use capping powers to keep council tax increases low. It is important to note that current plans include £30m of efficiency savings to be delivered in 2008/09 to 2010/11.
- 7.4 This report is designed to set out financial planning issues to enable Members to consider future financial strategy for the administration.

## 8 National context

- 8.1 Local government function and finance has been the subject of much review and discussion in recent years and a number of key papers and reports have emerged in recent years to that effect.
- 8.2 A key document was the government's **White Paper for Local Government 'Strong and Prosperous Communities'**, which aims to give local people more influence and power to improve their lives. The vision is for revitalised local authorities to work with their partners to re-shape public services around the citizens and communities that use them. The key aspects of the paper are for responsive services with choice for the communities; effective, accountable and responsive local government; local government as a strategic leader and place-shaper; a new performance framework; efficiency and transforming local services, and community cohesion. The paper also promotes wider use of locally devolved budgets and the benefits and implications of this will need to be considered. Many of the current initiatives support this paper including Local Area Agreements.
- 8.3 Other key reviews include:
- **Sir Michael Lyons'** review of local government and the funding regime. It recommends incremental change on the basis of a developmental approach with some modest changes that will build trust and create the basis for future reforms. The report suggests that local government needs to develop its wider place-shaping role and also makes the case for central government to create more space for reform by reducing targets and developing key financial reforms to enable more local flexibility. There are minimal immediate changes;
  - the report on public service delivery by Sir David **Varney** identifies further opportunities to make public services more accessible, convenient and efficient to meet changing citizen and business expectations;
  - the report on Land Use Planning by Kate **Barker** and in response the White Paper from central government entitled Major Planning Reforms for a Sustainable Future, which promises to speed up the planning system alongside improving community consultation;

8.4 The **Comprehensive Spending Review (CSR) 2007** issued in October 2007 set totals for national local government expenditure together with Treasury-lead policy directions. The key aspects of the CSR 2007 were:

- current spending across the whole public sector to increase by an average of 1.9% per annum, in real terms, for each of the three years;
- within the above, spending on Education to rise by an average of 2.5% per annum in real terms;
- extension of the efficiency savings targets from the 2004 Spending Review, supported by Gershon, to increase to 3% per annum and for all of these savings to be cashable and therefore to be taken into account when considering resources available overall;
- public sector pay to be kept in line with the government's inflation target of 2%.

8.5 The grant settlement announced last year set out the funding for the following three years with reducing **grant floors** from 2% in 2008/09 to 1.75% in 2010/11 and then down to 1.5% in 2010/11.

8.6 The consultation on the **formula grant system** last year included key areas of high impact to Haringey. The current system of resource allocation (formula grant) is complex and, in the Council's view, understates Haringey's relative needs. The issues of particular significance that arose from the grant settlement for 2008/09 were:

- estimates of **population**, which underpin the system appear flawed, particularly in respect of under-enumeration and migration for Haringey;
- the **area cost adjustment** reflects local wage cost pressures relative to others, the grant system does not properly reflect the local position in Haringey as we are grouped as an outer London borough;
- under representation of costs and need on **Children's Social Care and Younger Adults**, the reduced weighting for deprivation in the formula from 2006/07 resulted in a significant shift of resources away from London;
- the higher cost of **concessionary fares** in London does not appear to be matched by resources through the formula, and;
- revenue funding for government-supported borrowing within the **capital financing** part of the formula is not transparent in the system and penalises authorities that are on the grant floor.

8.7 These individual issues were raised with Ministers during the consultation process and although no notable changes were made to the formula, there were commitments to address some issues in time for the next three year settlement in 2011. These include:

- a full review of the area cost adjustment;
- look at the potential for including a population mobility factor;
- review the use of projected and averaged data in the formula.

8.8 In addition there is likely to be significant change with a review of school's funding dedicated schools grant moving to a formula basis and a separate review of 6<sup>th</sup> form

funding with a likely transfer of responsibility and funding from the Learning Skills Council to local authorities.

- 8.9 There continues to be extensive further government work on **population** statistics. A report from a Treasury Select Sub-Committee published in May 2008 has called into question the reliability of the statistics data and its use in allocating resources to local authorities. Separately the Office for National Statistics (ONS) is taking forward a work programme to address the five recommendations from a previous Task Force report issued in 2006.
- 8.10 Additionally the **Housing Revenue Account** (HRA) is the subject of a joint review due to report in spring 2009 by the Department of Communities and Local Government and the Treasury.
- 8.11 A green paper has been launched by the government to consult on reform of the system for **funding of social care** where it is predicted that the numbers of older people requiring care is set to increase significantly over the next two decades. This will involve a review across all sectors of provision.
- 8.12 In support of the government's policy agenda and recent white paper on Local Government, a draft national strategy on **participatory budgeting** was launched. Members will need to consider this in light of existing consultation processes.
- 8.13 The inspection regime for local government is a key driver for financial strategy. The new regime under **Comprehensive Area Assessment** (CAA) continues to evolve and it is planned the full system will be in place from 2009. The **Use of Resources** will remain as a key feature and a revised framework has come into effect for 2008/09. This amended approach has a more broad base and includes effective management of other resources including the workforce and natural resources.

## 9 Local context

- 9.1 The local context at the strategic level is defined by the policy programme set out in the **manifesto** of the majority group.
- 9.2 The manifesto programme feeds into the Council's contribution to the Community Strategy. The **Sustainable Community Strategy** sets out the aspirations for the borough of the Haringey Strategic Partnership (HSP). The strategy revised in 2007 covers the period to 2017. The Council Plan, built up from the individual business plans, includes the key actions over the next few years required to achieve those priorities and objectives.
- 9.3 The government also expects that Community Strategy priorities at the partnership level are further articulated in the **Local Area Agreement** (LAA). The LAA sets out high level objectives for the partnership and specific targets, grant, and enabling flexibilities which are negotiated with the Government Office for London (GoL) and now supported by agreed set of performance targets from the new national indicator set.
- 9.4 The Council maintained its three stars in the 2007 **CPA** with an improving well direction of travel statement. It is a key priority for the Council to make progress towards

excellence. In the new **CAA** this will require even greater focus on working with partners to make a difference to the borough as a place to live and work, and ensuring outcomes are achieved for residents. Whilst the performance of individual Council services and the value for money they deliver will remain crucial, greater external focus and capacity to deliver on that agenda will be the key local strategic drivers.

## 10 Key financial issues and risks

### 10.1 Corporate issues

- 10.1.1 There are two key issues in respect of **remuneration** going forward in the budget process. Firstly, the 2008/09 pay increase has not yet been settled, but as previously stated, there is an expectation that public sector pay will remain within the Chancellor's inflation target of 2%. Current financial plans include an assumption of 2.5%. Unions have recently balloted their members who have voted in favour of strike action. Secondly, all authorities were required to implement 'single status' pay arrangements (incorporating former manual staff) by April 2007. An offer was made to the unions before the deadline and negotiations are now almost concluded. A contingency sum was added for estimated ongoing costs in last years budget process and this will need to be reviewed once final agreement is reached. The back dated pay issues are now resolved with the significant majority of one-off compensation sums being paid in March 2008. These were funded in 2007/08 by using the capitalisation direction obtained from central government.
- 10.1.2 The latest triennial valuation of the **pension fund** for 2007 was completed by our actuaries for last years budget process. The employer's contribution for the Council remained at the same level confirming the 20 year deficit recovery plan is on target. This will be reviewed again fully at the next triennial valuation in 2010, however in light of the recent economic conditions including the credit crunch this may impact on current plans, therefore the annual interim valuations will enable this to be done. There are some issues with the levy to London Pensions Fund Authority in respect of residual body pensions and costs. The levy for 2008/09 increased significantly and this will need to be kept under review for future years.
- 10.1.3 **Inflation** has been steady for a number of years and therefore not a major concern in financial planning. More recently though the combination of high energy and oil prices may lead to more sustained upward pressure on prices. The provision for price increases in the financial plans will need to be reviewed carefully.
- 10.1.4 The overall position of the general **economy** shows a worsening position and consideration will need to be given to how the Council may need to respond to these conditions. If the downturn continues this may for example increase the workload of housing benefits or may show reduced income on discretionary services such as leisure.
- 10.1.5 The Council has developed and embedded an effective approach to **efficiency and value for money** which has underpinned our financial strategy in recent years. Members have agreed an **Achieving Excellence** programme to assist in delivering this. The three key objectives are to improve performance, efficiency and

perception. Progress in this programme and delivery of the £5m target savings will be monitored through the project management framework.

10.1.6 The Council's approach to this includes:

- effective investment and use of IT;
- strategic approach to asset management and flexible working;
- maximise the opportunities of procurement, including through shared services and outsourcing, and;
- a structured approach to vfm and zero based budgeting reviews.

10.1.7 There are major **specific grant** funding streams that are subject to review in three years time. The move to **area based grant** (ABG) managed through the LAA gives the Council the opportunity with our partners to ensure these resources are providing effective outcomes. The area based grant totals £21.8m in 2008/09 increasing to £23.3m by 2010/11. Supporting people grant will be added to the ABG from 2009/10 onwards. The supporting people grant continues to reduce over the planning period and this will need to be managed carefully in order to minimise any disruption of existing services provided.

10.1.8 The Council's **capital programme** is underpinned by the generation of **capital receipts** and over the planning period the number of surplus saleable assets will diminish. Delivery of receipts from the strategic site disposals will be key to maintaining funding for the current capital programme. An overachievement of receipts in 2007/08 can be carried forward for review and this may be required to fund existing commitments in light of a recent sharp downturn in right to buy receipts. There will be a need to maximise external funding in line with the Council's approved capital strategy to ensure that continued investment is available and can be focussed on the Council's key priorities. In addition there may be an impact in respect of the change of mayor at the **GLA** with a potential shift in priorities and therefore potential funding available for Haringey, particularly in relation to transport schemes.

10.1.9 There are significant investment programmes proposed, particularly **Building Schools for the Future (£200m)** and **Decent Homes (£200m)**. The funding and management of these will be important in terms of reducing financial risk, but also in terms of ensuring that successful outcomes are delivered from improving the asset base.

10.1.10 The **accommodation strategy** will continue into its second phase based on the approved principle of self-generating funding from asset sales and will be key to delivering a more effective, flexible and efficient service. Significant savings are included in the Achieving Excellence programme from this as a result of overall office building reductions as the Council moves to a more flexible way of working.

10.1.11 Capital bidding on a zero based approach is integrated within the pre-business plan reviews and allocation of resources to priorities is a key factor in ensuring maximum value for money and will include information from the **asset management plans** in the appraisal process.

- 10.1.12 **Alexandra Palace** continues to require financial support from the Council and as the lease transfer process is not complete there is a degree of uncertainty in terms of how this is incorporated in the Council's financial plans. This will be kept under review as the Trust progresses with their development process.

10.2 Children and Young People

- 10.2.1 The integrated Children's Service is now well established. Children's Trust arrangements are well embedded and meet the government's expectations set out for April 2008.

- 10.2.2 The establishment of area-based **children's networks** is a key part of service improvement. The greater integration of services, and earlier intervention will enable services to meet the needs of children and young people as well as deliver efficiency savings. In taking this forward, the relationship with other area-based aspects of the Council's and partners' work will need to be developed further so that key strategies including child poverty can be delivered.

- 10.2.3 The budget for **looked-after children** is an area of significant volatility and risk. Current plans are based on a clear strategy which involves managing a gradual decline in total numbers with a cost-effective commissioning strategy that is in place. Maximising the opportunities for adoption and fostering is key to delivering further value for money and reducing overall unit costs.

- 10.2.4 The position on unaccompanied **asylum** seeking children remains complex with the continued risk of insufficient funding being available. The Home Office has agreed to review the position with the Department for Children, Schools and Families. The Council supports children over eighteen if they are continuing with their education without any significant level of reimbursement of costs.

- 10.2.5 The Council is progressing major construction programmes in respect of **BSF** for secondary schools and the new **Primary Strategy for Change** (PSC) has been approved and submitted. The PSC will enable almost £12m of new capital resources to be released in the first two years to 2010/11. This investment will be crucial to the delivery of the Council's education vision, in particular maximising the benefit of putting schools at the heart of communities with improved use of assets and a greater impact on social and economic regeneration.

10.3 Adults, Culture and Community

- 10.3.1 **Social care** budgets are under significant national pressure, primarily as a result of increasing demand and moves towards the personalisation agenda with greater user choice and control. Nationally there have been risks to health care delivery as financial problems within the NHS have led to reductions in some services and funding for local authority areas. On a local basis this has been kept to a minimum.

- 10.3.2 The budget process in the previous year highlighted the need for effective **transition planning** and funding as children with special care needs become adults where different levels of care are required. Significant growth has been built into the



financial plans for 2008/09 onwards, particularly in learning disabilities, and this will need careful ongoing management and review.

10.3.3 The position on the provision of services for adult **asylum** seekers is a complex one. There is no funding from central government for these cases and they are adults without recourse to public funds so cannot claim benefits. Actions to reduce the number of these supported by the Council is ongoing in order to reduce the cost to the council tax payer. Savings of £0.5m are built into the budget for 2009/10.

10.3.4 The Council has been very successful at achieving green flag status in many of its **parks and open spaces**. This is a high Council priority and consideration may need to be given to ensuring that sufficient resources are in place to maintain and possibly improve on this excellent performance.

#### 10.4 Urban Environment

10.4.1 During this and the previous administration, Environment has been the focus for investment in the **Better Haringey** programme. Although this remains a key priority for the Council under the cleaner, greener and safer agenda, it is in the context of greater resource constraint and therefore the Council will need to continue seek further options to improve services from within existing resources.

10.4.2 The Council's delivery arrangements for **waste management, street cleaning and recycling** are currently under review and the potential future procurement options are being developed that may include a wider scope of services and a different delivery vehicle. The current contract with Enterprise (Accord) is due to expire within the current financial planning period. Future plans assume the delivery of savings as well as improved performance thereby increasing the overall value for money offer.

10.4.3 The cost of **waste disposal** will continue to increase at a higher rate than other service areas in the short term. Our current plans allow for this, however extra costs may need to be provided for as plans are rolled-forward. Members of the North London Waste Authority (NLWA) have agreed a joint waste strategy and the procurement process for future provision of disposal facilities is progressing. The current facilities are near the end of their useful life and new strategies are required to deal with the higher level of recycling and avoidance of highly geared landfill tax rises. An outline business case is due to be submitted to government in October this year for PFI support. In the medium to long term this is likely to be the single most significant item for future financial planning. Early analysis estimates a doubling of costs for Haringey in 2014, which could lead to significant rises in council tax. A funding strategy will need to be developed before the outline business case is submitted to ensure agreement to affordability.

10.4.4 Waste stream **minimisation and recycling** will remain key issues, with demanding targets set by government. The Council successfully achieved 25% household recycling in 2007/08 ahead of target, however, a target of 35% by 2010/11 will require significant efforts to meet.

- 10.4.5 The estimate of income from **parking** is under pressure in the current year following a shortfall in 2007/08. This position will need to be kept under review as further controlled parking zones are rolled out subject to demand.
- 10.4.6 The Council's share of the costs of **concessionary fares** in future years is estimated to increase significantly as reported in the previous budget report. This is the subject of debate at London Councils as proposals to move the allocation of costs to a usage basis means that boroughs with a higher level of public transport infrastructure and concession applicable travellers will attract a higher cost. An estimated amount is built into the financial plans and this will require review once an agreement is reached.
- 10.4.7 The Council has recently updated the strategy for dealing with **homelessness**. The previous position reflected success in commissioning private sector leases which are associated with a relatively favourable subsidy regime. The Department for Work and Pensions (DWP) have implemented across the board subsidy reductions of 5% and 10% in the last two years for London authorities only. Current plans assume a further reduction in 2009/10 as a result of moving to a cost plus formula based approach. Early indications are that the DWP will not be ready to implement this new system in 2009/10. The current financial plans will therefore need to be reviewed further once a more definitive position is available.
- 10.4.8 Effective support for Homes for Haringey will be important to enable the successful delivery of the **decent homes** investment. There will also be a need to deal with the financial consequences of any new arrangements for services provided by the Council which Homes for Haringey may wish to make following conclusion of their value for money review process.
- 10.4.9 The **housing revenue account** shows a balanced position over the medium term, but this is predicated on planned savings in the repairs and maintenance service and the net subsidy position does not worsen further than current expectations. There are significant challenges going forward to maintain the balanced position and a robust business planning process will be key to ensuring that this is achieved. The framework for converging **rents** continues to draw debate as tenants' rent increases continue to be above inflation following the government formula.

## 10.5 Corporate Resources

- 10.5.1 Delivery of efficient corporate and support functions will contribute significantly to the improvement in value for money. This is an integral part of the achieving excellence programme with specific projects designed to deliver improved performance, efficiency and perception. This includes projects reviewing the operating model, procurement, information knowledge management and smart working.
- 10.5.2 Ensuring effective use of IT, improving the customer experience and taking a strategic approach to asset management for the benefit of services and the community are key to the success of the service.
- 10.5.3 The office **accommodation strategy** coupled with the **flexible working** programme is expected to deliver significant medium to long term savings as a result of a net

reduction in office space requirements. This was built into the previously agreed savings profile, but can now be extended a further year as plans roll forward. Clearly this also supports the greenest borough strategy with carbon reductions being explicit objectives of the proposals. Further savings may arise from new initiatives utilising the **sustainable investment fund**.

10.5.4 The budget plans include reductions in the specific grant for **housing benefits** administration and as yet there are no known further reductions. The impact of the introduction of Local Housing Allowances in April 2008 has been managed within existing resources.

10.5.5 The debate on the issue of income from **land charges** is still progressing. It is likely that authorities will be required to reduce their charges to only cover costs on average over a three year period. The current budget plans have a contingency built in for this purpose although demand may reduce further that may impact on the income target.

## 10.6 Overview

10.6.1 Taking account of the starting position at the end of the 2008/09 budget process and given that we have a three year grant settlement and a matching medium term financial strategy in place, and after allowing for the matters set out in this report, the overall position is as set out in appendix A. Appendix A sets out the gross budget showing the starting position, changes anticipated for that year, and the funding elements assuming a 3.0% increase in Haringey's **council tax** (as per previous planning assumptions). Members may wish to consider this assumption in light of the overall financial position later in the process.

10.6.2 An assumption on the level of **revenue support grant** has been made that provides the new year of 2011/12 with a floor increase estimated at 1.5%, the same as in 2010/11. The review of the formula will be carried out in time to make changes from 2011/12 onwards, however the impact of these changes will not be known for some time.

10.6.3 A **review of the risks** identified in this report incorporating some sensitivity analysis around the range of financial consequences has been carried out. I have updated the Financial Planning Risk Analysis and am satisfied that the levels of reserves are sufficient to deal with the identified risks as set out in this report. For the purposes of prudence it is recommended that an allowance is made for additional pension fund contributions in the third planning year at this time. Other changes and variations against existing contingencies will be reviewed again later in the process. The total resource shortfall of £7.6m is shown in appendix B and this demonstrates the continuing financial challenge faced over the planning period.

10.6.4 The proposed **savings targets**, to allow Members to consider some further investment options as part of the budget process, represent 0.6% of the net budget for each of the first two years. This is addition to the existing 12.1% already in the plans.

## 11 Business planning process and consultation

11.1 For a number of years now the Council has managed an integrated **business planning process** with the budget process at business unit level. The business plans are formed via the pre-business plan reviews (PBPR) over the summer period taking into account the high level priorities set out in the **Sustainable Community Strategy** and developing revenue and capital budget proposals. Based on the priorities in strategy the Councils own actions are contained in the **Council Plan** and that this defines the detail of plans and actions at business unit level. This gives greater coherence to detailed work and avoids unnecessary work on investment options which do not reflect partnership and Council priorities. The annual review process also derives information from the following to inform effective service planning:

- the comprehensive annual residents' survey;
- revisions of targets through performance monitoring;
- new national targets or service initiatives, and;
- the borough profile.

11.2 The business planning process will also feature reviews of the key elements of the service wherever relevant in terms of:

- effective risk management reporting and controls;
- equalities impact assessments;
- workforce and people planning, and;
- use of natural resources.

11.3 **Engagement with local communities** and other stakeholders is a key policy drive from central government in respect of a wide range of functions and the financial planning process is no exception with this being mentioned in the new Use of Resources guidance for 2008/09. There is already an embedded **consultation process** with the Council's business planning and this includes:

- consultation on growth and savings options to a wide range of stakeholders including the voluntary sector, key partners, tenants and leaseholders panels, schools forum, trade unions;
- strategic level consultation with the Haringey Strategic Partnership and the local business community;
- public meetings of the Overview and Scrutiny Committee, and;
- a comprehensive annual residents' survey.

11.4 Members will wish to consider how these matters are handled in future, and specifically whether there should be any additional budget **consultation with residents** on the whole budget package and council priorities. This could be achieved through a number of means such as citizen workshops, public meetings, focus groups, tailored interviews and on-line surveys.

- 11.5 A further government policy initiative is the development of **participatory budgeting**. Although this can be structured in many ways, this primarily involves local people providing specific input into the decision making process for the budget or a part of the budget. The Council has for some time had initiatives like this in place for example:
- £350k for 'Making the Difference' – allocated £50k to each area assembly, members of the public provide ideas for projects or investment, there is sifting and short-listing process, members of the public express their preferences at a public meeting and the area liaison officer makes the final decision;
  - budget resources in parks – there is significant consultation with 'friends of parks' local organisations that contribute to the allocation of resources to specific projects and shaping the programme of spend to reflect local priorities, and;
  - specific consultation on highways service and spend in 2007 leading to a budget decision for 2008/09 for additional investment in pot hole repairs.
- 11.6 A prime requirement of the budget process will be the systematic identification of improved **value for money**, both in terms of improved outcomes from given resources and the delivery of cashable efficiency savings. This will be supported by corporate investment in improved systems and processes (including shared services and outsourcing where appropriate), but will primarily be delivered through change at local level.
- 11.7 **Savings targets** are proposed to support this process and these will be calculated on a base combination of gross expenditure and income and will take into account existing savings proposals already agreed over the three year planning process from 2008/09. Alongside this will be the analysis of the value for money position of services and high cost areas will be encouraged to ensure savings are delivered in these areas. Reviewing areas such as discretionary services and fees and charges will be a requirement. The savings target sum will be the current gap over three years identified in this report of £7.6m. Existing savings will be reviewed as part of the process and any shortfalls identified will need to be replaced with alternatives by individual departments.
- 11.8 Overall when **comparing value for money** to our nearest neighbours in London and the under the Council's broad service headings the Council's cost per head of population are either lower or medium quartile (reference to the Audit Commission Value for Money Profile 2007). When looking at the more detailed analysis there are a number of individual services that appear in the upper quartile cost bracket. This information is utilised in the Council's ongoing business planning process and actions are in place to deal with these issues:
- Children and Young People's Services – a number of specific services show costs in the upper quartile (LEA central functions, SEN, statutory and regulatory duties) – these will be addressed as part of the zero based budgeting review in 2008;

- Adults Culture and Community – mental health services in upper quartile and learning disabilities close to upper quartile – these are targeted for action in the rolling programme of vfm reviews;
- Urban Environment – waste collection costs per head of population are close to the upper quartile – this is being addressed in the as part of the procurement strategy for the service and savings are already built into plans, and;
- Corporate Resources – the cost of council tax benefit administration per head of population is in the upper quartile – a further follow up vfm review is being carried out this year.

11.9 Proposals for **investment** will also come forward from the business planning process and these will need to be aligned to the Council's priorities as previously stated:

- Key priorities in the Council Plan;
- Services requiring additional resources for improvement in performance where identified, and;
- Areas requiring improved perception ratings (as measured in the residents surveys – highest concern 'crime and the fear of crime').

11.10 Key service areas where investment may be required are then as follows:

- dealing with issues of crime and anti-social behaviour;
- the greenest borough strategy;
- housing strategy;
- communications to affect positive behaviour and perception, and;
- meeting the revised recycling target and increasing waste minimisation.

11.11 Cabinet approved a **sustainable investment fund** on 20 June 2007 as part of the financial outturn report for 2006/07 of £500k and this will assist in funding invest to save schemes including reducing energy use. This is designed to be a revolving fund and therefore will be reimbursed by the revenue savings that are generated by the investments. Initial commitments to date amount to £155k.

- 11.12 A more detailed business planning and budget **timetable** will be presented in due course, but the key dates are outlined in the table below. The informal budget challenge meetings will be chaired by the Leader and will include the Cabinet Member for Resources and the Cabinet Member for the Service as well as senior officers. All revenue and capital budgets will be part of this process.

<b>Activity</b>	<b>Date</b>
Key priorities stated in Council plan	Jun 08
Cabinet consider financial planning report	Jul 08
Pre-business plan review (PBPR) preparation	Jul – Sep 08
PBPR officer review process	Sep 08
Budget challenge meetings	Early Oct 08
Cabinet agree release of PBPRs for consultation	Nov 08
Budget consultation process including Overview & Scrutiny Committee	Dec 08
Cabinet consider draft settlement	Dec 08
Cabinet agree budget package	Jan 09
Council agree budget package and council tax	Feb 09
Finalise individual business plans and overall Council Plan	Apr 09

## **12 Comments of the Head of Legal Services**

- 12.1 The Head of Legal Services confirms that the budget strategy and process set out in this report fulfil the Council's statutory requirements in relation the budget.

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Agenda item:

**[No 1]**

<b>CABINET</b>	<b>On</b>	<b>15/7/08</b>
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Report Title: Haringey's <b>Local Area Agreement 2008/09 to 2009/11</b>	
Forward Plan reference number (if applicable):	
Report of: <b>Sharon Kemp, Assistant Chief Executive (PPP&amp;C)</b>	
Wards(s) affected: All	Report for: Key Decision
<p><b>1. Purpose (That is, the decision required)</b></p> <p>1.1 To update on the progress made in the development of the 2008/09 – 2010/11 Local Area Agreement and to endorse approval for the final version after negotiations with Government Office.</p> <p>1.2 The HSP's Performance Management Group (PMG) agreed the final submission on behalf of the Partnership at its meeting on 28th May 2008. The concluding negotiated changes detailed in the body of the report, which were incorporated within the submission, were approved by the PMG.</p>	
<p><b>2. Introduction by Cabinet Member (if necessary)</b></p> <p>2.1 This report provides an update on the progress made in the development of the 2008/09-2010/11 Local Area Agreement. I am pleased to say that the council working with the Haringey Strategic Partnership has developed a new Local Area Agreement for 2008/09-2010/11. The partnership has successfully negotiated 35 improvement indicators, a number of local targets and 16 attainment targets for the academic year 2008/09. Haringey's final LAA was submitted to Government Office for London on the 30<sup>th</sup> May 2008, targets have been approved by them and final Ministerial sign off will be provided after local approval by Cabinet.</p> <p>2.2 Thematic Partnership Workshops were facilitated during March giving the Boards the opportunity to re-affirm the new national requirements, roles and responsibilities, and to action plan for the cross cutting indicators within their remit. Thematic boards are implementing the performance management framework for the partnership, which aligns with the council's performance management system. Progress on the delivery of the Local Area Agreement outcomes will be tracked and performance managed quarterly by the boards.</p>	

### 3. Recommendations

- 3.1 To approve the contents of this report, including the changes made to the final selection of national indicators within the 2008/08-2010/11 Local Area Agreement and the negotiated targets for the three year period. See Appendix A

Report Authorised by: Sharon Kemp, Assistant Chief Executive, PPP &C

Contact Officer: Louisa Aubeeluck, LAA Manager, 0208 489 4533  
Mary Connolly, HSP Manager, 0208 489 6939

### 4. Chief Financial Officer Comments

- 4.1 The Chief Financial Officer has been consulted over the contents of this report and notes that there are no specific financial implications arising from the report. Members should note however, as highlighted in section 14.4 the Government has allocated new stretch reward for this round of the LAA with additional sums available for authorities in the most deprived areas. The attainment of the reward is linked to improvement across the agreed 35 indicators.

### 5. Head of Legal Services Comments

- 5.1 The majority of the legal implications are set out in the body of the report. The duty to prepare a draft LAA and to submit it to the DCLG arises under section 106 of the Local Government and Public Involvement in Health Act 2007. In accordance with the legislation in force at the time, the draft LAA was approved by the Cabinet, and referred to full Council for noting and endorsement, before submission to the Government Office for London.

### 6. Local Government (Access to Information) Act 1985

- 6.1 Letter from Communities and Local Government to Local Authority Chief Executives in authorities responsible for preparing a Local Area Agreement re Local Area Agreements – Final arrangements for submission, 5<sup>th</sup> March 2008

### 7. Strategic Implications

- 7.1 The Local Area Agreement (LAA) facilitates the delivery of the ambitions for Haringey and its residents as set out in the sustainable community strategy. The LAA will be the only vehicle for delivering targets between local government, their delivery partners and central government.

### 8. Financial Implications

- 8.1 There are no specific financial implications arising from the report. Section 14.4 of the report highlights the new round of stretch reward linked to the overall

performance of the 35 Improvement indicators agreed within the Local Area Agreement.

## **9. Equalities Implications**

- 9.1 The Local Area Agreement improvement targets will be of particular benefit to disadvantaged communities and population groups across the borough especially in those wards and super output areas that have higher levels of deprivation. An equalities impact assessment has been undertaken to ensure that there is no adverse impacts to any particular population group.

## **10. Consultation**

- 10.1 The LAA is based upon the objectives and priorities contained within the Community Strategy which were developed through extensive involvement and consultation with resident, organisations and other stakeholders. The HSP and its thematic boards built on this consultation to inform the selection of national indicators and subsequent negotiations with central Government.

## **11. Background**

- 11.1 The Local Government and Public Involvement in Health Act 2007 require local strategic partnerships to have in place a new Local Area Agreement by June 2008. These are to include up to 35 improvement targets negotiated with Government, 16 attainment targets for the academic year 2008/09 and unlimited local indicators as targets for these are not negotiated with Central Government, and there is no formal reporting requirement.
- 11.2 Haringey Strategic Partnership has developed its 2008/09 – 2010/11 Local Area Agreement. The Partnership's Performance Management Group and the Government Office for London has met on several occasions to negotiate and agree Haringey's final selection of indicators and the three year targets.
- 11.3 Members previously approved in March the selection of 35 Improvement Indicators for inclusion within Haringey's Local Area Agreement as recommended by the Haringey Strategic Partnership, and this report updates on the late changes made as part of the final negotiations with Government Office.

## **12. Introduction**

- 12.1 Haringey's Local Area Agreement encompasses: A Haringey Story of Place; 35 Improvement Indicators, 16 attainment targets for the academic year 2008/09 and local indicators; Please refer to Appendix A.
- 12.2 Haringey's Story of Place explains in narrative form, Haringey's own unique story and our future strategic direction. It outlines Haringey's Sustainable Community Strategy outcome areas, our choice of priorities and national indicators and makes the links to our wider plans and strategies. A separate evidence base document

details a wide range of information and data to illustrate and support 'our story' and choice of indicators.

### **13. Current Position for 2008/09**

- 13.1 Haringey's Strategic Partnership negotiated the selection of 35 improvement indicators, a number of local targets (which include our existing stretch targets), from the list of 198 national indicators as set by Government. These improvement indicators and local targets sit along side 16 attainment targets for the academic year 2008/09. Thematic Boards considered and agreed their final selections based on local priorities and the recommendations of GoL and the various government departments.
- 13.2 The indicators are aligned to thematic boards and have identified lead agencies with a named senior officer as required by statute. Many of the indicators are cross cutting and delivery will impact across thematic areas. In these instances the indicators will be reported to and monitored by more than one thematic board.
- 13.3 Over the past month, the partnership's target leads have successfully negotiated with central government three year targets for the 35 national indicators within Haringey's Local Area Agreement. These are listed within the outcomes framework at the back of Haringey's Local Area Agreement, which was formally submitted to Government Office for London on 30th May 2008.
- 13.4 To support the target setting process, the programme management team produced a briefing note for thematic leads and target lead officers advising them of the process for gaining sign off through thematic boards, directors and lead members and of the process to be undertaken to ensure quality assurance of targets for audit purposes.
- 13.5 **Deferred national indicators:**  
Government Office have advised that the following list of indicators are being deferred until 2009/10, these include: NI 6; NI 32; NI 119; NI 125; NI 127; NI 135; NI 149; NI 187. This means that thematic boards will continue to performance manage these indicators locally. Progress against the indicators will be submitted to GOL in 2009/10.
- 13.6 **Changes to Haringey's indicator selection:**  
In addition to the deferred indicators, a few changes were made within Haringey's selection of 35 national indicators and local targets, which were agreed by the Haringey Strategic Partnership's Performance Management Group on 28th May 2008, prior to submission to GOL.
  - NI 54 Disabled Services for Children (deferred until 2009/10) was substituted with NI 60 Core Assessments.

- NI 32 repeat incidents of domestic violence (local target) was removed due to the national definition of the target being tightly defined to the delivery of the Multi Agency Risk Assessment Conferences (MARAC) which have not yet been rolled out to this area.
- Two local worklessness indicators: Number of eligible individuals supported into employment through the Haringey Guarantee taking up working tax credit; and Number of eligible Haringey Guarantee participants taking up child tax credit, was replaced with the Number of registered Haringey Guarantee participants with a completed better off calculation. This substitution was made due to technical issues with recorded measurable data.

#### **14 Performance management of the Local Area Agreement**

- 14.1 A new performance management framework for the partnership is being implemented across the local strategic partnership and its thematic boards, which will enable consistent monitoring of outcomes; project activity, funding and value for money. The HSP, its Performance Management Group, and the thematic boards will receive quarterly performance reports showing: progress against the improvement indicators and local targets within their remit; high level project highlight reports; financial performance including spend against area based grant; and comments and action planning for areas not meeting targets. The highlights from the HSP Performance will be included within the Council's performance.
- 14.2 The HSP agreed the facilitation of half day workshops for each of the theme Boards during March to re-affirm the new national requirements, roles and responsibilities, high level action planning and management of cross cutting indicators. In June addition workshops were facilitated for two theme boards, as pilots, to embed the performance management framework and processes.
- 14.3 Thematic Board action plans have been developed for the improvement indicators within their remit, and these support the performance management process, providing key actions and milestones to ensure delivery of outcomes are on track.
- 14.4 Government announced a new round of stretch reward on 4th February, with the total value to be at least £340 million. Split across the partnerships £340 million nationally is equivalent to an average of £2.2 million for each Local Area and this links reward payments to improvement across all of the 35 targets agreed in the LAA. Government also announced that the most deprived areas, which face the greatest challenges, will benefit from an additional £50 million WNF reward. Haringey's WNF reward is linked to two indicators within the supplied basket of WNF indicators; NI 153 and NI 117.

#### **15 Next steps**

- 15.1 Haringey's LAA is expected to achieve government approval on 27<sup>th</sup> June 2008. Government Office for London has advised that there will no longer be a formal signing off ceremony as previously informed. However, there will be a national launch on the 30<sup>th</sup> and a LAA London Reception rather than a signing ceremony later in the year.

## **16 Conclusion**

- 16.1 Haringey's new Local Area Agreement provides a key lever to strengthen local partnership working, providing commitment locally to work together to improve services and deliver positive outcomes for local people.

## **17 Use of Appendices / Tables / Photographs**

- 17.1 Appendix A – LAA 2008/09 – 2010/11



Local Area Agreement  
2008 – 2011

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## Introduction

I am pleased, on behalf of Haringey Strategic Partnership, to present this new Local Area Agreement for the next 3 years.

Haringey Strategic Partnership (Haringey's Local Strategic Partnership) brings together public sector, business, community and voluntary sector organisations to improve the quality of life for all the people of Haringey. We are working together to deliver the real improvements in services that residents have said they want to improve their quality of life.

This new Local Area Agreement sets out those priority improvements areas that the Partnership will focus on for the next 3 years. It represents the collective view of the Partnership to deliver outcomes for our residents and communities that will make a significant difference in the medium term and ensure that we keep on track to achieve our longer term ambitions in the Sustainable Community Strategy.

In developing this agreement our aim is to deliver noticeable and lasting improvements and that Haringey is, and will continue to be, "A place for diverse communities that people are proud to belong to".

Councillor George Meehan

Leader of the Council and Chair of Haringey Strategic Partnership

May 2008

## **The Haringey Story**

The Haringey story is one of differential settlements, throughout the transition from an agricultural society to one of urban businesses and lifestyles. Ours is a history influenced from the earliest times by the inward and outward movement of people, and our connectivity to London, the regions and the world.

The growth of public transport, both train and tram, had an enormous effect on Wood Green, Tottenham, Bounds Green and Stroud Green in the second half of the nineteenth century. This began in 1859, with a station at Wood Green for the Great Northern Railway line from Kings Cross. In 1872 the Enfield to Liverpool Street line was opened, with stations at Seven Sisters, Bruce Grove and White Hart Lane. In 1873, Alexandra Palace station opened served by a branch line from Highgate.

In 1891 Tottenham had a population of 71,343. By 1931 this had grown to 157,772, with a large Jewish and East European community concentrated around the Hale.

This was the forerunner to the borough wide diversity that we celebrate in Haringey today, with our people speaking more than 100 languages, representing the continents of Europe, Asia, Africa, South and North America and the islands of the Caribbean.

## **The present place**

The London Borough of Haringey consists of the former boroughs of Hornsey, Wood Green and Tottenham, which were amalgamated in 1965. Today Haringey reflects its past history of differential growth, its transport and road links. The borough retains its pattern of older “village” centres and open spaces alongside more recent development, and is home to the London landmarks of Alexandra Palace, Bruce Castle Museum and Spurs’ White Hart Lane stadium. The borough stretches from the prosperous neighbourhood of Highgate in the west to Tottenham in the east; one of the most deprived areas in the country, Haringey is a borough of dynamic contrast, of wealth and relative poverty, with a hugely diverse and growing population.

Our challenge is to find ways of maintaining the distinctiveness of our different centres, making the most of our opportunities by building on our positive achievements of recent years to create a strong, secure, empowered and cohesive place where all can fulfil their potential and make their contribution to the wider community.

We are working in partnership on the development of our spatial and physical assets to enhance community safety, cohesiveness and sustainability. We are also building and investing further in our people so that they achieve health and educational outcomes which give them a wide range of personal choice throughout their life - increasing the prosperity of the borough in terms of access to jobs and opportunities to do business and live preferred life styles.

Haringey is strategically located in the London-Stansted growth corridor. With excellent transport links to the West End, the City, Stansted itself, Stratford and the 2012 Olympics site, the borough is good for business and for commuting – with an estimated 350,000 new jobs to be created within an hour's travelling distance from the borough by 2016.

The potential of our own major development sites – the extensive former utilities lands of the Haringey Heartlands, and underused waterside light industrial areas of Tottenham Hale – is now being unlocked through an ambitious regeneration strategy, to create 9,000 jobs and 8,000 new mixed tenure homes.

We are well placed to contribute to a resurgent North London economy, and with our neighbours Enfield and Waltham Forest we share the major regional regeneration opportunities and challenges of the Lee Valley.

## **Haringey's People**

The borough has a growing population, projected to increase by 23 per cent by 2031, with the numbers of children rising at the fastest rate. Over half our population is under

35; our population aged over 50 is also increasing, from 48,295 in 2001 to an estimated 60,400 in 2021.

Haringey's tradition of diversity continues, with some 50 per cent of our population overall, and three-quarters of our young people from ethnic minority groups. Within the borough there are more than 100 languages spoken.

Our people are entrepreneurial, with global connections. Through raising educational achievement and narrowing the gap between existing skills and the demands of the 21<sup>st</sup> century economy we want to maximise employment opportunities for everyone.

Active citizenship is a key part of our community. We have some 800 organisations in our voluntary, community and faith sectors, providing a firm basis for extending involvement and cohesion.

We put social justice and equalities at the heart of what we do. Haringey has welcomed new communities over the centuries and we have fostered excellent community relationships. Haringey is a cohesive borough that respects diversity and promotes those values that we hold in common. This commitment will continue to bond our community and make Haringey a better place to live.

### **Our Key challenges are to:**

- Ensure that we maintain our excellent community relations through building on the shared understanding we have and the positive reasons that have always drawn people to Haringey;
- Encourage inward investment into Haringey to help unlock the potential that exists;
- Meet the demands of a growing population and maximise our opportunities as we need greater investment in services, housing and infrastructure and transport to improve connectivity with areas of opportunity;

- Tackle deprivation and child poverty; our aim is to reduce the impact of poverty on the lives of our children and put in place the opportunities and encouragement needed, such as improved schools and more and better housing, to enable our children and their families to overcome the barriers of deprivation;
- Meet the need for growth through sustainable development, tackling the effects of climate change;
- Reduce levels of worklessness through sustainable employment and increased skill levels, particularly in the east of the borough;
- Reduce the fear and incidence of crime through building on locally focused work and intelligence;
- Address the health inequalities that exist across the borough - improving the quality of life and extending opportunities for people to take greater responsibility for their health and exercise greater choice over their care, so that they can lead fulfilling independent lives;
- Enhance the experience that our residents and stakeholders have within the borough and continue to improve perceptions of existing and potential residents and businesses;
- Encourage more active citizenship and greater involvement of residents in the planning and design of services to the community.

Haringey's residents say that Haringey is now a better place to live. We know that the fear of crime has significantly reduced and that perceptions around the repair of roads and pavements, street cleaning and our parks and open spaces have all made exceptional improvements. These factors will provide a firm base to address our key challenges.

## **Haringey's Partnership**

The borough will address these key challenges by working in partnership. The needs and aspirations of our residents will be at the centre of the partnership's activity. Our approach is ambitious and multi-disciplinary, integrating spatial planning, transport, social and economic development, housing renewal, active labour market initiatives, a strong cultural policy and a real effort to engage and satisfy our residents as well as our visitors and investors. All are important to Haringey, and this is clearly demonstrated in the membership, vision and priorities of our local strategic partnership.

## **Haringey's Sustainable Community Strategy**

### **Our vision**

The Haringey Sustainable Community Strategy was finalised after the most extensive consultation exercise ever mounted in the borough. Haringey's citizens told us that what they valued most was the borough's diversity and our vision reflects this.

**“A place for diverse communities that people are proud to belong to”.**

Our Local Area Agreement will take forward the six key outcomes set out in the Strategy to deliver that vision:

### **People at the heart of change**

To meet the needs of our growing and changing population, we need more homes, more jobs, more schools and community facilities. Our challenge is to meet this demand by creating cohesive, sustainable and attractive communities, where people want to live, work, invest and do business. Those neighbourhoods that suffer acute long-term poverty and deprivation will be linked and integrated with the new developments, housing investment and the opportunities this offers, to create places in which people are proud to live, where they can settle and make a success of their lives.

We will capitalise on our location to generate inward investment, centred on our clusters of particularly successful business activity, including cultural and creative

industry in Wood Green, and food and drink production. We will improve our transport connections to increase access to the opportunity areas of Stratford and Stansted, as well as the City, so that all our people can share in London's success.

We have made great strides with our Better Haringey environmental clean-up campaign tackling litter, fly-tipping and graffiti, and our parks improvement programme winning eight Green Flags, the joint highest in London.

We want to continue those efforts, using innovation and the support of residents and businesses, so that Haringey's streets, parks and open spaces are greener, cleaner, more welcoming and safer. Our aim is to ensure that those areas of greatest challenge improve to become as good as the best.

### **A sustainable future**

While we must build to meet need, we must do so in a way that meets the challenge of climate change. Haringey wants to manage its environmental resources more effectively and protect our heritage, biodiversity and open space.

The Haringey Strategic Partnership has begun this effort with the Greenest Borough strategy, now being finalised. It sets challenging targets for sustainable development and reducing our carbon footprint, with the council and partners taking the lead.

While encouraging all households to cut energy use, we will continue to tackle fuel poverty, ensuring that the poorest and most vulnerable members of our community get the assistance they need. Our recycling rate has now topped 25 per cent for the first time; we will continue to encourage and support recycling and waste minimisation, ensuring our efforts address the biggest challenges.

We want our children to be Haringey's first "green generation". We already have more school travel plans than any other London borough; we will continue to improve public transport and encourage walking and cycling, promoting healthier lifestyles. This will also help tackle social exclusion, make our streets safer and reduce harmful emissions.

### **Economic vitality and prosperity for all**

Too many in our community have not been able to share in the capital's prosperity. Haringey ranks 18<sup>th</sup> in the latest Index of Multiple Deprivation, and poverty and low pay have a particularly high impact upon the life chances of our children and young people. We know that child poverty is an issue for the borough. The Income Deprivation Affecting Children Index 2007 shows that Haringey has the fifth highest level of child poverty across London. We are developing our own child poverty strategy to support the regional strategy emerging through the 2020 London Child Poverty Commission.

With 69 per cent adult employment, compared with 74 per cent nationally, Haringey has to get 16,600 people into jobs to meet our 80 per cent employment target. We have a significant skills deficit, and although exam results have improved at twice the national average since 2001, there is more to be done to ensure that children and their families are equipped with the right skills and qualifications to help them make a success of their lives. We have begun to tackle these challenges through the innovative Haringey Guarantee, a public/private partnership programme where priority groups are targeted for training and guaranteed job interviews with local employers. Families into Work will be a key project of the Haringey Guarantee – a special family focused dimension to the Guarantee.

The vision for the Families into Work project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services needed to enable parents to take up paid work and for children to achieve success in education and develop the skills and desire to obtain work with career prospects. Families into Work will be an innovative pilot project focusing on families in a specific neighbourhood. This will test out an approach that is replicable and scaleable, based on better use and co-ordination of neighbourhood assets - schools, children's centres, community resources.

We will maintain and extend this work, combining our employment and skills programmes to give local people the skills they need to secure sustainable employment. We will also focus on increasing in-work benefit uptake, and on income



maximisation, debt counselling and other social inclusion initiatives for those unable to work.

### **Safer for all**

Although recorded crime has fallen by 13.5 per cent over the past year, Haringey remains a high-volume crime area, with burglary, theft from the person and theft from motor vehicles particularly prevalent. Crime is consistently listed as residents' top concern. We have, however, made exceptional progress on this and our most recent residents survey shows that residents feel safer than in previous years and safer than the rest of London, although we also know that young people in Haringey are somewhat more fearful of crime than the rest of London.

While the fear of crime has diminished, our challenge remains two-fold: To continue to address this perception gap through better and more targeted communications; and to tackle persistent problems, including anti-social behaviour, domestic violence, drugs, violence and acquisitive crime.

We will help vulnerable people with extra security, and make sure that young people are engaged in positive activities with increased education, training and employment opportunities as an alternative to crime. More people are entering drug treatment, and we will encourage that trend.

We will address the under-reporting of crime among certain groups, for example young people, some ethnic minorities and victims of hate crime, and tackle particular issues among the borough's newer communities.

### **Healthier communities with a better quality of life**

On average Haringey residents still die younger than in England as a whole, and there are substantial health inequalities within the borough. In some of our most deprived areas there is a gap of eight years in life expectancy for men, compared to the most affluent areas.

Our Well-being Strategic Framework aims to enable people to live longer and healthier lives in all parts of Haringey. We will increase opportunities for older people to live

independently, with extra support for carers – some 16,000 people carrying out unpaid work valued at £184.2 million a year.

We will also focus on increasing physical activity, reducing smoking and alcohol-related harm; and improving mental health and developing support services for vulnerable people.

We will also prioritise improving outcomes for young people growing up in households experiencing high levels of poverty.

Housing need has been increasing in Haringey and the levels of homelessness are among the highest in London. We have more than 5,000 households in temporary accommodation, and one in five households is overcrowded. The challenge is compounded by high prices and rents. To meet our ambitions and resident aspiration we need to reduce reliance on temporary accommodation. Our priority is therefore to increase the supply of housing, ensuring that there is greater market choice with more family sized and affordable homes. We also want to improve the quality of Haringey's housing stock, achieving the Decent Homes Standard.

### **People and customer focused**

Finally, the council and our partners will continue to transform the borough's services and facilities, focusing on customer aspirations, user experience coupled with a comprehensive assessment of needs and analysis of relevant evidence, to meet the diverse expectations and requirements of our residents.

We will engage in targeted consultation and dialogue, using community participation and civic engagement to ensure that decisions accord with citizens' aspirations. Customer perceptions, user experience and insight, together with supporting data and intelligence, will be at the heart of service transformation and delivering value for money. We will build on initiatives such as our Learning Disabilities partnership, the Older Peoples Forum, with service user representatives, our participatory budgeting exercises at our Area Assemblies and our active Youth Council.

In appropriate areas we will develop individualised budgets and self-directed support.

Haringey has a strong and growing voluntary, community and faith sector, which plays a critical part in our Strategic Partnership and a vital role in connecting with hard to reach communities. Working together we will encourage volunteering and wider participation in local life, to bring our communities and generations together and impart new skills and wider horizons for the socially isolated and excluded.

## **Putting our LAA into action**

### **A performance management framework for the Haringey Strategic Partnership**

Haringey's vision and ambitions are supported by a thorough assessment of the borough's needs and a clear understanding of our resident's perceptions. The borough's progress in achieving these ambitions will be monitored through an effective performance management system that makes outcomes for residents paramount. The Haringey Strategic Partnership has now agreed a new performance management framework to enable this. This framework addresses the demands of the new Comprehensive Area Assessment, the new national indicators and requirements around the LAA that were introduced by the Local Government Act 2007.

This framework will enable an overview of partnership performance and will be used to inform the commissioning and funding of projects to deliver the LAA. This will be based upon:

- An understanding of the existing and future needs of the community that is used to inform the activity the partnership undertakes to achieve the required outcomes;
- Effective arrangements to identify, manage and overcome the risks and barriers to achieving successful outcomes.

### **The Performance Management Group and the Partnership Theme Boards**

The Haringey Strategic Partnership has put in place arrangements for:

- Regular reporting to the high level Performance Management Group<sup>1</sup> to give them a clear overview of progress across the whole LAA, enabling them to make strategic and timely decisions.
- Each Partnership Theme Board taking responsibility for:

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<sup>1</sup> This comprises the Council Leader, who chairs this group, the Chief Executives of the Council, the PCT and the Voluntary Sector, the District Manager for Job Centre Plus and Haringey's Borough Commander from the Metropolitan Police Service.

- Developing the action plans, to support the delivery of the LAA. This will be done by the end of April 2008;
- Ensuring that they achieve their specific LAA targets/outcomes;
- Commissioning of and accountability for the projects and financial management;
- Taking the necessary remedial action where outcomes are at risk and bringing performance up to scratch.

The Partnership Theme Boards will have the support they need to enable them to take on this more developed role. There will be regular monitoring to ensure that the Partnership Theme Boards are meeting the required outcomes and that projects are delivered on target.

### **The Area Based Grant**

A partnership approach has been taken in the allocation of the Area Based Grant, and the allocation for 2008/9 was agreed through the Haringey Strategic Partnership in March. This will be reviewed through the partnership in September 2008, in line with our priorities as set out in the Sustainable Community Strategy and the LAA.

### **The voluntary and community sector**

Haringey's voluntary and community sector are at the heart of the strategic partnership. They have their place on the high level Performance Management Group described above and have overseen the development of the LAA. Haringey's voluntary sector receives more than £14 million funding each year. This is a significant sum and as such the voluntary sector plays a major role in delivering the borough's social and community programmes. As well as this overarching role, Haringey's voluntary sector have a critical part to play in connecting the partnership to hard to reach communities, tackling social exclusion and promoting social cohesion.

### **Equalities and cohesion**

Haringey has a broad and inclusive strategic partnership that effectively represents and successfully incorporates diversity of the borough, including our dynamic voluntary sector. Through working together, coupled with effective and accountable leadership, we have in place the range of agencies and organisations to deliver the changes we want to bring about. We will ensure that our efforts continue to meet the needs of our changing and cosmopolitan community. Haringey Council is leading a new Community Cohesion Forum that will bring Haringey's many communities together – including communities of race, ethnicity, faith, age, and sexuality. The forum will provide all of us with a chance to make connections, foster understanding, address shared challenges and solve common problems.

Haringey's Local Area Agreement will play a key part in encouraging effective and productive community relations and bringing benefits to our all the community . An equalities impact assessment has been undertaken on our choice of LAA indicators; this has found that these will have overwhelmingly positive effects upon Haringey's many communities. The equalities impact assessment addressed:

- Age
- Disability
- Ethnic origin, nationality, national origin, race
- Gender
- Religion or belief
- Sexual orientation; and
- Income/deprivation.

The impact assessment has demonstrated that the LAA will address the specific local needs of particular equalities groups and reduce the barriers to equality and promote social justice in Haringey.

## **Putting the community at the heart of decision making**

A new Community Link Forum has been established and an election process is underway to determine those who will become community representatives on the partnership. There has been a huge interest in these elections and this will serve to

strengthen the whole partnership. This is extremely encouraging and the partnership is heartened by the level of involvement.

Understanding and acting on what Haringey's citizens think about the services they receive and meeting their hopes and aspirations will be a key part of transforming service delivery within the respective organisations of the partnership. The LAA puts user perceptions and experience at centre stage.

## **Our other strategies and plans**

The Council and the partnership have in place the plans and strategies that will help deliver the key priorities for Haringey. There is a robust framework and guidance for the development of plans and strategies. This framework ensures that strategies build on key linkages, are integrated into partnership working, are aligned with and help to deliver the LAA and are subject to regular review and evaluation, tying into the overall performance management system. Our major plans and strategies are aligned with the LAA evidence base that has been developed to support this narrative.

## **Conclusion**

This new LAA is a three year commitment that allows Haringey Strategic Partnership to further address the challenges we have identified locally and prioritised here for collective action. It reflects our unique circumstances in terms of Haringey's communities, our place regionally within the Capital, nationally and globally. This LAA also provides us with greater opportunities to build on the successful partnership working that currently takes place within Haringey Strategic Partnership. By committing to this LAA we aim not only to achieve the improvements that we have set

ourselves in the outcomes framework but to achieve these within the context of our long term ambitions as set out in our Sustainable Community Strategy.



# LAA Outcomes Framework

## Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11

\* Designated indicators / targets

\*\* NI 153 and 117 form the basket of Haringey's WNF indicators

<b>National Outcome: Stronger Communities</b>								
<b>NI :</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>1*</b>	% of people who believe people from different backgrounds get on well together in their local area *	People at the heart of change	78% 06/07 BVPI survey (baseline will be revised as part of year 1 refresh, when place survey data is available)	81%	82%	84%	Council - Sharon Kemp; TPCT; Police; CONEL; VCS; HAVCO	PMG
<b>4*</b>	% of people who feel that they can influence decisions in their locality*	People and customer focused	41% 06/07 BVPI survey(baseline will be revised as part of year 1 refresh, when place survey data is available)	43%	44%	45%	Council - Sharon Kemp; TPCT; Police; CONEL; VCS; HAVCO	PMG

<b>National Outcome: Stronger Communities</b>								
<b>NI :</b>	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
<b>6*</b>	Participation in regular volunteering *	People at the heart of change	Target deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh.				HAVCO* - Naeen Sheik Council; VCS; Police; TPCT	PMG
<b>Local</b>	NI 7: Environment for a thriving third sector	People at the heart of change	Baseline not available, to be set with targets as part of year 1 refresh				HAVCO* - Naeen Sheik Council; VCS; Police; TPCT	PMG
<b>8*</b>	Adult participation in sport *(2007 – 2010 stretch target)	Healthier people with a better quality of life	22.9% (06/07 Active People Survey)	22.90%	26.90%	27.9% provisional	Council - Phung Mun (Sport England reports); TPCT; VCS	Well-being Partnership

<b>National Outcome: Safer Communities</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>15*</b>	Serious crime rate *	Safer for all	Baseline and targets to be set as part of year 1 refresh				Police* - Richard Wood Council; TPCT; Fire Brigade; VCS	Safer Communities
<b>16*</b>	Serious acquisitive crime *	Safer for all	39.8 per 1000 residents (8971) 2007/08 baseline	37.8 per 1000 residents (8523)	37 per 1000 residents (8254)	35.4 per 1000 residents (7985)	Police* - Richard Wood Council; TPCT; Fire Brigade; VCS	Safer Communities
<b>21*</b>	Dealing with local concerns about ASB and crime by the local council and police - proxy % who feel well informed about what the council is doing to tackle ASB *	Safer for all	24% (very or fairly well informed 06/07 BVPI survey)	24%	26%	28%	Police* - Richard Wood; Council; HfH; Courts	Safer Communities
<b>35*</b>	Building resilience to violent extremism *	Safer for all	1	2	3	3	Council _ Sharon Kemp; Police; VCS; Mosques and Muslim Community	Safer Communities
<b>39*</b>	Alcohol-harm related hospital admission rates *	Safer for all Healthier people with a better quality of life.	1342 (06/07)	1% point reduction 1579	1% point reduction 1713	1% point reduction 1824	TPCT* - Tracey Baldwin; DAAT; Council; Police; probation; VCS	Well-being Partnership

<b>National Outcome: Safer Communities</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>40*</b>	Drug users in effective treatment *	Safer for all	2006/07 781 2007/08 estimated at 883	8% (954) increase on 07/08 baseline	14% (1011) increase on 07/08 baseline	20% (1072) increase on 07/08 baseline	TPCT* - Tracey Baldwin; DAAT; Police; MHT; VCS; Probation	Safer Communities
<b>Local</b>	Number of incidents of domestic violence that result in sanction detections (2007-2010 stretch target)	Safer for all Healthier people with a better quality of life.	652 (06/07)	770 or 36%	813 or 38%	Stretch target to end in 09/10	Police* - Richard Wood; Council; DVF; Courts	Safer Communities
<b>Local</b>	Repeat victimisation of domestic violence (2007-2010 stretch target)	Healthier people with a better quality of life.	201 (05/06)	176	156	156	Police* - Richard Wood; Council; DVF; Courts	Safer Communities
<b>Local</b>	Reduction in personal robbery (2007-2010 stretch target)	Safer for all	1919	N/A	4915	Stretch target to end in 09/10	Police* - Richard Wood; Council; BT Police; Victim Support; schools	Safer Communities

<b>National Outcome: Children and Young People</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>Be Healthy</b>								
<b>51*</b>	Effectiveness of CAMHS services *	Healthier people with a better quality of life	13	13	15	16	Council - Sharon Shoesmith; MH providers; MHT	Children and Young People
<b>Local</b>	NI 53: Prevalence of breastfeeding at 6-8 weeks from birth	Healthier people with a better quality of life	1) 40% (07/08) 2) 0% (07/08)	1)50% 2)85%	1)50.1% 2)90%	1)52.9% 2)95%	TPCT* - Tracey Baldwin	Children and Young People
<b>56*</b>	Obesity among primary school age children in year six *	Healthier people with a better quality of life	24% (07/08)	24%	24%	24%	Council - Sharon Shoesmith; TPCT; Schools	Children and Young People
<b>Local</b>	Increase the % of children immunised by the second birthday (MMR)	Healthier people with a better quality of life	82 % (06/07) 55% (07/08)	80%	85%	90%	TPCT* - Tracey Baldwin	Children and Young People
<b>Local</b>	Number of schools achieving healthy schools status (2007 – 2010 stretch target)	Healthier people with a better quality of life	13%	75%	85%	Stretch target to end in 09/10	Council - Sharon Shoesmith; TPCT; Schools	Children and Young People
<b>Stay Safe</b>								

<b>National Outcome: Children and Young People</b>								
<b>NI:</b>	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
<b>Local</b>	Victim support services for children and young people	Safer for all	1403 (07/08 up to 19 receive contact from victim support	10% (increase)	Year 2 and 3 targets to be set as part of year 1 refresh		Council - Sharon Kemp; Police; Victim Support	Safer communities
<b>60*</b>	Core assessments for children's social care that were carried out within 35 working days of their commencement *	Safer for all	84% (07/08)	86%	88%	90%	Council - Sharon Shoesmith	Children and Young People
<b>Enjoy and Achieve</b>								
<b>79*</b>	Achievement of level two qualifications by aged 19 *(2007-2010 stretch target)	Economic vitality and prosperity shared by all	66% (06/07)	68%	68.5%	74.3%	Council - Sharon Shoesmith; CONEL; LSC	Children and Young People
<b>Enjoy and Achieve</b>								
<b>(Attainment targets for academic year 2008/09)</b>								

<b>National Outcome: Children and Young People</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>72</b>	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10	Economic vitality and prosperity shared by all	41.2%	48.0%			Council - Sharon Shoesmith	Children and Young People
<b>73</b>	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10	Economic vitality and prosperity shared by all	67%	75%			Council - Sharon Shoesmith	Children and Young People
<b>74</b>	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10	Economic vitality and prosperity shared by all	57%	66%			Council - Sharon Shoesmith	Children and Young People
<b>75</b>	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	Economic vitality and prosperity shared by all	37.4%	50%			Council - Sharon Shoesmith	Children and Young People
<b>83</b>	Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO	Economic vitality and prosperity shared by all	61%	70%			Council - Sharon Shoesmith	Children and Young People

<b>National Outcome: Children and Young People</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>87</b>	Secondary school persistent absence rate DCSF DSO	Economic vitality and prosperity shared by all	7.2%	6.3%			Council - Sharon Shoesmith	Children and Young People
<b>92</b>	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11	Economic vitality and prosperity shared by all	40.5%	33.4%			Council - Sharon Shoesmith	Children and Young People
<b>93</b>	Progression by level 2's in English between Key Stage 1 and Key Stage 2	Economic vitality and prosperity shared by all	84.5%	90.0%			Council - Sharon Shoesmith	Children and Young People
<b>94</b>	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	74.7%	86.0%			Council - Sharon Shoesmith	Children and Young People
<b>95</b>	Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11	Economic vitality and prosperity shared by all	35.7%	41.0%			Council - Sharon Shoesmith	Children and Young People
<b>96</b>	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11	Economic vitality and prosperity shared by all	55.0%	61.0%			Council - Sharon Shoesmith	Children and Young People



<b>National Outcome: Children and Young People</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>97</b>	Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11	Economic vitality and prosperity shared by all	55.5%	65.0%			Council - Sharon Shoesmith	Children and Young People
<b>98</b>	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11	Economic vitality and prosperity shared by all	36.4%	42.0%			Council - Sharon Shoesmith	Children and Young People
<b>99</b>	Children in care reaching level 4 in English at Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	52%	64%			Council - Sharon Shoesmith	Children and Young People
<b>100</b>	Children in care reaching level 4 in Maths at Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	43%	64%			Council - Sharon Shoesmith	Children and Young People
<b>101</b>	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11	Economic vitality and prosperity shared by all	12.5%	18%			Council - Sharon Shoesmith	Children and Young People
<b>Make a Positive Contribution</b>								
<b>111*</b>	First time entrants to the Youth Justice System aged 10-17 *	Safer for all	Baseline figure 2006 - 450 End of year figure 2007 - 373	Targets to be set as part of year 1 refresh			Council - Sharon Kemp; Police; CPS	Safer Communities

<b>National Outcome: Children and Young People</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>112*</b>	Under 18 conception rate *	Healthier people with a better quality of life	64 per 1,000 aged 15-17 (07/08)	5.3% (59)	18.1% (51)	Target to be agreed at refresh	Council - Sharon Shoesmith; TPCT	Children and Young People
<b>113*</b>	Prevalence of Chlamydia in under 20 year olds *	Healthier people and a better quality of life	2006/2007 out turn was 600 (screening)	15% (screened or tested)	16%	17%	TPCT* - Tracey Baldwin; Council; CONEL	Children and Young People
<b>Economic Wellbeing</b>								
<b>116*</b>	Proportion of children in poverty *	Healthier people and a better quality of life	36.4% April 2007 - still provisional	34.5	32.5	30.5	Council - Sharon Shoesmith (DWP reports)	Children and Young People
<b>117*</b>	16 to 18 year olds who are not in education, training or employment (NEET) * (2007-2010 stretch target)**	Economic vitality and prosperity shared by all	11.60%	11%	10.40%	8.9%	Council - Sharon Shoesmith; LSC	Children and Young People

<b>National Outcome: Adult Health and Wellbeing</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>Local</b>	NI 119 Self reported measure of peoples overall health and well being	Healthier people with a better quality of life	Baseline and targets to be set as part of year 1 refresh				TPCT* - Tracey Baldwin	Wellbeing Partnership
<b>121*</b>	Mortality rate from all circulatory diseases at ages under 75 *	Healthier people with a better quality of life	98 per 100,000 (07/08)	94	93	92	TPCT* - Tracey Baldwin; Council	Wellbeing Partnership
<b>123*</b>	Stopping Smoking *	Healthier people and a better quality of life	06/07 1872 4-week quitters (not per 100,000)	1008 per 100,000	1008	1008	TPCT* - Tracey Baldwin; Council	Wellbeing Partnership
<b>125*</b>	Achieving independence for older people through rehabilitation /intermediate care * -delayed until Oct 2008 (provisional)	Healthier people and a better quality of life	78%	79%	80%	81%	Council - Phung Mun; MHT; VCS; TPCT	Wellbeing Partnership
<b>126*</b>	Early access for women to maternity services *	Healthier people with a better quality of life	07/08 baseline to be confirmed	50%	60%	80%	TPCT* - Tracey Baldwin; Council; providers of maternity services	Children Young People's
<b>Local</b>	NI 127 Self reported measure of social care users	Healthier people with a better quality of life	Baseline and targets to be set as part of year 1 refresh				Council - Phung Mun	Wellbeing Partnership

<b>National Outcome: Adult Health and Wellbeing</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>Local</b>	% of HIV-infected patients with CD4 count <200 cells per mm3 at diagnosis -	Healthier people with a better quality of life	2004/05 aggregate 36%	42.10%	40.10%	27.95%	TPCT* - Tracey Baldwin; Council; VCS	Wellbeing Partnership
<b>135*</b>	Carers receiving needs assessment or review and a specific carer's service, or advice and information *	Healthier people with a better quality of life	PAF C62 - 14.22% - Delayed until 09/10	14.22%	19.20%	25.00%	Council - Phung Mun; TPCT; MHT; VCS	Wellbeing Partnership
<b>Local</b>	Carbon emissions from vulnerable private households (2007 -2010 stretch target)	Healthier people with a better quality of life	108 tonnes	N/A	376 tonnes	Stretch target to end in 09/10	Council - Niall Bolger	Integrated Housing Board
<b>Local</b>	Number of older people permanently admitted into residential and nursing care (2007 -2010 stretch target)	Healthier people with a better quality of life	131	135	115	Stretch target to end in 09/10	Council - Phung Mun	Wellbeing Partnership
<b>Local</b>	Number of adults permanently admitted into residential and nursing care (2007 -2010 stretch target)	Healthier people with a better quality of life	34	28	20	Stretch target to end in 09/10	Council - Phung Mun	Wellbeing Partnership
<b>Local</b>	Number of accidental dwelling fires (2007 -2010 stretch target)	Healthier people with a better quality of life	248 (05/06)	230	230	Stretch target to end in 09/10	Fire Brigade*; Council; Age Concern; VCS	Wellbeing Partnership

<b>National Outcome: Adult Health and Wellbeing</b>								
<b>NI:</b>	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
<b>Local</b>	Number of smoking quitters in the N17 area (2007 -2010 stretch target)	Healthier people with a better quality of life	240 (06/07)	300	300	Stretch target to end in 09/10	TPCT* - Tracey Baldwin	Wellbeing Partnership

<b>National Outcome: Tackling Exclusion and Promoting Equality</b>								
<b>No:</b>	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
<b>140*</b>	Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly *	Healthier people with a better quality of life	70% (a great deal or to some extent Q33 BVPI survey)	71%	72%	74%	Council - Phung Mun; TPCT; MHT; VCS; Faith groups	PMG
<b>141*</b>	Number of vulnerable people achieving independent living *	Healthier people with a better quality of life	07/08 65%.	75%	77%	79%	Council - Phung Mun; TPCT	Wellbeing Partnership
<b>149*</b>	Adults in secondary mental health services in settled accommodation * - delayed until 2009	Healthier people with a better quality of life	Baseline not available, will be added as part of year 1 refresh	1% (increase)	1% (increase)	1% (increase)	Council - Phung Mun; TPCT; MHT; VCS	Wellbeing Partnership

<b>National Outcome: Local Economy</b>								
<b>No:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>153*</b>	Working age people claiming out of work benefits in the worst performing neighbourhoods**	Economic vitality and prosperity shared by all	29.1%	27.6%	26.0%	24.4%	JCP* - Walter Steel; Council; CONEL; TPCT; LSC; HAVCO	Enterprise Board
<b>154*</b>	Net additional homes provided *	People at the heart of change	06/07: 1067	680 units (London Plan target); 1657 (Haringey's projected additional units)	680 units (London Plan target); 1602 (Haringey's projected additional units)	680 units (London Plan target); 1195 (Haringey's projected additional units)	Council - Niall Bolger; RSLs; Housing Corporation	Integrated Housing Board
<b>Local I</b>	NI 155 Number of affordable homes delivered (gross)	People at the heart of change	2006/07 204 2007/08 250	340	340	340	Council - Niall Bolger	Integrated Housing Board
<b>156*</b>	Number of households living in temporary accommodation *	Healthier People with a better quality of life	5206 (Dec 2004 baseline)	4,250 (by 31 <sup>st</sup> Dec 2008)	4,000	2,600	Council - Niall Bolger	Integrated Housing Board
<b>Local I</b>	NI 158 % of non-decent council homes	Healthier People with a better quality of life	42.0% (Q3 07/08) 44.67% (06/07), 49.91% (05/06)	42%	36%	30%	Council - Niall Bolger	Integrated Housing Board

<b>National Outcome: Local Economy</b>								
<b>No:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes where lead partner is not the council)</b>	<b>Thematic Board</b>
<b>171*</b>	VAT registration rate *	Economic vitality and prosperity shared by all	Baseline and targets will be set as part of year 1 refresh				Council - Niall Bolger; North London Business; North London Chamber of Commerce; greater London Enterprise; Business Link for London	Enterprise Board
<b>Local I</b>	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace	Economic vitality and prosperity shared by all	LSC baseline not available, baseline and targets to be set as part of year 1 refresh				Council - Niall Bolger; LSC	Enterprise Board
<b>Local I</b>	Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace	Economic vitality and prosperity shared by all	LSC baseline not available, baseline and targets to be set as part of year 1 refresh				Council - Niall Bolger; LSC	Enterprise Board

<b>National Outcome: Local Economy</b>								
<b>No:</b>	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
<b>Local I</b>	Number of registered Haringey Guarantee participants with a completed better off calculation	Economic vitality and prosperity shared by all	Baseline and targets will be set as part of year 1 refresh				Council - Niall Bolger	Enterprise Board
<b>Local I</b>	Number of people from the worst twelve wards helped into sustained work (2007-2010 stretch target)	Economic vitality and prosperity shared by all	39 JSA 43 lone Parents	40 JSA 33 Lone Parents	41 (JSA) 34 (Lone Parents)	Stretch target to end in 09/10	Council - Niall Bolger; JCP	Enterprise Board
<b>Local I</b>	Number of people on incapacity benefit for more than six months helped into sustained work (2007-2010 stretch target)	Economic vitality and prosperity shared by all	7	85	88	Stretch target to end in 09/10	Council - Niall Bolger; JCP	Enterprise Board



<b>National Outcome: Environmental Sustainability</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes lead partner)</b>	<b>Thematic Board</b>
<b>186*</b>	Per capital CO2 emissions in the LA area *	An environmentally sustainable future	5.0 tonnes per capita (Defra 2005) Proposed spatial level-Unitary	3.6% reduction against baseline (0.18 tonnes per capita)	7.4% reduction against baseline (0.37 tonnes per capita)	11.0% reduction against baseline (0.55 tonnes per capita)	Council - Niall Bolger	Better Places
<b>187*</b>	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating * - proxy measure 'number of households to benefit from energy efficiency measures'	Healthier people and a better quality of life Environmentally sustainable future	April – December 2006 : 316 April – December 2007: 1683	1000 (households) - based on proxy	500 (households) - based on proxy	500 (households) - based on proxy	Council - Niall Bolger; EAGA; British Gas; Fire Service; TPCT; Police; metropolitan Support Trust; Age Concern	Integrated Housing Board
<b>192*</b>	Household waste recycled and composted * (2007-2010 stretch target)	An environmentally sustainable future	2006/07 24.72% 2007/08 25.37%	28%	32%	35 %	Council - Niall Bolger; North London Waste Authority; Greater London Authority	Better Places
<b>195*</b>	Improved street and environmental cleanliness * (levels of graffiti, litter, detritus and fly-posting)	People at the heart of change	2006/07 a. 21% b. 32% c. 3% d. 3%	a.12% b. 24% c. 3% d. 2%	a. 12% b. 24% c. 3% d. 2%	a. 12% b. 24% c. 3% d. 2%	Council - Niall Bolger; Enforcement services; Police; probation	Better Places

<b>National Outcome: Environmental Sustainability</b>								
<b>NI:</b>	<b>National Indicator</b>	<b>Sustainable Community Strategy Priority</b>	<b>Baseline</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>Partners (* denotes lead partner)</b>	<b>Thematic Board</b>
<b>Local</b>	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) (2007-2010 stretch target for worst 3 wards)	People at the heart of change	42%	N/A	20%	Stretch target to end in 09/10	Council - Niall Bolger	Better Places
<b>Local</b>	Number of Green Flag parks (2007-2010 stretch target)	People at the heart of change	2 (06/07)	N/A	12	12	Council - Phung Mun	Better Places
<b>Local</b>	Number of parks achieving Green pennant status (2007-2010 stretch target)	People at the heart of change	2	N/A	7	7	Council - Phung Mun	Better Places
<b>Local</b>	The % of people who report they are satisfied or fairly satisfied with local parks & green spaces (2007-2010 stretch target)	People at the heart of change	72%	N/A	77%	Stretch target to end in 09/10	Council - Phung Mun	Better Places
<b>Local</b>	NI 175 Access to services and facilities by public transport (and other specified models)	An environmentally sustainable future	TfL data not available. Baseline and targets will be set as part of year 1 refresh				Council - Niall Bolger	Better Places
<b>Local</b>	NI 198 Children travelling to school - mode of transport usually used	An environmentally sustainable future	Primary 20.8% Secondary 4.85% (07/08)	Primary 19.5% Secondary 4.8%	Primary 18% Secondary 4.7%	Primary 16.5% Secondary 4.6%	Council - Sharon Shoesmith; Schools	Children and Young People

Agenda item:

**[No.]**

**Cabinet**

**15 July 2008**

**Report Title:** Equalities Impact assessment: End-Year 2007/08

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

**Report of:** Assistant Chief Executive, Policy, Performance, Partnership and Communication (PPP&C)

**Wards(s) affected:** All

**Report for:** Key Decision

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

1.1 To agree the criteria for selecting areas for equalities impact assessment and to endorse the equalities impact assessment programme for 2008/09

**2. Introduction by Cabinet Member (if necessary)**

2.1 In a borough as diverse as Haringey ensuring that we provide genuine equality of opportunity in employment and delivery of services can be challenging. I am sure that none of our services would deliberately make access difficult but there can be unintentional consequences to policies and procedures and it is here that Equality Impact Assessments are an invaluable tool.

2.2 The subjects for the 2008-9 programme have all been put forward by directorates and I would urge all my Cabinet colleagues to familiarise themselves with these areas and take note of the findings when available.

**3. Recommendations**

3.1 That the Cabinet:

- i. Note the schedule of impact assessments carried out in 2007/8;
- ii. Agree areas identified for impact assessment in 2008/9;

**Report Authorised by:** ACE, Policy, Performance, Partnership and Communication

Contact Officer: **Inno Amadi, Senior Equalities & Diversity Officer, Ext 2580**

#### **4. Chief Financial Officer Comments**

4.1 The Chief Financial Officer has been consulted on this report and highlights the fact that EIA should be embedded as part of the budget and business planning process through the Pre Business Plan Review's. Therefore, where there are significant investment or savings proposals being put forward by a business unit an EIA should be carried out by that business unit as part of their contribution to the overall business planning process.

#### **5. Head of Legal Services Comments**

5.1 The Head of Legal Services has been consulted on the content of this report. As paragraph 7.1 of the report makes clear there is a statutory duty on the Council to conduct and publish impact assessments of this nature in relation to its race, gender and disability equality duties.

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

6.1 Equality Public Duties Scheme (LB Haringey 2006-10)

6.2 Equal Opportunities Policy (LB Haringey 2008)

#### **7. Strategic Implications**

7.1 Equalities Impact Assessment is a public duty on all public bodies. It derives from a number of legal frameworks to promote equal opportunity and prohibit unlawful discrimination. The key legal frameworks are the Disability Discrimination Act, the Race Relations Amendment Act 2000 and the Sex Discrimination Act 2006. The Council is bound by this duty.

7.2 The Council is working to achieving Level 4 of the Equality Standard for Local Government (ESLG), which is a national framework for assessing the performance of local authorities on equalities. External audit and inspection regimes including the Audit Commission use the Standard's criteria when assessing local authorities on equalities. In order to achieve Level 4 to which the Council is aspiring, we will need to demonstrate compliance with the equalities public duties of which equalities impact assessment is a key component.

## **8. Financial Implications**

8.1 It is not expected that there will be additional financial implications for the Equalities and Diversity Team as support for this work will be provided with existing resources.

## **9. Legal Implications**

9.1 The legal implications have been provided in paragraph 5.1 by the Head of Legal Services.

## **10. Equalities Implications**

10.1 This report is about promoting equality of opportunity by assuring that the Council is able to identify and address potential adverse effects of its proposals on any sections of the community before they are agreed for implementation.

## **11. Consultation**

11.1 Equalities Impact Assessment Framework and the schedules detailed in appendices 1 and 2 have been the subject of discussions at Directorate Equalities Fora. They will continue to be standing agenda items during the course of the year as the impact assessment programme is implemented and its progress monitored and reported on to DMTS and CEMB.

## **12. Background**

Equalities impact assessment is carried out for a number of reasons:

### ***12a. It is a legal requirement***

12a.1 Equalities Impact Assessment is a public duty on public bodies and derives from a number of legal frameworks to promote equality and prohibit unlawful discrimination. Key among these are the Disability Discrimination Act, the Race Relations (Amendment) Act 2000, and the Sex Discrimination Act 2006.

12a.2 In each of these three Acts, there is a requirement to have a related equality scheme, which should have amongst other features, the public body's arrangements for assessing what effects its current or proposed policies, strategies and practices are having or are likely to have on the specific groups that they cover. For example, on minority racial/ethnic groups (Race Relations Amendment Act 2000); on people with disability (Disability Discrimination Act) and on men/women (Sex Discrimination Act).

12a.3 In Haringey, we have adopted a generic scheme which embraces this duty and applies it to other diversity strands that have since been brought within the protection of equalities laws through Regulations. This means that in Haringey all our equalities activities including equalities impact assessment now cover all the six diversity strands, i.e. age, disability, gender, race, religion and sexuality.

***12b It is a Council policy commitment***

The Council's equalities policy and the generic equality scheme both commit the Council to carrying out equalities impact assessment as a means of ensuring that the Council meets its statutory duties under the various equalities statutes and regulations and also as a matter of good practice, to be able to identify where inequality could be occurring and acting to prevent or mitigate its effects..

***12c It is good practice in policy and strategy development***

We believe it is good practice when developing a policy or strategy or new initiatives to anticipate the likely effects it may have and take steps to prevent or minimise any likely negative effects. This ensures that disadvantaged groups are not further disadvantaged by the policies and strategies we adopt and Members are advised of the potential effects of proposals before they take decisions that will inevitably affect people's lives.

***12d It is required for attaining Level 4 of the equality standards***

12d.1 The Equality Standard for Local Government has become an established benchmark on which a public authority is assessed on its equalities performance. External audit and inspection regimes including the Audit Commission use the Standard's criteria in their assessments of local authorities on equalities.

12d.2 A key element of the Standard's criteria is compliance with equalities public duties of which equalities impact assessment is one.

***12e Responsibilities and choosing what to impact assess***

12e.1 The responsibility for carrying equalities impact assessments is placed on originators and authors of proposals, with equality officers there to advise and support if called upon. There is a guide and a standard template (available on Harinet). There is also a separate template which Personnel have developed in conjunction with the Equalities Team for use in respect of restructuring proposals.

12e.2 We recognise that not everything can or should be equalities impact assessed. We should consider doing an equalities impact assessment if the proposals we are taking forward to decision wholly or partly:-

- i. Have direct service delivery implications;

- ii. Relate to employment within the Council (on grounds that employment is designated high priority by virtue of equalities public duties especially in regards to race, gender and disability equality);
- iii. Relate to employment and pupils' attainments in schools (on grounds that these are part of Specific Duties in Education);
- iv. Identified as a key priority and is in the Forward Plan;
- v. Relate to a strategic project that has direct service implications;
- vi. Relate to an issue where, in the opinion of the Director, impact assessment is necessary;

12e.3 For 2008/09, the areas for impact assessment have been identified through the Directorates' Equalities Fora, using the Pre- Business Plans as the basis. The Equalities Impact Assessment schedules presented in appendix 2 of this report have been finalised and agreed by the respective Directorate Equalities Fora and DMTs and now require endorsement by the Cabinet.

### **13. Conclusion**

13.1 Quite apart from complying with a public duty, equalities impact assessment is good practice when introducing change, whether in terms of strategy, policy, new initiatives or procedure. Haringey has a diverse population and workforce. It is essential to ensure that we are fully aware of the potential effects of any proposed change on the various sections of the community or workforce and identify action to remedy any potential adverse effects before the proposal is finalised for decision.

### **14. Use of Appendices**

Two appendices

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# **HARINGEY COUNCIL**

## **ities Impact Assessment (EIA) Programme**

**2007/08**

### **Progress Report**

**July 2008**

**Directorate: Chief Executive's**

AND BY WHOM THE ASSESSMENT COMPLETED?	HOW WAS THE ASSESSMENT CARRIED OUT?	WHAT WERE THE KEY FINDINGS?	WHAT IMPROVEMENT ACTIONS HAVE BEEN IMPLEMENTED OR PLANNED FOR?
007 by madi lity & Diversity ) and anie Rowland itary Sector Team)	Analysis of current profile of grant aid applicants and recipients  Application of the EIA Form;  Consultation through the Compact Group	The key findings were possible disparities between communities in obtaining grant aid, contracts from the Council. The possible reasons include: Limited knowledge of how the grant system works and the skill in making applications; inadequate management capacity and financial management know-how	<b>1. Draft Standard was amended to included provision for Positive targeting of groups who have experienced limited success in accessing funding and those who may be hard-to-reach, for example, those new to Haringey.</b>  This included a training programme aiming to skill up BME and small community organisations about how the grant system works and how to manage their affairs and comply with funding conditions
ary 2008	Analysis of current workforce profile.	<b>Conclusion</b> The restructuring will	The team will be implementing from

Bucknor-Fisher	<p>Application of EIA form for organisational change.</p> <p>Consultation with staff.</p>	<p>produce no negative impact on any existing equalities categories within the Team.</p> <p>With the Council-wide introduction of a new equal opportunities monitoring form which covers religion and sexuality, future staff profile of the team will include religion and sexuality.</p>	<p>2008/9, the Council's new equalities monitoring form which now has provision for data collection on religion and sexuality.</p>
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**rectorate: Adult, Culture and Community Services (ACCS)**

AND BY WHOM THE ASSESSMENT COMPLETED?	HOW WAS THE ASSESSMENT CARRIED OUT?	WHAT WERE THE KEY FINDINGS?	WHAT IMPROVEMENT ACTIONS HAVE BEEN IMPLEMENTED OR PLANNED FOR?
al Keeley Jan 08	It was carried out with the Equalities Officer and the head of consultation and the ACCS Equalities Board	That the recording and use of equalities monitoring information in case recording could be further improved	The service will ensure that equalities monitoring will be a key element of case recording.

a Keeble Dec 07	It was carried out with the Equalities Officer and the ACCS Equalities Board	across the directorate Elderly people had asked when consulted for free access to sports and leisure facilities. It was also seen as important to try to change the pricing policy to give more concessions to the residents on low incomes and benefits	It has been decided to continue free access for elderly people whilst changing the policy to encourage residents and families on low incomes and benefits
Komba-Kono 08	It was carried out with Equalities Officers and the ACCS Equalities Board in consultation with Adults Services, Service Users and non service users	The need to get more information about Adult Protection in community languages; the need to do more outreach work on Adult Protection to specific communities	Agreed that information about Adult Protection should be available in community languages and more outreach work on Adult Protection to specific communities to be carried out.
Wilson Nov 07	It was carried out with Equalities Officers and the ACCS Equalities Board, local community groups, area assembly and the Charadi community	Specific services needed to accommodate religious observance and encourage park use.	Refreshment kiosk now offers Kosher products. Activities now offered on Sundays in addition to Saturdays. Parks Policing changed to enable a continuous presence.
arlow March 08	It was carried out with	The service needs to	Agreed.

	Equalities Officer	ensure that Equal Opportunities principles are incorporated in the restructure	
Ile Daniels Nov 07	It was carried out with Equalities Officers and the TPCT	Each super health centre (SHC) should be developed based on a clear understanding of the health needs and equalities issues of the population it serves using the health equity audit approach. Also to monitor non attendance across age, ethnicity, gender, and to include qualitative information from focus groups and patient surveys. All members of an SHC to undergo equalities team training.	It was agreed to monitor non attendance rates across age, ethnicity and gender, and to include qualitative information from focus groups and patient surveys. All members of an SHC to undergo equalities team training.
al Keeley February	It was carried out with the Equalities Officer.	Until RGF is implemented no systematic process exists for: • evaluating proposals according to ethical	RGF will provide ACCS with better quality information about all the equality strands and the ability to feed into service planning

		<p>and equalities standards</p> <ul style="list-style-type: none"><li>• the evaluation of completed pieces of research against equalities standards</li><li>• identification of gaps in knowledge of particular health and social care issues or communities or groups across the spectrum of equalities strands</li><li>• evaluating research in terms of the Council's EOP</li></ul>	<p>and delivery. Service users will benefit from:</p> <ul style="list-style-type: none"><li>• more consistent and more equitable treatment as research subjects;</li><li>• from better safeguarding from risk</li><li>• greater involvement in the research governance process</li></ul>
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**Directorate: Children and Young People**

AND BY WHOM THE ASSESSMENT WAS COMPLETED?	HOW WAS THE ASSESSMENT CARRIED OUT?	WHAT WERE THE KEY FINDINGS?	WHAT IMPROVEMENT ACTIONS HAVE BEEN IMPLEMENTED OR PLANNED FOR?
May 2006	Data Analysis of people accessing vocational training.	To ensure stereotyping of vocational roles and employment does not occur. Access to courses and provision for young people will need to be clearly defined, in protocols, in terms of choice and need.	Working with key partners in order to provide appropriate vocational provision.  Subject the strategy to regular equality reviews with key partners
May 2006	- In- depth needs analysis - Consultation events - Analysis of APA findings and recommendations.	Consultation identified some specific groups whose needs should be taken to account, e.g. Children and Young people with disabilities, additional needs, children in care.	More consultation with lesbian, gay, bisexual, transgender groups.  Plan to be made available in different languages.
May 2006	Incomplete Assessment		To be carried forward to 2008/09
May 2006	Analysis of Haringey Health Report; Consultation	Barriers to play services identified for Turkish, Kurdish, Somali, Asian, Orthodox Jewish children.	Prioritise projects/actions to meet the gaps e.g targeted at girls, disabled children and specific ethnic groups.

AND BY WHOM THE ASSESSMENT WAS COMPLETED?	HOW WAS THE ASSESSMENT CARRIED OUT?	WHAT WERE THE KEY FINDINGS?	WHAT IMPROVEMENT ACTIONS HAVE BEEN IMPLEMENTED OR PLANNED FOR?
		<p>Mainstream services used more by boys than girls.</p> <p>Only half the registered disabled children in the borough are accessing holiday provision.</p>	Continued consultation with LGBT groups as their needs were not picked up on.
January 2006	Data analysis of people accessing services for teenage parents	<p>Fathers not accessing the 'Stepping up' service.</p> <p>Need for improved information on access to services for asylum seekers and refugees.</p> <p>Need for improved monitoring information on conception rates by ethnicity or disability.</p>	Improve existing equalities data sharing and collection in order to target services where there is greatest need.
March 2006	Work with school leadership teams to assess the effectiveness of provision.	No significant issues identified.	Ensure race equality plans are part of Service Improvement Plans, outlining specific strategies undertaken to raise achievement of



AND BY WHOM THE ASSESSMENT LETED?	HOW WAS THE ASSESSMENT CARRIED OUT?	WHAT WERE THE KEY FINDINGS?	WHAT IMPROVEMENT ACTIONS HAVE BEEN IMPLEMENTED OR PLANNED FOR?
			BME groups.

### Directorate: Urban Environment

D BY WHOM ASSESSMENT ED?	HOW WAS THE ASSESSMENT CARRIED OUT?	WHAT WERE THE KEY FINDINGS?	WHAT IMPROVEMENT ACTIONS HAVE BEEN IMPLEMENTED OR PLANNED FOR?
ncioglu	Analysis of data, consultation.	There are some communities who may face barriers to accessing affordable housing: - young people/first time buyers - key-workers - those groups living in unsuitable housing - homeless households - potential households wishing to move from their current residence.	- Equal Opportunities Awareness training for Housing Managers - Improve consultation and communication methods and involve and engage communities and specific target groups
nsulting	Initial/Partial EIA: Analysis of local demographics and	Insufficient data available to conclude whether there will be	Core strategy to undergo a full EIA in 2008 when more data may be available.

	consultation with specific community groups.	adverse / negative / positive or differential impacts.	
g amber 2006	Through analysis of Housing register and consultation.	<p>- The points scheme is not directly discriminatory and all points allocated are done on a justified priority need approach.</p> <p>- We found inadequate information on access to services. Therefore further analysis should be carried out.</p>	<p><b>Monitoring Access to service</b></p> <p>The areas requiring new or improved monitoring around gender, ethnicity and disability are:</p> <ul style="list-style-type: none"> <li>- household size.</li> <li>- reason for points allocation and subsequent lettings.</li> <li>- waiting time</li> </ul> <p>Adapted homes would be reported on twice a year to ensure they meet the needs of disabled people.</p> <p><b>2) Changes to the Policy</b></p> <p>We have:</p> <ul style="list-style-type: none"> <li>- develop a large new build housing programme which includes working with specialist BME providers like Ujima, CARA and specialist care providers.</li> <li>- Introduced equality proof procedures for points allocation</li> </ul>

			<p>- brought in a procedure for better handling of complaints and appeals</p> <p><b>3) Training</b> We will be providing equalities and diversity training to staff doing points allocation.</p> <p><b>4) Contracting and procurement</b> We will make RSLs aware of their equal opportunities responsibilities.</p> <p><b>5) Consultation</b> We will continue to consult with community groups on ways to improve further in terms of equalities outcomes</p>
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**Appendix 2**

**HARINGEY COUNCIL**

**ities Impact Assessment (EIA) Programme**

**2008/09**

**Municipal Year 1<sup>st</sup> April 2008 – 31<sup>st</sup> March 2009**

Directorate: Chief Executive's Service

) WILL CARRY THE ASSESSMENT? <i>(insert name of officer who will carry out the EIA and the timescale for this work)</i>	
IR	
IR	
HR	
HR	
IR	
Senior Communities	
CS Jennifer Layne	
Rebecca Cribb	

**Directorate: Urban Environment**

<b>WHO WILL CARRY THE ASSESSMENT?</b> <i>(use insert name of officer who will carry out the EIA)</i>
Robertson / Caroline Humphrey
Cunningham / Caroline Humphrey
Cunningham / Caroline Humphrey
Robertson / Caroline Humphrey
Cunningham / Caroline Humphrey
in Payne
in Payne
in Payne
in Payne
id Hennings
id Hennings
id Hennings
id Hennings
id Hennings
id Hennings
id Hennings
id Hennings
a Whelehan & Tony McKenzie
/ Jemal

Varren
is Nisancioglu
a Whelehan
een Riordan
Harris
lish Jethwa
Harris
Harris
Harris
Harris
m Hunt

**Directorate:** Children & Young People



<b>WHO WILL CARRY THE ASSESSMENT?</b>	
<i>(Please insert name of officer who will carry out the EIA)</i>	
Mr Lewis	
Mr Wright / Vivien Hanney	
Mr Anuforo	
Mr Craig	
Mr DiLeo	
Mr Mottram	
Mr Doust	
Mr Beaumont	
Mr Doust	
Mr Evans	
Mr La Locke	
Mr Evans / Janette Karllins	
Mr DiLeo	
Mr Worth	

Beard / Chiaka Amadi an Hanney
Manyande

**Directorate:** Corporate Resources

<b>WILL CARRY THE ASSESSMENT?</b> <i>se insert name of officer who will carry out the EIA)</i>	
il Taxation	
il Taxation	
business unit proposing any significant saving or investment as part of the PBPR ess	
orate Procurement	
al Services	
orate Property Services	
orate Property Services	
orate Property Service & HR	
orate Property Services	

Directorate: Adults, Culture and Communities services

WILL CARRY THE ASSESSMENT? <i>(insert name of officer who will carry out the EIA)</i>	
John	
Paula Keeble	
Ely	
Bryant	
Paul Keeley & Angela Positive Contribution Group	
Paul Keeley	
Paul Szwedzinski	
Paul Alex McTeare	
Paula Ham	
Pauline Hall	



Agenda item:

**[No.]**

**CABINET**

On 15<sup>th</sup> July 2008

Report Title: **Annual School Place Planning Report**

Forward Plan reference number

Report of: **Sharon Shoesmith – Director, The Children and Young People’s Service**

Ward(s) affected: **ALL**

Report for: **Key**

**1. Purpose**

- 1.1 To report on demand for pupil places in Haringey’s Primary, Secondary and Special schools and to update on action to respond to this demand.
- 1.2 To propose consultation on additional school capacity around Tottenham Hale is undertaken from September 2009.
- 1.3 To propose consultation on the expansion of Rhodes Avenue primary school in the west children’s network to create an additional form of entry, with a report back to Cabinet in January on the outcome of the consultation and determine whether statutory notices are published.
- 1.4 To propose an additional school place planning principle arising from recent Primary Strategy consultation.

**2. Introduction By Cabinet Member**

This is the fifth comprehensive annual report of primary, secondary and special school roll trends, projections and plans. Projections for the next 10 years are provided for the 14 planning areas in the borough.

We seek to balance the need to create places for projected increases in pupil numbers, and to respond to parental preference, with the need to manage surplus capacity in some areas which impacts on the finances of some schools

I recommend approval of the recommendations in this report.

**3. Recommendations**

- 3.1 That Cabinet agree the working priorities as set out in paragraph 20.1 with recommendations arising from this work to be presented in July 2009.

3.2 That Cabinet endorse the consultation on the possible expansion of Rhodes Avenue primary school in the west children's network to create an additional form of entry, with a report back to Cabinet in January on the outcome of the consultation and to determine whether statutory notices are published.

3.3 That Cabinet endorse the consultation on additional school capacity around Tottenham Hale is undertaken from September 2009.

3.4 To propose an additional school place planning principle arising from the recent Primary Strategy consultation.

3.5 That a further annual report on school places be presented in July 2009.

Report Authorised by:



PS

**Sharon Shoesmith**  
**Director**

**The Children and Young People's Service**

Contact Officers: **Ian Bailey – Deputy Director – Ext 2450**  
**Corinne David - Head of Place Planning – Ext 5019**

#### **4 Chief Financial Officer Comments**

4.1 The Chief Financial Officer has been consulted in the preparation of this report and comments that it is vital for strategic financial planning, both at local authority and at individual school level, to have robust projections of pupil numbers. The Dedicated Schools Grant (DSG), which funds pupil related expenditure, including delegated school budgets, is determined by pupil numbers recorded in the January Pupil Level Annual School Census (PLASC). An increase in pupil numbers during the course of a financial year, for instance increased numbers entering the education system in September, will need to be contained within the DSG for that year. In exceptional circumstances, such as an overall increase in pupil numbers exceeding 2.5%, additional funding may be available through the Exceptional Circumstances Grant. The set-up costs of any new school will also need to be contained within the DSG.

4.2 The reduction of PANs at schools unable to achieve their planned numbers will help those schools in longer term financial planning and in alleviating deficits that can arise from maintaining vacant places. The federation of schools and the setting of a minimum size of two forms of entry for new schools will help achieve economies of scale not realisable in single form schools.

## **5 Head of Legal Services Comments**

- 5.1 The Head of Legal Services has been consulted on the content of this report. Section 14 of the Education Act 1996 requires the authority to secure that there are sufficient schools for providing primary and secondary education in its area. Consideration of the data set out in the report should be undertaken with this duty in mind. While this is not an issue for the determination of this report, the authority will need to bear in mind the duty to respond to parental representations concerning the provision of schools introduced by Section 3 of the Education and Inspections Act 2006. The provisions in Part 2 of the Education and Inspections Act 2006 and associated regulations relating to the establishment, alteration and discontinuance of schools should be considered. As the report makes clear, the local authority takes over most of the decision making functions exercised previously by the Schools Organisation Committee, with the exception of the approval of proposals for new schools in which the authority has an interest. The proposals set out in the report indicate that all proposals for decision by the authority will be referred to Haringey's Admissions & School Organisation Forum (HASOF) prior to referral to the Cabinet. While the authority can take account of the views of such bodies as HASOF, the final decision must remain that of the authority.

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

6.2 GLA roll projections for Haringey 2008

6.3 1997-2008 Haringey PLASC returns

6.4 Primary Strategy for Change consultation document 2008

## **7 Introduction**

- 7.1 This is the fifth annual report on school places in Haringey. This report updates all projections on primary and secondary rolls, roll trends for the borough's special schools, with updates on organisational developments. This report, upon agreement, will be published on the Haringey website. As in previous years, we have welcomed questions and contributions from any interested party. Thank you to those who have contacted us throughout this year and influenced this report.
- 7.2 This report looks 10 years ahead, with detailed proposals for changes a minimum of two years ahead. Thus, if a school organisational change were recommended in July 2008, we would expect the change to come into operation no earlier than September 2010. This will allow sufficient time for statutory consultation to take place before admission numbers are established and well before the start of the admissions application process.
- 7.3 In 2007/08 we have again been successful in ensuring sufficient school places for Haringey pupils. To maintain this success, we now need to address issues in this

report that are as complex as any that have been encountered in the five years since we introduced annual reporting to the July Cabinet. There are two main reasons for this. The first is the need to assist schools with their long term financial planning by reducing the amount of vacant places, which in turn alleviates deficit budgets. However, we have to balance this with the need to allow some real scope for parental preference; this is accepted by the DCFS, and other agencies, to be around 5% surplus capacity. Yet this surplus capacity is rarely distributed evenly across all schools, so when, as is the case with school budgets, funding is very tightly driven by a formula based on actual pupil numbers and Local Authorities have considerably reduced discretion to fund schools in a way that allows for vacant places, a proportion of schools inevitably experience budgetary difficulties. This creates a pressure to manage to a slightly lower level of surplus capacity.

- 7.4 The second issue is the current economic uncertainty. As we will show in this report, reception place demand is projected to increase, suggesting a need for action to increase the number of school places. However, these projections assume a very high level of housing developments in the area. At this point, as we begin to experience a credit crunch, it is not at all clear that such a level of housing development will continue.
- 7.5 In the light of this uncertainty and of the issue of school budget viability, both of which mainly affect the primary phase, the plans set out in this report are deliberately characterised by a good degree of tentativeness and flexibility.
- 7.6 The main development in the previous school year was the consultation on the reorganisation of Moselle and William C Harvey Special Schools into one primary and one secondary special school. This is discussed in further detail in section 19.
- 7.7 Also, through the normal admissions consultation process, North Harringay primary school has had its Planned Admission Number reduced from 81 to 60 with effect from September 2009.
- 7.8 The most significant school place planning development in recent years has been the expansion of Tetherdown, Coldfall and Coleridge schools to alleviate the under provision of places in the west of the borough, accompanied by adjustments in admission numbers of other schools on the fringe of the areas with expansions. We will continue to monitor and report on the impact of these changes. There is an update in this report.
- 7.9 This report is accompanied by further detailed appendices. These set out in detail:
  - Overall pupil roll projections.
  - Area by area data on:



- primary school rolls;
- roll projections;
- admissions applications;
- school mobility;
- distances pupils live from school;
- details on building and children centre developments, and;
- temporary accommodation local housing developments.
- School organisation proposals in neighbouring boroughs.

## **8 Principles for school place planning in Haringey**

8.1 To guide the planning process in Haringey the following principles were agreed in July 2005.

We should:

- seek to meet demand for places within local communities, having regard for the role of schools at the heart of sustainable communities;
- seek to make all our schools popular and successful. Where expansion is needed to meet demand for places, we should favour the expansion of schools where there is proven demand and well-established and successful leadership and management;
- have regard to the impact of any changes on the viability and standards at existing and new schools;
- bring forward proposals that make best use of scarce capital resources.

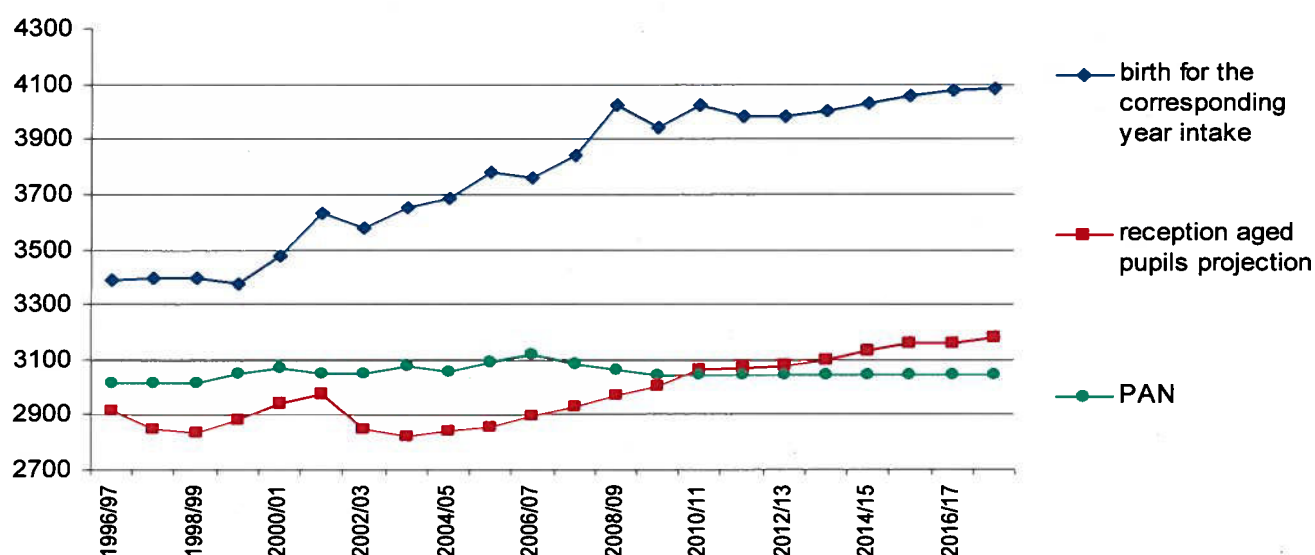
8.2 In addition, we have been consulting this year on the development of a primary strategy, setting out the borough's aspirations for primary aged children over the period of the National Children's Plan –to 2020. In this consultation, we proposed the following school organisational enabler:

- Working towards more schools having at least 2 forms of entry when building any new schools and through actively support for federation of schools to help give each school the capacity to meet our aspirations.

8.3 We propose that this principle is added to the school place planning principles set out above.

## 9 Provision of primary school places

- 9.1 The graph below shows the main trends affecting the planning of reception places in Haringey. The pressure is greatest in reception and year 1. In recent years we have invested heavily in major expansions at popular and successful schools creating an additional 120 new reception places. We have also managed Planned Admission Number (PAN) reductions at schools which have in the past carried significant amounts of surplus capacity. As a result we have successfully maintained Haringey's overall surplus capacity.

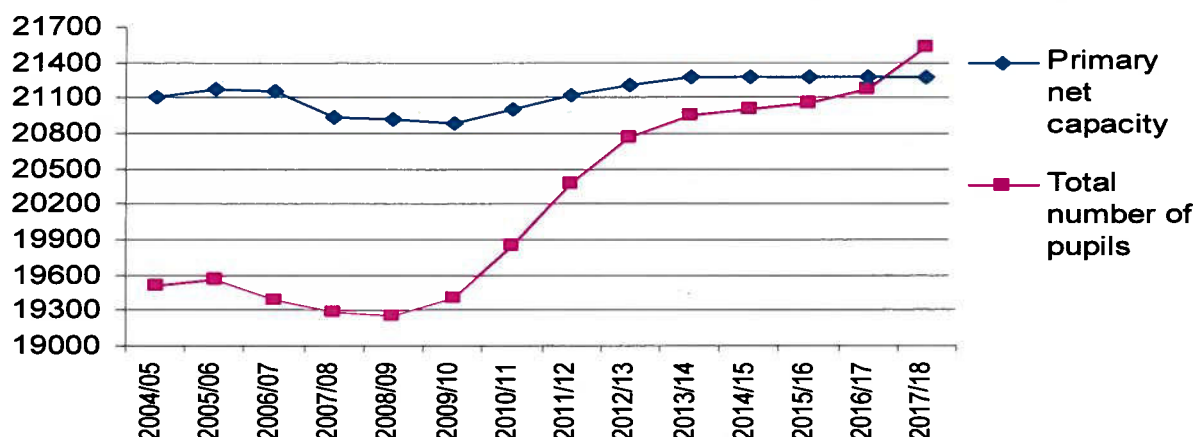


- 9.2 The upper line shows the number of live births for the relevant years of entry to school (thus children born 2004/05 entered reception in school year 2008/09). The birth data up until 2010/11 corresponds to actual births. The data beyond this is based on population projections provided by the GLA. Although the numbers of births fluctuated in the late 90s the long-term trend is upwards. For the September 2008 reception intake there was a noticeable increase in the number of births and this was reflected in a significant increase in the number of children coming forward for reception admission to Haringey schools. This trend is then projected to decline for 2009 and 2010, then return to a steady upward trend beyond then.
- 9.3 The line for the number of reception aged pupils shows the actual (up to 2007/08) and projections for (2008/09 onwards) pupil roll count. The difference between this and the births line shows the impact of migration: a substantial number of children and their families move away from the borough between birth and school age. This is the case even though Haringey is a net 'importer' of pupils in the primary sector, particularly from Hackney, Islington and Barnet.

- 9.4 The PAN line shows the amount of reception provision, based on the number of reception places available for September entry. This line shows the impact of the Tetherdown, Coldfall and Coleridge expansions. This line also shows the impact of planned school PAN reductions at Bounds Green, Seven Sisters, Alexandra, Devonshire Hill and North Harringay schools.
- 9.5 The GLA projections, show an increasing demand for places at reception. This is driven by two related factors: the increasing birth rate and the continuing high level of housing development in and around the Borough. If actual experience follows the projections we can expect that by September 2010 the number of reception aged pupils could exceed the number of school places available at reception. For this reason it would be prudent to plan for additional capacity within our schools.

Intake year	Actual & projected births applicable for that cohort intake	Actual (1996-2007) & Projection (2008-2017) reception aged pupils	PAN figure	% of reception surplus
1996/97	3386	2919	3020	3.34%
1997/98	3397	2849	3020	5.66%
1998/99	3396	2835	3020	6.13%
1999/00	3372	2880	3050	5.57%
2000/01	3474	2943	3071	4.17%
2001/02	3635	2978	3050	2.36%
2002/03	3581	2849	3050	6.59%
2003/04	3652	2820	3080	8.44%
2004/05	3689	2840	3059	7.16%
2005/06	3777	2855	3089	7.61%
2006/07	3759	2899	3119	7.05%
2008/09	4021	2973	3062	2.91%
2009/10	3943	3004	3041	1.22%
2010/11	4022	3066	3041	-0.82%
2011/12	3983 (projection)	3073	3041	-1.05%
2012/13	3984 (projection)	3075	3041	-1.12%
2013/14	4004 (projection)	3100	3041	-1.94%
2014/15	4031 (projection)	3131	3041	-2.96%
2015/16	4058 (projection)	3159	3041	-3.88%
2016/17	4076 (projection)	3162	3041	-3.98%
2017/18	4082 (projection)	3178	3041	-4.51%

- 9.6 As with the reception projections, the future trend for Haringey's primary school population is upwards, as shown by the total number of pupils line in the graph below. The primary net capacity line shows the impact of the recent school expansions and PAN reductions.



- 9.7 In the last two years the actual number of children in our primary schools has dipped slightly. This corresponds to the dip in reception numbers seen from September 2002 to September 2004. These cohorts (with lower numbers of children) are working their way through the schools with the reception 2002 cohort currently in year 5. The January 2010 PLASC count is when these cohorts start working their way out of the system and also marks the turning point of when we expect the overall primary school population will increase. Actual numbers of children in reception to year 3 are at a 4 year high.

Year	Total number of pupils	Primary net capacity	% of surplus capacity
2004/05	19509	21101	7.54%
2005/06	19568	21170	7.57%
2006/07	19398	21159	8.32%
2007/08			
2008/09	19252 Projection	20913	7.94%
2009/10	19414 Projection	20886	7.05%
2010/11	19853 Projection	21006	5.49%
2011/12	20377 Projection	21126	3.55%
2012/13	20770 Projection	21216	2.10%
2013/14	20953 Projection	21276	1.52%
2014/15	21001 Projection	21276	1.29%
2015/16	21053 Projection	21276	1.05%
2016/17	21173 Projection	21276	0.48%
2017/18	21526 Projection	21276	-1.18%

- 9.8 Haringey's overall surplus capacity in January 2008 was 7.84%. With an increasing population the total amount of surplus capacity is expect to reduce, and by September 2017 demand is predicted to outstrip supply if no additional capacity is created.
- 9.9 However, we must also be aware of current events that make these projections increasingly uncertain, as discussed in the introduction to this report. The economy appears to be slowing down, there is an international shortage of credit and as a result we cannot at this stage be certain:
- that housing developments will continue as currently expected;
  - that the housing developments currently in train will be as fully occupied as has previously been expected.
- 9.10 The sensible response to this is to prepare to make more school places available, while retaining flexibility and allowing some time for the impact of these economic processes on Haringey to become clearer. This is discussed in more detail in section 14.

## 10 Local provision of primary school places

10.1 Sufficient overall provision does not necessarily prevent demand in popular locations and surplus capacity in other areas. Providing sufficient places in the right location is a balancing act, as we also have to ensure that if additional capacity is created at one school, we are not inadvertently creating large amounts of surplus capacity at another school, which causes budgetary difficulties. The 14 planning areas used in this report have not changed since the 2005 report. Detailed information about each of these is shown in appendix 3.

10.2 The current reception and total surplus position, by planning area, is as follows:

PA	Ward(s)	Total reception PAN	Percentage of reception surplus places	Net capacity (total number of places)	Percentage of surplus capacity
1	Alexandra, Fortis Green and Muswell Hill	360	0.56%	2250	0.98%
2	Highgate	116	3.45%	812	7.64%
3	Crouch End and Hornsey	390	5.13%	2361	6.65%
4	Stroud Green	120	7.5%	840	11.55%
5	Harringay	141	8.51%	987	13.58%
6	St Ann's	270	0.74%	1890	4.93%
7	Seven Sisters	210	10%	1470	16.80%
8	Tottenham Green	120	0%	840	10.71%
9	Tottenham Hale	210	1.43%	1470	7.62%
10	Northumberland Park	268	-2.61%	1876	1.55%
11	White Hart Lane	150	4%	1050	9.52%
12	Bruce Grove and West Green	257	11.28%	1799	11.28%
13	Noel Park	111	20.72%	777	19.31%
14	Bounds Green and Woodside	360	7.5%	2509	6.3%
Total		3083	4.90%	20931	7.84%

10.3 Overall, the reception surplus capacity for Haringey has decreased from 7.11% in 2006/07 to 4.9% in 2007/08. A similar pattern can be seen for the total surplus capacity which has decreased from 8.32% in 2006/07 to 7.84% in 2007/08. This shows the impact of the expansions and PAN reductions and the increasing numbers of reception aged children.

- 10.4 Overall the number of places in the west has increased in the last 3 years, which is reflected by the general increase in surplus capacity overall for PA 1-4.
  - 10.5 Planning area 5 has a higher percentage of surplus capacity than last year. However, the PAN for North Harringay will be reduced for September 2009. This should significantly reduce the amount of surplus capacity for this planning area.
  - 10.6 Planning area 13 has high percentages of surplus capacity. This is predominately at one school. With the PAN reductions at both North Harringay and Bounds Green, it is sensible to see what the impact of these changes are first before any further PAN changes are initiated.
  - 10.7 Although the surplus capacity within planning area 14 is below 7%, there are schools carrying large amounts of capacity especially within the Wood Green area. Coupled with the schools in PA 13 – we will closely monitor the demand for school places within the Wood Green area over the coming year and report back in the 2009 school place planning report.
  - 10.8 Planning area 10 has a reception deficit capacity of 2.61%, with an overall surplus capacity of 1.55%. There is surplus capacity in the two planning areas adjacent. Access between PA 9-11 is relatively easy, as there are no major barriers to impede the movement of people. This allows children who live in Northumberland Park to easily attend schools not located in that PA. A planning area review has been conducted within this area, which is discussed in section 13 below.
- 
- 11 Demand for reception places in planning area 1.
    - 11.1 As stated in the 2007 school place planning report, we would carefully monitor the school place situation in planning area 1 – this is that update. The wards in planning area 1 are Alexandra, Fortis Green and Muswell Hill.
    - 11.2 For the September 2008 reception intake, a total of 390 first place preference applications were received by families living in wards constituting PA 1. First place preference data is used here simply as a measure of the number of unique applications received from families.
    - 11.3 The table below shows the planning area location of schools parents are putting down as their first choice. For example, if a family had put Rhodes Avenue as their first choice then this would be under PA 1.



Number of applications by parents living in PA 1	Number of reception place applications by the planning area the school is located in.							
	PA 1	PA 2	PA 3	PA 4	PA 5	PA 13	PA 14	Total
1 <sup>st</sup> place applications	325	10	32	1	1	2	19	390
2 <sup>nd</sup> place applications	251	7	33	2	0	1	18	312
3 <sup>rd</sup> place applications	199	13	23	16	1	1	7	260
4 <sup>th</sup> place applications	76	9	4	0	0	2	15	106

11.4 The majority of applicants listed a school within PA 1 for their four preferences, though out of the 390 applicants from wards in PA 1, only 106 applicants used all four of their preferences when submitting their reception forms.

11.5 On 14<sup>th</sup> March, when offer letters were sent to parents, a total 343 (88%) families in PA 1 received an offer at one of their preferred schools. Twelve percent of applications from PA 1 were allocated a school – that is, it was not possible to offer a place at one of the nominated schools, so a place was offered at the nearest community school that had a place available.

11.6 The table below shows the location, by planning area, of schools offered on 14<sup>th</sup> March 2008, by preference or allocation. The largest allocation was to Noel Park Ward (PA13).

PA of school offered	Number of families receiving their first preference	Number of families receiving their second preference	Number of families receiving their third preference	Number of families receiving their fourth preference	Number of families allocated a place
PA1	252	12	8	3	0
PA2	10	2	1	1	0
PA3	24	2	4	3	2
PA4	1	0	0	0	0
PA 5	1	0	0	0	9
PA11	0	0	0	0	2
PA12	0	0	0	0	1
PA13	2	1	0	1	20
PA14	11	2	1	1	13
Total	301 (77.2%)	19(4.8%)	14(3.5%)	9(2.3%)	47 (12%)

11.7 Once offer letters go out, there is a period of movement as families either accept or decline the place. Families may decline a place as they have been offered a place at a private school, in a neighbouring borough or have informed admissions that they are moving out of Haringey altogether.



- 11.8 With this natural movement, parents who were allocated a reception place on 14<sup>th</sup> March are subsequently offered a place at one of their preferred schools. Within a month from offer day, 17 families were offered a place at a preferred school. This movement is shown in the table below.

	Number on waiting list/ not accepted allocated school	Number offered one of their preferences
Situation on 15 <sup>th</sup> April	30	17
Situation on 15 <sup>th</sup> May	23	24
Situation on 30 <sup>th</sup> May	19	28

- 11.9 With the location of PA 1 bordering Barnet, there is a natural amount of movement between the two boroughs. Barnet sent out offer letters to parents on 18<sup>th</sup> April. By the 30<sup>th</sup> May, 28 families received a place at a preferred school from the 47 originally allocated a place on 14<sup>th</sup> March.
- 11.10 Although there are no new major housing developments planned for this planning area, there is a number of infill developments consisting of 3-5 bedroom housing. With the developments completed since 1996 and developments planned for PA 1, the overall child yield from known developments is estimated to be around 560.
- 11.11 The total amount of surplus capacity for all the schools in PA 1 is 1%. Over the past 7 years the greatest amount of surplus capacity was 1.89% in January 2003 and this has been decreasing even further over recent years. At reception for January 08 PLASC there were only 2 places available out of 360. This provides limited amount of scope for parental preference.
- 11.12 All of the schools within this planning area are popular and successful and meet the criteria, as set out by the DCFS, for expansion.
- 11.13 Planning area 1 still has pressure for places, as all of the schools are oversubscribed and popular, with large numbers of reception applications received from parents in this area. We have recently expanded both Tetherdown and Coldfall within this planning area to alleviate some of this pressure. However, it would be prudent if additional capacity for this area was considered.

## 12 Building developments around Tottenham Hale

- 12.1 The GLS site will generate 1210 homes, of which 30% will be shared ownership and 70% private housing. 5,500sqm will be dedicated to retail floor space which will create shops, cafes and restaurants on the development.
- 12.2 The child yield assessment conducted by the planning department concluded that there will be an increase in demand for school places as a result of the GLS development, requiring an additional 210 primary school places.

- 12.3 The S106 will facilitate a new school building on the GLS site, if there is sufficient demand. The footprint of the school site will allow for a 2 form entry stacked school, similar to the model used in Westminster.
  - 12.4 The agreement provides flexibility to develop school provision on the GLS site, on an alternative site or within an existing local school.
  - 12.5 On commencement of the building works, Haringey Council has a maximum of 5 years to decide whether school provision is to be provided and whether that is on or off the GLS site. The building work has now started.
  - 12.6 A further 3 major housing development sites (Ashley Road (1500 units), Hale Wharf (500 units) and Island site/Peninsula (500 units)) and 20 other major housing developments are planned for the area.
  - 12.7 There are approximately 4826 units planned for Tottenham Hale and Tottenham Green wards within the next 6 years. The total number of children aged 0-16 estimated to come from all the housing developments outlined above is 1799. A conservative estimation range would be between 800 -1800 children & young people coming from all the housing developments within the next 6 to 10 years.
  - 12.8 The impact of the Woodbury Down Estate development and Hackneys school organisational plans for this site will also need to be taken into consideration. Current plans have The Skinners Academy opening on the estate for September 2010 – this may draw back Hackney pupils from Haringey schools, particularly from Gladesmore. However due to Gladesmore's continuing popularity, The Skinners Academy is not expected to have a detrimental impact on pupil numbers. For further information on Hackney's school organisational plans for Woodbury Down at the primary and secondary sectors, please see Appendix 4 paragraphs 13-15.
- 
- 12.9 Within in Tottenham Hale and Tottenham Green wards there are 6 primary schools and 1 secondary school. Currently all the primary schools do have a limited amount of surplus capacity as shown in the table below. However it is anticipated that this will be filled in the coming years by children coming from the smaller housing developments. Crowland primary school has also been included due to its close proximity to the GLS site and other housing developments, so there is the possibility that children may be attracted to this school as well.

Primary school rolls and capacity in Tottenham Hale and Tottenham Green wards.

School Name	Planned Admission Number	Total number of children on roll	Net Capacity	Surplus capacity
Coleraine Park	60	390	420	7.1%
Crowland	60	331	420	21.2%
Earlsmead	60	370	420	11.9%
Ferry Lane	30	190	210	9.5%
Mulberry	90	593	630	5.9%
The Green	30	185	210	11.9%
Welbourne	60	380	420	9.5%
<b>Total</b>	<b>390</b>	<b>2439</b>	<b>2730</b>	<b>10.6%</b>

Figures taken from the January 2008 PLASC

- 12.10 The number of forms of entry required will vary depending on the number of children and young people coming from the development. Using the upper and lower estimates the following number of forms of entry in the primary sector could be required.

Child yield	FE
800	1.6
1800	3.75

This was calculated as follows:

$$\begin{aligned} &(\text{Child yield} \div 16^1) / 30 = \text{Forms of Entry} \\ &(800 \div 16) = 50 \div 30 = 1.6 \end{aligned}$$

- 12.11 The number of children coming from the housing developments outlined above and requiring school places will be closely monitored over the next two years. However it is anticipated, if the scale of building work indicated above is delivered, than additional capacity within the area will be needed.

### 13 The school roll and surplus situation in Northumberland Park ward

- 13.1 Northumberland Park ward has high levels of deprivation and unemployment. There is a high volume of temporary accommodation and council housing comprises over 1,500 units. Despite this, schools in this ward experience considerably lower pupil mobility than schools whose locations have similar characteristics to Northumberland Park.

<sup>1</sup> Child yield calculations work out the number of children coming from a development aged 0-16. Dividing by 16 gives a crude indication of how many children there could be for each age group.  
School Place Planning Report 2008

13.2 In 2007, Lancasterian, Lea Valley, St Francis de Sales and St Paul's and All Hallows schools had a 1.01% surplus capacity, indicating that the schools in this ward were near full capacity. In 2008, the surplus capacity marginally increased to 1.54%, indicating that schools in this area remain popular. The schools felt the main reasons for their popularity were the good Key Stage 2 results and Ofsted reports (aided by low pupil mobility), and parent's perceptions of the schools' good reputations within the local community.

13.3 Coleraine Park and Mulberry schools in Tottenham Hale ward and Risley Avenue and Devonshire Hill schools in White Hart Lane ward, border Northumberland Park ward. These schools have traditionally been used for parents in Northumberland Park who were unsuccessful in securing one of their preferred schools. The ward of residency is shown in the table below. It shows that there is a large amount of cross ward movement of pupils living in one ward and attending a school located in another ward.

School Name	Pupils ward of residency															
	Bruce Grove		Enfield		Northumberland Park		Tottenham Green		Tottenham Hale		West Green		White Hart Lane		Woodside	
	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008
Coleraine Park Primary School	4%	4%	5%	4%	33%	30%	4%	4%	51%	51%	1%	2%	2%	4%	1%	0%
Devonshire Hill Primary School	2%	2%	13%	13%	19%	16%	1%	1%	2%	2%	2%	2%	59%	60%	3%	0%
Lancasterian Primary School	11%	11%	4%	5%	57%	54%	2%	3%	11%	13%	2%	2%	12%	12%	0%	0%
Lea Valley Primary School	3%	2%	6%	7%	79%	75%	1%	2%	6%	6%	2%	2%	2%	5%	1%	0%
Mulberry Primary School	10%	12%	3%	4%	7%	8%	2%	2%	70%	68%	2%	2%	4%	3%	2%	0%
Risley Avenue Primary School	21%	20%	4%	3%	10%	11%	1%	1%	4%	4%	9%	8%	50%	51%	2%	0%
St Francis de Sales RC Infant School	9%	10%	19%	18%	27%	26%	3%	3%	18%	18%	6%	5%	16%	17%	2%	0%
St Francis de Sales RC Junior School	11%	10%	25%	22%	21%	20%	3%	3%	19%	19%	7%	7%	14%	17%	1%	0%
St Paul's & All Hallows Infant School	9%	10%	16%	14%	34%	34%	2%	3%	22%	22%	6%	3%	12%	13%	1%	0%
St Paul's and All Hallows CE Junior School	10%	9%	18%	21%	33%	33%	3%	4%	21%	19%	7%	5%	7%	9%	2%	0%

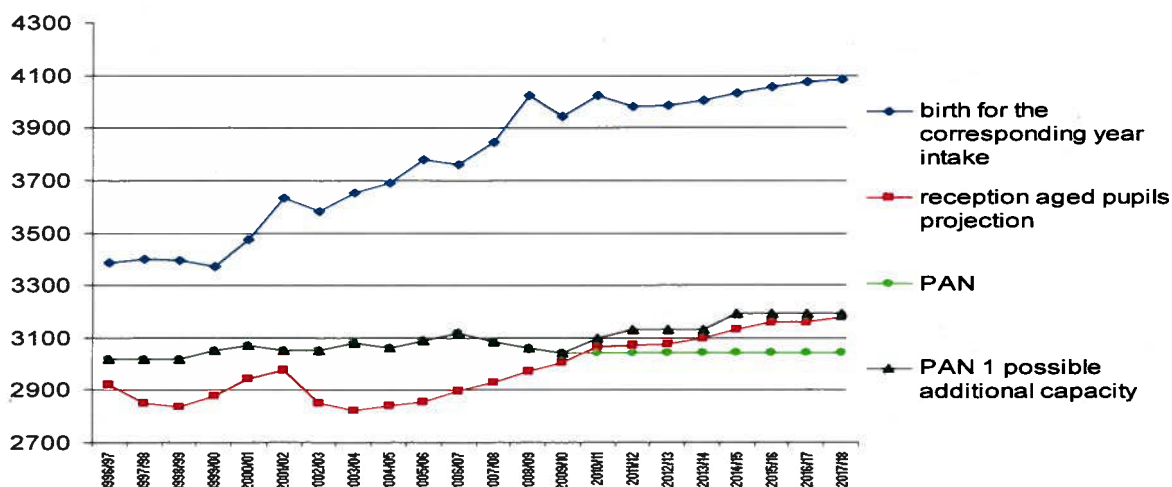
13.5 The Central Leaside development, which extends from Pickett's Lock in Enfield to Northumberland Park in the south, could further increase demand for school places. There is currently no firm information available about the number of units this development will create, though initial estimates range between 5,000-10,000 units. It is expected that the Area Action Plan will be adopted by 2010. Haringey is working in partnership with Enfield to assess the impact of this development on demand for future school places.

- 13.6 Additional capacity might be required in the future to deal with increasing demand for places. Scope for expansion is very limited within the schools in Northumberland Park. However, initial plans indicate that the majority of residential development will be taking place in Enfield and as such, Enfield are drawing up plans to deal with this expected increase in school place demand.
- 13.7 There is capacity within the neighbouring schools to cope with the foreseeable demand.
- 13.8 We will continue to work with planners and colleagues in Enfield to understand the impact of all the housing developments planned for the area and how this will affect the demand for school places. This work is on going and updates will be provided annually.

#### 14 Conclusions for primary school provision

- 14.1 Section 9 of this report sets out the challenge of rising reception demand. Subsequent sections show that this demand is at its most intense in and around our planning area 1, Fortis Green, Alexandra, and Muswell Hill wards. Leaving aside for a moment the uncertainties discussed in the introduction to this report, our plans need to allow for the following:
  - two additional forms of entry for September 2010.
  - a further additional form of entry in planning area 1 for 2011 probably at Rhode Avenue primary school.
- 14.2 In addition, we can set out a tentative timetable for consultation on new school capacity in the Tottenham Hale area.
- 14.3 The 2010 capacity can be delivered relatively straightforwardly by use of physical space already available in a number of our schools, including some whose admission number has been reduced in recent years. This can be achieved through the consultation process which takes place annually to set admission arrangements. We propose to develop plans during the autumn of 2008 to allow this to take place should we still consider it necessary. The final decision can be made by Cabinet at the point at which it determines admission arrangements.
- 14.4 The graph below shows the impact of this additional capacity should the plans above be implemented. This is represented by the PAN 1 line. If the projected reception numbers become reality, than the increases will create capacity to cope with this anticipated demand.





14.5 A 1fe expansion at Rhodes Avenue primary school would require formal statutory consultation as well as substantial building works. Statutory consultation has two main stages: firstly a consultation exercise with all stakeholders, followed by a decision to proceed or not and secondly the formal publication of statutory notices. In this report we propose to Cabinet approves only the first stage, allowing the outcome of such a consultation to be reported to Council Cabinet in December. Cabinet will then be able to decide if expansion is still appropriate.

Consultation	Consultation	22 <sup>nd</sup> September – 21 <sup>st</sup> November 2008
	Cabinet decides whether to proceed to with statutory notices	26 <sup>th</sup> January 2009
Only happens if Cabinet decides that the expansion proposal should go forward and statutory notice can be published	Statutory notices published	12 <sup>th</sup> February– 11 <sup>th</sup> March 2009
	Report forward to HASOF for recommendations	Mid March
	Cabinet determination (if objections received)	April 2009
	First reception intake	September 2011

14.6 Another advantage of this proposed timeline is that the final decision can be made in the light of both the September pupil count, which will show the actual number of pupils arriving at Haringey schools at the start of the new school year, and of an analysis of admission applications for 2009 entry. These additional data sets will allow us to test further whether the projected trend is continuing.

- 14.7 In September 2014 it is anticipated that additional school capacity will need to be provided around Tottenham Hale to meet the potential increase in demand generated by new housing developments – eventually providing an extra 60 reception place within the area.
- 14.9 To allow us to implement the additional capacity by September 2014 we are proposing that consultation is started in September 2009. Between now and September 2009 we will undertake work to assess the best method for delivering this additional capacity – whether this is through a new school competition or expanding an existing school.
- 14.9 The proposed consultation timeline below is for the additional capacity being created through a school expansion:

Consultation	1 <sup>st</sup> September – 18 <sup>th</sup> December 2009
Cabinet decision to proceed to with statutory notices	February 2010
Statutory notices published	March-April 2010
Report forward to HASOF for recommendations (if objections received)	May
Cabinet determination (if objections received)	June 2010
First reception intake	September 2014

- 14.10 Should it be decided that a new school competition is required than the proposed consultation timeline would be as follows:

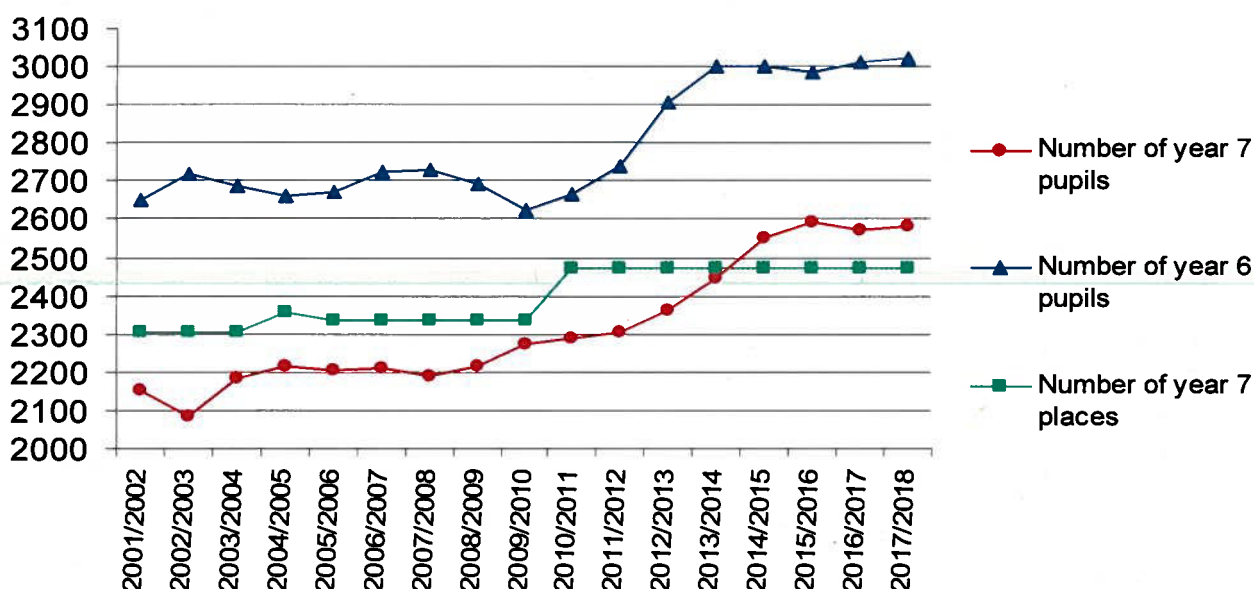
Consultation		1 <sup>st</sup> September – 18 <sup>th</sup> December 2009
Statutory notice inviting bids, proposer engagement and submission of proposals.		11 <sup>th</sup> January 2010 – 11 <sup>th</sup> April 2010
Statutory notices – publication & promotion of bids received		26 <sup>th</sup> April 2010 – 6 <sup>th</sup> June 2010
Decision	By Cabinet (only if Haringey does not submit a community school proposal)	July 2010
	By the Schools Adjudicator ( if Haringey submits a community school proposal)	No prescribed timescale – but probably by the end of October 2010
First reception intake		September 2014

- 14.11 If further additional capacity is required beyond 2017 we are in the position to reinstate the original PANs at other schools we have reduced. Here, we would re-evaluate the situation at a later date in light of further projections and data to assess what the best method of delivering additional capacity (if necessary) would be.



## 15 Provision of secondary school places

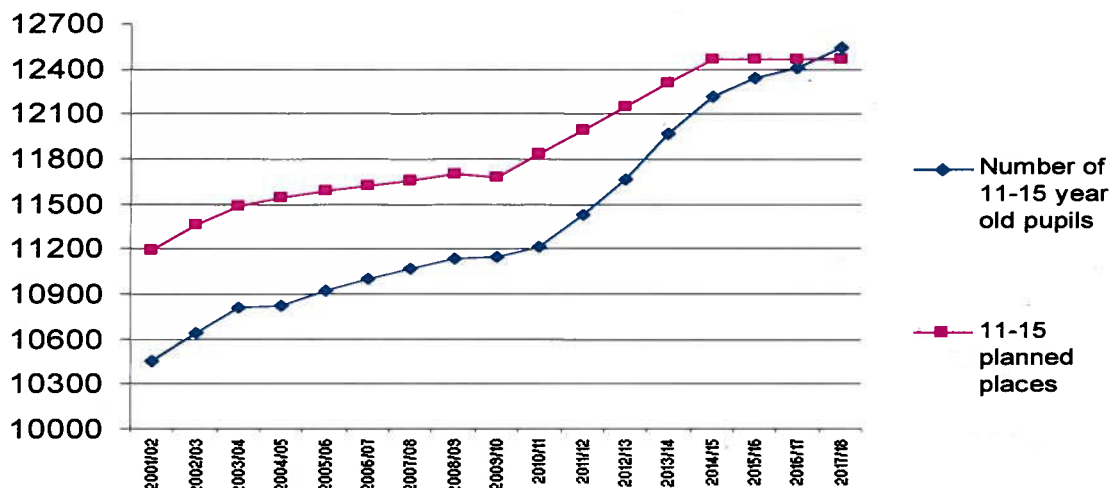
- 15.1 As in the primary sector, the long-term trend in school rolls is upwards. In addition to demography and housing developments, improving standards are also a significant factor in raising secondary rolls – from an average of 31% 5+ A\*-C in 2001 to 56.3% in 2007 - making schools in the east of the borough increasingly popular.
- 15.2 In 2006, 73.8% of secondary aged pupils residing in Haringey attended schools maintained by the Local Authority. This is an increase of 3.8% since 2002. At the secondary sector we are a net exporter of pupils, where 26.2% of the LA resident secondary school population attend schools maintained by other LAs. The biggest importer of pupils from Haringey is Enfield (13.3%) and Barnet (3.5%). Hackney is the biggest exporter of pupils into Haringey. 5.7% of Haringey's secondary school population live in Hackney.
- 15.3 Our expectation is the net exporting of secondary aged pupils residing in Haringey and attending mixed community schools in neighbouring LA will reduce further, as standards continue to improve across all secondary schools in Haringey. With the new community secondary school planned for 2010 we are expecting to reduce the drift even further.
- 15.4 The Greater London Authority (GLA) demographic projections show year 7 pupils increasing, as represented in the following graph.



- 15.5 The year 7 projections show an increase in pupil numbers. The projections show a steeper increase after 2011/12. This is a reflection of the projected increasing numbers of year 6 pupils (caused by the current numbers of reception – year 3 and projected increases in reception aged children) coming through the primary sector. This increasing year 6 is represented by the top line.
- 15.6 The middle line shows the impact of opening the new secondary school in 2010 and reducing the PANs of Gladsmore, PVA and Woodside High. This line assumes the new secondary school to open as an 8fe. In practice the new school may open as a 6fe and increase to 8fe when there is sufficient demand.
- 15.7 Demand for school places in the upper year groups has outstripped supply. We have been working with schools to allow Year 10 & 11 newly arrived pupils to gain a place in our schools. The in year fair access protocol (IYFAP) has been very valuable in this respect. This has allowed us to admit pupils to schools above their published admission limit. In Year 11 arrangements are in place for new arrived young people with English as an Additional Language to attend CoNEL for ESOL courses.
- 15.8 The table below shows the year 6 & 7 projections and the surplus capacity for all Haringey secondary schools.

	year	secondary PAN	year 6	year 7	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2001/2002	2304	2652	2151	153	6.6
Actual	2002/2003	2304	2719	2082	222	9.6
Actual	2003/2004	2304	2684	2183	121	5.3
Actual	2004/2005	2358	2658	2215	143	6.1
Actual	2005/2006	2336	2672	2203	139	5.9
Actual	2006/2007	2336	2724	2207	144	6.2
Actual	2007/2008	2336	2728	2190	146	6.25
Projection	2008/2009	2336	2690	2217	119	5.09
Projection	2009/2010	2336	2621	2273	63	2.7
Projection	2010/2011	2471	2667	2287	184	7.75
Projection	2011/2012	2471	2740	2306	165	6.68
Projection	2012/2013	2471	2906	2363	108	4.37
Projection	2013/2014	2471	2999	2446	25	1.01
Projection	2014/2015	2471	3000	2550	-79	-3.2
Projection	2015/2016	2471	2986	2594	-123	-4.98
Projection	2016/2017	2471	3012	2569	-98	-3.97
Projection	2017/2018	2471	3019	2582	-111	-4.49

15.9 As with the year 7 projections, the future trend for Haringey's secondary school population, is upwards, as shown by the number of 11-15 year old pupils line.



15.10 The number of pupils in our secondary schools has increased year on year since September 2001. The projections indicate that this trend will continue and potentially by September 2017 demand is predicted to outstrip supply.

	year	11-15 planned places	Number of 11-15 year old pupils	11-15 year old place shortfall/ surplus	% surplus / shortfall of 11-15 year old places
Actual	2001/02	11196	10447	749	7%
Actual	2002/03	11358	10641	717	6%
Actual	2003/04	11490	10808	682	6%
Actual	2004/05	11544	10821	723	6%
Actual	2005/06	11582	10924	658	6%
Actual	2006/07	11620	11003	617	5%
Actual	2007/08	11658	11070	588	5%
Projection	2008/09	11696	11135	561	5%
Projection	2009/10	11680	11151	529	5%
Projection	2010/11	11837	11216	621	5%
Projection	2011/12	11994	11427	567	5%
Projection	2012/13	12151	11660	491	4%
Projection	2013/14	12308	11968	340	3%
Projection	2014/15	12465	12218	247	2%
Projection	2015/16	12465	12341	124	1%
Projection	2016/17	12465	12405	60	0%
Projection	2017/18	12465	12545	-80	-1%

## 16 Local provision of secondary school places

16.1 The table below shows the year 7-11 roll trend over the past 6 years for all secondary schools in Haringey.

School	2007 Net Capacity	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Alexandra Park School*	1026	654	802	863	918	971	1027
Fortismere School	1215	1208	1207	1208	1213	1210	1221
Gladesmore Community School	1215	1209	1202	1205	1205	1233	1249
Greig City Academy**	1032	823	738	623	654	673	751
Highgate Wood school	1215	1189	1194	1204	1201	1200	1199
Hornsey school for girls	1215	1187	1185	1198	1211	1201	1203
John Loughborough	300	296	288	289	293	292	277
Northumberland Park Community School	1050	1048	1008	1024	1016	1025	1024
Park View Academy	1215	1039	1174	1170	1196	1210	1216
St Thomas More School	960	985	1002	996	964	967	887
Woodside High School	1215	1005	1046	1042	1072	1045	1028
Total	11620	10643	10846	10822	10943	11027	11082

\*Alexandra Park expanded for September 2004 to 8fe

\*\* Greig City has reduced their PAN to 200 from September 2005

16.2 Most of the Haringey's secondary schools are close to their total net capacity for pupils in year 7 to year 11.

16.3 The table below shows the total surplus capacity across Haringey's community and voluntary aid secondary schools for the last 2 academic years and for September and January of the current academic year 2007/08.

school	2005/06 school year			2006/07 school year			2007/08 school year	
	Sep-05	Jan-06	May-06	Sep-06	Jan-07	May-07	Sep-07	Jan-08
Alexandra Park School	0.80%	0.00%	0.70%	0.00%	0.10%	0.41%	0.68%	-0.10%
Fortismere School	0.30%	0.20%	0.20%	0.00%	0.41%	0.58%	-0.91%	-0.49%
Gladesmore Community School	1.30%	0.80%	0.80%	1.60%	-1.48%	-2.14%	-0.49%	-2.8%
Highgate Wood	0.90%	1.20%	1.10%	1.60%	1.15%	0.74%	1.23%	1.32%
Hornsey school for girls	2.10%	0.30%	1.20%	1.90%	1.23%	1.65%	1.73%	0.99%
Northumberland Park Community School	2.50%	3.20%	1.70%	3.70%	2.38%	2.86%	2.86%	2.48%
Park View Academy	1.20%	1.60%	1.20%	2.10%	0.41%	0.74%	1.4%	-0.08%
St Thomas More RC School	-3.30%	-0.40%	0%	-1.60%	-0.73%	0.62%	5.83%	7.6%
The John Loughborough School	1.30%	2.30%	3.00%	3.30%	2.66%	4.67%	6.67%	7.67%
Woodside High School	15.10%	11.80%	10.90%	16.30%	13.99%	13.74%	16.38%	15.39%
Haringey Total	2.50%	2.20%	2.10%	3.00%	2.06%	2.27%	3.27%	2.78%

#### 16.4 The current year 7 situation for all secondary schools in Haringey.

School	PAN	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Alexandra Park School*	216	167	162	216	216	214	214
Fortismere School	243	232	237	237	242	243	251
Gladesmore Community School	243	243	239	239	240	243	242
Greig City Academy**	200	125	142	136	159	182	184
Highgate Wood school	243	237	237	241	243	240	239
Hornsey school for girls	243	239	237	236	240	240	240
John Loughborough	60	48	59	58	59	57	55
Northumberland Park Community School	210	202	205	207	195	199	202
Park View Academy	243	227	234	228	240	241	239
St Thomas More School	192	199	197	199	181	190	145
Woodside High School	243	163	234	218	192	162	179
Total	2336	2082	2183	2215	2207	2211	2190

\*Alexandra Park expanded to admit 216 pupils from September 2005

\*\* Greig City reduced their PAN to 200 in September 2006

### 17 Conclusions for secondary school provision

17.1 Following discussions with neighbouring LAs, the Learning and Skills Council and Partnership for Schools, we have agreed some amendments to our original pupil place planning proposals in the Building Schools for the Future (BSF) Strategy for Change (Part 2): Detail and Delivery. These include:

- Maintaining the potential for three schools in wave 2 to be 9 form entry to ensure sufficient capacity to meet the projected demand in 2015 and beyond. The schools are:
  - Gladesmore Community School
  - Park View Academy
  - Northumberland Park Community school
- Fortismere School is planning to organise its provision as 10 smaller classes in each year group, which will provide capacity for up to 250 per year – a total of 1250 11-16 year old places.

## 18 Provision of post 16 places.

- 18.1 Raising the participation age to 18 is a major government priority, and will apply to the pupils starting year 7 in September 2008. Pupils will have a choice of how they participate which could be in:
- full-time education, such as school or college;
  - work based learning, such as an apprenticeship;
  - part-time education or training, if they are employed, self-employed or volunteering more than 20 hours a week.
- 18.2 The LSC have examined post 16 data in light of the changes and have concluded that the following post 16 places should be available by 2011/12:
- Alexandra Park to increase to 300 places from its current planned 250
  - Hornsey school to increase up to 300 places from its current planned 250
  - Fortismere school increasing to 500 from its current planned 450.
- 18.3 The table below shows the rolls at the 6<sup>th</sup> forms in Haringey's schools and at the 6<sup>th</sup> Form Centre. John Loughborough and Northumberland Park never had 6<sup>th</sup> forms at their schools. In September 2007, the 6<sup>th</sup> Form facilities at Gladesmore, PVA and Woodside High moved over to the 6<sup>th</sup> Form Centre.

School	2007/08 Capacity	2005/06	2006/07	2007/08
Alexandra Park School	250	168	229	270
Fortismere School	450	435	445	379
Gladesmore Community School	0	50	57	0
Greig City Academy	150	99	115	108
Highgate Wood school	250	166	212	209
Hornsey school for girls	250	253	277	227
Park View Academy	0	56	63	0
St Thomas More School	180	170	173	150
Woodside High School	0	92	66	0
Haringey 6 <sup>th</sup> Form Centre*	600	0	0	627
Total	2130	1489	1637	1970

\*the 6<sup>th</sup> form will eventually take 1200 students, however it will fill it gradually over a 3 year period.

- 18.4 In 2010 some of the functions of the LSC will pass to the Council. As part of this move we will be working with the LSC over the coming years to ensure pupil projections for post 16 are as accurate as possible, taking account of the governments post 16 agenda. We will provide annual updates within this report, detailing post 16 projections, demand for places and any updates on actions taken.



## 19 Provision of special school places.

19.1 The table below shows the roll trends over the past 5 years in the borough's special schools.

School Name	Capacity	Jan-03	Jan-04	Jan-05	Jan-06	Jan-07	Jan-08
Blanche Neville School	80	85	72	67	64	63	66
Moselle School	128	121	121	98	127	128	121
Vale Resource Base	70	74	78	64	80	82	69
William C Harvey School	75	72	71	50	68	60	49

19.2 Post 16 pupils at Moselle, The Vale and William C Harvey are now enrolled at the 6<sup>th</sup> Form Centre, hence the apparent drop in pupil numbers at the Vale and William C Harvey. Moselle's pupil numbers have remained constant due to the increasing numbers of children being diagnosed with Autism requiring a place within the special school sector.

19.3 The consultation on the reorganisation of Moselle and William C Harvey Special Schools into one primary and one secondary special school begun on 8<sup>th</sup> May and ran until 20<sup>th</sup> July 07. Statutory notices explaining the intent to reorganise the two schools were published on 20<sup>th</sup> September 2007. The representation period ran for six weeks. Cabinet agreed the reorganisation on the 18<sup>th</sup> December 2007. The reorganisation will take effect from 1<sup>st</sup> September 2011. The reorganisation of Moselle and William C Harvey Special Schools is the first of three stages to establish a primary and secondary Inclusive Learning Campus (ILC). These three stages are:

- the reorganisation of Moselle and William C Harvey special school;
- building the secondary special school on the Woodside High secondary school campus;
- building the primary special school on the Broadwater Farm primary school campus.

19.4 The Council's plans over recent years have set out the activities to ensure that both mainstream and special schools increasingly have the resources, environment, skills and confidence to ensure that children and students with SEN are fully included in the school community and are enabled to reach their full potential.

19.5 The steps taken to achieve increased inclusion for pupils include:

- the establishment of co-located primary and secondary provision with the Vale Special School for pupils with physical difficulties;
- the establishment of co-located primary and secondary provision with Blanche Nevile Special School for deaf and hearing impaired pupils;
- the establishment of resourced provision for children with autism at White Hart Lane Under 5's Centre and Mulberry Primary School and reorganisation of provision for autism at Moselle school;
- additional capacity in central Autism Advisory Team;
- the establishment of resourced provision for children with speech and language impairment with the Nursery at Bruce Grove Primary School, in Key Stage 1 at West Green Primary and Key Stage 2 at Coleraine Park Primary Schools;
- increasing out reach support and advice for mainstream schools from the Vale, William Harvey and Moselle Special Schools;
- school and centre based training for teachers and teaching assistants, including courses with local certification and national accreditation;
- implementation of LA access plan, with particular focus on supporting transition for children with complex and medical needs, including access requirements;
- the establishment of Network Learning Forums for SENCOs and Inclusion Managers and a Parents/carers SEN Forum;
- revised formula for the distribution of special and additional needs funding to mainstream schools;
- the establishment of the Speech, Language and Communication Service, comprising Speech and Language Therapists, Language Support teachers and Advisory Team for Autism;
- incorporation of Early Support Professional Guidance when working with very young disabled children and their families.

19.6 The impact of the increase in the provision in the primary sector in borough has resulted in a year on year reduction in the number of children placed out of borough at reception age. However the service continues to rely on out borough special schools to cater for some of the children and young people with ASD requiring specialist provision.



19.7 The Council aims to reduce this reliance on out of borough placements through:

- continuing to increase the capacity of mainstream schools to meet a wide range of ASD needs
- continuing to support schools to work in partnership to share expertise, develop joint training and curriculum initiatives for ASD needs;
- continuing to target the work of the central teams to ensure that schools within each Children's Network increasing achieve the autism friendly schools standards;
- further increase the number of primary places in borough through the establishment of the primary inclusive campus at Broadwater Farm;
- establishing a resource base for 25 young people with autism at the new secondary school in the centre of the borough;
- establishing enhanced provision for 25 young people with Asperger's syndrome at Alexandra Park Secondary School in the west of the borough;
- increasing ASD provision at the secondary inclusive campus at the Woodside High site.

19.8 In order to further improve outcomes for children and young people with ASD, Moselle school will take a lead in co-ordinating provision across the borough to strengthen the teaching and learning approaches, increase opportunities for staff development across schools, share curriculum initiatives and to monitor the implementation of the autism strategy.

## **20 School place planning working priorities**

20.1 On the basis of the above discussion, our main work priorities for 2008/09 will be:

- to develop plans and demographic data during the autumn of 2008 to ensure the potential PAN reinstatements are still required by 2010 and plan are in place to allow this to happen (should we still consider it necessary);
- consultation on increased capacity at Rhodes Avenue primary school for September 2011;
- an update on the proposed additional provision around Tottenham Hale;
- monitoring the demand for school places in Wood Green area;
- continue to work with colleagues on SEN data and projections;
- continue to work with colleagues on post 16 projections.

20.2 Conclusions from this work will be reported to Cabinet in July 2009.

## **21 Equality implications**

21.1 Ensuring a sufficient number of school places in the right area is a key task for the council, together with maximising the extent that we can meet parental preference. Successful schools providing places are at the heart of neighbourhood regeneration, which in turn is central to promoting social inclusion.

21.2 Any school expansion or new build should ensure compliance with the Disability Discrimination Acts (DDA) 2002 and 2005.

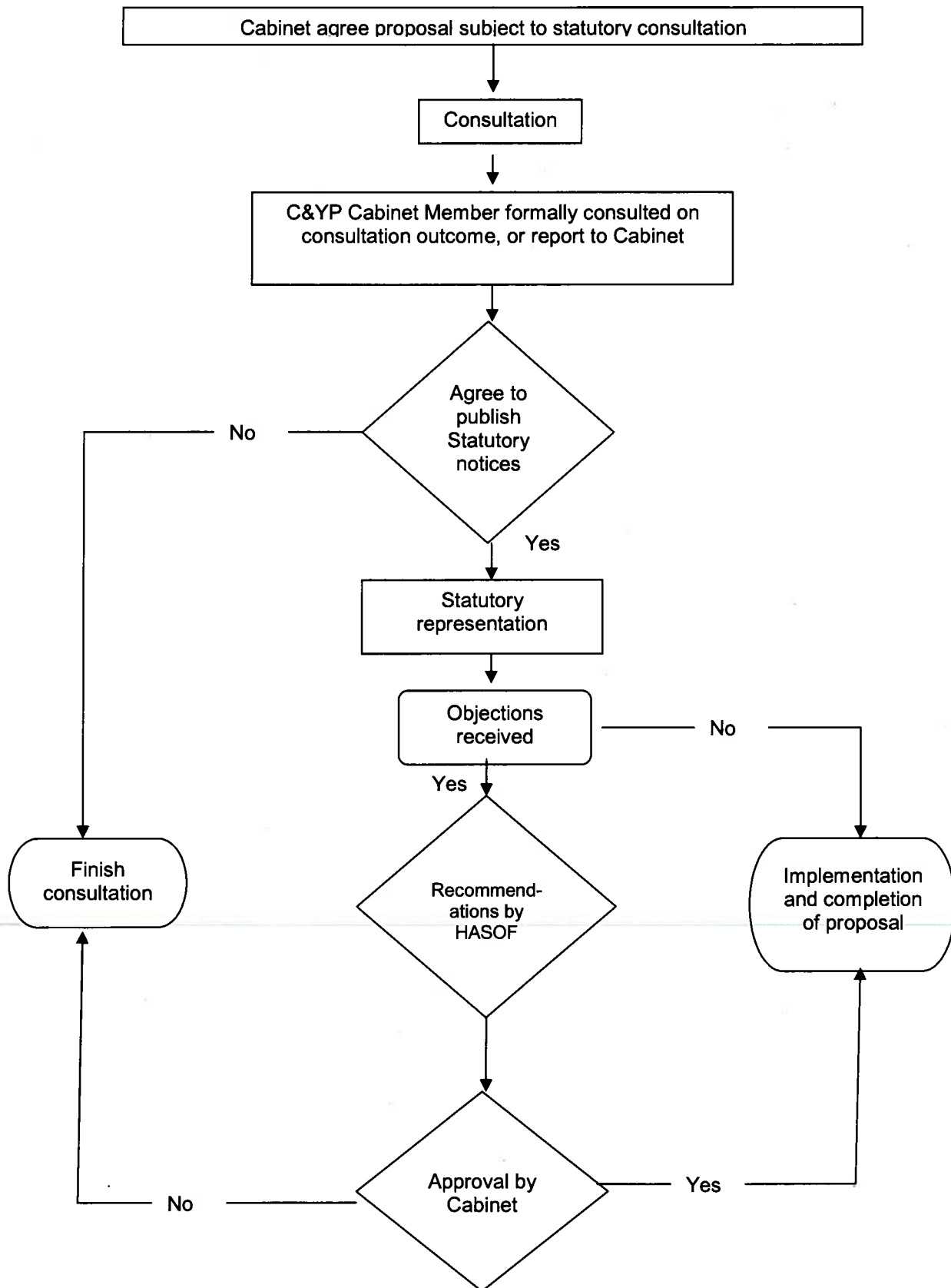
## **22 Use of Appendices/Tables/Photographs**

22.1	Appendix 1	Background information on school roll projections, report arrangements & new Housing policies
	Appendix 2	The impact of migration on school rolls
	Appendix 3	Detailed information about each Planning Area
	Appendix 4	School Organisational Plans in adjoining boroughs

## **Appendix 1**

### **Reporting arrangements for school organisational statutory consultation in Haringey**

- 1      The Education and Inspections Act 2006 came into force from May 2007. Under this Act the School Organisation Committee was abolished. This means the Local Authority has taken over the functions of the School Organisation Committee. Part of the Local Authority's role includes decision making about the establishment, alteration and closure of any maintained mainstream, special and nursery school. The Local Authority also has extended powers to propose the enlargement of premises and the addition or discontinuance of SEN provision.
- 2      The statutory process illustrated in the diagram on the following page was agreed by Cabinet in the 2007 school place planning report.



### **The model used for the 2008 school roll projections**

- 3 Once again we have been working with the Greater London Authority (GLA) to ensure the assumptions in the projections reflect the Haringey picture, including the recent school expansions and PAN reductions. For the primary sector, the model used in this set of projections gives the most recent PLASC count the highest weighting and the 2005 data the lowest weighting. This is worked out as follows:
- 4 The ratio for the most recent year is multiplied by 4, the ratio for 2007 is multiplied by 3, the ratio for 2006 is multiplied by 2 and the ratio for 2005 is multiplied by 1. These are then added together and the result divided by 10.
- 5 Here we have tried to account for the natural fluctuations in pupil numbers associated with school organisational changes. For example the increasing numbers in the 3 expanded schools in the west and the PAN reductions in schools in the east.
- 6 For the secondary school sector (11-15 year olds) the average is taken over the past three years of PLASC data (2006-2008). This is to account for the expansion at Alexandra Park in September 2005.

### **Background information on school roll projections**

- 7 School place demand is dynamic and cannot be predicted precisely. In addition to birth rates and population movements, it is affected by factors such as school standards, perceptions, popularity of individual schools, where they are located in the borough, mobility and new housing developments. For these reasons, school roll projections and plans are re-visited annually.
- 8 The last 5 years projected demand for age 4 pupils and actual show a 2.5% over estimation for the January 2007 projected roll, a difference of 75 places. A 4.4% under-estimation for the January 2006 projected roll (September 2005 entry). A 3.4% over-estimation for the January 2005 projected roll (September 2004 entry), a difference of 101 places. A 7% over-estimation for the January 2004 projected roll (September 2003 entry), a difference of 211 places and a 3.2% over-estimation for the January 03 roll (difference of 94 places). In all of these years, all children were offered a school place.

Year of projection	Reception pupil count			% difference
	Year	Projected	Actual	
2002	2003	2943	2849	3.2%
2003	2004	3031	2820	7.0%
2004	2005	2942	2841	3.4%
2005	2006	2728	2855	-4.4%
2006	2007	2974 (projection set A)	2899	2.5%
2007	2008	3021	2932	2.9%

- 9 Last year's GLA projection set A tried to accommodate the recent increase at Coldfall. The methodology applied only used the most recent year's data (2006 PLASC data) to the model. This resulted in a picture of faster rising rolls. Projection set B used a standard methodology. The average is taken over the past 4 years of PLASC data. This projected a lower overall school roll total than the actual total.
- 10 Fluctuations found in school roll data following a change in PAN can only be introduced into the standard model once they have happened. For example, with Coldfall expanding two years ago and tetherdown expanding this year in PA 1, the rolls will have risen for that year and expectations are they will stay at the new higher level in the coming years.
- 11 Over the next 2 years the reception projections are likely to fluctuate until the first reception cohort at Coleridge Primary have entered the school and the resulting PLASC information (Jan 08) has been incorporated into the projection modelling.
- 12 The data used in this report is based on 2006 population projections produced by the GLA. The population projections have been adjusted since the July 2006 report and are now projecting a faster increase in London's total population. This is primarily driven by the new London Capacity Housing Study figures; increased birth rates and international migration. These population projections feed the school roll projections using 2004 to 2007 PLASC actual roll counts.
- 13 Another aspect to the school roll projections is the patchy impact of housing developments within the borough. The projections use the housing capacity study (as opposed to actual builds) and average the child yield calculation (0-15 year olds) over the whole borough. There is no attempt to account for how many housing developments are actually built and what their impact is on the demand for local school places.

- 14 In 1992 the department of Environment commissioned work that would establish a calculation giving the expected number of children (ages 0 to 15) arising from any new housing development. The figures, derived from the Labour Force Survey, have been used extensively to estimate child yield from new housing developments in London and have been found to provide acceptable, if conservative, level of accuracy. However there is little doubt that the number of children yielded by new dwellings will always be subject to influences that are difficult to determine. Nevertheless the calculation at least provides planners with a logical based estimate to work with.
- 15 An additional factor that will affect school rolls is mobility and the effects of children living in temporary accommodation. Currently there are over 3115 children & young people living in temporary accommodation, who attend Haringey schools.
- 16 The ODPM recently set a target of reducing the amount of temporary accommodation by 50% by 2010. It is not yet clear that this will have the impact of reducing short-term accommodation in Haringey. We are continuing to working with Housing officers to investigate the implications of this policy on pupil rolls and mobility in our schools.

## Appendix 2      The impact of mobility on school rolls

- 17 Across Haringey there have been changes in the primary school populations of White British, Black Caribbean, Black African and White Other ethnic groups. Since 2005, there has been a steady decrease in the number of White British and Black Caribbean pupils. The largest net change in the Black African population took place between 2005 and 2007. Between 2005 and 2008, there was no net effect possibly due to Nigerian and Ghanaian population leaving and Congolese and Zairian children entering schools. Since 2005, the number of White Other pupils has steadily increased. Whilst PLASC data does not provide the full details of the ethnic groups within the White Other population, we expect this group to be made up of predominantly pupils from Eastern European backgrounds.
- 18 The table below shows the net change of pupils across network areas amongst the ethnic groups that had a significant amount of movement between 2005-2008.

Ethnicity	Year	North Network	South Network	West Network	Total
Any other Ethnic	05-06	-25	13	23	11
	05-07	-33	-2	22	-13
	05-08	-58	39	6	-13
Black Caribbean	05-06	12	-57	-18	-63
	05-07	44	-192	-52	-200
	05-08	2	-132	-39	-169
Black African	05-06	118	92	96	306
	05-07	35	-258	-44	-267
	05-08	39	-15	-30	-6
White British	05-06	-54	-21	21	-54
	05-07	-81	-127	149	-59
	05-08	-128	-178	92	-214
White Other	05-06	78	108	20	206
	05-07	104	146	71	321
	05-08	166	296	151	613
White Kurdish	05-06	23	32	26	81
	05-07	-2	-64	-4	-70
	05-08	-39	-69	-17	-125
White Turkish	05-06	32	-1	12	43
	05-07	51	-91	13	-27
	05-08	87	-20	20	87
White Irish/gypsy/roma/traveller	05-06	-37	-5	11	-31
	05-07	-55	-35	-4	-94
	05-08	-72	-40	1	-111



- 19 Over the past three years primary schools in the north network have lost 128 White British pupils and gained 166 pupils from White Other backgrounds. For example, Noel Park primary school has seen a decrease in its White British and Black Caribbean pupil population, with an increase of pupils from White Other backgrounds.
- 20 Primary schools in the south network have lost 178 White British pupils and 132 Black Caribbean but gained 296 pupils from White Other backgrounds, over the past three years. For example since 2005, Crowland, North Harringay and St Mary's RC Infants have seen an increase of over 30 pupils in their schools amongst the white other population.
- 21 Primary schools in the west network have gained 92 White British pupils and 39 Black Caribbean pupils. The greatest increase has been amongst the White Other population, with an additional 151 pupils. For example, St Michael's CE N6 has experienced an increase of 38 pupils from White Other ethnic backgrounds since 2005.
- 22 The south network has experienced the highest proportion of migration and has seen the highest net loss of pupils from its schools. The north network has also experienced a high proportion of migration and net loss of pupils. The west is the only network to have experienced a net gain in its school rolls, indicating that the number of pupils entering schools in this network is greater than the number of pupils leaving. This is shown in the table below.

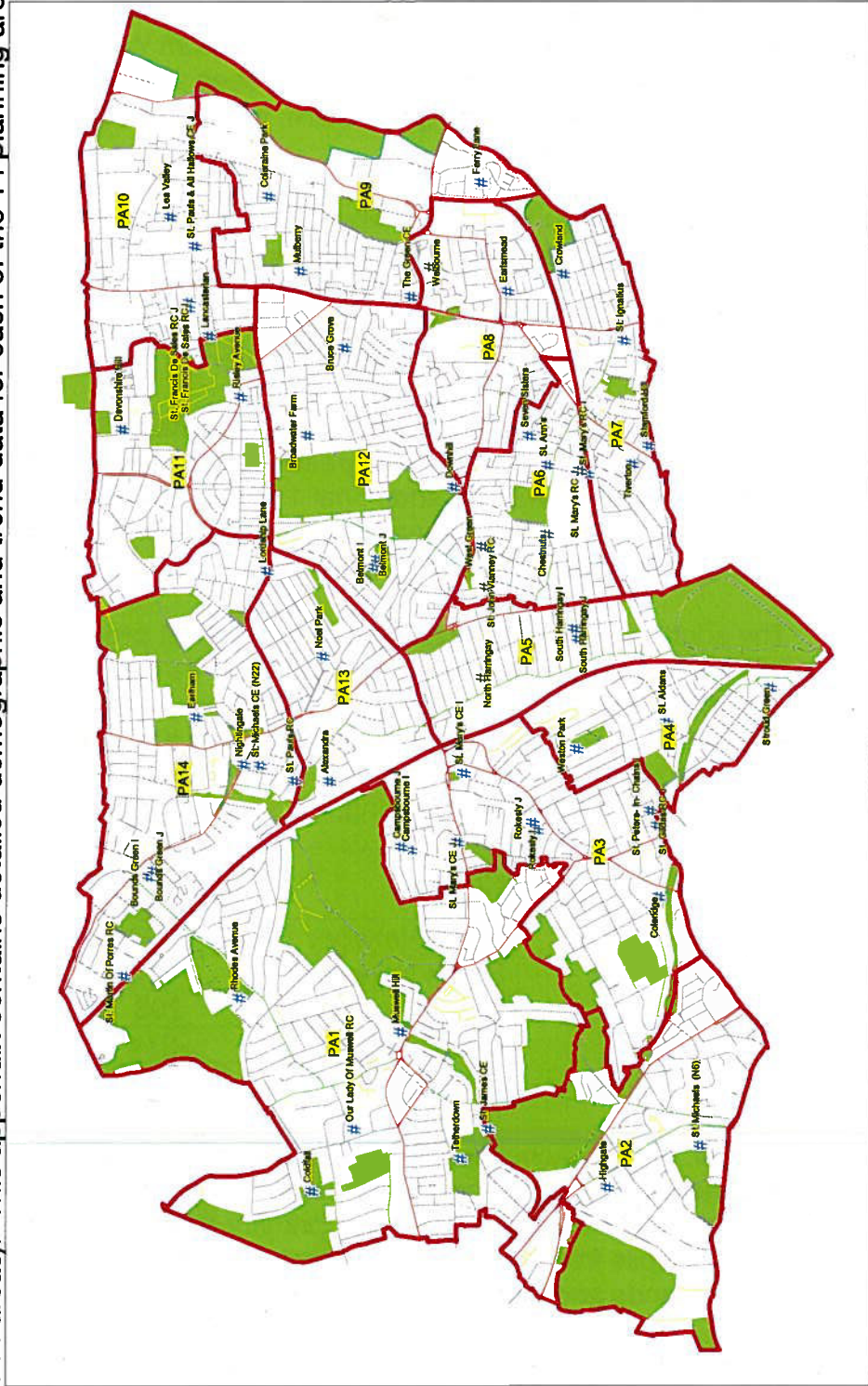
Network	Net effect of migration
North Network	-107
South Network	-310
West Network	203
Grand Total	-214

- 23 Overall, primary schools in the south and north networks areas generally experience a net decrease in the number of pupils on roll because they see greater pupil movement. Haringey primary schools have seen the highest net loss of pupils from White British, Black Caribbean and Black African backgrounds and have gained students from White Other backgrounds.
- 24 The situation with mobility will be reviewed and updated in the next school place planning report.

## Appendix 3

## Detailed information about Planning Areas 1-14

25 To enable manageable analysis and planning, primary school roll data is provided in localities. As in the 2005 report the borough has been split into 14 planning areas. Each corresponds to one or more wards (the Greater London Demography system does not permit more than 14 areas). This appendix contains detailed demographic and trend data for each of the 14 planning areas.



Planning Area (PA)	Wards
1	Alexandra, Fortis Green and Muswell Hill
2	Highgate
3	Crouch End and Hornsey
4	Stroud Green
5	Harringay
6	St Ann's
7	Seven Sisters
8	Tottenham Green
9	Tottenham Hale
10	Northumberland Park
11	White Hart Lane
12	Bruce Grove and West Green
13	Noel Park
14	Bounds Green and Woodside

- 26 For each planning area we show a range of information:
- The Planned Admission Number (PAN) compared with current reception numbers from the 2007 PLASC count.
  - Total school roll trends and surplus capacity.
  - School mobility.
  - Summary of distances pupils live from their school.
  - Completed and proposed major housing developments, with child yield estimates, where available.
  - GLA projections & comparisons against first place preference information.
  - Updated information on children centre developments.

Notes:

- Admissions operate on an equal preference application system. First place preference data is used here simply as a measure of the number of unique applications for a school. It gives an indication of the number of children applying to Haringey schools.
- For the September 2006 and 2007 reception intake the council co-ordinated all maintained schools admissions in the borough. This has meant that parents can only express a 1<sup>st</sup> place preference at either a voluntary aid or community school, not both.
- This means that direct comparison of 2006 and 2007 preference data with that for 2002-2005 can be misleading. Until 2006, parents could express a preference for both a voluntary aided (church) school and a community school.

- 27 For each planning area there is a brief conclusion summing up the main characteristics of the data and the implications for the schools.

## Planning Area Summary

Table 1: Schools, PANs, reception numbers and unfilled reception places in planning area 1

Planning Area	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Planning area 1	360	358	2
Planning area 2	116	112	4
Planning area 3	390	370	20
Planning area 4	120	111	9
Planning area 5	141	129	10
Planning area 6	270	268	2
Planning area 7	210	189	21
Planning area 8	120	120	0
Planning area 9	210	207	3
Planning area 10	268	275	+7
Planning area 11	150	144	6
Planning area 12	257	228	29
Planning area 13	111	88	23
Planning area 14	360	333	27

Table 2: First place preference information by planning area and year

Planning Area	2002	2003	2004	2005	2006	2007	2008
Planning area 1	391	448	477	439	409	471	458
Planning area 2	142	174	188	162	127	113	129
Planning area 3	410	390	418	422	385	370	406
Planning area 4	145	155	188	181	136	142	150
Planning area 5	118	138	118	117	105	105	103
Planning area 6	310	303	300	307	222	245	272
Planning area 7	215	192	205	187	135	162	168
Planning area 8	102	126	113	102	90	107	111
Planning area 9	195	207	201	186	151	158	142
Planning area 10	339	318	304	307	281	301	292
Planning area 11	153	145	145	131	119	110	111
Planning area 12	259	276	256	213	229	198	229
Planning area 13	69	79	89	77	56	61	69
Planning area 14	392	431	404	405	349	271	350



Table 3: Percentage of surplus capacity (Reception to Yr 6) by planning area and year

<b>Percentage of Surplus capacity by planning area</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Planning area 1	1.0%	2%	1.4%	1.3%	1.3%	1%	1%
Planning area 2	8.1%	8.7%	8.5%	7.3%	6.2%	8.1%	8.1%
Planning area 3	1.6%	5.7%	5.9%	7.1%	7%	6.3%	6.6%
Planning area 4	1.9%	3.1%	6.5%	8.6%	8.5%	8.8%	11.5%
Planning area 5	16.7%	15.5%	18.5%	15.5%	14.2%	14.3%	13.6%
Planning area 6	0.7%	1.5%	4.9%	3.1%	4.9%	8.2%	10.4%
Planning area 7	8.2%	11.2%	17.6%	17.3%	15.9%	18.6%	16.8%
Planning area 8	8.9%	6.9%	10.2%	9.8%	10.4%	10.1%	10.7%
Planning area 9	2.9%	3.7%	3.8%	5.1%	5.2%	6.5%	7.6%
Planning area 10	1.3%	1.3%	2.2%	2.8%	1.9%	1%	1.5%
Planning area 11	10.5%	9.4%	10.9%	11.9%	13.3%	14.4%	9.5%
Planning area 12	4.3%	6%	6.2%	7.1%	9.2%	10.8%	11.2%
Planning area 13	26.4%	32.5%	35.2%	35.6%	32.5%	35.7%	19.3%
Planning area 14	11.5%	9.5%	9.3%	9.6%	9.4%	10.4%	6.7%

Table 4: Summary of distances pupils live from their school by planning area

<b>Planning area</b>	<b>% of pupils postcodes mapped</b>	<b>% of pupils living between 0-0.3 miles from the school</b>	<b>% of pupils living between 0-0.6 miles from the school</b>	<b>% of pupils living between 0-1 miles from the school</b>	<b>% of pupils living 1 miles or more from the school</b>
Planning area 1	98%	48%	83%	90%	10%
Planning area 2	97%	17%	39%	65%	35%
Planning area 3	99%	49%	82%	90%	10%
Planning area 4	97%	61%	81%	88%	12%
Planning area 5	98%	54%	78%	86%	14%
Planning area 6	98%	52%	76%	88%	12%
Planning area 7	97%	47%	71%	81%	19%
Planning area 8	96%	51%	71%	83%	17%
Planning area 9	98%	56%	78%	88%	12%
Planning area 10	97%	54%	76%	85%	15%
Planning area 11	98%	37%	77%	91%	9%
Planning area 12	98%	52%	79%	90%	10%
Planning area 13	98%	48%	73%	86%	14%
Planning area 14	95%	47%	81%	90%	10%

## Planning area 1

This planning area incorporates Muswell Hill, Fortis Green and Alexandra wards.

Table 1.1: Schools, PANs, reception numbers and unfilled reception places in planning area 1

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Coldfall Primary	90	89	1
Muswell Hill Primary	60	60	0
Our Lady of Muswell RC Primary	60	59	1
Rhodes Avenue Primary	60	60	0
St. James' CE Primary	30	30	0
Tetherdown Primary	60	60	0
<b>Totals</b>	<b>360</b>	<b>358</b>	<b>2</b>

Table 1.2: GLA projections for planning area 1

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		294	300	-
2002/3		295	300	391
2003/4	382	292	300	448
2004/5	429	300	300	477
2005/6	440	325	330	439
2006/7	428	356	360	409
2007/8	441	358	360	471
2008/9	487	346	360	458
2009/10	437	346	360	
2010/11	458	348	360	
2011/12		343	360	
2012/13		340	360	
2013/14		341	360	

Table 1.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Coldfall Primary	68	63	97	78	55	86	92
Muswell Hill Primary	61	121	102	91	69	63	81
Our Lady of Muswell RC Primary	60	60	60	60	63	73	58
Rhodes Avenue Primary	94	78	102	114	93	105	98
St. James' CE Primary	56	55	56	58	34	39	38
Tetherdown Primary	52	71	60	38	95	105	91
<b>Totals</b>	<b>391</b>	<b>448</b>	<b>477</b>	<b>439</b>	<b>409</b>	<b>471</b>	<b>458</b>

Table 1.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Coldfall Primary*	384	399	409	416	445	474	507
Muswell Hill Primary	420	420	418	420	420	418	420
Our Lady of Muswell RC Primary**	291	314	345	365	400	408	404
Rhodes Avenue Primary	412	418	241	421	419	420	420
St. James' CE Primary	211	208	205	207	206	208	205
Tetherdown Primary***	212	213	213	214	213	241	272
<b>Totals</b>	<b>1930</b>	<b>1972</b>	<b>2011</b>	<b>2043</b>	<b>2103</b>	<b>2169</b>	<b>2228</b>
<b>Total Capacity</b>	<b>1950</b>	<b>2010</b>	<b>2040</b>	<b>2070</b>	<b>2130</b>	<b>2190</b>	<b>2250</b>
<b>Percentage of Surplus capacity</b>	<b>1.03%</b>	<b>1.89%</b>	<b>1.42%</b>	<b>1.30%</b>	<b>1.27%</b>	<b>0.95%</b>	<b>1%</b>

\* Coldfall expanded was in Sep 96 to take 60 pupils per year and again sep 2005 to take 90 pupils per year.

\*\* Our Lady of Muswell was expanded in sep 1999 to take 60 pupils.

\*\*\* Tetherdown was expanded in Sep 06 to take 60 pupils

Table 1.5: Total School Roll trends by year group

Year	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1997	265	233	263	243	266	227	218	1715
1998	265	262	237	268	238	268	229	1767
1999	256	267	266	233	267	235	266	1790
2000	293	260	269	265	237	263	236	1823
2001	262	296	267	268	273	238	261	1865
2002	294	295	301	267	270	266	237	1930
2003	295	299	292	292	264	267	263	1972
2004	290	303	296	292	294	267	269	2011
2005	300	291	303	296	296	292	265	2043
2006	325	299	293	300	298	297	291	2103
2007	356	330	301	293	298	293	298	2169
2008	358	354	326	300	295	300	295	2228

Table 1.6: 2007 Mobility

School	Total
Coldfall Primary	16%
Muswell Hill Primary	12%
Our Lady of Muswell RC Primary	15%
Rhodes Avenue Primary	9%
St. James' CE Primary	14%
Tetherdown Primary	7%

Table 1.7: 2007 Temporary accommodation units

Ward	Number of units
Alexandra	60
Fortis Green	47
Muswell Hill	32
Total	139

Table 1.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Coldfall Primary School	96%	24%	72%	79%	21%
Muswell Hill Primary School	100%	53%	79%	91%	9%
Rhodes Avenue Primary School	99%	55%	91%	97%	3%
Tetherdown Primary School	100%	72%	95%	97%	3%
<b>PA1 Total</b>	<b>98%</b>	<b>48%</b>	<b>83%</b>	<b>90%</b>	<b>10%</b>



**Completed building developments in PA1**

There have been 12 major housing developments completed since 1996.

Table 1.9: Completed building developments in PA1

Site	Number of units	Child yield calculation
24a Church Crescent	44	4
50-66 Park Road	24	11
17 Muswell Hill	11	5
91-105 Durnsford Road	24	15
258-260 Alexandra Park Road	18	34
135 Alexandra Park Road	14	10
Coppetts Road	55	33
Coppetts Road	116	103
Coppetts Road	85	133
131 Coppetts Road	10	7
Southern road	28	31
48-62 Fordington Road	10	19
<b>Total</b>	<b>439</b>	<b>405</b>

**Proposed housing developments in PA 1 since 2002**

There are a total of 4 major housing developments which have been granted planning approval. The estimated child yield (ages 0-15) would be 102.

Table 1.10: Proposed housing developments in PA1

Site	Number of units	Child yield calculation
Raglan Hall Hotel 8-12 Queens Avenue N10	18	9
Lynxs Depot, Coppetts Road N10 2JR	128	77
53-55 Quens Av. N10 3PE	11	10
72-96 Park Road	9	6
Cranley Gardens	4	7
38 Connaught Gardens	7	11
Former Hornsey Hospital	58	22
Woodlands Terrance	9	17
<b>Total</b>	<b>244</b>	<b>159</b>

### **Update on school building program**

#### **Coldfall**

The main school expansion works are completed and the school will admit its fourth expanded cohort in September 2008.

#### **Tetherdown**

The first 60 children cohort were admitted in September 2006. The 2007 reception cohort had a staggered admission. The eldest 30 children started in September 2007. The youngest 30 children started in January 2008. This variation was agreed by the schools adjudicator and published in the reception admission booklet for 2007/08. The 2008 cohort will all enter the school this September.

### **Children's Centre development**

There are no developments currently in this planning area. We are in discussions with Barnet on cross border provision.

### **Conclusion**

The projections for 4 year olds show a continuing upward trend. This is supported by increasing birth rates and a number of housing developments. This area is characterised by low mobility, steady growth in school population and high demand for school places.

First place preferences for schools in planning area 1 has declined since last year, however, applications from parents living in PA 1 has remained high.

Planning area 1 still has pressure for places, as all of the schools are oversubscribed and popular, with large numbers of reception applications received from parents in this area. We have recently expanded both Tetherdown and Coldfall within this planning area to alleviate some of this pressure. However, it would be prudent if additional capacity for this area was considered. This is discussed further detail in sections 9 and 11, earlier in the report.

## Planning area 2

This planning area incorporates Highgate ward.

Table 2.1: Schools, PANs, reception numbers and unfilled reception places in planning area 2

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Highgate Primary School	56	52	4
St Michael's CE Primary N6	60	60	0
PA 2 Total	116	112	4

Table: 2.2 GLA projections for planning area 2

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		110	116	-
2002/3		110	116	142
2003/4	142	115	116	174
2004/5	164	114	116	188
2005/6	146	116	116	162
2006/7	142	110	116	127
2007/8	118	112	116	113
2008/9	176	112	116	129
2009/10	141	112	116	
2010/11	155	113	116	
2011/12		112	116	
2012/13		112	116	
2013/14		114	116	

Table 2.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Highgate Primary School	56	74	88	62	46	40	43
St Michael's CE Primary N6	86	100	100	100	81	73	86
Totals	142	174	188	162	127	113	129

Table 2.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Highgate Primary School*	313	328	330	341	355	340	340
St Michael's CE Primary N6	409	413	413	412	407	406	406
<b>Totals</b>	<b>722</b>	<b>741</b>	<b>743</b>	<b>753</b>	<b>762</b>	<b>746</b>	<b>746</b>
<b>Total Capacity</b>	<b>786</b>	<b>812</b>	<b>812</b>	<b>812</b>	<b>812</b>	<b>812</b>	<b>812</b>
<b>Percentage of Surplus capacity</b>	<b>8.14%</b>	<b>8.74%</b>	<b>8.5%</b>	<b>7.27%</b>	<b>6.16%</b>	<b>8.13%</b>	<b>8.13%</b>

\*Highgate primary was expanded in Sep 1996 to take 56 pupils.

Table 2.5: Total School Roll trends by year group

Year	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1997	107	100	97	88	99	93	83	667
1998	111	104	99	89	80	92	83	658
1999	111	106	107	92	89	79	95	679
2000	98	115	102	96	89	85	70	655
2001	118	101	113	102	94	85	88	701
2002	110	112	102	103	101	99	85	712
2003	110	110	107	103	111	103	97	741
2004	115	111	113	103	100	102	99	743
2005	114	116	116	101	100	101	105	753
2006	116	114	115	98	99	98	104	762
2007	110	112	111	110	106	95	102	746
2008	112	104	108	113	113	105	95	746

Table 2.6: 2007 Mobility

School	Total
Highgate Primary School	32%
St Michael's CE Primary N6	16%

Table 2.7: 2007 Temporary accommodation units

Ward	Number of units
Highgate	11
<b>Totals</b>	<b>11</b>

Table 2.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Highgate Primary School	97%	17%	39%	65%	35%
PA2 Total	97%	17%	39%	65%	35%

### Completed building developments in PA 2 since 2002

There have been 2 major housing developments completed since 1996.

Table 2.9: Completed building developments in PA 2

Site	Number of units	Child yield calculation
16-18 Stanhope Road	20	12
Cholmeley Dene / Copley Dene	21	26
Total	41	38

### Proposed housing developments in PA 2

There is one proposed major housing developments in PA2.

Table 2.10: Proposed housing developments in PA 2

Site	Number of units	Child yield calculation
Elizabeth House, Winchester Place N6	19	9
Total	19	9

### Children's Centre development

It is proposed that Highgate Primary will have a phase 2 children's centre to support the Highgate community.

## Conclusion

The roll projections for 4 year olds indicate relative stability around the current numbers. This area is characterised by high mobility. There has been a steady growth in the school population over the past 11 years. There are relatively few major building works and no known plans in the area that would have additional impact upon the demand for school places.

Demand for school places in Highgate ward has slightly increased for September 2008 – back to the same level in September. The situation will be closely monitored to ensure the recent school expansion programmes do not create instability within these schools.

The need for school places in this PA will be kept under regular review.

### Planning area 3

This planning area incorporates the Hornsey and Crouch End wards.

Table 3.1: Schools, PANs, reception numbers and unfilled reception places in planning area 3

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Campsbourne Infants	60	52	8
Campsbourne Junior			
Coleridge Primary*	120	117	3
Rokesly Infants	90	90	0
Rokesly Junior			
St Gildas' RC Junior			
St Mary's CE Infant	60	60	0
St Mary's CE Junior			
St Peter in Chains RC Infants	60	51	9
<b>Totals</b>	<b>390</b>	<b>370</b>	<b>20</b>

\*120 from Sep 2007

Table 3.2: GLA projections for planning area 3

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		316	321	-
2002/3		311	321	410
2003/4	325	310	330	390
2004/5	317	324	330	418
2005/6	350	327	330	422
2006/7	347	329	330	385
2007/8	370	370	390	370
2008/9	381	364	390	406
2009/10	395	373	390	
2010/11	368	384	390	
2011/12		388	390	
2012/13		390	390	
2013/14		395	390	

Table 3.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Campsbourne Infants	57	45	63	49	40	40	38
Campsbourne Junior							
Coleridge Primary	108	100	104	114	132	141	157
Rokesly Infants	111	105	111	119	89	83	99
Rokesly Junior							
St Gildas' RC Junior							
St Mary's CE Infant	74	80	80	80	67	62	66
St Mary's CE Junior							
St Peter in Chains RC Infants	60	60	60	60	57	44	46
<b>Totals</b>	<b>410</b>	<b>390</b>	<b>418</b>	<b>422</b>	<b>385</b>	<b>370</b>	<b>406</b>

Table 3.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Campsbourne Infants / Junior	462	405	373	356	343	343	334
Coleridge Primary	419	417	416	415	411	415	476
Rokesly Infants / Junior*	575	563	582	576	587	602	617
St Gildas' RC Junior	217	203	209	213	213	217	226
St Mary's CE Infant / Junior	387	375	386	390	395	396	382
St Peter in Chains RC Infants	161	163	165	162	172	174	169
<b>Totals</b>	<b>2221</b>	<b>2126</b>	<b>2131</b>	<b>2112</b>	<b>2121</b>	<b>2147</b>	<b>2204</b>
<b>Total Capacity</b>	<b>2247</b>	<b>2256</b>	<b>2265</b>	<b>2274</b>	<b>2283</b>	<b>2292</b>	<b>2361</b>
<b>Percentage of Surplus capacity</b>	<b>1.6%</b>	<b>5.7%</b>	<b>5.9%</b>	<b>7.1%</b>	<b>7%</b>	<b>6.3%</b>	<b>6.6%</b>

\*Rokesly was expanded in Sep 2003 to take 90 pupils.

\* Coleridge was expanded in Sep 2007 to take 120 pupils



Table 3.5: Total School Roll trends by year group

Year	Rolls PA 3							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	332	326	360	335	302	308	301	2264
1998	339	338	328	330	334	312	308	2289
1999	331	344	337	323	322	318	313	2288
2000	324	327	339	315	320	313	299	2237
2001	331	319	320	326	313	307	304	2220
2002	316	328	310	317	337	314	299	2221
2003	311	315	318	295	289	311	287	2126
2004	310	313	313	310	297	287	301	2131
2005	324	302	304	317	294	284	287	2112
2006	327	324	300	293	311	285	281	2121
2007	329	315	321	300	295	306	281	2147
2008	370	327	313	316	295	390	293	2204

Table 3.6: 2007 Mobility

School	Total
Campsbourne Infants	9%
Campsbourne Junior	19%
Coleridge Primary	17%
Rokesly Infants	3%
Rokesly Junior	12%
St Gildas' RC Junior	8%
St Mary's CE Infant	5%
St Mary's CE Junior	12%
St Peter in Chains RC Infants	7%

Table 3.7: 2007 Temporary accommodation units

Ward	Number of units
Crouch End	63
Hornsey	161
Totals	224

Table 3.8: Summary of distances pupils live from their school

School Name	% of pupils postcode s mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Campsbourne Infants School	99%	58%	77%	84%	16%
Campsbourne Junior School	97%	54%	73%	85%	15%
Coleridge Primary School	100%	37%	79%	92%	8%
Rokesly Infant School	100%	59%	90%	93%	7%
Rokesly Junior School	99%	51%	85%	90%	10%
PA3 Total	99%	49%	82%	90%	10%

### Completed building developments in PA 3

There have been 7 major housing developments completed since 1996.

Table 3.9: Completed building developments in PA 3

Site	Number of units	Child yield calculation
Former Hornsey waterworks (phase i)	223	40
130-132 Tottenham Lane	75	29
Duke House, 75 Crouch Hall Road	14	8
Telecom House , Crouch End Hill	84	40
Holly Innocents Vicarage, Hillfield Avenue	12	5
122 Hillfield Avenue	21	15
12 Shepherds Hill	15	8
<b>Total</b>	<b>444</b>	<b>145</b>

### Proposed housing developments in PA 3 since 2002

There are 2 major housing developments currently being considered and 7 major housing developments have been granted by the planning authority.

Table 3.10: Proposed housing developments in PA 3

Site	Decision	Number of units	Child yield calculation
Womersley House, Womersley Road and, Dickenson House Dickenson Road	Pending	44	27
72-96 Park Road N8	Granted	40	12
40 Coleridge Road N8	Granted	8	11
Telecom House Crouch End Hill	Granted	84	40
124 Hillfield Avenue N8	Granted	11	4
Former Hornsey Waterworks High Street N8	Granted	397	109
159 Tottenham Lane	Pending	13	6
42-48 Newland Road	Granted	12	14
Roden Court, 113-115 Hornsey Lane, N6 5NL	Granted	136	25
<b>Total</b>		<b>745</b>	<b>248</b>

### Children's Centre development

Stonecroft children's centre will support the Muswell Hill communities. This is a phase one centre and offers a range of services.

Campsbourne Infant & Junior schools have been designated as part of a phase 2 centre to support the Hornsey community.

### Update on school building program

#### Coleridge

The first reception cohort of 120 children was admitted in September 2007. Building works are on schedule to allow the second cohort of 120 to enter the school in September 2008.

## Conclusion

The projections for 4 year olds show a continuing upward trend. This is supported by increasing birth rates and a number of housing developments. This area is characterised by low mobility, steady growth in school population and high demand for school places.

The first 120 cohort was admitted to Coleridge in September 2007 and was full. By creating the additional 60 places, we are currently meeting local demand and are confident that there will be enough local school places to meet current and foreseeable future demand of local parents.

## Planning area 4

This planning area incorporates Stroud Green ward.

Table 4.1: Schools, PANs, reception numbers and unfilled reception places in planning area 4

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
St Aidan's	30	30	0
Stroud Green	60	51	9
Weston Park	30	30	0
<b>Totals</b>	<b>120</b>	<b>111</b>	<b>9</b>

Table 4.2: GLA projections for planning area 4

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		122	120	-
2002/3		118	120	145
2003/4	188	111	120	155
2004/5	196	109	120	188
2005/6	183	118	120	181
2006/7	172	113	120	136
2007/8	184	111	120	142
2008/9	188	115	120	150
2009/10	174	117	120	
2010/11	182	118	120	
2011/12		118	120	
2012/13		117	120	
2013/14		118	120	

Table 4.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
St Aidan's	49	62	78	73	57	49	52
Stroud Green	57	54	51	45	41	33	42
Weston Park	39	39	59	63	38	60	56
<b>Totals</b>	<b>145</b>	<b>155</b>	<b>188</b>	<b>181</b>	<b>136</b>	<b>142</b>	<b>150</b>

Table 4.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
St Aidan's	212	210	210	210	209	207	210
Stroud Green	379	372	344	328	333	329	327
Weston Park	233	232	231	229	226	230	206
<b>Totals</b>	<b>824</b>	<b>814</b>	<b>785</b>	<b>767</b>	<b>768</b>	<b>766</b>	<b>743</b>
<b>Total Capacity</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>
<b>Percentage of Surplus capacity</b>	<b>1.9%</b>	<b>3.1%</b>	<b>6.5%</b>	<b>8.6%</b>	<b>8.5%</b>	<b>8.8%</b>	<b>11.5%</b>

Table 4.5: Total School Roll trends by year group

Year	Rolls PA 4							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	134	128	74	76	70	73	54	609
1998	128	130	118	109	78	69	76	708
1999	138	124	132	117	109	72	66	758
2000	129	118	110	129	115	109	69	779
2001	145	130	117	110	125	112	109	848
2002	118	145	112	120	114	111	109	829
2003	118	118	136	111	110	110	111	814
2004	111	117	113	131	101	103	109	785
2005	109	109	113	111	126	102	97	767
2006	118	114	104	107	105	120	100	768
2007	113	117	114	100	104	102	116	766
2008	111	108	119	109	95	100	101	743

Table 4.6: 2007 Mobility

School	Total
St Aidan's	10%
Stroud Green	14%
Weston Park	14%

Table 4.7: 2007 Temporary accommodation units

Ward	Number of units
Stroud Green	68
<b>Totals</b>	<b>68</b>

Table 4.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Stroud Green Primary School	96%	53%	78%	86%	14%
Weston Park Primary School	100%	73%	86%	92%	8%
PA4 Total	97%	61%	81%	88%	12%

#### Completed building developments in PA 4

There has been one major housing development in this area.

Table 4.9: Completed building developments in PA 4

Site	Number of units	Child yield calculation
6-18 Mount Pleasant Villas	16	5

#### Proposed housing developments in PA 4 since 2002

There are no major housing developments proposed in PA4.

#### Children's Centre development

Stroud Green Primary school has a children's centre to support the Stroud Green community. This is a phase one centre and offers the full range of services.

## Conclusion

The roll projections for 4 year olds indicated relative stability around the current numbers. This area has a low mobility. The school population has fluctuated over the past 11 years, but has become more stable in the past 5 years.

Demand for schools in this planning area remains high. Rolls fell slightly this year – predominately at one school. With the extra 60 reception places created by the expansion of Coleridge primary in Crouch End, we should be in a position to offer parents one of their preferences, for the foreseeable future. We will continue to closely monitor the effects of the Coleridge expansion on Stroud Green primary.

This situation will be kept under continuous review.



## Planning area 5

This planning area incorporates Harringay ward.

Table 5.1: Schools, PANs, reception numbers and unfilled reception places in planning area 5

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
North Harringay Primary*	81	69	12
South Harringay Infants	60	60	0
South Harringay Juniors			
<b>Totals</b>	<b>141</b>	<b>129</b>	<b>12</b>

\* North Harringay PAN will reduced from 81 to 60 from Sep 2009

Table 5.2: GLA projections for planning area 5

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		138	141	-
2002/3		121	141	118
2003/4	207	110	141	138
2004/5	194	139	141	118
2005/6	198	133	141	117
2006/7	191	131	141	105
2007/8	215	129	141	105
2008/9	229	135	141	103
2009/10	215	138	120	
2010/11	233	139	120	
2011/12		139	120	
2012/13		139	120	
2013/14		141	120	

Table 5.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
North Harringay Primary	63	64	67	68	49	55	52
South Harringay Infants	55	74	51	49	56	50	51
South Harringay Juniors							
<b>Total</b>	<b>118</b>	<b>138</b>	<b>118</b>	<b>117</b>	<b>105</b>	<b>105</b>	<b>103</b>

Table 5.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
North Harringay Primary	424	423	410	434	441	465	465
South Harringay Infants	177	176	170	177	172	162	167
South Harringay Juniors	221	235	224	223	230	219	221
<b>Totals</b>	<b>822</b>	<b>834</b>	<b>804</b>	<b>834</b>	<b>847</b>	<b>846</b>	<b>853</b>
<b>Total Capacity</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>
<b>Percentage of Surplus capacity</b>	<b>16.71%</b>	<b>15.50%</b>	<b>18.54%</b>	<b>15.50%</b>	<b>14.18%</b>	<b>14.29%</b>	<b>13.6%</b>

Table 5.5: Total School Roll trends by year group

Year	Rolls PA 5							Total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	137	137	143	124	126	110	113	890
1998	134	145	127	150	125	132	116	929
1999	128	146	147	120	150	117	132	940
2000	116	129	132	134	117	144	119	891
2001	127	107	124	130	129	109	147	873
2002	138	118	107	115	120	118	106	822
2003	121	139	114	107	115	118	120	834
2004	108	119	131	114	101	116	115	804
2005	139	116	121	136	116	97	109	834
2006	134	127	115	117	140	112	102	847
2007	131	128	126	114	113	125	109	846
2008	129	131	120	113	120	114	126	853

Table 5.6: 2007 Mobility

School	Total
North Harringay Primary	Data not available
South Harringay Infants	11%
South Harringay Juniors	24%

Table 5.7: 2007 Temporary accommodation units

Ward	Number of units
Harringay	234
<b>Total</b>	<b>234</b>

Table 5.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
North Harringay Primary School	99%	58%	78%	85%	15%
South Harringay Infant School	98%	54%	82%	90%	10%
South Harringay Junior School	96%	46%	74%	83%	17%
<b>PA5 Total</b>	<b>98%</b>	<b>54%</b>	<b>78%</b>	<b>86%</b>	<b>14%</b>

### Completed building developments in PA 5

There have been 8 major housing developments completed since 1996.

Table 5.9: Completed building developments in PA 5

Site	Number of units	Child yield calculation
Former filling station, 278b Wightman Road	14	7
Coliseum, Green Lanes	15	1
Dylan Thomas House, Denmark Road	31	31
4-14 The Mews, Turnpike Lane	12	3
461 West Green Road	12	1
Railway Approach, 010 Wightman Road	13	1
Dylan Thomas House, Denmark Road	12	6
Wightman road depot, Wightman Road	17	2
<b>Total</b>	<b>126</b>	<b>52</b>

### **Proposed housing developments in PA 5 since 2002**

There are no major housing developments proposed in PA 5

### **Children's Centre development**

It is proposed that South Harringay Infant & Junior schools will be a designated children's centre as part of phase 3 development to support the Harringay community.

It is proposed that North Harringay Primary school will link into the South Harringay Infant & Junior school children's centre.

### **Conclusion**

The roll projections for 4 year olds indicated relative stability around the current numbers. The school population has fluctuated over the past 11 years, but has become more stable in the past 4 years.

Demand for school places for North Harringay has declined slightly for September 2007. This could possibly be a consequence of the extra 60 places created by the expansion of Coleridge primary in Crouch End, as parents living in Crouch End are more likely to receive a place more local to them and will not have to cross the travel barrier of the Kings Cross railway line to attend a school allocated to them.

In consultation with North Harringay we will be reducing their PAN to 60 from 81 for September 2009. Any future increases back to 81 will be considered if there is sufficient and continued demand for the places.

This situation will be kept under continuous review.

## Planning area 6

This planning area incorporates St Ann's, and parts of Seven Sisters and West Green wards.

Table 6.1: Schools, PANs, reception numbers and unfilled reception places in planning area 6

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Chestnuts Primary	60	61	+1
Seven Sisters Primary*	60	58	2
St Ann's CE Primary	30	30	0
St John Vianney RC	30	29	1
St Mary's RC Infant	60	60	0
St Mary RC Junior			
West Green Primary	30	30	0
<b>Totals</b>	<b>270</b>	<b>268</b>	<b>2</b>

\*Seven sisters PAN was reduced to 60 from Sep 2007

Table 6.2: GLA projections for planning area 6

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		296	291	-
2002/3		285	291	310
2003/4	198	271	291	303
2004/5	222	284	291	300
2005/6	212	273	291	307
2006/7	215	271	291	222
2007/8	233	268	270	245
2008/9	214	281	270	272
2009/10	241	283	270	
2010/11	221	291	270	
2011/12		293	270	
2012/13		294	270	
2013/14		298	270	

Table 6.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Chestnuts Primary	47	63	53	60	30	35	45
Seven Sisters Primary	82	60	62	56	36	47	58
St Ann's CE Primary	53	50	50	50	28	40	31
St John Vianney RC	30	30	30	30	36	40	49
St Mary's RC Infant	56	56	58	56	53	50	61
St Mary RC Junior							
West Green Primary	42	44	47	55	39	33	28
<b>Total</b>	<b>310</b>	<b>303</b>	<b>300</b>	<b>307</b>	<b>222</b>	<b>245</b>	<b>272</b>

Table 6.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Chestnuts Primary	397	405	397	394	401	402	380
Seven Sisters Primary	584	574	523	533	515	432	392
St Ann's CE Primary	206	210	203	209	198	203	208
St John Vianney RC	207	210	202	201	202	205	201
St Mary's RC Infant	178	176	120	178	172	176	178
St Mary RC Junior	235	236	235	239	230	238	237
West Green Primary	214	210	198	220	220	214	211
<b>Total</b>	<b>2021</b>	<b>2007</b>	<b>1938</b>	<b>1974</b>	<b>1938</b>	<b>1870</b>	<b>1807</b>
<b>Total Capacity</b>	<b>2037</b>	<b>2037</b>	<b>2037</b>	<b>2037</b>	<b>2037</b>	<b>2037</b>	<b>2016</b>
<b>Percentage of Surplus capacity</b>	<b>0.79%</b>	<b>1.47%</b>	<b>4.86%</b>	<b>3.10%</b>	<b>4.86%</b>	<b>8.2%</b>	<b>10.4%</b>

\*Seven Sisters Primary reduced it's Pan in Sep 07 to take 60 pupils per year

Table 6.5: Total School Roll trends by year group

Year	Rolls PA 6							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	307	300	295	284	294	260	274	2014
1998	276	308	293	289	281	297	261	2005
1999	284	282	298	276	289	283	290	2002
2000	302	293	276	286	281	283	282	2003
2001	286	303	293	274	294	288	281	2019
2002	296	287	293	293	275	291	286	2021
2003	285	303	285	290	284	271	289	2007
2004	230	290	293	278	294	288	265	1938
2005	284	274	286	291	267	284	288	1974
2006	273	284	269	275	281	273	283	1938
2007	271	264	268	247	278	269	273	1870
2008	268	266	256	255	236	266	257	1807

Table 6.6: 2007 Mobility

<b>School</b>	<b>Total</b>
Chestnuts Primary	Data not available
Seven Sisters Primary	24%
St Ann's CE Primary	19%
St John Vianney RC	15%
St Mary's RC Infant	9%
St Mary RC Junior	16%
West Green Primary	22%

Table 6.7: 2007 Temporary accommodation units

<b>Ward</b>	<b>Number of units</b>
St. Ann's	167
<b>Total</b>	<b>167</b>

Table 6.8: Summary of distances pupils live from their school

<b>School Name</b>	<b>% of pupils postcode s mapped</b>	<b>% of pupils living between 0-0.3 miles from the school</b>	<b>% of pupils living between 0-0.6 miles from the school</b>	<b>% of pupils living between 0-1 miles from the school</b>	<b>% of pupils living 1 miles or more from the school</b>
Chestnut's Primary School	99%	51%	73%	84%	12%
Seven Sisters Primary School	97%	52%	79%	88%	12%
West Green Primary School	100%	55%	77%	89%	11%
<b>PA6 Total</b>	<b>98%</b>	<b>52%</b>	<b>76%</b>	<b>86%</b>	<b>14%</b>

### Completed building developments in PA 6

There have been 3 major housing developments completed since 1996.

Table 6.9: Completed building developments in PA 6

Site	Number of units	Child yield calculation
250-266 St Ann's Road	71	31
The Salisbury Public House, Green Lanes	14	1
Conway Road Depot, Conway Road	11	4
<b>Total</b>	<b>96</b>	<b>36</b>

### Proposed housing developments in PA 6 since 2002

There is 1 major housing development currently being considered and 1 major housing development granted by the planners.

Table 6.10: Proposed housing developments in PA 6

Site	Decision	Number of units	Child yield calculation
20-22 Avenue Road N15	Pending	12	1
Dagmar Arms, Cornwall Road N15 5AR	Granted	25	10
<b>Total</b>		<b>37</b>	<b>11</b>

### Children's Centre development

Woodlands Park children's centre (formally Known as Woodlands Park EEC & Nursery). This is a phase one centre and offers the full range of services.

Seven Sisters Primary school will incorporate South Grove children's centre as part phase 2 development to support the St Ann's & part Tottenham Green communities.

### Conclusion

The birth rate and reception class projections indicate relative stability. Demand for school places has increased since last year indicating that both schools in this planning area are gaining in popularity and the population is increasing. This area has high mobility and has a high number of temporary accommodation units.



Following the PAN reduction at Seven Sisters primary, the current reception classes are full. Although the school's population has fluctuated over the past 11 years, we are expecting rolls to stabilise.

The situation will be kept under annual review.

## Planning area 7

This planning area incorporates the majority of Seven Sisters ward.

Table 7.1: Schools, PANs, reception numbers and unfilled reception places in planning area 7

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Crowland	60	50	10
St Ignatius RC primary	60	59	1
Stamford Hill primary	30	30	0
Tiverton primary	60	50	10
<b>Totals</b>	<b>210</b>	<b>189</b>	<b>21</b>

Table 7.2: GLA projections for planning area 7

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		211	210	
2002/3		205	210	215
2003/4	279	189	210	192
2004/5	244	169	210	205
2005/6	242	173	210	187
2006/7	240	183	210	135
2007/8	240	189	210	162
2008/9	268	187	210	168
2009/10	269	189	210	
2010/11	281	194	210	
2011/12		194	210	
2012/13		195	210	
2013/14		197	210	

Table 7.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Crowland	57	59	54	55	24	41	54
St Ignatius RC primary	65	65	65	65	59	52	49
Stamford Hill primary	42	28	42	30	18	28	24
Tiverton primary	51	40	44	37	34	41	41
<b>Total</b>	<b>215</b>	<b>192</b>	<b>205</b>	<b>187</b>	<b>135</b>	<b>162</b>	<b>168</b>

Table 7.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Crowland	392	380	367	348	343	317	331
St Ignatius RC primary	419	396	342	357	363	361	372
Stamford Hill primary	201	187	188	193	187	172	172
Tiverton primary	338	343	314	318	344	346	346
<b>Total</b>	<b>1350</b>	<b>1306</b>	<b>1211</b>	<b>1216</b>	<b>1237</b>	<b>1196</b>	<b>1223</b>
<b>Total Capacity</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>
<b>Percentage of Surplus capacity</b>	<b>8.16%</b>	<b>11.16%</b>	<b>17.62%</b>	<b>17.28%</b>	<b>15.85%</b>	<b>18.64%</b>	<b>16.81%</b>

Table 7.5: Total School Roll trends by year group

Year	Rolls PA 7							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	197	199	179	202	179	165	168	1289
1998	188	204	190	179	205	174	171	1311
1999	182	204	203	198	170	195	175	1327
2000	189	171	189	202	186	164	200	1301
2001	201	190	169	188	203	186	169	1306
2002	221	211	183	165	190	202	178	1350
2003	205	199	184	182	149	183	204	1306
2004	153	190	188	181	169	148	182	1211
2005	169	178	194	182	174	170	149	1216
2006	173	158	183	196	192	171	164	1237
2007	183	163	156	169	184	176	165	1196
2008	189	186	154	164	166	187	177	1223

Table 7.6: 2007 Mobility

School	Total
Crowland	31%
St Ignatius RC primary	16%
Stamford Hill primary	30%
Tiverton primary	28%

Table 7.7: 2007 Temporary accommodation units

Ward	Number of units
Seven Sisters	192
<b>Total</b>	<b>192</b>

Table 7.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Crowland Primary School	96%	39%	70%	84%	16%
Stamford Hill Primary School	97%	40%	65%	74%	26%
Tiverton Primary School	99%	58%	74%	82%	18%
<b>PA7 Total</b>	<b>97%</b>	<b>47%</b>	<b>71%</b>	<b>81%</b>	<b>19%</b>

**Completed building developments in PA 7**

There has been one major housing development completed since 1996.

Table 7.9: Completed building developments in PA 7

Site	Number of units	Child yield calculation
Woodberry Down Baptist Church, Varsity Road.	24	2

**Proposed housing developments in PA 7 since 2002**

There are 2 major housing development currently being considered and 6 major housing developments granted by the planners.

Table 7.10: Proposed housing developments in PA 7

Site	Decision	Number of units	Child yield calculation
318-320 High Road N15	Pending	15	6
Arena Estate off Finsbury Park Avenue N4	Granted	28	13
Corner of Lemsford Close & Grovelands Road N15	Granted	58	25
Omega Works Hermitage Road N4 1NA	Granted	66	10
Former Goods Yard Site adjacent to S. Tottenham Station, High Road N15	Granted	246 (225 bedsits)	7
145-156 High Road N15	Pending	27	7
381-481 Seven Sisters Road	Granted	27	32
242-274 Hermitage Road N4 1NR	Granted	20	15
<b>Total</b>		<b>487</b>	<b>114</b>

A major development of 4000 units of affordable housing (of which 2000 units is new housing) is planned over in the Hackney border on the Woodbury Down estate by Seven Sisters road. Hackney council will be expanding Woodbury Down primary school to 3fe, from September 2009 to meet the expected increase in demand.

### **Children's Centre development**

The Triangle children, young people and community centre (incorporating Plevna Children's centre) is a phase one centre offering the full range of services.

Continuation of partnership work with LB Hackney to develop a service plan for the Lubavitch Children's Centre in Stamford Hill to support the Orthodox Jewish Charedi community living in Seven Sisters.

### **Conclusion**

Rolls are currently increasing within this planning area and reception figures are at a five year high. This area is characterised by high mobility.

The Woodbury Down development over the Hackney border will have an impact on school rolls in this area. The expectation is for school rolls to increase in the area within the next 3 - 4 years, once families are moved back into the Woodbury Down development. For further information on Hackney's school development plans for Woodbury Down please see Appendix 4 paragraphs 13-15.

The situation for school places will be kept under regular review.

## Planning area 8

This planning area incorporates Tottenham Green ward.

Table 8.1: Schools, PANs, reception numbers and unfilled reception places in planning area 8

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Earlsmead	60	60	0
Welbourne	60	60	0
Totals	120	120	0

Table 8.2: GLA projections for planning area 8

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		124	120	-
2002/3		110	120	102
2003/4	225	111	120	126
2004/5	250	110	120	113
2005/6	251	99	120	102
2006/7	246	120	120	90
2007/8	288	120	120	107
2008/9	257	122	120	111
2009/10	252	124	120	
2010/11	259	129	120	
2011/12		131	120	
2012/13		131	120	
2013/14		133	120	

Table 8.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Earlsmead	49	75	63	47	35	51	65
Welbourne	53	51	50	55	55	56	46
Total	102	126	113	102	90	107	111

Table 8.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Earlsmead	398	398	396	392	386	379	370
Welbourne	367	384	358	366	370	376	380
<b>Total</b>	<b>765</b>	<b>782</b>	<b>754</b>	<b>758</b>	<b>753</b>	<b>755</b>	<b>750</b>
<b>Total Capacity</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>	<b>840</b>
<b>Percentage of total</b>	<b>8.93%</b>	<b>6.91%</b>	<b>10.24%</b>	<b>9.76%</b>	<b>10.36%</b>	<b>10.12%</b>	<b>10.71%</b>
<b>Surplus capacity</b>							

Table 8.5: Total School Roll trends by year group

Year	Rolls PA 8							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	108	94	94	81	87	77	80	621
1998	111	106	86	98	69	85	70	625
1999	116	105	108	76	101	73	80	659
2000	116	114	112	112	71	105	85	715
2001	119	117	114	116	109	80	105	760
2002	124	115	110	109	116	115	76	765
2003	110	119	119	113	108	108	105	782
2004	111	108	115	112	107	102	99	754
2005	110	114	110	108	115	99	102	758
2006	99	115	111	113	109	107	99	753
2007	120	96	113	107	110	104	103	755
2008	120	118	97	108	107	105	95	750

Table 8.6: 2007 Mobility

School	Total
Earlsmead	30%
Welbourne	33%

Table 8.7: 2007 Temporary accommodation units

Ward	Number of units
Tottenham Green	173
<b>Total</b>	<b>173</b>

Table 8.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Earlsmead Primary School	95%	58%	76%	85%	15%
Welbourne Primary School	97%	45%	65%	82%	18%
<b>PA8 Total</b>	<b>96%</b>	<b>51%</b>	<b>71%</b>	<b>83%</b>	<b>17%</b>

### Completed building developments in PA 8

There have been 5 major housing developments completed since 1996.

Table 8.9: Completed building developments in PA 8

Site	Number of units	Child yield calculation
Former Goods Yard Site, High Road	246 (majority are studio flats)	6
Jewish Home And Hospital, 295 High Road	63	34
Jewish Home And Hospital, 295 High Road	16	11
Former Stone Works, Dorset Road	12	9
Mountford House, Tottenham Green East	25	14
Playground Site adjoining Stainby Road, Monument Way	9	6
<b>Total</b>	<b>371</b>	<b>80</b>



### Proposed housing developments in PA 8 since 2002

There is 1 major housing development currently being considered and five major housing developments have been granted by the planning department.

Table 8.10: Proposed housing developments in PA 8

Site	Decision	Number of units	Child yield calculation
1 & 2 Tottenham Green East & 280-288 High Road N17	Granted	22	4
280-296 High Road & 1-3 Tottenham Gr. East N15 4DQ	Granted	30	12
344 High Road N15 4BN	Granted	41	15
278 High Road N15 4AJ	Granted	14	8
Saltram Close Housing Estate N15	Granted	44	33
Wards Corner High Road N15	Pending	197	99
<b>Total</b>		<b>348</b>	<b>171</b>

Building work has began on Hale village (former GLS Site). The location of the development is around Tottenham Hale station. There will be 1210 units within the Hale Village development, yielding an estimated 608 children (see PA 9). A separate application will be submitted for the current Hale Wharf site. It is anticipated that the planning application will be for approximately 500 units.

### Children's Centre development

Welbourne primary school now incorporates a designated children's centre as part of the phase 2 development to support part of the Tottenham Green and part of the Bruce Grove communities.

Earlsmead primary school now incorporates a designated children's centre as part of the phase 2 development to support part of the Tottenham Hale and part of the Tottenham Green communities.

### Conclusion

Currently the birth rate and reception class projections remain steady. However we expect these trends to raise once the large housing developments in the area become populated. Due the extent of building development planned for Tottenham Hale, we are proposing that consultation for additional school provision is undertaken from September 2009. This will allow us to implement the additional capacity by September 2014. This is discussed in further detail in section 12 of this report.

We will continue to closely monitor the school places situation for this area.

## Planning area 9

This planning area incorporates Tottenham Hale ward.

Table 9.1: Schools, PANs, reception numbers and unfilled reception places in planning area 9

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Coleraine Park Primary	60	60	0
Ferry Lane Primary	30	30	0
Mulberry Primary	90	87	3
The Green CE Primary	30	30	0
<b>Totals</b>	<b>210</b>	<b>207</b>	<b>3</b>

Table 9.2: GLA projections for planning area 9

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		209	210	
2002/3		196	210	195
2003/4	253	198	210	207
2004/5	257	197	210	201
2005/6	266	203	210	186
2006/7	245	198	210	151
2007/8	249	207	210	158
2008/9	261	200	210	142
2009/10	242	200	210	
2010/11	257	202	210	
2011/12		200	210	
2012/13		199	210	
2013/14		201	210	

Table 9.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Coleraine Park Primary	44	51	66	46	33	33	28
Ferry Lane Primary	38	38	31	27	11	29	21
Mulberry Primary	73	88	74	73	82	71	62
The Green CE Primary	40	30	30	40	25	25	31
<b>Total</b>	<b>195</b>	<b>207</b>	<b>201</b>	<b>186</b>	<b>151</b>	<b>158</b>	<b>142</b>

Table 9.4: Total number of pupils on roll (reception to year 6)

Year	Rolls PA 9							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	194	198	189	203	197	196	157	1334
1998	199	205	197	187	198	203	193	1382
1999	190	209	208	199	197	195	188	1386
2000	195	204	211	209	197	197	184	1397
2001	196	210	208	217	205	197	193	1426
2002	209	204	207	209	211	198	190	1428
2003	196	211	201	205	195	204	204	1416
2004	198	210	207	202	203	194	200	1414
2005	197	194	206	209	191	200	198	1395
2006	203	195	189	211	209	193	194	1394
2007	198	195	198	188	211	204	196	1374
2008	207	195	189	187	188	189	202	1358

Table 9.5: Total School Roll trends by year group

School	2002	2003	2004	2005	2006	2007	2008
Coleraine Park Primary	415	414	404	407	401	399	390
Ferry Lane Primary	207	195	197	199	193	187	190
Mulberry Primary	604	606	613	585	607	598	593
The Green CE Primary	202	201	200	204	193	190	185
<b>Total</b>	<b>1428</b>	<b>1416</b>	<b>1414</b>	<b>1395</b>	<b>1394</b>	<b>1374</b>	<b>1358</b>
<b>Total Capacity</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>	<b>1470</b>
<b>Percentage of Surplus capacity</b>	<b>2.86%</b>	<b>3.67%</b>	<b>3.81%</b>	<b>5.10%</b>	<b>5.17%</b>	<b>6.53%</b>	<b>7.61%</b>

Table 9.6: 2007 Mobility

School	Total
Coleraine Park Primary	28 %
Ferry Lane Primary	17%
Mulberry Primary	32%
The Green CE Primary	21%

Table 9.7: 2007 Temporary accommodation units

Ward	Number of units
Tottenham Hale	355
<b>Total</b>	<b>355</b>

Table 9.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Coleraine Park Primary School	99%	52%	75%	85%	15%
Ferry Lane Primary School	98%	72%	76%	91%	9%
Mulberry Primary School	98%	53%	80%	89%	11%
<b>PA9 Total</b>	<b>98%</b>	<b>56%</b>	<b>78%</b>	<b>88%</b>	<b>12%</b>

### Completed building developments in PA 9

There have been 4 major housing developments completed since 1996.

Table 9.9: Completed building developments in PA 9

Site	Number of units	Child yield calculation
636-638 High Road	26	7
Former Dairycrest Depot, Hampden Lane	28	13
178 Landsdowne Road	26	11
Former Wisepart Ltd. Factory Lane	14	2
<b>Total</b>	<b>94</b>	<b>33</b>

### Proposed housing developments in PA 9 since 2002

Seven major housing developments have been granted in PA9. Together there is a combined unit total of 197. The estimate for the child yield is 78. One housing development is pending agreement by the planning department.

Table 9.9: Proposed housing developments in PA 9

Site	Decision	Number of units	Child yield calculation
148-156 High Road N15	Pending	27	6
612 High Road N17	Granted	18	4
658 High Road N17	Granted	13	13
691-693 High Road N17	Granted	58	24
22-70 Dowsett Road N17 9DD	Granted	19	8
143 Broad Lane N15 4QX	Granted	54	10
Silver Industrial Estate. Reform Row N17	Granted	25	10
2-70 Dowsett Road N17 9DD	Granted	10	7
<b>Total</b>		<b>224</b>	<b>82</b>

Building work has begun on Hale village (former GLS Site). The location of the development is around Tottenham Hale station. There will be 1210 units within the Hale Village development, yielding an estimated 608 children (see PA 9). A separate application will be submitted for the current Hale Wharf site. It is anticipated that the planning application will be for approximately 500 units.

#### **Children's Centre development**

Pembury children's centre (formerly known as Pembury House EEC & Nursery School). This is a phase one centre and offers the full range of services.

#### **Conclusion**

Demand for school places has increased with reception figures are at a 4 year high, however rolls overall have fallen this year – predominately due to year groups with lower pupil numbers working their way through the system.. This area is characterised by high mobility and has a high number of temporary accommodation units.

Currently the birth rate and reception class projections remain steady. We expect these trends to increase once housing developments become populated. Due the extent of building development planned for Tottenham Hale, we are proposing that consultation for additional school provision is undertaken from September 2009. This will allow us to implement the additional capacity by September 2014. This is discussed in further detail in section 12 of this report.

We will continue to closely monitor the school places situation for this area.

## Planning area 10

This planning area incorporates Northumberland Park ward.

Table 10.1: Schools, PANs, reception numbers and unfilled reception places in planning area 10

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Lancasterian Primary	58	60	-2
Lea Valley Primary	60	63	-3
St Francis de Sales RC Infants	90	91	-1
St Francis de Sales RC Juniors			
St Paul's & All Hallows CE Infants	60	61	-1
St Paul's & All Hallows CE Juniors			
<b>Totals</b>	<b>268</b>	<b>275</b>	<b>-7</b>

Table 10.2: GLA projections for planning area 10

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		271	268	-
2002/3		266	268	339
2003/4	204	286	289	318
2004/5	193	264	268	304
2005/6	252	265	268	307
2006/7	234	271	268	281
2007/8	263	275	268	301
2008/9	279	282	268	292
2009/10	254	289	268	
2010/11	294	297	268	
2011/12		301	268	
2012/13		302	268	
2013/14		303	268	

Table 10.3: First place preference

School	2002	2003	2004	2005	2006	2007	2008
Lancasterian Primary	78	72	57	56	47	59	55
Lea Valley Primary	81	74	75	79	77	89	74
St Francis de Sales RC Infants	103	95	95	95	94	88	102
St Francis de Sales RC Juniors							
St Paul's & All Hallows CE Infants	77	77	77	77	63	65	61
St Paul's & All Hallows CE Juniors							
<b>Total</b>	<b>339</b>	<b>318</b>	<b>304</b>	<b>307</b>	<b>281</b>	<b>301</b>	<b>292</b>

Table 10.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Lancasterian Primary*	434	431	419	415	416	402	390
Lea Valley Primary	452	423	426	425	424	424	425
St Francis de Sales RC Infants	270	266	268	264	269	269	269
St Francis de Sales RC Juniors***	270	301	326	350	356	347	349
St Paul's & All Hallows CE Infants	180	180	180	179	180	180	175
St Paul's & All Hallows CE Juniors	230	233	227	232	236	235	239
<b>Total</b>	<b>1834</b>	<b>1834</b>	<b>1846</b>	<b>1865</b>	<b>1881</b>	<b>1857</b>	<b>1847</b>
<b>Total Capacity</b>	<b>1858</b>	<b>1858</b>	<b>1888</b>	<b>1918</b>	<b>1918</b>	<b>1876</b>	<b>1876</b>
<b>Percentage of Surplus capacity</b>	<b>1.29%</b>	<b>1.29%</b>	<b>2.22%</b>	<b>2.76%</b>	<b>1.93%</b>	<b>1.01%</b>	<b>1.54%</b>

\* Lancasterian had two budge years these have now been worked out of the system.

\*\* Lea Valley last took a budge year of 30 in Sep 95

\*\*\*St Francis de Sales RC expanded in sep 1999 to take 90 pupils.



Table 10.5: Total School Roll trends by year group

Year	Rolls PA 10							Total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	260	264	240	233	230	234	206	1667
1998	234	262	262	235	238	233	231	1695
1999	262	237	262	264	237	242	232	1736
2000	261	267	232	261	260	232	235	1748
2001	293	265	262	237	263	263	232	1815
2002	271	290	264	262	238	248	261	1834
2003	266	273	287	266	258	236	248	1834
2004	286	269	269	287	262	251	222	1846
2005	264	274	263	267	285	262	250	1865
2006	265	266	278	266	265	283	258	1881
2007	271	262	260	270	263	263	268	1857
2008	275	261	258	254	271	264	264	1847

Table 10.6: 2007 Mobility

School	Total
Lancasterian Primary	Data not available
Lea Valley Primary	22%
St Francis de Sales RC Infants	7%
St Francis de Sales RC Juniors	9%
St Paul's & All Hallows CE Infants	2%
St Paul's & All Hallows CE Juniors	6%

Table 10.7: 2007 Temporary accommodation units

Ward	Number of units
Northumberland Park	233
<b>Total</b>	<b>233</b>



Table 10.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Lancasterian Primary School	98%	42%	76%	90%	10%
Lea Valley Primary School	96%	65%	77%	81%	19%
PA10 Total	97%	54%	76%	85%	15%

### Completed building developments in PA 10

There have been 3 major housing developments completed since 1996.

Table 10.9: Completed building developments in PA 10

Site	Number of units	Child yield calculation
Northumberland Park House	20	9
Blaydon Close	15	5
1-49 Meridian Walk	74	54
Total	109	68

### Proposed housing developments in PA 10 since 2002

There no major housing development currently being considered. Nine major housing developments have been granted by planning.

Table 10.10: Proposed housing developments in PA 10

Site	Decision	Number of units	Child yield calculation
62-70 Northumberland Park N17	Granted	16	6
Blaydon Close, Northumberland Park N17	Granted	15	5
Northumberland Park House, Northumberland Park	Granted	20	10
6-8 James Place N17 8NR	Granted	12	5
Three Compasses, Queen Street N17 8HU	Granted	23	10
Harpers Yard, Ruskin Road N17 8QQ	Granted	16	5
Harpers Yard, Ruskin Road N17 8QQ	Granted	9	9
761-767 High Road Tottenham N17 0JP	Granted	16	8
691-693 High Road N17	Granted	58	24
<b>Total</b>		<b>185</b>	<b>82</b>

The area around White Hart Lane football stadium has been identified in the Mayors Draft Spatial Strategy as a potential regeneration area. The area has the potential capacity to build a further 400-600 units.

The Central Leaside development, which extends from Pickett's Lock in the North East Tottenham (in Enfield) to Northumberland Park in the south, could further increase school place demand in Northumberland Park ward. The development is large scale and will transform the area by creating a mix of community businesses and homes. There is currently no information available about the number of units this development will bring, however initial estimates range between 5,000-10,000. It is expected that the Area Action Plan will be adopted by 2010. Haringey is working in partnership with Enfield to assess the impact on demand for future school places.

### Children's Centre development

No current plans for this planning area.

## Conclusion

The schools in this planning area are either full or very close to capacity across all their year groups. The projections for 4 year olds show a continuing upward trend. This is supported by increasing birth rates and some major housing developments in Haringey and Enfield.

We will continue to work with planners and colleagues in Enfield to understand the impact of all the housing developments planned for the area and how this will affect the demand for school places. This work is on going and updates will be provided annually. A detailed review of this planning area has been carried out with the and reported in section 13 – earlier in this report.

## Planning area 11

This planning area incorporates White Hart Lane ward.

Table 11.1: Schools, PANs, reception numbers and unfilled reception places in planning area 11

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Devonshire Hill*	60	57	3
Risley Avenue	90	87	3
<b>Totals</b>	<b>150</b>	<b>144</b>	<b>6</b>

\*60 from Sep 2007 however the Local Authority has, where possible, informally held the PAN at 60

Table 11.2: GLA projections for planning area 11

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		154	165	
2002/3		149	165	153
2003/4	181	136	165	145
2004/5	208	135	165	145
2005/6	190	136	165	131
2006/7	234	142	165	119
2007/8	205	144	150	110
2008/9	193	140	150	111
2009/10	234	138	150	
2010/11	227	139	150	
2011/12		138	150	
2012/13		137	150	
2013/14		138	150	

Table 11.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Devonshire Hill	65	58	62	59	46	54	55
Risley Avenue	88	87	83	72	73	56	56
<b>Total</b>	<b>153</b>	<b>145</b>	<b>145</b>	<b>131</b>	<b>119</b>	<b>110</b>	<b>111</b>

Table 11.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Devonshire Hill *	414	424	409	408	397	393	369
Risley Avenue	620	622	620	610	604	589	581
<b>Total</b>	<b>1034</b>	<b>1046</b>	<b>1029</b>	<b>1018</b>	<b>1001</b>	<b>989</b>	<b>950</b>
<b>Total Capacity</b>	<b>1155</b>	<b>1155</b>	<b>1155</b>	<b>1155</b>	<b>1155</b>	<b>1155</b>	<b>1050</b>
<b>Percentage of Surplus capacity</b>	<b>10.48%</b>	<b>9.44%</b>	<b>10.90%</b>	<b>11.86%</b>	<b>13.33%</b>	<b>14.37%</b>	<b>9.52%</b>

\*from Sep 2007 the PAN was reduced to 60

Table 11.5: Total School Roll trends by year group

Year	Rolls PA 11							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	157	141	147	143	128	153	119	988
1998	140	147	152	148	151	148	132	1018
1999	141	139	161	147	155	151	146	1040
2000	135	134	140	153	141	150	158	1011
2001	151	139	141	147	147	139	148	1012
2002	154	146	148	146	144	145	151	1034
2003	149	156	149	148	151	146	147	1046
2004	136	152	152	149	147	147	149	1032
2005	135	143	149	152	147	145	147	1018
2006	136	141	140	147	151	144	142	1001
2007	142	136	132	135	145	150	142	989
2008	144	138	125	129	130	134	150	950

Table 11.6: 2007 Mobility

School	Total
Devonshire Hill	26%
Risley Avenue	23%

Table 11.7: 2007 Temporary accommodation units

Ward	Number of units
White Hart Lane	170
<b>Total</b>	<b>170</b>

Table 11.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Devonshire Hill Primary School	97%	36%	73%	88%	12%
Risley Avenue Primary School	98%	38%	79%	93%	7%
PA11 Total	98%	37%	77%	91%	9%

**Completed building developments in PA 11**

There have been two major housing developments completed since 1996.

Table 11.9: Completed building developments in PA 11

Site	Number of units	Child yield calculation
White Hart P.H, Devonshire Hill Lane	24	18
Falconer Court, Compton Crescent N17 7SU	21	8
Land North Off Allington Avenue	16	5
<b>Total</b>	<b>61</b>	<b>31</b>

**Proposed housing developments in PA 11 since 2002**

There are no major housing development currently being considered. Four major housing developments have been granted by planning.

Table 11.10: Proposed housing developments in PA 11

Site	Decision	Number of units	Child yield calculation
Falcomer Court, Compton Crescent	Granted	21	8
Middx University White Hart Lane N17 8HR	Granted	81	33
Middlesex University White Hart Lane N17	Granted	123	51
Hesta Annexe White Hart Lane N17	Granted	13	10
<b>Total</b>		<b>238</b>	<b>102</b>

On the Enfield border the Bull Lane development is currently going through Enfield's planning department. The site is 4 acres and one third of this land will be developed for family housing.

### **Children's Centre development**

Rowland Hill children's centre (formerly known as Rowland Hill EEC & Nursery School) is a phase one centre and offers the full range of services.

### **Conclusion**

The birth rate and reception class projections remain steady. Reception applications have remained steady past three years. This area is characterised by high mobility. The school population has fluctuated over the past 12 years, and is currently at the lowest since 1997.

There are a few major housing developments that could affect the current demand for places. With high demand for school places in PA 10, there is the option of expanding Devonshire Hill primary to 3fe. However this option will only be considered if and when demand is sufficient to sustain an expansion.

## Planning area 12

This planning area incorporates Bruce Grove ward and part of West Green ward.

Table 12.1: Schools, PANs, reception numbers and unfilled reception places in planning area 12

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Belmont Infant	56	55	1
Belmont Junior			
Broadwater Farm Primary*	81(60)	55	26
Bruce Grove Primary School	60	60	0
Downhills Primary	60	58	2
<b>Totals</b>	<b>257</b>	<b>228</b>	<b>29</b>

\*reducing the PAN to 60 for September 08.

Table 12.2: GLA projections for planning area 12

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		249	257	-
2002/3		246	257	259
2003/4	465	249	257	276
2004/5	414	234	257	256
2005/6	480	223	257	213
2006/7	480	235	257	229
2007/8	471	228	257	198
2008/9	508	233	236	229
2009/10	494	232	236	
2010/11	468	237	236	
2011/12		237	236	
2012/13		237	236	
2013/14		239	236	



Table 12.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Belmont Infant	57	65	71	70	66	66	79
Belmont Junior							
Broadwater Farm Primary	72	66	52	32	57	47	45
Bruce Grove Primary School	72	70	67	58	46	34	58
Downhills Primary	58	75	66	53	60	48	47
<b>Total</b>	<b>259</b>	<b>276</b>	<b>256</b>	<b>213</b>	<b>229</b>	<b>198</b>	<b>229</b>

Table 12.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Belmont Infant	164	162	168	166	168	165	157
Belmont Junior	223	207	203	204	218	206	207
Broadwater Farm Primary*	462	475	495	481	450	418	410
Bruce Grove Primary School	412	416	410	416	400	412	415
Downhills Primary	401	392	391	404	397	404	407
<b>Total</b>	<b>1662</b>	<b>1652</b>	<b>1667</b>	<b>1671</b>	<b>1633</b>	<b>1605</b>	<b>1596</b>
<b>Total Capacity</b>	<b>1736</b>	<b>1757</b>	<b>1778</b>	<b>1799</b>	<b>1799</b>	<b>1799</b>	<b>1799</b>
<b>Percentage of Surplus capacity</b>	<b>4.26%</b>	<b>5.98%</b>	<b>6.24%</b>	<b>7.12%</b>	<b>9.23%</b>	<b>10.78%</b>	<b>11.28%</b>

\*Broadwater Farm was expanded in sep 1998 to take 81 pupils.

Table 12.5: Total School Roll trends by year group

Year	Rolls PA 12							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	249	234	261	224	256	217	225	1666
1998	251	253	215	234	230	253	221	1657
1999	243	257	240	233	232	229	256	1690
2000	243	243	247	226	237	236	221	1653
2001	245	246	239	237	226	228	226	1647
2002	249	255	240	230	231	229	228	1662
2003	246	243	248	239	219	220	237	1652
2004	248	253	244	239	238	220	225	1667
2005	234	256	250	241	235	236	219	1671
2006	223	218	251	240	235	230	236	1633
2007	235	223	222	237	229	233	226	1605
2008	228	233	221	219	237	225	223	1596

Table 12.6: 2007 Mobility

<b>School</b>	<b>Total</b>
Belmont Infant	11%
Belmont Junior	18%
Broadwater Farm Primary	18%
Bruce Grove Primary School	31%
Downhills Primary	35%

Table 12.7: 2007 Temporary accommodation units

<b>Ward</b>	<b>Number of units</b>
Bruce Grove	355
West Green	133
<b>Total</b>	<b>488</b>

Table 12.8: Summary of distances pupils live from their school

<b>School Name</b>	<b>% of pupils postcodes mapped</b>	<b>% of pupils living between 0-0.3 miles from the school</b>	<b>% of pupils living between 0-0.6 miles from the school</b>	<b>% of pupils living between 0-1 miles from the school</b>	<b>% of pupils living 1 miles or more from the school</b>
Belmont Infant School	99%	49%	81%	92%	8%
Belmont Junior School	98%	47%	76%	86%	14%
Broadwater Farm Primary School	99%	69%	85%	92%	8%
Bruce Grove Primary School	96%	55%	80%	91%	9%
Downhills Primary School	96%	37%	72%	87%	13%
<b>PA12 Total</b>	<b>98%</b>	<b>52%</b>	<b>79%</b>	<b>90%</b>	<b>10%</b>

**Completed building developments in PA 12**

There have been 8 major housing developments completed since 1996

Table 12.8: Completed building developments in PA12

Site	Number of units	Child yield calculation
6 Bruce Grove	19	14
3-25 Pembury Road	19	9
579d High Road	13	6
Former High cross upper school, High Road	28	8
Pembury House, 593-599 high road	13	3
Milton Road depot, 70 Milton Road	67	42
Dagmar Arms Cornwall Road	26	9
Tangmere house Willan Road	12	5
<b>Total</b>	<b>197</b>	<b>96</b>

**Proposed housing developments in PA 12 since 2002**

There is 1 major housing development currently being considered and 3 major housing developments granted by the planners.

Table 12.9: Proposed housing developments in PA 12

Site	Decision	Number of units	Child yield calculation
472-480 West Green Road N15	Granted	22	11
415-419 High Road N17	Granted	52	5
339 Lordship Lane N17 6AZ	Granted	14	5
308 West Green Road N15	Pending	43	16
<b>Total</b>		<b>131</b>	<b>37</b>

**Children's Centre development**

Broadwater Farm children's centre opened in September 2005. This centre offers the full range of services.

## Conclusion

The birth rate and reception class projections remain steady. This area is characterised by high mobility probably due to large amount of temporary accommodation. The school population has remained relatively stable in this area. There are few major housing developments and no plans that would affect the current situation.

The demand for school places in this planning area has increased. However, the demand for school places in Broadwater Farm primary school remains steady. This school continues to be undersubscribed and validates the need to reduce its PAN from 81 to 60. With the development of the Primary Inclusive Learning Campus on this site and the remodelling of the school building under the ILC development the PAN will be kept at 60.

**Planning area 13**

This planning area incorporates Noel Park ward.

Table 13.1: Schools, PANs, reception numbers and unfilled reception places in planning area 13

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Alexandra Primary*	30	30	0
Noel Park Primary	81	58	23
<b>Totals</b>	<b>111</b>	<b>88</b>	<b>23</b>

\*30 from Sep 2007

Table 13.2: GLA projections for planning area 13

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		120	141	-
2002/3		75	141	69
2003/4	177	87	141	79
2004/5	188	104	141	89
2005/6	197	97	141	77
2006/7	209	85	141	56
2007/8	168	88	111	61
2008/9	208	94	111	69
2009/10	194	94	111	
2010/11	214	97	111	
2011/12		97	111	
2012/13		99	111	
2013/14		99	111	

Table 13.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Alexandra Primary	28	32	28	32	20	24	27
Noel Park Primary	41	47	61	45	36	37	42
<b>Total</b>	<b>69</b>	<b>79</b>	<b>89</b>	<b>77</b>	<b>56</b>	<b>61</b>	<b>69</b>

Table 13.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Alexandra Primary*	227	216	205	181	192	182	183
Noel Park Primary	499	450	435	455	474	453	444
<b>Total</b>	<b>726</b>	<b>666</b>	<b>640</b>	<b>636</b>	<b>666</b>	<b>635</b>	<b>627</b>
<b>Total Capacity</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>987</b>	<b>777</b>
<b>Percentage of Surplus capacity</b>	<b>26.44%</b>	<b>32.52%</b>	<b>35.15%</b>	<b>35.57%</b>	<b>32.52%</b>	<b>35.66%</b>	<b>19.31%</b>

\*from Sep 2007 the PAN was reduced to 30

Table 13.5: Total School Roll trends by year group

Year	Rolls PA 13							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	127	109	116	118	130	95	101	796
1998	113	121	106	101	107	127	91	766
1999	109	116	117	100	115	104	126	787
2000	124	120	111	117	104	132	118	826
2001	120	112	128	110	115	109	127	821
2002	120	100	104	100	104	105	93	726
2003	75	106	98	98	95	103	91	666
2004	87	83	98	95	89	88	100	640
2005	104	87	82	93	91	95	84	636
2006	97	110	91	90	95	88	95	666
2007	85	90	106	88	87	88	91	635
2008	88	81	89	94	93	90	92	627

Table 13.6: 2007 Mobility

School	Total
Alexandra Primary	24%
Noel Park Primary	31%

Table 13.7: 2007 Temporary accommodation units

Ward	Number of units
Noel Park	213
Total	213

Table 13.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Alexandra Primary School	98%	26%	61%	80%	20%
Noel Park Primary School	98%	57%	78%	88%	12%
PA13 Total	98%	48%	73%	86%	14%

### Completed building developments in PA 13

There have been 7 major housing developments completed since 1996.

Table 13.9: Completed building developments in PA 13

Site	Number of units	Child yield calculation
Buller Road, Redvers Road	17	8
51 Mayes Road	18	5
675-679 Lordship Lane	16	8
Former Car Park And Building At Altair Close	24	5
Park Lane Health Centre, Park Lane	24	14
Garages Off, William Street	14	9
3-11 Station Road	10	1
Total	123	50

### Proposed housing developments in PA 13 since 2002

There are 2 major housing developments currently being considered and 4 major housing developments granted by the planners

Table 13.10: Proposed housing developments in PA 13

Site	Decision	Number of units	Child yield calculation
136 A, B, C High Road N22	Pending	14	3
673 Lordship Lane N22	Granted	18	9
Goulding Court, Turnpike Lane N8	Granted	69	24
1-3 Whymark Avenue N22 6DJ	Granted	13	4
761-767 High Road N17 8AH	Granted	16	7
120-128 Mayes Road	Pending	9	5
<b>Total</b>		<b>139</b>	<b>50</b>

The Haringey Heartlands development will have a minimum of 1000 units on the Land between Kings Cross East coast main line, Mayes Rd & Hornsey Park Rd N8. A conservative estimate would be a child yield figure of between 197 - 300

### Children's Centre development

There are currently no plans for a children's centre in this planning area.

### Conclusion

The birth rate and reception class projections remain steady. Demand for school places has increased slightly since last year. The area is characterised by high mobility and has a high number of units of temporary accommodation.



## Planning area 14

This planning area incorporates Bounds Green and Woodside wards.

Table 14.1: Schools, PANs, reception numbers and unfilled reception places in planning area 14

School	Planned admission number 2007	Current Reception Nos.	Current Unfilled reception places
Bounds Green Infants*	60	59	1
Bounds Green Juniors			
Earlham	60	41	19
Lordship Lane	90	89	1
Nightingale	60	56	4
St Martin of Porres RC Primary	30	30	0
St Michael's CE Primary N22	30	28	2
St Paul's RC Primary	30	30	0
<b>Totals</b>	<b>360</b>	<b>333</b>	<b>27</b>

\* 60 from Sep 2007

Table 14.2: GLA projections for planning area 14

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1 <sup>st</sup> place preferences
2001/2		364	390	-
2002/3		362	390	392
2003/4	434	355	390	431
2004/5	380	357	390	404
2005/6	373	367	390	405
2006/7	353	353	390	349
2007/8	388	333	360	271
2008/9	358	362	360	350
2009/10	401	369	360	
2010/11	405	378	360	
2011/12		382	360	
2012/13		383	360	
2013/14		387	360	

Table 14.3: First place preference information

School	2002	2003	2004	2005	2006	2007	2008
Bounds Green Infants	75	62	66	64	53	37	73
Bounds Green Juniors							
Earlham	54	68	51	48	48	24	37
Lordship Lane	81	74	75	102	88	72	88
Nightingale	81	93	78	57	59	50	55
St Martin of Porres RC Primary	36	36	36	36	54	42	53
St Michael's CE Primary N22	36	70	70	70	24	24	20
St Paul's RC Primary	29	28	28	28	23	22	24
<b>Total</b>	<b>392</b>	<b>431</b>	<b>404</b>	<b>405</b>	<b>349</b>	<b>271</b>	<b>350</b>

Table 14.4: Total number of pupils on roll (reception to year 6)

School	2002	2003	2004	2005	2006	2007	2008
Bounds Green Infants*	191	211	221	227	216	195	175
Bounds Green Juniors	258	257	266	241	243	245	240
Earlham	374	388	386	372	380	385	350
Lordship Lane	590	605	604	621	623	622	611
Nightingale	418	406	397	394	403	406	384
St Martin of Porres RC Primary	201	202	204	203	203	205	204
St Michael's CE Primary N22	200	204	197	202	197	188	185
St Paul's RC Primary	204	199	201	207	206	202	202
<b>Total</b>	<b>2436</b>	<b>2475</b>	<b>2476</b>	<b>2467</b>	<b>2474</b>	<b>2445</b>	<b>2351</b>
<b>Total Capacity</b>	<b>2751</b>	<b>2730</b>	<b>2730</b>	<b>2730</b>	<b>2730</b>	<b>2730</b>	<b>2520</b>
<b>Percentage of Surplus capacity</b>	<b>11.45%</b>	<b>9.45%</b>	<b>9.31%</b>	<b>9.63%</b>	<b>9.38%</b>	<b>10.44%</b>	<b>6.71%</b>

\*Bounds green schools were expanded in Sep 1996 to take 90 pupils and reduced to take 60 in Sep 2007.

Table 14.5: Total School Roll trends by year group

Year	Rolls PA 14							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	346	359	345	351	341	303	335	2380
1998	360	339	352	331	348	341	307	2378
1999	345	358	340	370	324	361	334	2432
2000	347	363	360	318	361	331	362	2442
2001	349	359	361	346	323	351	331	2420
2002	364	342	351	361	347	326	345	2436
2003	362	368	343	346	369	357	327	2472
2004	354	367	358	351	328	367	351	2476
2005	357	365	364	344	345	334	358	2467
2006	367	369	356	356	346	352	328	2474
2007	353	357	348	344	347	347	349	2445
2008	333	334	338	330	328	341	347	2351

Table 14.6: 2007 Mobility

School	Total
Bounds Green Infants	8%
Bounds Green Juniors	13%
Earlham	42%
Lordship Lane	25%
Nightingale	26%
St Martin of Porres RC Primary	11%
St Michael's CE Primary N22	19%
St Paul's RC Primary	17%

Table 14.7: 2007 Temporary accommodation units

Ward	Number of units
Bounds Green	154
Woodside	226
<b>Total</b>	<b>380</b>

Table 14.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Bounds Green Infants School	95%	42%	84%	86%	14%
Bounds Green Junior School	97%	41%	82%	86%	14%
Earlham Primary School	98%	47%	77%	91%	9%
Lordship Lane Primary School	94%	52%	87%	94%	6%
Nightingale Primary School	93%	43%	71%	87%	13%
<b>PA14 Total</b>	<b>95%</b>	<b>47%</b>	<b>81%</b>	<b>90%</b>	<b>10%</b>

### Completed building developments in PA 14

There have been 7 major housing developments completed since 1996.

Table 14.9: Completed building developments in PA 14

Site	Number of units	Child yield calculation
33 Commerce Road	17	11
Bounds Green Centre, Park Road	54	19
68-76 Truro Road	29	6
R/O Bounds Green Br Depot, Imperial Road	30	30
65 Trinity Road & 110-114 Nightingale Road	17	6
Adj. To Woodall House Lordship Lane	114	38
The Family Tree Public House & 472-480 Lordship Lane	80	33
Corner Of Nightingale Road, High Road	23	3
Former St. Gabriels Church, Bounds Green Road	20	6
Freemasons Tavern, 646 Lordship Lane, N22 5JH	9	3
<b>Total</b>	<b>393</b>	<b>155</b>

### Proposed housing developments in PA 14 since 2002

There are 7 major housing developments granted by the planners.

Table 14.10: Proposed housing developments in PA 14

Site	Decision	Number of units	Child yield calculation
133 Whittington Road N22	Granted	14	1
419 High Road N22	Granted	40	14
Former Middlesex University Bounds Green Road	Granted	260	88
98 White Hart Lane N22	Granted	27	6
Corner of Nightingale Road & High Road N22	Granted	23	4
Adjacent to Woodhall House Lordship Lane N22	Granted	114	39
Former St Gabriel's Church Bounds Green Road N11	Granted	20	7
<b>Total</b>		<b>498</b>	<b>159</b>

### Children's Centre development

Woodside children's centre (formally known as White Hart Lane children's centre) opened from September 2006 offering the full range of services.

It is proposed that Bounds Green Infant / Junior schools will have a phase 2 children's centre to support the Bounds Green community.

It is proposed that Nightingale primary school will be a link site to Bounds Green Infant & Junior school as part of phase 2 development offering children's centre services.

### Conclusion

The birth rate and reception class projections indicate an increase in demand. Overall demand for reception places has increased since last year. The area is characterised by high mobility and a large number of temporary accommodation.

Following the formal PAN reduction to 60 and federation of Bounds Green Infant and Junior schools, the surplus capacity in this planning area has dropped.

Although there are a number of housing developments in this area which could in the future years place increased demand on the schools, there are currently a number of schools which have surplus capacity. A detailed review of school place demand for this area will be conducted over the coming year and report back in the July 2009 report.

## Appendix 4

### School Organisational Plans in adjoining boroughs

#### Islington

- 1 St Mary Magdalene Academy opened in September 2007, the Academy is an all through school (primary and secondary ) sponsored by the Church of England. The primary department has a PAN of 30 and the secondary department has a PAN of 180. Rosedale EYC is also co located on the same site.
- 2 The City of London Academy Islington will open in September 2008 on the current site that Islington Green Secondary school occupies. The Academy will be 4FE phasing out the current 6FE currently operated at Islington Green secondary school. It is proposed to have post 16 provision once all the 6FE years are phased out. Richard Cloudesley Special School secondary department is scheduled to co-locate at the same site for September 2009.
- 3 Samuel Rhodes Special school – the primary department will be co-located at Montem Primary School for September 2008, the secondary department will be co-located at Highbury Grove Secondary School for September 2009
- 4 Prior Weston Primary and Fortune Park Children's Centre have relocated to a new Golden Lane Campus as one institute, Richard Cloudesley Special School Primary department also co-located to the site as a separate institute creating an inclusive primary site.
- 5 Islington is currently preparation a formal planning application for the Crouch Hill Project, which includes relocating Ashmount Primary school on that site. As this land is metropolitan open land the GLA will make a formal decision on the application.

#### Camden

- 6 Primary school projections suggest a slight overall decrease in the short term, up to 2009, with a subsequent increase beyond this with figures exceeding current levels from 2010 (+260 to 270 on 2005 actual). There are more immediate pressures in some areas of the borough.
- 7 To alleviate this pressure two schools have been identified with potential for expansion. St. Mary's Kilburn CofE Primary, Quex Road NW6 has potential for expansion from 1fe to 2fe. The other one is an expansion from 1fe to 2fe at St. Alban's CofE Primary, Baldwin's Gardens, EC1.
- 8 Both these schools are some distance from Haringey and are unlikely to have an impact.

- 9 Secondary school projections indicate an increase with an estimated demand of around 500 – 670 additional 11-16 places by 2010. By 2015, the projections suggest there will be an estimated shortfall of around 400 places (i.e. between 2 and 3 forms of entry) across the 11-16 age range. However, this figure needs to be adjusted to take into account possible changes in patterns of cross border flows.
- 10 There is strong community and political pressures for new secondary schools in the North West and South of the borough. No sites of suitable size in either area are owned by the Council. The Building Schools for the Future (BSF) programme will provide funding to address pupil place needs but not site acquisition costs.

## Hackney

- 11 Hackney have recently opened two 6 fe Academies with 6<sup>th</sup> forms:
  - The Petchey Academy opened in September 2006 (on the site of Kingsland school)
  - The Bridge Academy opened in September 2007 (on the site of Laburnum primary school in the south of the borough)
- 12 Both sites are located in the centre of Hackney and are expected to be as popular as Mossbourne Academy. Due to their geographical location it is not expected that many Haringey pupils will not be drawn to them. Hackney predicts a net change of 50 Hackney pupils being drawn back to Hackney
- 13 There are plans to build a further 2 academies creating an additional 360 year 7 places; the City of London/KPMG Academy (on the site of in Homerton College of Technology) from September 2009 and the Skinners Academy in Woodberry Down in September 2010. The Skinners Academy may draw back pupils Hackney pupils from Haringey, who many has sort a place at Gladsmore school. However due to Gladesmore's continuing popularity, the new Skinners Academy is not expect to have a detrimental impact.
- 14 Since it received Listed Building Status, Woodberry Down Primary School will not be demolished and rebuilt as a 3FE school on an adjoining site for 2009. Instead it is proposed that it will be expanded within its existing site. There is no fixed date as to when this will be proposed and Hackney will begin consulting on a new proposal once it has been decided.
- 15 Hackney will review the opportunity to expand Sir Thomas Abney Primary School from 2 to 3 FE on its existing site towards the end of the Woodberry Down regeneration programme (2015 / 2016) depending on demand.



### Waltham Forest

- 16 The Walthamstow Academy opened as a 6 FE in September 2006. The Sixth Form opened in September 2007 and it's expected to have an intake of 250-300 pupils.
- 17 Warwick Boys and Aveling Park schools have been federated and reduced to 900 places on a new site.
- 18 The federated school (Frederick Bremer) is due to open on the on 1 September 2008. It is not expected to have a significant impact upon Haringey.
- 19 The secondary rolls are projected to rise considerably from 2011/12. The Borough will be expanding a number of secondary schools to ensure that there are sufficient secondary school places to meet local demand.
- 20 As a result of rising births and migration from 2002 onwards, the primary rolls have started rising and are projected to do so in the next five years. The following primary schools are being expanded to meet demand:
  - Willow Brook Primary School expanded from 2 FE to 3 FE from 1 Sept 2008
  - St Saviour's CE Primary School expanded from 1 FE to 2 FE from 1 Sept 2008 Mayville Primary School expanded from 2 FE to 3 FE from 1 Sept 2008
  - Edinburgh Primary School expanded from 1 FE to 3FE from 1 Sept 2010 and being relocated on a new site.

### Enfield

- 21 The latest primary projections indicate a significant increase in reception numbers from 2008/09 onwards, which is fundamentally driven by a major rise in the birth rate in Enfield between 2001 and 2005. While this increase is forecast to level off in later years, numbers will remain at a higher level than at present as further new housing is built. Enfield is therefore reviewing its primary places strategy in light of this latest information and is planning to provide permanent additional places through the expansion of existing schools.
- 22 In the secondary sector demand indicates a deficit in Year 7 places from 2015/16 onwards and an overall deficit from 2015/16.
- 23 From September 2007 Salisbury school was reorganised into a 6fe school on one site,

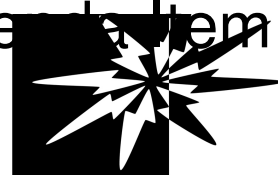


- 24 reducing from a split site 9fe school. This school is a mile and half from the Haringey / Enfield border so there may be an impact upon a small number of residents in the north east of Haringey.
- 25 The Oasis academy opened in September 2007 as a 6fe school. The school is a ten minute walk from Enfield Lock station, so may attract some pupils who live by Tottenham Hale railway line.
- 26 These changes have resulted in a total net secondary gain of 3 forms of entry (90 places) per year group
- 27 Major residential development is likely in south east Enfield/north east Haringey as part of a joint Enfield/Haringey Area Action Plan for what is known as the Central Leaside area. As primary schools in both boroughs in this area are full to capacity and oversubscribed, new primary places will need to be provided as part of the regeneration proposals for this area. The level and local of this provision will depend upon the size, scale and type of residential development. There will also be a subsequent knock-on effect on the need for additional secondary provision.

## Barnet

- 28 In the 3 years up to 2004 primary rolls remained fairly steady with a surplus capacity of around 9%. In 2005 this rose to 10% but reduced back to 9% in 2006. This is higher than the borough target set at 5%. The number of primary schools with 25% or more surplus capacity has reduced to 5 schools in 2006. While rolls were expected to slowly decrease giving rise to a projected surplus capacity of 12% in 2007-08 the latest GLA data predicts a 12% increase in demand for primary places over the next 10 years.
- 29 In 2006 Barnet Councils Cabinet approved a £218 million Primary School Capital Investment programme (PSCIP). Essentially, the PSCIP is a programme of significant capital investment in Barnet's primary school infrastructure with Wave 1 consisting of the provision of twelve new build schools and two major refurbishments.
- 30 The Governors at Hollickwood primary school have voted and agreed to become a foundation school from September 2007. This has resulted in the plans to amalgamate Coppetts Wood in Friern Barnet and Hollickwood in Muswell Hill to be withdrawn. Summerside school in Finchley will be expanded from 1.5fe to 2fe for 2010.
- 31 Over the six years up to 2006 there has been significant pressure on secondary places and as a consequence there was a recognised need to provide additional school places. In 2006 Barnet's overall surplus capacity was 13%. Barnet recently closed one CofE school and has considered plans to provide an

additional 450 new school places through 3 school expansions. There are also plans for a second academy to open in 2008 and a new Jewish secondary school in 2010. The latest GLA data predicts a 4% increase in demand for 11-15 year old school places over the next 10 years.



Haringey Council

Agenda item: [No.]

**CABINET****On 15 July 2008**

Report Title: Adult, Culture and Community Services Annual Complaints Report 2007/08

Report of: **Director of Adult, Culture and Community Services**

Wards(s) affected: All

Report for: Non Key

**1. Purpose**

- 1.1 To report on the statutory complaints procedure for Adult Social Care for the year 2007/08 and make appropriate recommendations to improve complaint handling and performance.
- 1.2 To seek member approval for the Adult Social Care Annual Complaints Report for 2007/08.

**2. Introduction by Cabinet Member**

- 2.1 We recognise that there has been improvement in the performance of complaints for Adult Social and that the performance target was exceeded.

**3. Recommendations**

- 3.1 That the Adult Social Care Annual Complaints Report be received.
- 3.2 That the performance for 2007/08 be noted.
- 3.3 That proposed initiatives for performance improvements are noted.

Report Authorised by:

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

Contact Officer: Lesley Clay, Designated Complaints Officer

**Tel.** 0208 489 3398**Email:** lesley.clay@haringey.gov.uk

#### **4. Executive Summary**

- 4.1 The enclosed report outlines the performance of the Adult Social Care complaints handling procedures and practices for the period 2007/08. The regulations require that for monitoring purposes the Local Authority must produce annual reports on the operation of their complaint procedures
- 4.2 The report provides recommendations for improving complaint handling and ensuring early resolution

#### **5. Reasons for any change in policy or for new policy development (if applicable)**

- 5.1 Non applicable

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

- 6.1 The following background papers were referred to in the preparation of this report:
- Annual Report on the Council's complaints procedure for the years, 2006/07.
- Department of Health statutory guidelines. To access these guidelines please go to <http://www.dh.gov.uk/PolicyAndGuidance/OrganisationPolicy/ComplaintsPolicy/SocialServicesComplaintsProcedure/fs/en>
- Complaints Professional
  - Letter from DH – Philip Burgess – Director Early Adopter Programme

#### **7. Background**

- 7.1 In line with the Local Authority Social Services Complaints (England) Regulation, 2006, the local authority is legally obliged to produce an annual report reviewing the complaints handling performance.

#### **8. Description**

- 8.1 The attached report will discuss the handling of Adult Social Care, Local Government Ombudsman, and the handling of the corporate complaint procedure within Social Care.
- 8.2 The report will also make reference to the demographic information and to compliments and suggestions made to Adult Social Care Services.

#### **9. Consultation**

- 9.1 No consultation was required in drafting this report.

## **10. Summary and Conclusions**

- 10.1 In order to ensure that we are responding to enquiries within timescale, regular complaints meetings are conducted with Service leads, enabling complaints to be reviewed and monitored to ensure effective closure of cases at early resolution stage.
- 10.2 Weekly reports on outstanding complaints are submitted to the Service Leads and Service Managers.
- 10.3 Monthly performance reports are submitted to the Directorate Management Team (DMT) and cascaded down to management meetings.
- 10.4 We continue to raise awareness of the Council's Feedback Scheme through publicity information.
- 10.5 The performance target for 2007/08 was set at 80% of stage 1 complaints to be completed within the 10 day timescale, 91% was achieved.
- 10.6 As an appendix, attached is the Complaints & Member Enquiry Improvement Plan

## **11. Recommendations**

- 11.1 For the annual report to be received and noted

## **12. Comments of the Chief Financial Officer**

- 12.1 The Chief Financial Officer has been consulted and there are no direct financial comments to make on this report

## **13. Comments of the Acting Head of Legal Services**

- 13.1 All local authorities are legally required to have a social care complaints procedure as ordered by the Secretary of State under section 7B of the Local Authority Social Services Act 1970 (LASSA). The Local Authority Social Services Complaints (England) Regulations 2006 (and statutory guidance) set out the procedures which the local authority must follow for complaints made on or after 1<sup>st</sup> September 2006. These Regulations require:
  - A complaint to be made within one year of the event complained about, unless it would be unreasonable to expect the complaint to have been made earlier than it was and provided it is still possible to consider it effectively and fairly.
  - A complaints manager to be appointed who, at the investigation stage, should ensure the appointment of an investigating officer to report in writing for adjudication by a senior manager.
  - Liaison and co-operation between local authority and NHS bodies if a complaint includes elements that relate to part of the NHS, and time limits.
- 13.2 The Regulations emphasise the need to take all reasonable steps to resolve complaints informally and require a record to be kept of all representations made, the outcome and compliance with statutory time limits:
  - Stage 1 - Informal or problem solving – 10 working days (which can be extended to 20 days if necessary), in default of which a request for a stage 2 investigation can be made.

- Stage 2 formal – complete within 25 working days if possible and in any case, within 65 working days
- Stage 3 – Review Panel - complainant has 20 working days within which to request review and a Review Panel must convene within 30 working days of that request and inform the complainant and the local authority of the outcome of that review within a further 5 working days. If the Review Panel decides the complaint was not adequately dealt with, the local authority has 15 working days to inform the complainant of the action it proposes to take as a result. The Stage 3 review panel must have at least two independent members. Officers of the Council (or their spouse/civil partner) can no longer be part of the panel; one council member can be on the panel, but not as the chairperson.

13.2 Provided the investigation is being conducted diligently, the authority is unlikely to be criticised either by the courts or the ombudsman if the time limits are not complied with.

13.3 The Local Government Ombudsman is empowered to investigate written complaints made by members of the public who claim they have suffered injustice as a result of mal-administration by or on behalf of the local authority but is reluctant to become involved unless other avenues of investigation have been exhausted.

13.4 The Government plans further reforms to the complaints process for health and social care to come into force in 2009.

#### **14. Equalities Implications**

14.1 Please note the detailed equalities analysis of complaint in section 8 of the main report which shows here were no obvious trends to suggest that any ethnic group were making complaints about specific services. Although White British people appear on paper to be the ethnic group making the most complaints these figures are distorted by the high number of people who don't complete ethnicity or disability information so it is impossible to make accurate comparisons when the majority of people making a complaint are ethnicity unknown. In relation to age, the largest group registering a complaint is in the 60+ group and more women have complained than men this is a consistent trend across all council complaints monitoring as more women access council services than men. During 2008/09 we will be looking at ways to ensure complainants complete the monitoring data.

#### **15. Use of Appendices / Tables / Photographs**

15.1.1 Four images were used in this report, and were supplied by Third Avenue Adult Social Care Complaints Annual Report

15.2 Statistical data from the Local Government Ombudsman.

15.3 Complaints & Member Enquiry Performance Improvement Plan – Appendix 1

## ADULT SOCIAL CARE



### Complaints Annual Report 2007-2008



## **Adult Social Care**

### **1. Background to Complaints Procedure**

Haringey Adult Social Care aims to provide services of the highest standard. In order to achieve this we need to involve service users and listen to their views.

Adult, Culture & Community Services is a large department providing a wide range of services. We accept that things can go wrong and if anyone feels unhappy about the way they have been treated then they have a right to complain.

The Social Services Complaints (England) Regulations 2006, state that as a working guide, a complaint may be generally defined as “an expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a local authority’s adult’s social care provision which requires a response”.

A person is eligible to make a complaint where the local authority has a power or a duty to provide, or to secure the provision of, a service for him/her, and his/her need or possible need for such a service has (by whatever means) come to the attention of the local authority. This also applies to a person acting on behalf of someone else.

The complaints' procedure consists of a three-step process. The first step is local resolution. Whenever possible, managers will try to resolve your complaint speedily and informally. If we are not able to resolve your complaint locally, you may then ask for a formal complaint. If you are still not satisfied with the outcome you can then request a review panel.

Not only does Adult Social Care handle complaints under the Social Services Complaints (England) Regulations 2006, they also handle complaints under the corporate complaints procedure.

We welcome compliments and suggestions so that we can learn from these and improve our services.

### **2. Reporting Mechanisms**

The Directorate’s Designated Complaints Officer (DCO) now reports to the Head of Business Management, who in turn reports to the Assistant Director of Commissioning & Strategic Services.



The DCO is a fourth tier manager and has worked up very good working relationships with all senior managers.

Below is a brief outline of the complaints process within the Council:

- The DCO manages the complaints process.
- The Council has a central database for logging all complaints.
- Complaints are taken in any format such as: written, oral or electronic.
- An acknowledgement letter will be sent within 2 working days of receiving the complaint. This letter will provide the complainant with the contact details of the person investigating their complaint and when the response is due. Complaints will be completed within 10 working days.
- All complaints are sent via email to the service manager of the team directly responsible.
- Response letters at all stages carry an escalation paragraph, explaining how the complainant may take their complaint to the next stage of the complaint procedure.
- If there are any recommendations after any stages of the complaints procedure, the DCO will monitor that these have been implemented.
- The Complaints Team will generate weekly reports that are sent to all service heads; this shows how many complaints they have and the due date.
- The Complaints Team will chase up the service heads daily for complaints that are due imminently.
- The DCO produces monthly performance reports for Directors Management Team (DMT), which are cascaded to all service heads.
- The DCO produces a quarterly report and which is cascaded to all service heads.
- We are always looking for ways to improve our services and feel that there are many benefits to a good complaints procedure.

### **3. Advocacy Services**

The Council will support anybody in their request to use an advocate in helping with their complaint through the complaint process, as the Council appreciates that people may become confused by the complaints process.

The Council uses independent advocacy services to specific vulnerable groups through a number of community based organisations:

- MIND in Haringey offer advocacy for Mental Health service users;
- HAIL (Haringey Association for Independent Living) is for service users with Learning Disabilities;
- Age Concern run an advocacy service for people in hospital addressing concerns such as making life changing decisions, moving into long-term care or not (if others had suggested it).
- Haringey has commissioned Rethink in London to act as the Council's Independent Mental Capacity Advocate (IMCA) service provider. This service covers service

users with both Learning Disabilities and Mental Health needs. There have been a total of 21 referrals to Rethink since August 2007.

Rethink IMCA service provides an Independent Mental Capacity Advocate to represent and support people who meet all the following criteria:

1. a decision is being made about either
  - serious medical treatment or
  - long term care and health moves (more than 28 days in hospital/8 weeks in a care home)
2. and it is believed the service user does not have the capacity to make that decision independently
3. and the service user has no appropriate family or friends available to represent them

The DCO is aware of the providers of the advocacy services and would know how a service user may make contact with these organisations.

Part of the role of the Supported Housing Scheme Manager, is to advocate on behalf of a tenant if they are unable to complain for themselves. The Day Centre Managers in Older People Services also act as advocates to assist users in complaining.

Haringey Carers, receive further support from a different group of community based organisations:

- Learning Disabilities advocacy project Mencap;
- The Haringey Carers Centre provides advocacy: [info@haringeycarers.org](mailto:info@haringeycarers.org) tel. 020 8888 0831;
- Mental Health Carers Support Association has an advocacy project for mental health carers;
- Asian Carers Support Group;
- Black and Minority Ethnic Carers Support Service, (does offer advocacy services although this is not something that they are contracted to do for the Council).

Discussions and meetings have taken place with some of the voluntary organisations in the borough, in order to further develop the offering of advocacy services. The purpose of these meetings has been to review the services in detail and highlight issues and agree a way forward. These have focussed on the monitoring of advocacy provision, quality standards and benchmarks, providers working in partnership to reduce duplication, and an expectation that training of volunteer advocates will take place.

The Complaints Team acknowledges that complainant's advocates can also be a friend or family member.

Whenever the Complaints Team receive a complaint from a Third Party, they will send a client consent form to the complainant to get confirmation that somebody other than themselves would be handling the complaint on their behalf. This form would give the details of the advocate. The Complaints Team are aware that service users may not be in a position to give consent and they will discuss this with the individual care teams.

The Complaints Team will provide assistance to service users who do not speak English as a first language. The Council has its own translation unit and has staff throughout the Council who will offer to interpret on an ad hoc basis.

The Complaints Team will always ask if there is any way we can offer any help or support for e.g. Translation, Braille or large print copies of correspondence.

#### **4. Performance 2007/08**

##### **4.1 Compliments/WOW Awards**

Apart from dealing with complaints, we encourage people to write to the Complaints Team to give us compliments about staff or teams. We do ensure that the person or teams that are complimented are formally acknowledged. As of the 01 May 2007, the Council now belongs to the WOW! Award scheme which is for outstanding customer service. This is an outside organisation and is open to all Council Staff. Being a part of this scheme has had a very positive effect on our compliments. During the 2006/07 the Adult Social Care Service received 30 compliments. This is an increase on the previous year where we received 13. For the year 2007/08 the service received a total of 78.

**Some of the compliments we received were .....**

**Thank you to the manager at the Haven Day Centre she is professional, welcoming, caring, concerned and comforting.**

**A big thanks to all the staff at the Alexandra Road Crisis Centre they excelled in everything and were able to accommodate my different needs and fit with my work schedule. I now feel 100% better and have avoided going into St Ann's Hospital.**

**Thanks to the Occupational Therapist who with her help my life has been made a lot easier, nothing was too much for her.**

#### **4.2 Suggestions**

Adult Social Care received one suggestion during this period. Suggestion forms are available in all reception areas and suggestions can be made via the web, telephone or on our complaint form.

#### **4.3 Whistle-blowing**

For the reporting period there were no reports of whistle-blowing incidents. Whistle-blowing is a complex element of complaint management. The Council will deal with these concerns anonymously when an individual does not wish to give their details.

All allegations are investigated by a senior member of staff. The Council's whistle-blowing policy is currently under review.

#### **4.4 Complaints**

Performance on complaints handling is determined by whether or not responses have been sent to the complainant within the set timescale.

##### **Stage 1 – Local Resolution**

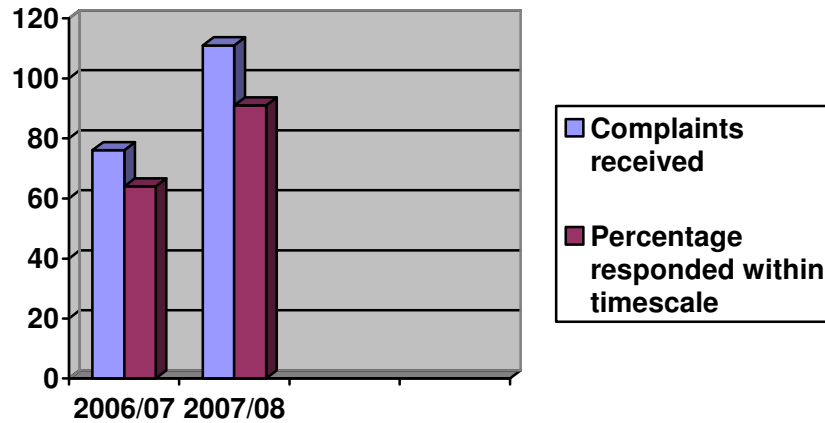
This is the most important stage of the complaints procedure. The Department's teams are expected to resolve as many complaints as possible at this initial point.

The performance target set for the period 1 April 2007 – 31 March 2008 was 80% resolved within 10 working days of receiving the complaint. This target was set locally as opposed to a statutory target.

For the period 01 April 2007 – 31 March 2008 Adult Social Care achieved a performance target of 91% for complaints completed within the 10 day timescale. The outturn figure was 111 complaints received, this is an increase of 46% of complaints received. All staff involved in complaints in the Adult Social Care Service have worked extremely hard to achieve this performance target.

For 2006/07 Adult Social Care achieved 64%. The outturn figure was 76 complaints received and 49 were completed within timescale.

The graph below provides a comparison of the last two consecutive years on the number of complaints received and whether or not they were handled within timescale



### **Stage 2 – Formal Investigation**

This stage is implemented where the complainant is dissatisfied with the findings of Stage 1. Stage 2 is an investigation conducted by either an internal manager or an external investigating officer. In most cases, Haringey appoint investigating officers from a pool of external investigating officers. The role of the investigating officer involves interviewing staff and file reviews, reviewing policies and procedures, and producing a comprehensive report. Once the investigating officer has completed their report an Assistant Director is appointed to consider the findings and respond to the complainant accordingly.

The procedure that took effect from September 2006 states that Stage 2 investigations are to be completed within 25 working days and in certain cases can be extended to 65 working days. The majority of our stage 2 investigations do need to be extended to the 65 working days due to the complexity of the complaint.

For the reporting period, two Stage 2 investigations were completed within the 25 day timescale and a total of 11 were extended to 65 days. Of the 11, eight were completed within the timescale and 3 missed the deadline. The performance figure was 73% completed within timescale. The performance target for Stage 2's was 40% for 25 days and 60% for the extended period.



For the period 2006/07 there was two statutory complaints procedures. Pre September 2006 the timescales were 28 days and an extension to 90 days.

After 01 September 2006 the timescales changed to the current timescales which are listed above. In 2006/07 we received a total of 6 Stage 2 investigations.

The complexity and nature of Adult Social Care complaint investigations can lead to delays. A lot of work has taken place between the complaints team and the investigating officers to help ensure delays are kept to a minimum.

We have seen an increase in the number of Stage 1 complaints and therefore a rise in the number of Stage 2 investigations. In the coming year we will be providing staff with training and in particular in how to resolve complaints at Stage 1. We have recruited extra investigating officers to our independent investigating officer's pool. An annual meeting with the independent investigating officers takes place which also incorporates a monitoring session. It was also emphasised to them the need to meet timescales. This seems to be having a positive effect on performance

### **Stage 3 – Review Panel**

Where complainants are dissatisfied with the finding of the Stage 2 investigation, the Council is required to establish a Complaints Review Panel. The panel makes recommendations to the Director who then makes a decision on the complaint and any action to be taken. Review Panels are made up of two independent panellists and one Councillor. The timescales for Review Panels are as follows:

- Within 30 days set up the Panel
- Producing the Panel's findings within 5 days
- Produce the Councils response within 15 days.

For the reporting period Adult Social Care had 1 complaint that went to Review Panel. This indicates that complainants are generally satisfied with the responses to their complaints.

For 2006/07 there was also 1 Stage 3 review panel.

#### **Corporate Complaints Procedure**

In the Adult Culture & Community Services Directorate there are two complaints procedures. Adult Social Care uses a statutory procedure which is for any social services you may receive. The corporate procedure is a separate procedure and is used for all other council services.

The outturn figure for Adult Social Care for the period 2007/08 were 25 complaints received under the corporate complaints procedure, of which 20 (80%) were completed within the 10 working day timescale.

For the period 2006/07 were 34 complaints received under the corporate complaints procedure, of which 23 were completed within timescale. This shows 68% were dealt within timescale.

The Complaints Team also has a management role in all the complaints, member enquiries and FOI's received for the whole Directorate.

### **5. Local Government Ombudsman**

The Commissioners for Local Administration (generally known as the Local Government Ombudsmen) were established by the Local Government Act 1974, Part III. They are empowered to investigate (among other things) any Local Authority. All complaints must be in writing and made by members of the public who claim to have sustained injustice in consequence of mal-administration in connection with action taken by or on behalf of an Authority.

Reporting on this will be in the Feedback & Information team's corporate annual report.

### **6. How did we handle your complaints**

The following table shows examples of complaints that were received during this reporting period and what we did in response to those complaints.

WHAT YOU TOLD US	WHAT WE DID
"I was very unhappy with the way the weekend carer was handling me when carrying out the personal care."	We apologised and changed the carer. The regular week day carer provided care at the weekend and a new carer was found who would carry out the duties during the week..
"We had cancelled the lunchtime carer but the carer was still coming to the house."	After investigation it was clear that this information had not been passed along to correct person which would have enabled the visits to cease. We apologised and credited service user for these visits.
"I live in sheltered housing and at the weekends I do not want anybody to call to check I am ok, I leave the "out card" but I still get disturbed most weekends and it is always the same member of staff."	The member of staff was interviewed and she apologised for causing the tenant distress. As a result all staff were reminded of the procedures which respects the tenants rights not to be disturbed."

## 7. How did we respond to your complaints?

The Council takes complaints seriously. When you complain about our services, we find ways to improve the quality and delivery of services. Common themes for complaints have been long waiting times and issues with service delivery these issues are currently being addressed in the respective departments.

## 8. Who complained to us?

Equalities data is collected to assess how Adult Social Care can better address the needs of the community. However, only a small number of complainants supplied information. With your help in filling out feedback forms, we will be able to serve you better.

There were no obvious trends to suggest that any ethnic group were making complaints about specific services. In relation to age, the largest group that we have registering a complaint is in the 60+ group and more females have complained than men. The tables below illustrate the ethnicity and diversity of people who complain about the Council.



<b>Ethnicity</b>	<b>No. of Records</b>	
	<b>2006/07</b>	<b>2007/08</b>
Black or Black British	2	3
Asian or Asian British	2	0
White British	16	23
White Other	3	0
Mixed	2	0
Other Ethnic Group	4	1
Unknown	47	84
<b>Total</b>	<b>76</b>	<b>111</b>

For this reporting period we have started monitoring the number of carers who have complained and we had a total of 17 complaints received from a carer or advocate.

<b>Gender</b>	<b>No. of Records</b>	
	<b>2006/07</b>	<b>2007/08</b>
Female	45	56
Male	20	49
Male & Female	10	2
Unknown	1	4
<b>Total</b>	<b>76</b>	<b>111</b>

<b>Age Group</b>	<b>No. of Records</b>	
	<b>2006/07</b>	<b>2007/08</b>
18-23	1	0
24-45	6	8
46-59	10	9
60+	22	14
Not known	37	80
<b>Total</b>	<b>76</b>	<b>111</b>

<b>How Received</b>	<b>No of Records</b>	
	<b>2006/07</b>	<b>2007/08</b>
Complaint form	6	n/a
Email	7	26
Fax	4	n/a
Feedback form	8	18
In person	4	9
Letter	29	27
Phone	12	29
Web Form	6	2
<b>Total</b>	<b>76</b>	<b>111</b>

<b>Disability</b>	<b>No. of Records</b>	
	<b>2006/07</b>	<b>2007/08</b>
Yes	27	16
No	6	11
Unknown	42	84
<b>Total</b>	<b>76</b>	<b>111</b>

## **9. Learning from Complaints and Improving Services (Outcomes)**

Adult Services is committed to delivering quality services that meet the needs of users and carers, complaints and feedback are utilised as a mechanism for continuous service improvement.

The purpose of the complaint's procedure is to ensure that we learn from complaints and make improvements to service quality. Significant changes have been made to improve communication, increase efficiency in handling complaints, and deliver better services and we will continue to ensure that this process is adhered to. The Feedback & Information team produces regular reports for all directorates on 'learning points' for Stage 3 investigations and Ombudsman cases. Work will continue in 2008/09 on embedding the learning process.

Below are a few examples as to how we have learned from complaints and what improvements we have made.

After complaints relating to sub standard communications relating to our in-house home care service it was decided that discussions around communication issues and sensitivity would be held in group supervision. Group supervision is held once every 6 weeks in area patches and issues such as communication are prioritised.

Complaints were received relating to our in-house home care service where staff was unable to attend due to an emergency or sickness. In some instances replacement care staff were turning up late. It was agreed that there needed to be quicker access to home care staff in a crisis and a crisis team has now been developed. Effective management and use of the crisis workers means that the majority of replacements are at the usual time. However, there are times when home care staff ring into the office to say they are sick first thing in the morning and the early morning call replacement may take a little time to organise. A planned improvement is to require the prospective absentee to ring the 24 hour on call manager at any time to warn the service of the absence.

A client, who attends a Day Centre, requested to be dropped at her daughter's house by transport instead of her own home. Staff had failed to discuss the change of arrangements with the daughter. Transport did not wait to see that the client was safe.

A review of Day Centre systems across the service included what to do if a client cannot gain access and a discussion about the rights of clients versus the Council's duty of care in the wider general context of health & safety and risk assessment.

Staff have been given guidance by their managers as to what to do in similar circumstances in future, which includes referring back to management in the Day Centre if in any doubt, carrying out a risk assessment to be included with the support plan if this is a regular event, ensuring the client has gained access to the property before they leave. One of the residential care homes has been designated as a holding point for clients who cannot gain access until carers return (also if keys are lost etc.) The tension between service user choice/rights and our duty to care is a constant in such situations. There have been no similar occurrences since.

Service users and carers are enabled through the complaints procedure to have their concerns heard. Adult Services has been able to clearly demonstrate to its users/ carers that these complaints are acted on and do make a difference to how services are delivered.

## **9. Initiatives for 2008/09**

An updated Social Care training tool has been now been purchased and the Designated Complaints Officer and a member of the Organisational & Development Team completed the "train the trainer" training for this particular tool. We are now discussing the best way of rolling out this training. This course is aimed at all staff and the objective is to ensure that staff know how to resolve complaints at Stage 1. We are developing a training course for senior managers who investigate Stage 2 complaints and also for the adjudicating officer.

- We have revised the Complaints Improvement Plan, this includes:
  - i. Continuing to develop and embed the importance of learning from complaints to improve our services
  - ii. Achieve the performance targets
  - iii. Ensuring that investigators of Stage 1 complaints are briefed on the importance of resolution at Stage 1
  - iv. Ensure that complainants are kept informed through out the procedure
  - v. Ensure that stage 1 responses cover all issues raised
  - vi. Publicise the complaints procedure where ever possible.
  - vii. Recommendation that meetings are to be held after each Stage 2 investigation, with the senior managers and the complaints team. These meetings will ensure all recommendations are carried out.

Information gathered by the Contracts team from a range of sources indicates a need for a more pro active approach to, resolving minor issues in order to ensure that new care packages set up, are meeting needs, service users have access to information.

This feedback indicates that in a significant number of instances minor problems/ issues were not brought to light before the 6 week review so could not be resolved prior to the case being closed and put back in to the review system.

A consequence of this is that some service users feel their concerns are not heard and in instances where they have raised complaints/issues no one has followed up to verify resolution has occurred. In some instances issues/complaints raised do not relate to service providers, however it is not always clear to a service user the difference between issues that the care provider is responsible for and issues that are the responsibility of Council, or other services e.g. the length of time, tasks to be undertaken, supply of equipment.

This lack of clarity can create tension between the service user and care provider/care worker and can result in a lack of confidence by the service user in the Council who purchased the service, resulting in complaints.

## **10. Reform of the Complaints arrangements across Health and Social Care**

In the Government's White Paper '*Our health, our care, our say*' (January 2006) was not only to develop a comprehensive system across health and social care, but to develop one that will '*focus on resolving complaints locally with a more personal and comprehensive approach to handling complaints*'.

Health care is becoming increasingly community-based, with a much stronger focus on the Primary Care Trust (PCT) role as commissioners of all health services with greater joint commissioning with local authorities. The reforms also need to reflect the new delivery of services provided by Children's Departments, joint health and social care teams, and the relationships between local authorities and the regulators, and the Local Government Ombudsman.

The focus therefore is on the development of more easily accessible, simple and straightforward arrangements for both health and social care that will encourage and empower people to come forward with compliments and constructive views as well as complaints; and which will ensure lessons are learnt and applied to organisational learning.

The Department of Health (DH) feel that this is a challenging agenda and they envisage it will take several years to embed thoroughly into the health and social care services of the future. The DH believes that any new complaints arrangements should meet the following criteria:

- **open and easy to access** - flexible about the ways people can complain and with effective information and support for people wishing to do so, including specialist advocacy as appropriate;
- **fair** - emphasising early resolution and minimising the strain and distress for all those involved;
- **responsive** - providing appropriate and proportionate response and redress;

- **providing an opportunity for learning and developing** - ensuring complaints are treated as a positive opportunity to learn from service users' experiences and views to drive continual improvement in services.

The DH held a consultation on the new regulations which ran between 18 June 2007 and 17 October 2007.

The full response to the consultation on a joint complaint procedure can be found at [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_082714](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_082714)

The DH set up a national Early Adopter programme with a number of Local Authorities and PCT's being chosen to become Early Adopters. This trial will run from April 2008 – October 2008 and the aim will be to begin working on developing a new two stage process, which will require:

- Local Resolution
  - Facilitate the resolution of complaints locally, through a more accessible, personal and flexible approach to handling complaints;
  - Treat and respond to each case according to its individual nature and wishes of the complainant; and
- Ombudsman

The Early Adopters have been told that, there is no right or wrong way, arrangements are determined locally.

The DH believes a reformed complaints process will improve and enhance local resolution and better support ongoing improvements in service delivery.

## 11. Conclusion

We take our complaints, compliments and suggestions feedback very seriously. We appreciate the need to act on this feedback to continue to improve our services by listening properly to our service users.

We endeavour to encourage all services to support early intervention, and emphasis on preventing problems is paramount. We aim to provide services that will help maintain the independence for the individual whilst providing a well-trained workforce.

Early resolution of complaints is a priority, which we are working hard to achieve by implementing initiatives such as 'Learning from Complaints', and training. All Adult, Culture & Community Services staff are committed to the Council's vision of high performance and improvement. The initiatives referred to in paragraph 9 will help to achieve this.

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## **APPENDIX 1**

**Haringey Council**

**Adult, Culture and Community Services**

**COMPLAINTS AND MEMBER ENQUIRY  
PERFORMANCE IMPROVEMENT PLAN**

**2007/08**

**(Progress Update –31 March 2008)**

## 1. Vision and Key Service Objectives

- To promote a easily accessible and transparent complaints procedure
- To achieve our performance targets
- For all staff to embrace the complaint procedure
- An understanding in the services that complaints are the best way to improve services
- To provide an excellent and effective training scheme for all staff
- Learn to apologise and not always take complaints as a criticism
- For investigators to realise the importance of resolution over response
- For staff to realise that it is okay to make mistakes – as we will learn from these



## 2. Key Areas for Improvement

Key to RAG Status Symbols	
<b>G</b>	GREEN – On target and no major risks/issues have been uncovered.
<b>A</b>	AMBER – Some slippage has occurred but this can be managed.
<b>R</b>	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.
<b>N</b>	NO INFORMATION – This information has not been provided or unobtainable by the project.



**Haringey Council**

Objective	Milestones Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
<b>R1. To complete 80% of complaints within timescale</b>	To achieve the corporate target and the Adult Social Care targets at all stages of the corporate and the NHS & Community Care Act complaint procedures.	By end of March 2008	Service Areas and complaints team	SI 07/08 -80% S2 07/08 – 80% (Corporate) S2 07/08 NHS – 40% S3 07/08 - 95% (Corporate and NHS)	Monthly performance reports	YTD: Corp.S1 – 90% S2 – 75% NHS S1 –100% S2 – 50% S3 corporate figure is not split between directorates – 88%	<b>G</b>
<b>R2. To complete 90% of member enquiries (ME's) within timescale</b>	To achieve the corporate target of 90% of ME's to be completed within timescale	By end of March 2008	Service Areas and complaints team	ME's – 90%	Monthly performance reports	ME's – 88% Outturn 2008/09 currently performance is 95%	<b>A</b>
<b>R3. Ensure that the Council's corporate feedback scheme and the Adult Social Care complaints procedure are fully adhered to</b>	<ul style="list-style-type: none"> <li>Monitoring of complaints procedure both in house and service providers</li> <li>Ensuring timescales are met</li> <li>Implementation of findings from the Central Feedback Teams annual audit</li> <li>Review the improvement plan</li> <li>Ensure that the WOW! Scheme is implemented correctly and this includes the</li> </ul>	<p>Ongoing</p> <p>Annually</p>	<p>Complaints team</p> <p>Contracts team</p> <p>Central Feedback Team</p> <p>DCO</p> <p>DCO</p>	<p>Regular reporting</p> <p>Monitoring meetings with service providers</p> <p>Reporting and audit from Central Feedback team (CFT)</p> <p>Contact with access areas</p>	<p>Reports to DMT</p> <p>Twice yearly meetings with Central Feedback Team</p> <p>Emails mainly sent to check stock levels.</p>	<p>Reports are written on time</p> <p>Monthly meeting take place between the contract team and providers</p> <p>Two meeting have taken place with CFT</p> <p>March 08</p> <p>Regular emails sent.</p>	<b>G</b>



Objective	Milestones Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
	<ul style="list-style-type: none"> <li>publicity</li> <li>Include complaint handling and performance appraisals where appropriate</li> <li>To develop guidance on remedies for services where appropriate</li> </ul>	<p>From April 08</p> <p>From April 08</p>	<p>All staff involved in complaint investigations</p> <p>DCO</p>	<p>Managers need to ensure this is discussed. Feedback to DCO</p> <p>To have this information on Harinet</p>	<p>Reviewing officers need to check the performance appraisals (PA'S)</p>	<p>DCO to ask for info once all PA's are complete</p>	<b>G</b>
<b>R4 Ensure that all service users are informed of their right to complain and are enabled to complain</b>	<ul style="list-style-type: none"> <li>Ensure staff inform all service users about the complaints process</li> <li>Ensure that all publicity is displayed in the service access areas</li> </ul>	Ongoing	Directorate Wide	<p>As part of the welcome pack to new service users</p> <p>Checking with contact staff if information is still on display - quarterly</p>	<p>Mystery shopping survey in conjunction with Central Feedback Team.</p>	<p>There is a risk factor involved in this as there may not be funding for printing</p>	<b>G</b>
<b>R5 Ensure that all service providers have their own complaints procedure in place</b>	<ul style="list-style-type: none"> <li>Commissioning managers must ensure that all commissioned service providers have a transparent, accessible complaints procedure</li> <li>Service users need to understand what they need to do in the event of something going wrong.</li> </ul>	Ongoing	Commissioning managers and contracts team	<p>As part of the monitoring process of the service provider, Information must then be fed back to complaints team</p>	<p>Quarterly reports from the service providers. Info then to be reported in our own quarterly reports.</p> <p>Annual Report</p>	<p>DCO has met with one service provider and meetings have taken place with the Voluntary Sector.</p> <p>Meeting taken place with new brokerage team manager.</p>	<b>G</b>



**Haringey Council**

Objective	Milestones Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
	<ul style="list-style-type: none"> <li>Service providers need to be aware of the importance of and have a commitment to learning from complaints</li> </ul>	Ongoing	Contracts and complaints teams	Regular meetings and reporting	Quarterly reports	Received a 07/08 report	
<b>R6 To ensure that recommendations agreed in regards to complaints are carried out</b>	<ul style="list-style-type: none"> <li>Service areas must take responsibility for feeding back progress when implementing recommendations.</li> <li>Service areas to take responsibility for completing the service investigation form and returning to complaints team for monitoring</li> <li>Complaints team to ensure that the service investigation form is sent with all complaints to service area</li> </ul>	From April 08	All service managers  DCO	Monthly reports to the DCO  DCO to do spot checks	Quarterly report to DMT  Annual audit which is conducted by Central Feedback Team	<p>The information used from the complaints system, and the provision of advocacy, were utilised in innovative ways to support people's communication with the council</p> <p>After a stage 2 investigation a meeting will be set up between the DCO and the service manager and team manager.</p>	<b>G</b>
<b>R7. To ensure that information is provided and recorded.</b>	<ul style="list-style-type: none"> <li>All information relating to complaints must be provided to enable the complaints team to record the correct</li> </ul>	Ongoing	Service Areas must take responsibility for feeding	In the improvement plan.	Ongoing monitoring Annual report	Following DMT clearance	<b>G</b>



**Haringey Council**

Objective	Milestones Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
	information for monitoring purposes. This should include decisions, solutions, recommendations, complaints made by advocates.		back information to complaints team		and regular reporting to CSCI		
<b>R8. Complaints made by carers/advocates are to be logged as such for monitoring and reporting purposes</b>	<ul style="list-style-type: none"> <li>Complaints team must log any complaints from advocate/carers as such on the complaint database.</li> </ul>	Ongoing	Complaints team needs to ensure that this information is logged correctly	Quarterly reports	Ongoing monitoring Annual report and regular reporting to CSCI	DCO has been doing spot checks on complaints logged. We logged 17 complaints from carers/advocate	<b>G</b>
<b>R9 A strategy needs to be put in place regarding learning from complaints and using this for service improvement</b>	<ul style="list-style-type: none"> <li>Managers must be made aware of the importance of completing the service investigation form and returning to the complaint team.</li> <li>Managers to ensure that all staff investigating complaints are aware of the importance of completing the service investigation form.</li> <li>DCO to draft a strategy</li> </ul>	<p>Ongoing</p> <p>April 08</p>	<p>All service areas must take responsibility</p> <p>As above</p>	<p>Information to be fed back to DCO, monthly</p> <p>Performance reports</p>	Quarterly performance report to DMT	DCO will be carrying out a spot check to see how many forms have been received by the complaints team.	<b>A</b>



**Haringey Council**

Objective	Milestones Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
	by the end of September 08 which will then be circulated for consultation	Sept 08	DCO	Update line manager	During 1-1	Task just been set	
<b>R10 Implementation of decisions for improving complaints made by CEMB</b>	<ul style="list-style-type: none"> <li>Ensure that all staff investigating and dealing with complaints are aware of the importance of resolving complaints quickly and appropriately at Stage 1 to avoid escalation</li> <li>Regular focus on improving complaints performance</li> </ul>	Ongoing	Directorate wide	Meeting all requirements (as requested)	6 monthly review of improvement plan	This should improve with the role out of the new training – see below.	<b>N/A</b>
<b>R11 To update the Adult Social Care training</b>	<ul style="list-style-type: none"> <li>To identify a appropriate training tool which could be used for all staff including senior managers</li> <li>To ensure that all staff attend the training</li> <li>Provide training for Stage 3 panels for appropriate staff</li> </ul>	By April 08	DCO	100% of staff require training if they investigate complaints in a year  Ensure complaints responses address all issues	6 monthly review of improvement plan  Rolling programme of new intakes	A new training tool has been purchased. The DCO and OD& L have attended the “train the trainer” training and are now looking at how best to roll out training.	<b>G</b>
<b>R12 To update</b>	<ul style="list-style-type: none"> <li>Put the Annual report</li> </ul>	Sep 08	DCO/Informat	Post final Annual			<b>G</b>



Objective	Milestones Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
the Haringey website and Harinet when necessary	<ul style="list-style-type: none"> <li>on Harinet and the website</li> <li>Put information relating to advocacy on the website</li> <li>Information relating to recommendations from complaint outcomes to be posted on Harinet</li> </ul>	Ongoing	ion Manager  DCO/Informat ion manager	Report on web  Advocacy information should be on website by w/c 21/01.  It will be the responsibility of all complaint investigators to regularly check that the recommendations have been carried out		We have been sent a model from Barking & Dagenham intranet - recommendations from complaint outcomes  Will set up new recommendation meetings after all Stage 2 investigations with the service manager and team manager.	<b>A</b>
<b>R13</b> To update the Adult Social Care Complaints Procedure	<ul style="list-style-type: none"> <li>Review current procedure in line with changes in legislation</li> <li>Post on Haringey Website</li> </ul>	Ongoing	DCO	To be completed by Sept 08.	Regular review	DCO has started new procedures. To be incorporated into the new complaint strategy	<b>A</b>
<b>R14</b> Ensuring that all service access areas are publicising the WOW Award scheme	<ul style="list-style-type: none"> <li>Ensuring the publicity is kept up to date and that WOW's continue to be sent in.</li> </ul>	Ongoing	DCO	Continue to contact service areas to ensure that leaflets etc are still in place		2007 Wow Award winners were commended at first annual staff Award Ceremony. This will act as a platform to market the Wow Award even further within the Directorate.	<b>G</b> <b>G</b>
<b>R15</b> To set	<ul style="list-style-type: none"> <li>Continue to monitor</li> </ul>	Ongoing	DCO	Targets have been	Stage 1 targets	Monthly performance	





**Haringey Council**

Objective	Key stages to achieve objective	Date	Whom	Measure & Targets	Monitoring Method	Progress to date	RAG
new performance targets for the next 3 years	the current performance and to then analyse the figures			set and agreed by DMT for 2008/09, 2009/10 and 2010/11	have been set for Stage 1's at 92% for 08/09 95% for 09/10 and 97% for 10/11 Stage 2 targets have been set Stage 2's 100% for all 3 years and Extended to 65 days targets are set at 08/09 – 85% 09/10 – 90% and 10/11 at 95%.	report.	<b>G</b>





## Scrutiny Review of Access to Services for Older People



A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

April 2008

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#### Chair's foreword

The lives of older people has been an increasingly pertinent topic over recent years, this has not only been the Government's well-being agenda and the transformation of social care, but also ensuring that older people in our society lead an inclusive and empowered life in the way that they chose to live it.

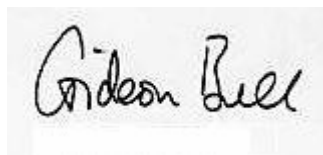
Throughout the review the panel heard of the advances that have been made by the Council and its partners in improving the lives of older people and enabling them to stay in their own homes longer. The panel was also pleased to hear of the current work that is being carried out to further improve the overall well-being of people in our borough.

I was very pleased to be able to chair this review as I believe that it is an important area of the Council's work in which it is essential that we deliver excellent services to those in the borough who need them.

I hope that the recommendations made in this review will further the progress already made by the Council and its partners and that they will contribute to the priorities and strategic objectives of the partnership.

I would like to thank the Members of the review panel; Councillors Adamou, Alexander and Wilson for their valuable time and input into this review. I would also like to thank Haringey Council Officers and Haringey Teaching Primary Care Trust Officers, Age Concern Haringey, Haringey Forum for Older People and all other participants in the review for their important insight and contribution to the findings of the review.

The panel also heard of the good work that is being carried out by front line staff across all organisations providing services for older people and I would like give these people a particular thanks on behalf of Haringey residents for their continued hard work.



Councillor Gideon Bull  
Chair of the Review Panel

## Executive Summary

This Executive Summary outlines the key findings contained in the report of the Overview and Scrutiny Committee's Review on Access to Services for Older People.

Social Care on the whole, and in particular with relation to older people is currently high on the agenda both politically and in terms of research being undertaken. This includes the National Framework for Older People, the White Paper - Our Health, Our Care, Our Say, All Our Tomorrows: Inverting the Triangle of Care, the Kings Fund report Securing Good Care for Older People and most recently Putting People First.

Nationally the number of older people is projected to rise over the next 20-25 years; this is also the case in Haringey where the number of people over the age of 65 years is projected to rise by 3000 to 23,300 by 2025. This includes a rise in those aged over 85 years of age who often need the most intensive support.

The Panel has looked at a number of issues throughout the review and has made recommendations in order to assist in improving the lives of older people in Haringey.

### Key findings of the panel:

- Along with the demographic pressures which are being faced in Haringey, there are also financial pressures. This includes only a 1% increased in Social Care funding announced by the Comprehensive Spending Review 2007.
- Haringey Council, Haringey Teaching Primary Care Trust and the voluntary sector have shown that they can work well in partnership in order to drive change, particularly at a strategic level.
- There are examples of good practice in partnership working across Haringey with a commitment and drive to make further improvements by all parties.
- Robust processes are in place to ensure consistent and cost effective decisions are made when allocating care packages to make the best possible use of resources and optimise independence for older people.
- There are significant challenges in meeting the preventative and personalisation agenda whilst continuing to support those most in need.

## Recommendations

**1.** That systems be put in place to follow up those older people who do not meet Haringey's Fair Access to Care Services Criteria and are re-directed to other appropriate services.

**2.** That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.

**3.** That Council recognises:

- The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria.
- The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand.
- The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner.
- The progress made enabling older people to influence decision making processes, including commissioning.
- The importance of advocacy services.

**4a.** That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, Haringey Teaching Primary Care Trust and the voluntary and community sector.

**4b.** That an action plan be put in place to cover any gaps and optimise take up of all services.

**5a** That health and social care jointly agree a Person Centred Strategy. To include the continued uptake and promotion of Direct Payments and Individual Budgets.

**5b** That Full Council lobbies the Department of Health for Direct Payments to be extended to health care services.

**6a.** That Councillors make themselves aware of the information on older people's services available on line.

**6b.** That Older People's services are included in the Quick Links section on the Haringey web site home page.

**6c.** That a joint Information and Advice Strategy and Action Plan be written. This should include Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.

**6d.** That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres, libraries and leisure centres and GP surgeries.

- The publication should include basic information on services which are available to promote the wider well-being of older people.

Scrutiny Review of Access to Services for Older People

- Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices).

7. That advocacy and representation be built into the assessment and care management processes.

8. That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.

9. That information sessions be provided to front line staff, both in Haringey Council and the Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.

10. That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.

11. That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote well-being in Haringey.

12. That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Full Council fully supports plans for integrated care teams for older people.

13a. That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.

13b. That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.

13c. That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.

14. That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The Commissioning time table should be circulated widely.

15. That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.

16. That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when resources become available

## 1 Background and reasons for the review

- 1.1 Adult Social Care is currently in a position where it is high on the government agenda, especially since the publication of the 'Our Health, Our Care, Our Say' white paper by the Department of Health early in 2006. It is also a priority in terms of the current demographic pressures across the country and the numbers of people meeting eligibility criteria for the receipt of services.
- 1.2 Services for Older People has been a topical area in recent years with National Frameworks and policy published by the Department of Health and research reports commissioned by organisations (such as The Kings Fund) to look at the provision of care for older people taking into account demographics and resource implications.
- 1.3 'All Our Tomorrows: Inverting the Triangle of Care'<sup>1</sup> set out a vision and priorities for the future of social care. This document discusses the need for a more joined up approach to social care and the need to change the emphasis so that "the extension of universal services for all older people is seen as crucial to all agencies". This can only be done by placed the older person at the centre of the care model<sup>2</sup>. (See Appendix 3 and 4)

## 2 The Scrutiny Process

- 2.1 The Review Panel Members were:
- Cllr Gideon Bull (Chair)
  - Cllr Gina Adamou
  - Cllr Karen Alexander
  - Cllr Richard Wilson
- 2.2 "To review the current arrangements of the council and its partners in the provision of services for older people, with specific reference to access pathways to commissioned and in-house services, information given to members of the public in line with the wider well-being agenda and the relationship with the Fair Access to Care services criteria"
- 2.3 The specific objectives of the review were to:
- Identify gaps in provision of commissioned and in-house services for older people across the borough with specific reference to Black Minority Ethnic Communities and whether there is geographic equity in Haringey.
  - Investigate access pathways into services for older people, with specific reference to meeting local and national policy direction relating to the well-being agenda.

<sup>1</sup> Local Government Association, 2003

<sup>2</sup> All Our Tomorrows, 2003, page 9 and page 11

Scrutiny Review of Access to Services for Older People

- Gain an insight into the information provided to older people contacting social care services, including those not eligible for service provision under FACs after an assessment has taken place.
- Look at the preparation and policies in place in line with the Department of Health's National Framework for NHS continuing healthcare and NHS funded nursing care, due to be enforced in October 2007.
- Look at the Fair Access to Care service criteria and gain an understanding of how this translates into commissioned services.
- Make recommendations to aid in policy and service development for the improvement of services to older people in Haringey.
- Gain an understanding into how services are funded, including TPCT contributions and external funding, and also the rationale behind the funding of a demand led service.

2.4 The Panel took the decision that the review should remain as open-minded as possible in order to incorporate any further areas into the review. It was also decided that the terms of reference would remain flexible.

2.5 It was also decided that the review should not delve into any one area to a great extent, but that where there were any areas identified which may warrant further investigation, and then these would be considered for an in-depth scrutiny review at a later date.

2.6 During the course of the review evidence was presented by the following:

- Older People's Service Manager, Haringey Council
- Head of Strategic Commissioning, Adults and Older People, Haringey Teaching Primary Care Trust
- Director of Age Concern Haringey
- Commissioning Manager, Supporting People, Haringey Council
- Head of Leisure Services, Haringey Council
- Assistant Director, Culture, Leisure and Libraries, Haringey Council
- Representatives from the Haringey Forum for Older People
- Older Person's Advocate

2.7 Members of the Panel also:

- Attended a Haringey Council Commissioning Meeting to gain an understanding of the processes in place when allocating a Care Package
- Attended a Home Care User Forum to hear the views of those receiving home care and also those resident in Harmony Hall sheltered housing
- Visited the Haven Day Centre to talk to users of the service and see the activities which take place there.



### 3 National direction

- 3.1 The 2005 Green Paper (Independence, Well-being and Choice) and the Our Health, Our Care, Our Say white paper both proposed the vision of a 'personalisation' of services. Personalisation being: "the way in which services are tailored to the needs and preferences of citizens. The overall vision is that the state should empower citizens to shape their own lives and the services they receive"<sup>3</sup>. This transformation in the way that services are shaped and provided is being compared with the changes which occurred with the introduction of the NHS and Community Care Act 1990.
- 3.2 In December 2007 the Department of Health published a Ministerial concordat 'Putting People First'<sup>4</sup> which set out the shared aims and values to drive the transformation of adult social care, by working across sectors and agendas. This concordat recognises the demographic challenges currently faced by the country and also the change in expectations of those now using social care services.
- 3.3 Putting People First also emphasises the importance of working across organisations and services. This includes health, social care, the voluntary and community sector, leisure, adult learning, culture and the benefits of employment. It also states that the transformation should ensure that everyone is supported to:
- Live independently
  - Stay health and recover quickly from illness
  - Exercise maximum control over their own life and where appropriate the lives of their family members
  - Sustain a family unit which avoids children being required to take on inappropriate caring roles
  - Participate as active and equal citizens, both economically and socially
  - Have the best possible quality of life, irrespective of illness or disability
  - Retain maximum dignity and respect.
- 3.4 In January 2008 the Department of Health issued a Local Authority Circular: Transforming Social Care<sup>5</sup>. This sets out guidance for the transformation including emphasising the need to work in partnership and also to ensure that investment is made in preventative services, to promote independence, whilst ensuring those with more intensive needs are provided for. The guidance also includes the Social Care Reform Grant determination and states that the grant money is "for the range of process reengineering, capability and capacity building activities

<sup>3</sup> Our Health, Our Care, Our Say: a new direction for community services, Department of Health, 2006

<sup>4</sup> Putting People First; a shared vision and commitment to the transformation of adult social care, Department of Health, 2007

<sup>5</sup> LAC (DH) (2008) 1: Transforming Social Care, Department of Health, 2008

required to design the entire system<sup>6</sup>” to achieve the aforementioned vision of a personalised service. The funding is for the facilitation of the transformation and not the for delivery of these services. Services are to be delivered through existing resources.

- 3.5 The Department of Health’s policy specifically for older people is “to promote social inclusion and control over their lives, ensuring respect and choice<sup>7</sup>”. This will ensure that older people are able to live independently.

## 4 Local direction

- 4.1 In 2005 Haringey Older People Services published Experience Counts, a partnership strategy for Older People in Haringey. This set out a number of key objectives to be achieved between 2005 and 2010. These include:

- *Keeping informed* – ensuring that quality information is available to older people and ensuring that the information is accessible, up to date and available in various appropriate formats.
- *Staying healthy* – keeping older people informed about healthier lifestyle choices and encouraging older people to use leisure and recreational facilities.
- *Living with support* – providing high quality co-ordinated services across health, housing and social care and the voluntary sector which is reflective of the cultural diversity of the people of the borough.

- 4.1.1 Experience Counts is currently being reviewed in order to identify ongoing and revised priorities and actions for 2008-2010.

- 4.2 Haringey’s Local Area Agreement targets were recently endorsed by the Government Office for London. Local Area Agreements (LAA) are three year targets jointly agreed between local and central government based on strong partnership working. Although Haringey Council is accountable for these targets members of the Haringey Strategic Partnership have signed up and have the responsibility for monitoring its delivery. There are a number of targets in relation to older people in the LAA, these include:

- Increasing access to a range of day opportunities including the appropriate provision of transport.
- Improved living conditions for vulnerable people with the aim of reaching the top performance banding for Older People permanently admitted into residential and nursing care.
- Working to improve the quality of life for older people, as set out in Experience Counts.
- An increase in the number of people recorded as or reporting that they have engaged in formal volunteering.

<sup>6</sup> LAC (HD) (2008) 1: Transforming Social Care

<sup>7</sup> <http://www.dh.gov.uk/en/SocialCare/Deliveringadultsocialcare/Olderpeople/index.htm>

4.3 The 'Haringey Council Plan 2007/2010' also includes actions relating to older people. Under each priority there are a number of key actions laid out:

- *"Encouraging lifetime well-being, at home, work, play and learning"* - Increasing the proportion of adults taking part in sport and recreational activity
- Developing the Healthier Lifestyles programmes in Leisure Centres and open spaces.
- *"Promoting independent living while supporting adults and children when needed"* - Supporting vulnerable people to live independently with a better quality of life by a number of factors including:
  - Continuing to deliver the Supporting People programme
  - Helping older people to live independently in their own homes

## 5 Haringey Context

5.1 The number of people aged 65 years plus in Haringey is projected to rise from 20,400 in 2008 to 23,300 in 2025<sup>8</sup>. This includes an increase in those who are 85 years old and above from 2,140 in 2008 to 2,692 in 2025<sup>9</sup>. This is the section of the population that needs the most intensive and expensive support services<sup>10</sup>.

5.2 The number of households receiving intensive home care for those aged 65 years and over, the number of People aged 65 years and above projected to have dementia and the number of people aged 65 years of age and over unable to manage at least one domestic task on their own are all projected to increase<sup>11</sup>. (Appendix 5).

5.3 Haringey Council spends approximately £40 million per annum on Older People services, out of this approximately 5% is spent on preventative services. This is in line with the national picture and also represents the difficulty in shifting resources from the acute sector to prevention.

5.4 The Supporting People Programme funds a variety of services for older people with an annual spend of over £6 million. These services include, amongst other things:

- Metropolitan Care and Repair
- Supported Housing
- Community Alarm Service
- Sixty Plus

<sup>8</sup> Care Services Improvement Partnership, Projecting Older People Information System, 2007.

<sup>9</sup> Greater London Authority, Population Projections, 2006

<sup>10</sup> This refers to Haringey Council's Commissioned Home Care.

<sup>11</sup> Care Services Improvement Partnership, Projecting Older People Information System, 2007.

5.5 Haringey Teaching Primary Care Trust spends over £21 million per annum on services for older people<sup>12</sup>. This includes services like Haringey Integrated Community Equipment Store, Rehabilitation services and Haringey's Handyperson project.

5.6 The Social Care Reform Grant is ring fenced and is in addition to the core funding each authority receives<sup>13</sup>. The allocation of money is based on the Adult Social Care Relative Needs Formula. From April 2008 Haringey will receive:

2008-2009	£374,000
2009-2010	£867,000
2010-2011	£1,060,000

5.7 Progress on transforming adult social care has begun with the creation of an Adult, Culture and Community Services Directorate. Haringey Council and the Teaching Primary Care Trust are also working closely at a strategic level and a Joint Director of Public Health is now in post.

## Main Report

### 6 Fair Access to Care Services

6.1 The Department of Health published its Fair Access to Care Services (FACS) criteria in January 2003. This criterion separates eligibility for social care commissioned services into four bandings which cover the "seriousness of risk to independence or other consequences if needs are not addressed"<sup>14</sup>. These bandings are Critical, Substantial, Moderate and Low<sup>15</sup>.

6.2 The panel heard that Haringey Council currently operates at Critical/Substantial due to financial pressures. This means that the council is not able to provide services in the Moderate and Low bandings of FACS. For example, leisure and recreational activities. One of the issues associated with this approach is that those requiring support at a lower level on a more immediate basis who are not eligible are more

<sup>12</sup> This figure does not include money spent on GP surgeries

<sup>13</sup> It should be noted that this funding is for the transformation of services and not for service delivery.

<sup>14</sup> Fair Access to Care Services; Guidance on Eligibility Criteria for adult social care, January 2003.

<sup>15</sup> Critical includes when significant health problems have developed or will develop without support.

Substantial includes when there is, or will be, an inability to carry out the majority of personal care or routines.

Moderate includes when several social support systems and relationships can not or will not be maintained.

Low includes when involvement in one or two aspects of work, education or learning can not or will not be sustained.

## Scrutiny Review of Access to Services for Older People

likely to need more intensive and therefore expensive support further down the line.

6.3 In 2006/07 across the country 62% of Council's were operating at least at Substantial. This is anticipated to increase to 73% by 2007/08<sup>16</sup>. There are currently four Council's operating at Critical only; this includes the London Borough of Harrow who have recently been the subject of a judicial review on their FACs banding. The review found that they had not paid due regard to disability law and their legal duty to people with disabilities; the decision has therefore been reversed, at least for the time being.

6.3.1 There are only two Council's who are operating within all four bandings of FACs; these are Calderdale Council and Sunderland Council.

6.4 Within Haringey; for those who did go on to receive an assessment after initial discussion, for the year 2006/2007, 68% of referrals to older people services did meet eligibility criteria and therefore went on to receive a service to meet their needs.

#### 2006/2007

Older Persons Referral Outcome	
No. of referral that did lead on to service	1165
No of referrals that did not lead on to service	556
Total number of referrals	1721

6.5 The panel heard that the 32% who do not meet eligibility criteria are directed to the voluntary sector, the Teaching Primary Care Trust (TPCT) and faith groups. It should be noted that this figure does not represent the unmet need across the borough, nor does it take into account the work being undertaken by the voluntary and community sector. All of this has important implications on the joint commissioning of services.

6.6 Analysis as to what happens to the people whose referral does not lead to service does not happen due to resource pressures within the department. Therefore, questions around whether they do ultimately get the help that they need and whether they re-approach the council should their situation deteriorate are unable to be answered.

6.7 The recently published State of Social Care report 2006/2007<sup>17</sup> raised concerns about the lack of data on what does happen to those people who are within the moderate and low bandings of FACS, who would have in the past qualified for a service. Research for the report concluded that these people "...were often diverted or signposted to other help such as from local voluntary organisations, but *many found these did not result in any help as they too had waiting lists or could not*

<sup>16</sup> The State of Social Care in England, 2006-2007, Commission for Social Care Inspection

<sup>17</sup> The State of Social Care in England 2006-2007, Commission for Social Care Inspection

*offer the assistance required. Councils rarely followed up whether people had taken up the alternatives offered.”<sup>18</sup>*

**Recommendation**

1. That systems be put in place to follow up what happens to those older people who do not meet Haringey’s Fair Access to Care Services Criteria and are re-directed to other appropriate services.

**Recommendation**

2. That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.

6.8 The Commission for Social Care Inspection (CSCI) has been asked by the Government to undertake the review of eligibility criteria and, by the autumn, to make recommendations that will be considered as part of the government's wider review of the funding for long-term care.

6.9 Panel Members attended a Council Older People Commissioning Panel meeting to gain an understanding of the process involved in approving a care package. The Commissioning Panel considers the allocation of the more complex requests to assess whether there are any other options available within the budgetary framework.

6.10 Members found attendance at the panel meeting very useful in gaining an understanding of the processes and challenges which take place in allocating care packages.

**Recommendation**

3. That Council recognises:

- The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria.
- The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand.
- The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner.
- The progress made enabling older people to influence decision making processes, including commissioning.
- The importance of advocacy.

<sup>18</sup> Denise Platt, Chair, Commission for Social Care Inspection, 2007

**Low Level Intervention**

- 6.11 The panel heard of a number of effective low level support services offered to older people, for example the Age Concern Befriending Project, the Handy Person project, Sixty Plus etc. These services are particularly important in helping to prevent people from becoming increasingly dependent on services later down the line as they enabled people to stay more active safely and prevented older people from becoming socially isolated.
- 6.12 There was discussion as to what exactly there was available in Haringey that older people were being signposted towards and also whether these services are the most effective ones for the individual. Also, whether they are the services which older people want.
- 6.13 The panel was of the opinion that it would be useful if there was a mapping exercise, looking at what low level services are available where and to whom. Also, if this were to link with the Joint Strategic Needs Assessment currently being undertaken then this would assist in the commissioning of the most appropriate services which people want in the future.

**Recommendation**

- 4a.** That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.
- 4b.** That an action plan be put in place to cover any gaps and optimise take up of all services.

**Personalisation****7 Personal Budgets**

- 7.1 Part of the personalisation agenda is the use of personal budgets; this includes both Direct Payments and Individual Budgets.
- 7.2 Individual Budgets place the person who is being supported in control and therefore able to decide support or services they receive. Individual Budgets:
- Give people a clear idea about how much money there is for their support.
  - Make assessment quicker and easier and mean people have to give out information fewer times.
  - Bring together different kinds of support or funding from more than one agency

- Let people use the money in a way that best suits their own needs and situation<sup>19</sup>.

7.3 Individual Budgets are currently being piloted in Haringey's Learning Disability Services; this will ensure that any lessons learnt can be incorporated into roll out plans for other services, including Older People's Services.

7.4 Direct payments are cash payments made to individuals who have been assessed as needing services, in lieu of social service provisions<sup>20</sup> and are the direction of travel for older people in Haringey.

7.4.1 The panel heard of the advantages of Direct Payments and the positive impact that they can make on a person's life. This includes giving a person more individual choice and control over the services that they receive. At the same time it is important to note that there are risks associated with Direct Payments and therefore a strong support and monitoring mechanism is needed to ensure its success.

#### Recommendation

**5a.** That health and social care jointly agree a Person Centred Strategy.

To include the continued uptake and promotion of Direct Payments and Individual budgets.

**5b.** That Council lobbies the Department of Health for Direct Payments to be extended to health care services.

7.5 An issue with Direct Payments is that they can only be used for the payment of social care services, and not health services. Therefore if a person is receiving a Direct Payment for what is judged as their social care needs, and their need then changes and becomes a health care need, the choice and control over the services they are receiving is removed. This can have a serious adverse effect on a person's overall well-being and feeling of being in control over their life.

7.6 For the financial year 2006/2007 89 older people in Haringey were in receipt of a Direct Payment<sup>21</sup> out of approximately 4000 older people in receipt of services. For older people this is above the London average of 73, whilst still being below leading Authorities such as Barnet and Ealing<sup>22</sup>.

<sup>19</sup> <http://www.individualbudgets.csip.org.uk>

<sup>20</sup> <http://www.dh.gov.uk/en/SocialCare/Socialcarereform/Personalisation/Directpayments/index.htm>

<sup>21</sup> Adult, Culture and Community Services, Framework-I data.

<sup>22</sup> [www.londoncareplacements.gov.uk](http://www.londoncareplacements.gov.uk)



- 7.6.1 The panel heard that there is currently no strategy or action plan in place to increase the uptake of Direct Payments for older people in Haringey.

## 8 Information and Advice Provision

- 8.1 The provision of accessible and appropriate information to enable people to make informed choices is a key aspect of health and social care white paper, *Our Health, Our Care, Our Say*<sup>23</sup>.
- 8.2 Haringey's Experience Counts strategy<sup>24</sup> goals include:
- Keeping informed – ensuring that quality information is available to older people and ensuring that the information is *accessible*, up to date and available in various appropriate formats.
- 8.3 The Access Pathways Project<sup>25</sup> remit includes looking at improving the quality and access to information across the Adult, Culture and Community Services Directorate. This will include the voluntary sector and health sector provision.
- 8.4 The Panel heard views that more could be done across the partnership in order to publicise and provide information on services that are available. For example, the Council could advertise all drop-in centres across the borough rather than the four operated by Haringey Council. There were also views by those representing older people that more could be done with regards to information provision on the whole, especially relating to services such as foot care and dentistry.
- 8.4.1 The panel also heard that older people find the most effective use of communication being something that actually comes 'through the letterbox' e.g. information in written print<sup>26</sup>.
- 8.4.2 There were very few people at the Home Care User Forum or at the Haven day centre who would use the internet to get information about services in Haringey. The majority of people either wanted something to come through their letter box or would ask their GP about services, although this did not seem to apply to services other than the more traditional health and social care services.
- 8.5 The panel discussed the option of a full printed directory of older people's services, but concerns were raised on how quickly information can go out of date. There were also concerns on who would have responsibility for keeping the printed directory up to date, bearing in mind that it would need to cover all services available for older people, including foot care, dentistry, leisure, libraries as well as the health and

<sup>23</sup> Department of Health, 2006

<sup>24</sup> A partnership strategy for Older People in Haringey 2005-2010

<sup>25</sup> Part of the Council's Achieving Excellence Programme

<sup>26</sup> Haringey Forum for Older People and Haringey Home Care User Forum

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social care services which may be more readily associated with older people.

8.6 The panel did agree that there was a need for more information to be accessible to older people in Haringey and that on-line information is not necessarily the best way to disseminate information to this section of the community. However, the importance of having an up to date online database was clear.

8.6.1 It was noted that the Haringey Forum for Older People have a quarterly magazine which is sent out, "Older and Bolder Voices".

8.7 The panel found that there is a need for a joined up strategy on information and advice provision in Haringey to enable older people to find the information they need in a simple and quick way.

**Recommendation**

**6a.** That all Councillors make themselves aware of the information on older people's services available on-line.

**6b.** That Older People's services are included in the Quick Links from the Haringey web site home page.

**6c.** That a joint information and advice strategy and action plan be written. This should be between Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.

**6d.** That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres and GP surgeries.

- The publication should include basic information on services which are available to promote the wider well-being of older people.
- Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices).

8.8 The panel heard of the importance of advocacy for older people, in particular in making complaints and challenging decisions which have been made concerning the services they are to receive. Older people need to clearly know the avenues that are available to them.

**Recommendation**

**7.** That advocacy and representation be built into the assessment and care management processes.

## 9 Income Maximisation

- 9.1 The panel heard of the importance of income in enabling older people to be able to access services. In particular the importance of enabling older people to access benefits that they may be entitled to. This in turn would have a positive impact on older people accessing services.
- 9.2 Haringey is currently working on an Income Maximisation Strategy which has a number of strands aiming to address the Sustainable Community Strategy priority of “Economic Vitality and Prosperity Shared by All”.
- 9.2.1 There are a number of objectives which will have an impact on older people specifically. These are ‘Providing targeted advice’ and ‘Supporting adults on low incomes’.
- 9.2.2 Providing targeted advice aims “to increase opportunities to access quality-assured information, advice and guidance (IAG) on benefits, tax-credits, and debt management.” Actions in this section include a Mobile Outreach Service, which specifically mentions older people and Take up Surgeries.
- 9.2.3 Supporting adults on low incomes aims “to deliver targeted support to those who are unable to work, or are on low incomes, to alleviate financial hardship and enable them to lead independent lives.” Actions in this section include addressing fuel poverty and promoting the take up of the Disability Living Allowance, the Attendance allowance and other appropriate benefits.

(See appendix 8 for the Income Maximisation Action Plan as it stands in March 2008).

### Recommendation

8. That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.

## 10 Joined up Services

- 10.1 The panel watched an Age Concern DVD (‘Are we in your way?’) which illustrates the positive impact that joined up services can have on an older person’s life. This is especially the case where triggers are in place to identify people who may be in need of services. This DVD has since been shown to Full Council.

10.2 The panel heard of a number of areas where progress is being made in improving the well-being of older people. This includes nearly 400 older people accessing the Mobile Library Service and Leisure services going out to Care Homes to conduct exercise classes to raise awareness of the benefits of keeping active and also to promote movement.

10.3 However there is a need for greater linkages not only across the services but also across all agencies. Examples include:

- Mobile library for those who are housebound could link up with meals on wheels and share information on clients who they are aware of who could benefit from these services.
- There is greater scope for joint working between leisure and libraries where both are visiting care homes independently of the other.

10.4 It is important to note that front-line staff are key to the inclusion of older people. It is these people who can identify when someone would benefit from services. In order for this to happen, there is a need for staff to begin to think differently and on a broader basis from what is in their immediate remit. The example given in 'Are we in your way' was of a Librarian identifying an older person who had recently suffered a bereavement and was becoming increasingly socially isolated. This triggered the librarian to direct the older person to Age Concern's advice worker who, in turn, helped her to find ways to make her life more fulfilling and enjoyable.

10.5 The importance of empowering and involving older people was also stressed throughout the review and in the background research for the review. "Older people need to feel empowered to contribute and participate, for their benefit and for that of society"<sup>27</sup>, in this way they are not only less likely to become isolated but also more likely to feel engaged and valuable in society.

10.5.1 The further involvement of volunteer older people would also contribute towards the achievement of Haringey's Local Area Agreement on increasing the number of people engaged in formal volunteering.<sup>28</sup>

### Recommendation

9. That information sessions be provided to front line staff, both in Haringey Council and Haringey Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.

<sup>27</sup> A Sure Start to Later Life, Office of the Deputy Prime Minister, 2006

<sup>28</sup> Haringey Strategic Partnership, Local Area Agreement, 2007-2010

## 11 Older People Activities

11.1 There are a number of activities currently being run across the partnership and within services which are specifically for older people. These include:

- A wide range of older people's clubs and groups, in locations across the borough, run by Haringey's voluntary and community sector.
- Three Older People Clubs operating in the major libraries in the borough (Wood Green, Marcus Garvey and Hornsey).
- The GP referral scheme run between the TPCT and Leisure Services which is a 12 week cardiac programme with incentives included to encourage the person to continue using the gym afterwards.
- Statutory and voluntary resource centres which provide a range of activities for members of all abilities, and are also in contact with other clubs and groups across the borough.
- A wide range of faith based organisations.

11.1.1 People over the age of 65 years in Haringey are also entitled to a free off-peak leisure pass.

11.2 The Panel visited the Haven Day Centre and noted the wealth of activities being provided to older people at the centre. A range of activities take place in Day Centre and Drop-In centres across Haringey and the importance of these were repeated by many older people representatives. It was noted that the attendance at these centres was thoroughly enjoyed and that this is often the only social forum in a person's life. One older person noted that a number of those attending the centre had family that had moved away and subsequently compared those who attended and ran the centre as a second family.

11.2.1 The vast majority of those who were spoken to at the centre also expressed the wish that they were able to attend more than their care package and/or finances allowed.

11.3 All services and organisations are currently working on further improving activity opportunities for older people. The importance of actively involving older people in these developments was stressed. The need to ensure that they are strategically planned and commissioned in a joined up way across organisations was also strongly stressed.

11.4 The Adult Service Business plan points out their role in achieving various Local Area Agreement targets. For example:

"Improve access to a range of day opportunities for older people by:

- Increasing the number of volunteers provided as part of day opportunities

- Increasing the number of older people attending day opportunities programmes<sup>29</sup>

#### Recommendation

10. That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.

#### Recommendation

11. That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote well-being in Haringey.

## 12 Joint Working

12.1 The panel heard that there are examples of good partnership working relationships between front line workers. For example, Social Workers, Occupational Therapists and Nurses. However, there is an acknowledgement from both the Haringey Older People's Service and the Teaching Primary Care Trust (TPCT) that jointly improvements are needed in the management of people with lower levels of need in order to prevent them from moving into the higher level needs areas.

12.1.1 However, in order to achieve this there is a need to shift resources from acute settings and give more emphasis to preventative support services.

12.2 Examples of good partnership working across all sectors include:

- Metropolitan Care and Repair Services - This service helps vulnerable people by adapting some areas of disabled or older people's homes, and advice and support to keep people safe from crime<sup>30</sup>
- Age Concern Haringey's Handy Person service which helps senior citizens with home repairs that they are unable to do themselves.
- GP referral cardiac scheme.
- 'Health for Haringey' projects which develops 30 projects a year around healthy living activities for vulnerable and excluded groups.
- Age Concern Haringey's Hospital discharge advocacy service.
- Haringey Home Care Services – is jointly funded with the Teaching Primary Care Trust and as a result the service has seen a doubling of admission prevention referrals in the last year.

<sup>29</sup> Adult, Culture and Community Services, Adult Services Business Plan, 2007-2010

<sup>30</sup> [www.haringey.gov.uk](http://www.haringey.gov.uk)

- Community Centres, for example the Cypriot Centre, the Irish Centre and the Asian Centre, who provide lunch clubs and also day care provision.

12.3 There are currently four pooled budget arrangements between the TPCT, Haringey Council and acute trusts which run a range of effective schemes incorporating services for older people. This includes the Prevention and Enabling Team, a Social Worker placed at the North Middlesex Hospital, delayed discharge budgets and community equipment. There are a number of recognised advantages to effective joint working and greater integration for example delivery of seamless services and a lack of duplication.

12.4 At present a joint Rehabilitation and Intermediate Care Strategy is being drafted, this currently includes plans for a number of integrated teams within the next year. The partnership then intends to look at area based teams.

### Recommendation

**12.** That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Council fully supports plans for integrated care teams for older people.

## 13 Home Care

13.1 The Home Care Service aims to enable people to remain at home longer and therefore avoid the need for residential care for as long as possible; this is directly in line with Our Health, Our Care, Our Say.

13.1.1 The Home Care Service also operates a Night Service which provides 24 hour personal care and monitoring, this service recently won an award.

13.1.2 The service also operates a Re-ablement Service which is jointly funded. This service provides short-term intensive rehabilitation and support so that older people can regain skills to remain independent after a hospital stay.

13.1.3 The Rapid Response Team provides an assessment within 2 hours and the area teams provide home care immediately. The assessments are holistic and address people's preferences and aspirations. They are outcomes based and ensure choice and control for the service users.

13.1.4 All in house home carers are trained in re-ablement.

13.2 The Home Care service aims to provide care which is suited to the person in receipt of the service, for example assistance in getting dressed at the time the person would normally get up in the morning. Again, this is in line with recent Government policy on choice and control

over a person's own care. The panel heard of further changes which are taking place to ensure a person centred service, for example the introduction of a Home Care Bank to ensure that the service remains as flexible as possible to meet the needs and wishes of its clients. This is used to cover sickness and annual leave, and does not detract from the service's commitment to continuity of care.

13.3 The panel heard that there have been delays in the implementation of the electronic Telephone Monitoring System in the Home Care service due to technical issues. This system is used to electronically record the time Carer's are in attendance and therefore the billing of Home Care is as accurate as possible. The panel heard that this was raised by home care users at the Challenge of Home Support Conference in November 2007<sup>31</sup>.

13.4 The Haringey Home Care Service has one of the highest rates of people achieving independence within 8 weeks, in the country<sup>32</sup>.

13.5 There is currently an outcomes based home care pilot underway, with one independent provider and the in house service. Service users manage their own care package by deciding how they want to use the hours that have been agreed. For example, if someone decides to use some of their allocated time to go shopping with a home carer, they can 'bank' some time and arrange the trip.

13.6 Attendees at the Home Care User Forum expressed the view that Home Carers were very good at what they do. This was relevant to both those who are employed directly by Haringey Council and those who are employed by external agencies, commissioned by the Council.

13.7 At the same time the panel heard views that external care agency visits can be erratic, particularly at the weekends. This has on occasion meant the care was not provided at the time that the service user requested. When asked about whether they had complained the panel were told that people had complained directly to the external agencies and not to the Council itself. Concern was also raised on whether an older person would feel able to make a complaint. It was noted that some older people may feel that if they complain then the service they are receiving would be withdrawn.

13.7.1 Both of these barriers in people complaining about the service means that the Council is not made aware of areas where there are concerns and is therefore not able to take the necessary actions to ensure that service delivery, by these external agencies, is improved.

13.8 At the same time it was stressed that the service also wants positive feedback on the services, in this way those who are commissioning the

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<sup>31</sup> Challenge of Home Support, Co-hosted by Age Concern Haringey and the Lewis & Mary Haynes Trust, November 2007.

<sup>32</sup> CSCI Self Assessment Survey 2006-07 achievement of 74%



service are aware as to what is working well and can better shape further services around the needs and wishes of individuals.

### Recommendation

**13a.** That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.

**13b.** That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.

**13c.** That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.

## 14 Foot Care

14.1 The panel heard that 50% of attendees at the Haringey Forum for Older People Annual Meeting raised basic foot care as an issue. This includes simple tasks such as cutting toe nails.

14.2 There are four older people's centres in Haringey which will cut older people's toe nails. However, it was noted that this is only available to those people able to physically get to the drop in centres. This is being funded by the social care budget and not the TPCT. However, foot care is classed as a health need.

14.3 Age Concern has been running a campaign, Feet for Purpose, since the summer 2007 to raise awareness of the importance of good foot health<sup>33</sup>. Problems with older people's feet have a significant impact on their quality of life. For example, long and painful toe nails can leave people housebound, can cause falls and ultimately prevent a person from being able to keep active.

14.3.1 The panel heard example of older people waiting until they are in immense pain until seeking treatment due to the high cost of the service, which can be £20-£40 per session.

14.4 The TPCT acknowledged that there has been a previous restriction in foot care services due to financial pressures. However the panel heard that there have been significant improvements in waiting times and access over the last year, as a result of service redesign.

14.5 The panel also heard the foot care is being prioritised in the current (2008/2009) commissioning round for investment. This includes current research into the evidence base and current Department of Health best

<sup>33</sup> <http://www.ageconcern.org.uk/AgeConcern/feetforpurpose.asp>

practice in the area to ensure that the new service model reflects this. The TPCT will also meet with the voluntary and community sector once they have the necessary background information and are at the appropriate stage in the commissioning round.

### Recommendation

**14** That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The commissioning time table should be circulated widely.

## 15 Equalities Performance Indicators

15.1 The Panel considered the two Performance Indicators relating to equalities for older people and noted that the service is performing well in both of these areas. These indicators are monitored by the Council monthly and are also monitored by the Commission for Social Care Inspection and feed into the overall performance rating of Social Care in Haringey. The Performance Indicators considered were:

**E47 Ethnicity of Older People receiving an assessment** - The percentage of older service users receiving an assessment that are from minority ethnic groups, divided by the percentage of older people in the local population that are from minority ethnic groups.<sup>34</sup>

**E48 Ethnicity of Older People receiving services following an assessment** - The percentage of older service users receiving services following an assessment that are from a minority ethnic group, divided by the percentage of older service users assessed that are from a minority ethnic group. (See Appendix 6)

15.2 The Panel also looked at the ethnicity of service users for the financial year 06/07 and the year to date data from 07/08. The proportion of older people service users from each ethnic group was compared with the proportion of the Haringey population<sup>35</sup> from the same age and ethnic group. The panel noted that there are no significant over or under representations of any groups receiving older people's services. (See Appendix 7).

<sup>34</sup> Social Services Performance Assessment Framework Indicators, Adults, 2006-07, Commission for Social Care Inspection

<sup>35</sup> 2001 Census data

## 16 Transport

16.1 Transport is a widely recognised area of concern for older people and is mentioned in a number of forums. This includes Haringey's Experience Counts Strategy:

- Getting out and about: to ensure that older people are able to get out and about, including being able to use public transport

16.2 Transport issues also feature in the Our Health, Our Care, Our Say White Paper<sup>36</sup>:

- Almost 20% of attendees at a Citizen summit featured in the report mentioned transport as a top priority.
- "Universal services, such as transport...and leisure services...can play a crucial role in facilitating social contacts and supporting social inclusion."
- "Transport can be a barrier to accessing care. The Social Exclusion Unit estimates that 1.4 million people (nationally) miss, turn down, or simply choose not to seek health care because of transport problems."

16.3 Older People's service is currently looking at a Community Transport System where vehicles that are linked to centres, and may be left unused for periods of time are being centrally coordinated and therefore able to provide a more flexible service to more groups.

16.3.1 The Community Transport System will train drivers from groups who wish to hire the vehicles

16.4 Transport and the associated costs were raised by the Home Care User Forum as a barrier for not using libraries, leisure facilities and visiting parks.

16.5 Accessibility on the whole is an area noted for further consideration.

### Recommendation

**15.** That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.

<sup>36</sup> Our Health, Our Care, Our Say, Department of Health, 2006

## 17 Carers

- 17.1 The panel has noted the importance of carers in Haringey on the whole, and in relation to this review, particularly older carers who represent 50% of all carers.
- 17.1.1 As the area of carers is a wide one covering a range of areas from support in general, to respite to opportunities for development and work it was felt that the area warrants a more in-depth, dedicated review.

### Recommendation

- 16.** That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when resources become available.

## 18 The National Framework for NHS Continuing Healthcare and NHS Funded Nursing Care<sup>37</sup>

- 18.1 The National Framework for NHS Continuing Healthcare and NHS Funded Nursing Care came into effect on 1st October 2007. The impetuses for this framework were the Grogan and Coughlan judicial judgements which made it clear that a very clear criterion was needed across the country.
- 18.2 As the framework has an impact on services for older people the panel was keen to hear about its implementation in Haringey.
- 18.2.1 In general terms, if you are eligible for NHS continuing care funding then you are not eligible to pay for any care (health or social).
- 18.2.2 If you are not eligible for NHS continuing care funding then you would have an assessment and may have to pay for some social care.
- 18.3 The panel heard that the framework is already being worked within in Haringey and therefore significant changes were not necessary in order to come into line with the Department of Health Criteria.
- 18.3.1 However, the panel heard that as the framework is highly process driven. There are therefore plans to enlarge the team with an additional two nursing posts.

<sup>37</sup> Department of Health, 2007

## Appendix 1

### Contributors to the Review

Name	Title and/or Organisation
Councillor Bob Harris	Cabinet Member for Adult Social Care
Tom Brown	Older People Service Manager, Haringey Council
Alex McTeare	Haringey Teaching Primary Care Trust
Delia Thomas	Haringey Teaching Primary Care Trust
Eva Darlow	Home Care Service Manager
Diana Edmonds	Asst Director Culture, Libraries & Learning
Andy Briggs	Head of Sports and Leisure Services
Robert Edmonds	Director of Age Concern Haringey
Matthew Pelling	Commissioning Manager
Lauritz Hansen-Bay	Haringey Forum for Older People
Jane Havergal	Trustee, Age Concern Haringey
Tanya Kenny-Parker	Manager, Haven Day Centre
Chris Henderson	Policy Officer, Adult, Culture and Community Services Directorate
Liz Marnham	Policy Officer, Adult, Culture and Community Services Directorate
Lorna Brambridge	Older People's Advocacy Alliance and Help the Aged Volunteer
Helen Bailey	Achieving Excellence Change Manager
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Celia Bower	Haringey Forum for Older People
Verlyn Cowell	Haringey Forum for Older People
Kamla Ahluwalia	Haringey Forum for Older People
Gloria Omotoso	Haringey Forum for Older People
Mr Kermith Samuda	Home Care User Forum
Mrs C. Bent	Home Care User Forum
Mr Beresford Riley	Home Care User Forum
Mr Ernie Byford	Home Care User Forum
Mrs B. Cordwell	Home Care User Forum
Mr Roy Robotham	Home Care User Forum
Mrs Daphne Mortimer	Home Care User Forum
Mrs Olive Harper	Home Care User Forum
Mr A Mason	Home Care User Forum

## Scrutiny Review of Access to Services for Older People

Mr & Mrs Hunter	Home Care User Forum
Mrs Towell & carer	Home Care User Forum
Mr Roy Smith	Home Care User Forum
Hatice Yilmaz	Home Care User Forum
James McConville & carer	Home Care User Forum
Mr Oliver & Mrs Carmen Joseph	Home Care User Forum
Mr Wycliffe Allen	Home Care User Forum

## Appendix 2

### Background Papers and Sources

- Adult, Culture and Community Services Directorate, Adult Services Business Plan, 2007-2010
- Adult, Culture and Community Services Directorate, Framework-i electronic system.
- All Our Tomorrows: Inverting the triangle of care, Local Government Association, 2003
- 'Are we in your Way?', Age Concern DVD
- Care Services Improvement Partnership, Projecting Older People Information System, 2007
- Census 2001, Office for National Statistics
- Challenge of Home Support, The, Conference Report, Age Concern Haringey
- Experience Counts, Haringey Council, 2005
- Fair Access to Care Services, Guidance on eligibility criteria for adult social care, Department of Health, 2003
- Greater London Authority, Population Projections, 2006
- Haringey Council Plan 2007/2010, To achieve our vision: A council we are all proud of, Haringey Council, 2007
- Independence, Well-being and Choice, Department of Health, 2005
- LAC (DH) (2008) 1: Transforming Social Care, Department of Health, 2008
- Local Area Agreement 2007-2010, Haringey Strategic Partnership, 2007
- The National Framework for NHS Continuing Healthcare and NHS-funded Nursing Care, Department of Health, 2007
- Our Health, Our Care, Our Say, Department of Health, 2006
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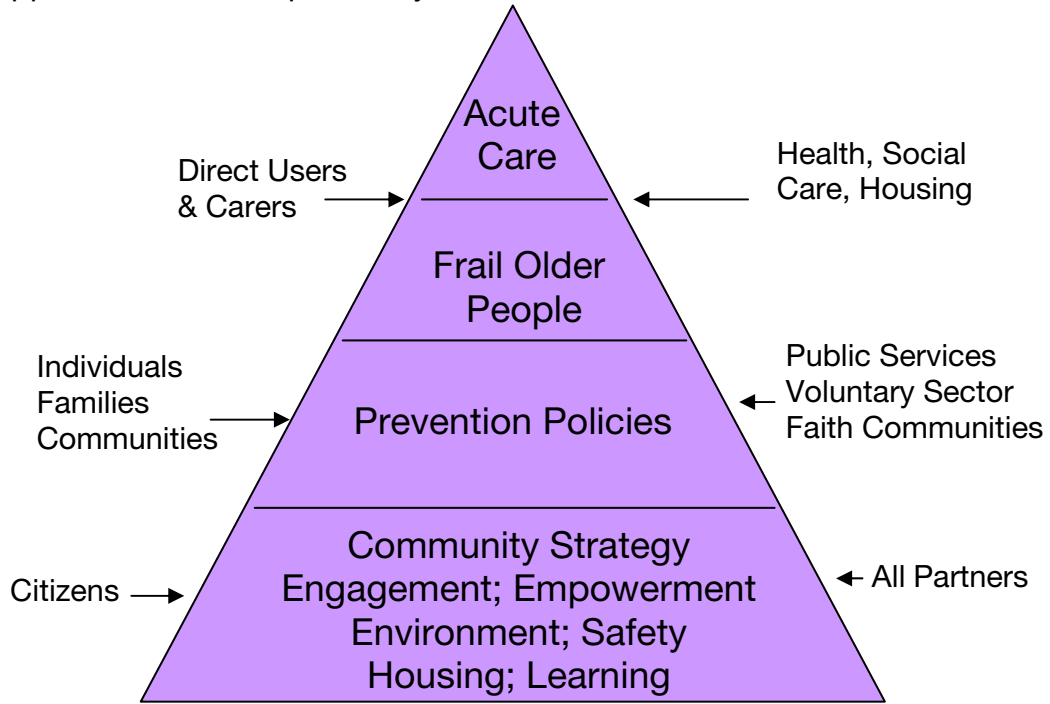
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- Social Services Performance Assessment Framework Indicators, Adults, 2006-07, Commission for Social Care Inspection
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- [www.ageconcernharingey.org.uk](http://www.ageconcernharingey.org.uk)
- [www.communitycare.co.uk](http://www.communitycare.co.uk)
- [www.csci.gov.uk](http://www.csci.gov.uk)
- [www.dh.gov.uk](http://www.dh.gov.uk)
- [www.haringey.gov.uk](http://www.haringey.gov.uk)
- [www.individualbudgets.csip.org.uk](http://www.individualbudgets.csip.org.uk)
- [www.londoncareplacements.gov.uk](http://www.londoncareplacements.gov.uk)
- <http://www.ageconcern.org.uk/AgeConcern/feetforpurpose.asp>



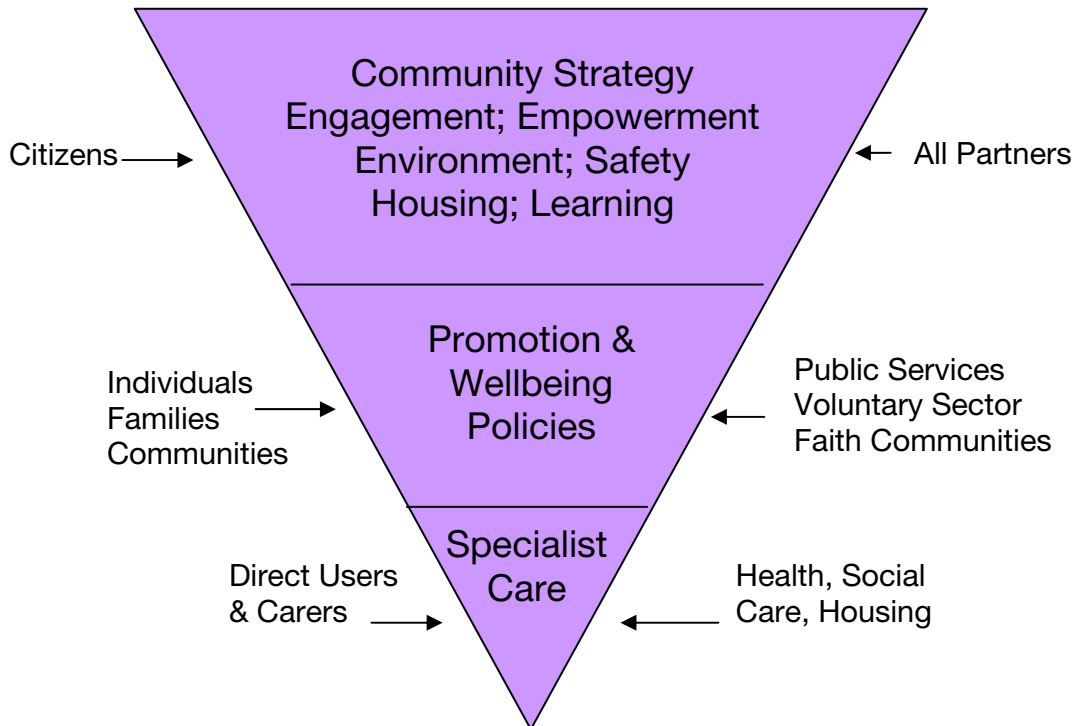
## Appendix 3

### Inverting the Triangle of Care

Support for Older People Today

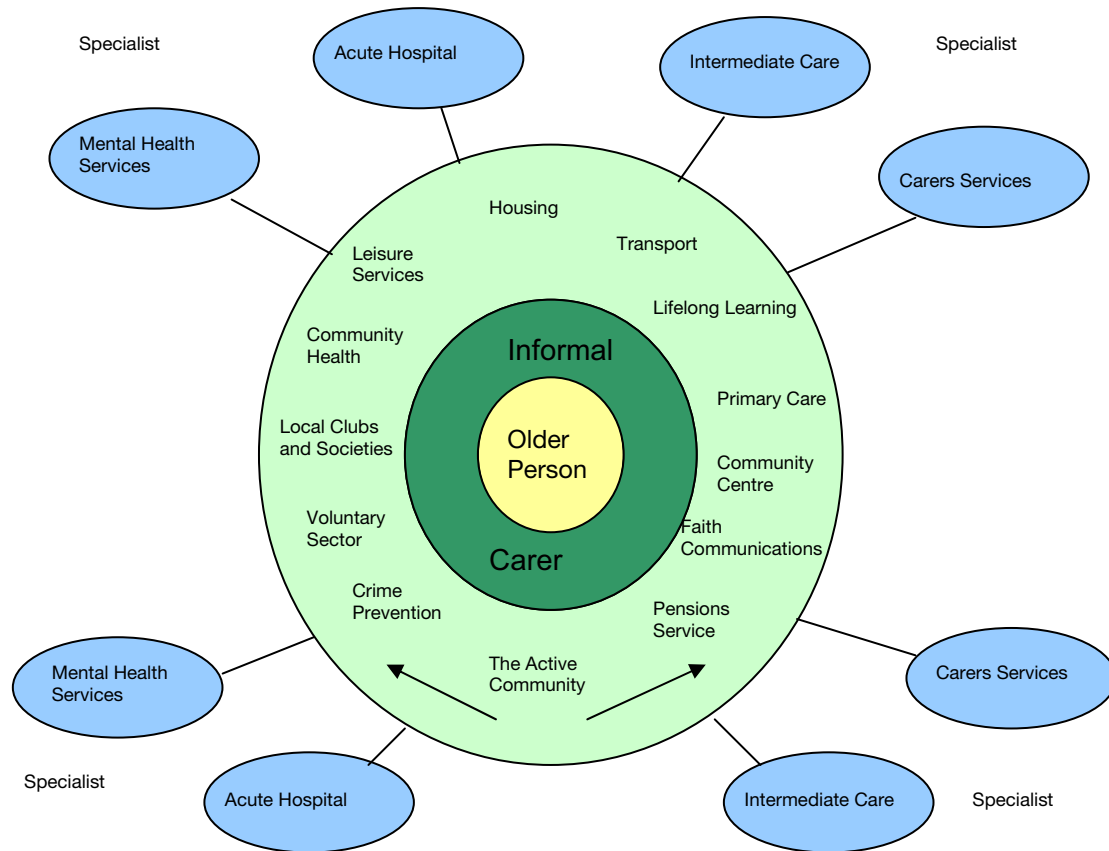


Support for Older People Tomorrow



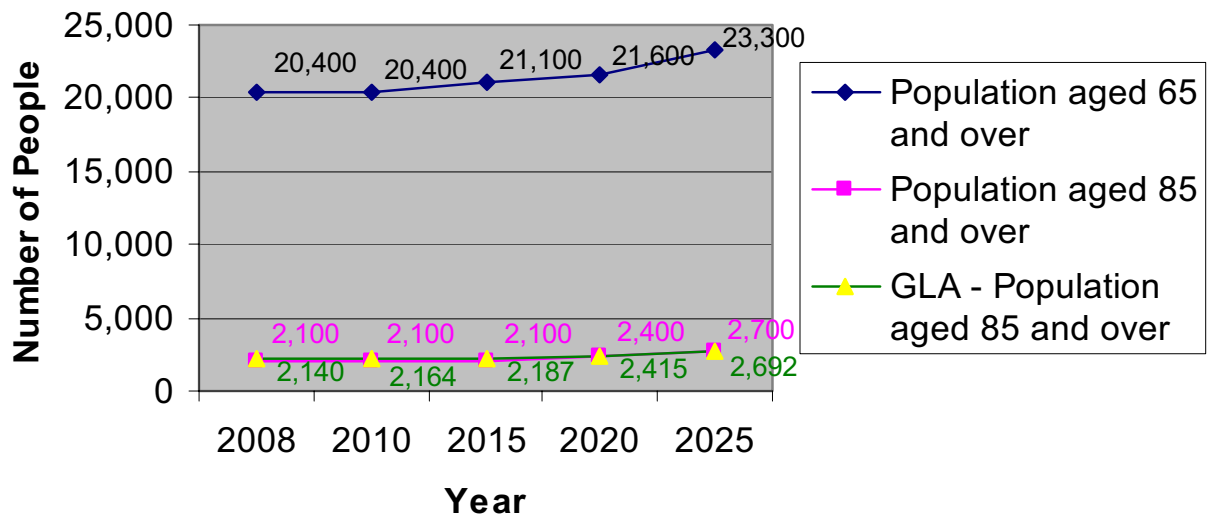
## Appendix 4

### A new direction for Community Services

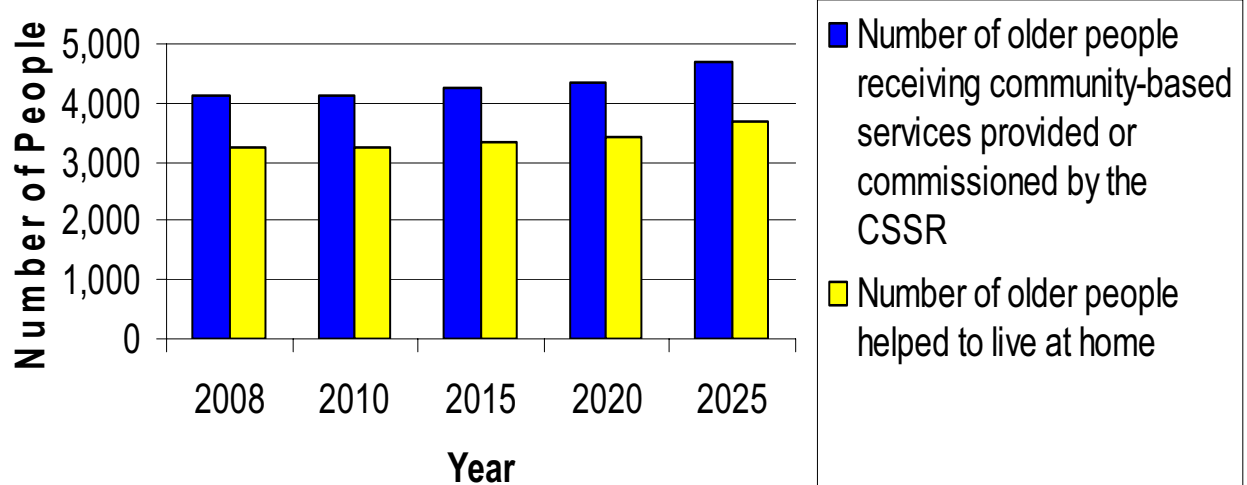


## Appendix 5

### Population projections for those aged 65 yrs and above 2008-2025



### Projections of number of older people helped to live at home and number of older people receiving community based services provided by Adults Services



## Appendix 6

### A0/E47 Ethnicity of Older People receiving an assessment

Low	High
●● 0<1	●●● 1<2 2+

Target 1.0

Corporate	No
Chief Exec	No

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Vs 06/07
1.31 Amber	1.42 Amber	1.56 Amber	1.52 Amber	1.51 Amber	1.49 Amber	1.45 Amber	1.53 Amber	1.46 Amber	1.45 Amber			1.45 Amber	
Not achieving target but is still in top banding. Performance team feels a target of 1.5 may be more suitable, as top banding is between 1 and 2. Good Performance is shown by a score of one or greater, as this assumes that the need for social care services of people from minority ethnic groups is at least as great as the general population.													↑

### A0/E48 Ethnicity of Older People receiving services following an assessment

Low	High
●● 0<0.9	●●● 0.9<1.1 1.1+

Target 1.0

Corporate	No
Chief Exec	No

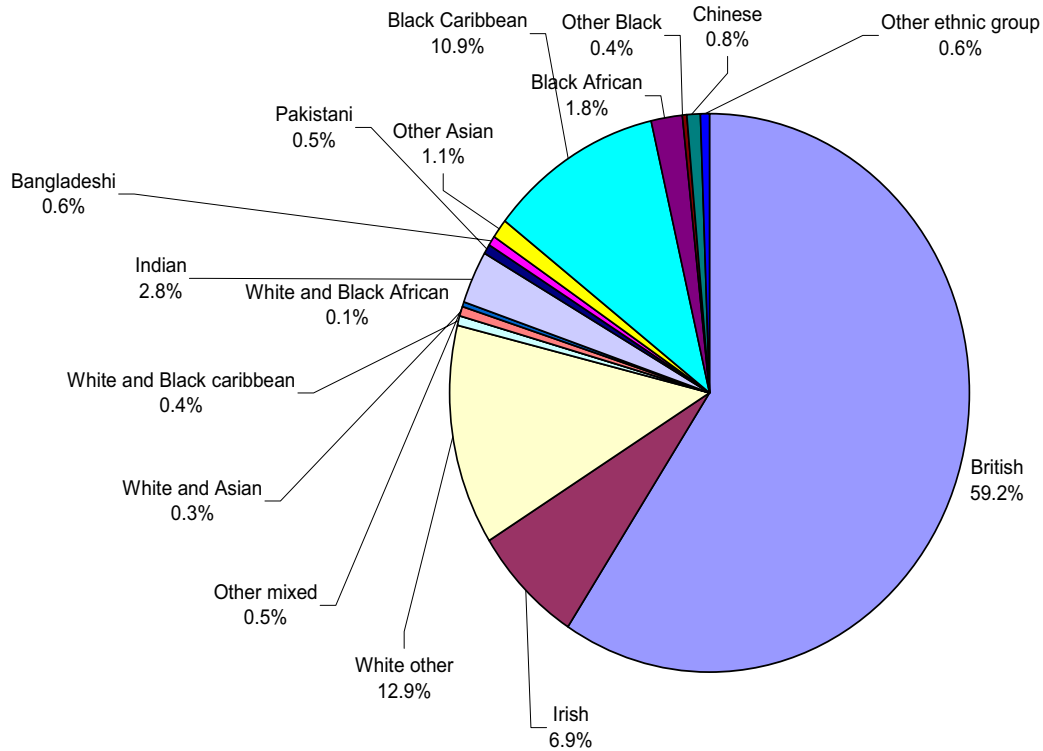
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Vs 06/07
0.80 Red	0.84 Red	0.94 Amber	0.95 Amber	0.97 Amber	0.99 Green	0.99 Green	0.96 Green	1.01 Green	0.99 Green			0.99 Green	↑

Top banding

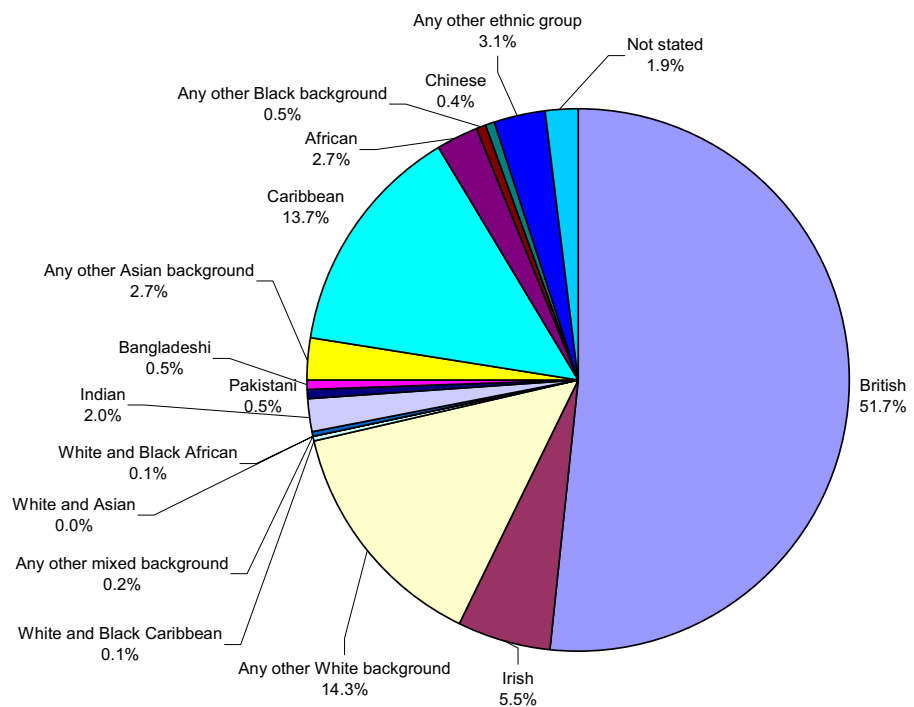
Good Performance is shown by a score of around one, as this assumes that there is no difference between the proportions of those assessed who require services for minority ethnic communities and the general population.

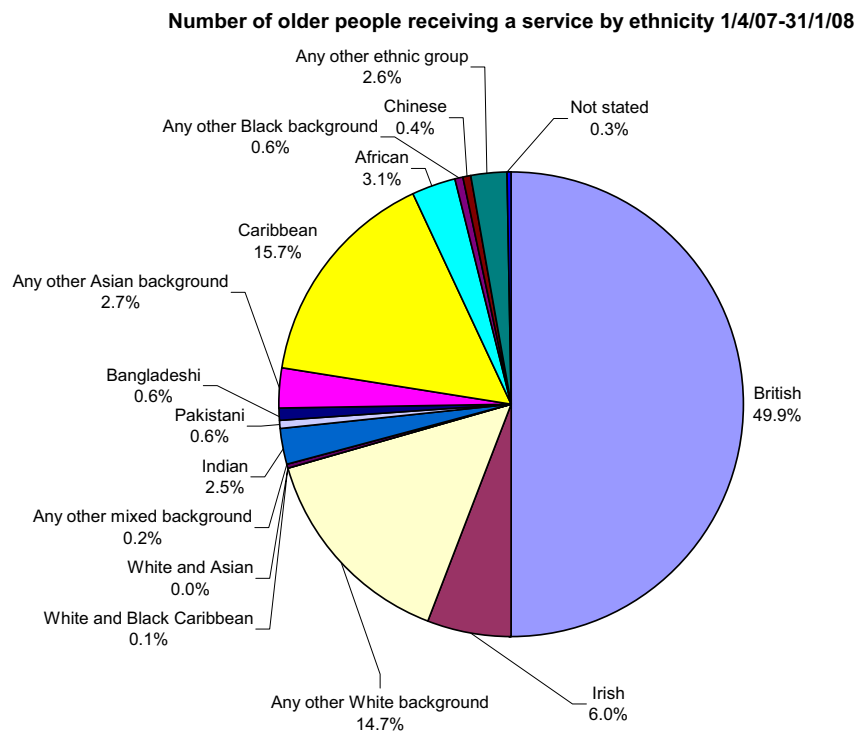
## Appendix 7

**Ethnicity breakdown for people aged 65 and over - 2001 census**



**Number of older people receiving a service 1/04/06 - 31/03/07 by ethnicity**





## Appendix 8 – Income Maximisation Action Plan as of March 2008

What do we want to achieve?	How will we do it?	Who will do it?	How much will it cost?	How will we measure success?		
Our Priorities	Our actions	Lead Officer	Resource Implications	Measure(s)	Targets 2007/08	Targets 2008/09
<p><b>4. Continually Improving Advice Delivery Across Council Services</b></p>	<p><u>Mobile Outreach Service</u></p> <p>We will work with partners (DWP, Job Centre Plus and Social Services Finance Assessment, Community groups etc) to provide comprehensive benefits advice sessions on a 'benefit bus' operating for 14 days over a period of one month over the Summer. The bus will visit various community venues within Haringey. The main target groups will be the hard to reach including pensioners and the low paid.</p> <p>a) We run a consultation with key partners and stakeholders on the aims, objectives, and outcomes of the project</p> <p>b) We will develop an integrated evaluation measuring framework for hard and soft outcomes</p> <p><u>Take Up Surgeries</u></p> <p>a) We will organise a series of focussed take-up surgeries at local venues, including</p> <ul style="list-style-type: none"> <li>• Job Centres</li> <li>• Community group premises</li> <li>• Doctor's Surgery</li> </ul> <p>b) We run a consultation with key partners and stakeholders on the aims, objectives,</p>	<p><b>Ian Biggadike</b>, Acting Head of Benefits &amp; Local Taxation</p>	<p>£34k funding required from Stream board</p> <p>£21.5K funding required from Stream board</p>	<p>a) Consultation exercise</p> <p>b) Project plan developed and agreed, including evaluation plan.</p> <p>c) Funding agreed</p> <p>d) Outreach Service delivered.</p> <p>a) Consultation exercise undertaken.</p> <p>b) Project plan developed, agreed</p> <p>c) Funding agreed</p>	<p>a) 3% increase in number of pensioners claiming IS</p> <p>b) 3% increase in HB take-up for those in work</p> <p>c) 10% increase in CTB for those in work.</p> <p>d) Increased awareness of benefits available</p> <p>e) Promotion of the Council's commitment to income maximisation and anti poverty strategies</p>	

	and outcomes of the project c) We will develop an integrated evaluation measuring framework for hard and soft outcomes		d) Surgery sessions delivered.	
<b>5. Ensuring High Quality Independent Advice Provision</b>	<p>a) We will ensure that all funded advice services in Haringey deliver to National standards for community advice and legal services through voluntary sector grant agreements and monitoring adherence.</p> <p>b) We will use the LAA to deliver target benefits advice and debt counselling, in partnership with the CAB, to the three SOA neighbourhoods.(Noel Park; Bruce Grove; Northumberland Park)</p> <p>c) We will develop options for sustaining targeted benefits advice and debt counselling to communities in most need.</p>	<p><b>Susan Humphries,</b> Head of Voluntary Sector Team</p> <p>Core budget – part of their work programme</p> <p><b>Sean Burke,</b> Head of Neighbourhood Management</p> <p>LAA priority for the Health &amp; Wellbeing HSP Theme Group</p>	<p>a) Auditing against in house quality assurance systems</p> <p>b) Number of residents claiming appropriate benefits in priority neighbourhoods</p> <p>c) Number of residents who have received debt counselling in priority neighbourhoods</p>	<p>a) Quarterly monitoring of adherence</p> <p>b) Meet agreed out SLA outputs</p> <p>a) Output measures to be agreed</p> <p>b) Gain approval for LAA priority funding to continue targeted benefits advice and debt counselling to priority Neighbourhoods</p>
<b>6. Addressing Fuel Poverty</b>	<p><u>Partnership Working</u></p> <p>a) We will work together with our strategic partners to ensure Haringey's prominence as a borough committed to tackling fuel poverty and to ensure that we provide a comprehensive and inclusive service</p> <p><u>Provision of Advice and Information</u></p> <p>a) We will ensure that the Council website contains up to date information on all the available sources of assistance with heating and insulation measures</p> <p>b) We will provide an online form which</p>	<p><b>John Mathers,</b> Fuel Poverty Officer</p> <p>Activities currently funded by the NRF</p>	<p>a) Number of residents receiving assistance through the Warm Front Scheme</p> <p>b) Number of residents receiving assistance through the 'here to HELP'</p>	<p>a) 500 households to receive improvements through the Warm Front scheme</p> <p>b) 1000 households to receive improvements through the 'here to HELP'</p>



	<p>residents can use to apply to the Council or its partners for assistance.</p> <p>c) We will annually compile, print and distribute a booklet containing advice on energy saving, heating and insulation.</p> <p><u>Promotional Activities</u></p> <p>a) We will promote the 'here to HELP' and Warm Front schemes to residents through the following channels:</p> <ul style="list-style-type: none"><li>▪ Haringey People magazine</li><li>▪ Bus Shelter advertising</li><li>▪ Lamp Post banner advertising</li><li>▪ Bill board advertising</li><li>▪ Regular press releases</li></ul> <p><u>Community Engagement</u></p> <p>a) We will disseminate information about the various grant schemes ('here to HELP' and Warm Front) and other forms of assistance available through a series of road shows and attendance at community events</p> <p><u>Continuous Monitoring</u></p> <p>a) We will conduct, on an annual basis, a survey of the energy efficiency of our housing stock using HECAMON software.</p>		<p>scheme</p> <p>c) 250 residents to attend an Energy Efficiency Road show</p> <p>d) 1000 households to receive an energy efficiency survey</p> <p>e) 250 residents to receive a low energy light bulb</p> <p>f) 500 residents to receive targeted advice and information</p>	<p>scheme</p> <p>c) Number of residents attending a road show or community event</p> <p>d) Number of referrals received through the online form</p> <p>e) Number of properties made decent as a result of heating and insulation improvements provided by the Warm Front scheme</p> <p>f) Number of households receiving targeted advice and information in the form of direct mail</p> <p>g) Information provided by householders in response to the annual energy efficiency survey.</p>	50	100
7. Promoting Appropriate Take-Up of Disability Living Allowance,	<p>a) We will advertise and promote the use of the Benefits Calculator 'Entitled To' link on the Haringey Website through the borough Library Services.</p> <p>b) We will advertise, promote and assist people using the Occupational Therapy</p>	<p><b>Bernard Lanigan</b> Service Manager</p> <p>£5,000</p> <p>£1000</p>	<p>A) Number of people accessing the website.</p> <p>b) Numbers of people</p>	50	100	

Attendance Allowance, and other benefits.	Assessment Clinic Service to make use of the 'Entitled To' benefits tool. c) We will link all referrals to our Occupational Therapy and Social Work Services to the borough wide Fuel Poverty and Home Improvements Schemes. d) We will ensure benefits advice is always made available at consultation events e) For a) to d) above, where it is indicated people may qualify for a benefit we will assist people to apply for it.		assisted to access the website. c) Numbers of people referred to borough scheme d) Numbers of people seen at consultation events	50	100
				40	80

Agenda item:

**[No.]****Cabinet****On 15<sup>th</sup> July 2008**

Report Title: **Adult, Culture and Community Services response to the Overview and Scrutiny Review of Access to Services for Older People**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Director of Adult, Culture and Community Services (ACCS)**

Wards(s) affected: **All**

Report for: **Key Decision**

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

1.1 To set out the response of ACCS to the Scrutiny Review of Access to Services for Older People.

**2. Introduction by Cabinet Member (if necessary)**

2.1 The council is committed to doing all we can to support older people to access appropriate services to support their independence and well-being. I welcome the acknowledgement by the Chair of the review that advances have been made by the council and partners in improving the lives of older people. I also welcome the challenge to further improve the outcomes for older people that is set by this review.

**3. Recommendations**

3.1 That Cabinet agree the response.

Report Authorised by: **Mun Thong Phung**  
**Director of Adult, Culture and Community Services**

Contact Officer: **Lisa Redfern, Assistant Director, Adult Services**  
 e-mail: [lisa.redfern@haringey.gov.uk](mailto:lisa.redfern@haringey.gov.uk)

#### **4. Chief Financial Officer Comments**

- 4.1 The agreed recommendations will need to be developed within the existing departmental budget; some will need to be resourced by Haringey Teaching Primary Care Trust (HTPCT). In particular, the broadening of the GP referral scheme and proposals from the HTPCT for improving foot health will be a call on HTPCT budgets.
- 4.2 With regard to the Social Care Reform Grant, time limited resources are being provided to undertake the redesign of systems processes and transactions to **transform** service delivery, not to provide additional services. Alongside this additional investment, councils are expected to spend some of their existing resources differently, utilising mainstream services to ensure the health and well-being of their communities and working in a collaborative way with third and private sector agencies.

#### **5. Head of Legal Services Comments**

- 5.1 The Overview and Scrutiny Committee (OSC) conducted the Review of Access to Service by Older People in accordance with its statutory functions. The OSC is empowered to do this by section 21 of the Local Government Act 2000 as amended by section 7 of the Health and Social Care Act 2001 and in accordance with The Local Authority (Overview and Scrutiny Committees Health and Scrutiny Functions) Regulations 2002. The Cabinet response to this review will help facilitate the discharge of the Council's statutory powers and duties towards older people.

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

- 6.1 Our Health, Our Care, Our Say – DH 2006  
Experience Counts – London Borough of Haringey 2005  
LAC (DH) (2008) 1 – Transforming Social Care
- 6.2 [Also list reasons for exemption or confidentiality (if applicable)]

#### **7. Strategic Implications**

- 7.1 Haringey currently has a population of approximately 20,400 aged 65 years and over. Of these, approximately 4,200 receive assessed services (including pieces of equipment) from Adult Services. Many more receive non-assessed services.
- 7.2 In line with the rest of the country, Haringey has a population that is incrementally growing older. Although population predictions indicate only an increase of around 3,000 people in the next 20 years, a sizeable proportion of these residents will be over 85 years and these are some of the most dependent residents of the borough who are most likely to require higher levels of support from health and social care systems.
- 7.3 In addition to population growth, health inequalities across the borough mean that some people are presenting with long term health conditions that require support earlier than might others.

- 7.4 In 2005, following extensive consultation, Haringey Council, along with partners and older people's groups in the borough published "Experience Counts" – a five-year strategy (currently under review) that sets out key objectives setting the direction of travel for developing services for older people.
- 7.5 The White Paper "Our Health, Our Care, Our Say" (DH 2006) highlighted the need for preventative services and a personalised approach to services that make a real difference to the lives of individuals.
- 7.6 Adult Services is currently engaged with other parts of the Directorate in developing seamless pathways for people who approach any part of the directorate into appropriate service provision.
- 7.7 Adult, Culture and Community Services directorate is currently in the process of further developing personalised services utilising the Social Care Reform Grant over the current year and following two years. This will lead to greater utilisation of Direct Payments and Individualised Budgets enabling people to be in greater control of their care and support.
- 7.8 In common with most councils, the adult social care budget is under increasing pressure and there remains a tension between targeting resources to those most at need under the council's "Fair Access to Care Services" (FACS) policy and investing in preventative services that are more widely available and support well-being.

## **8. Financial Implications**

- 8.1 All of the agreed recommendations are to be undertaken within current resource allocations. Where agreement is only in principle, these will only progress as and when resources permit.

## **9. Legal Implications**

- 9.1 There are no specific legal implications arising from the recommendations of this report.

## **10. Equalities Implications**

- 10.1 By the nature of age and / or impairment, most of the users of this service are some of the most vulnerable and excluded residents of the borough. Improving access to services will help ensure that people are enabled to have more control over their care and reduce the risks to their loss of independence and place in the community.

## **11. Consultation**

- a. Older People's groups were well represented throughout the Scrutiny process. The concerns that they reflected are included in the recommendations.
- b. HTPCT was a partner in the process, offering evidence to the committee.

## **12. Background**

- a. In 2006/07, 1,721 people over 65 years of age were referred to older people's services. Of these, some 32% were deemed not to be eligible for a service under FACS. However, given the vulnerability of the people, officers seek to ensure that appropriate information, advice and signposting to other agencies or services takes place.
- b. As well as new referrals to services, many older people's needs change over time and thus they may have assessments or reviews several times over a 12 month period. In

general, people's needs increase as they get older and packages of care are often increased on reassessment / review.

- c. Staff of Haringey Council and the HTPCT staff have very good working relationships. Referrals between the two agencies occur on a daily basis in line with the needs of service users.
- d. Haringey Council commissions or grant funds a number of Third Sector organisations who support older people. For example, Age Concern (Haringey) supported 74 people last year through its Befriending Scheme and ICAN Care supports 60-70 Asian older people.
- e. Services that are accessible via self-assessment or open access may be able to reduce the overall demand on assessed services and help people maintain their independence, dignity and quality of life.
- f. The current Local Area Agreement (LAA) highlights the benefits of reducing isolation for older people by developing day opportunities for older people across the borough. This includes utilising the skills of older people to become befrienders, peer mentors in an IT (Silver Surfer) project or by access to more traditional models of day care.
- g. Through reviewing assessed services provided directly by the council and through commissioned providers, the council has successfully reduced dependency on long term care and incrementally been able to support people in their own homes. Where this has not been possible, the council has sought to ensure through internal and external commissioning that a range of appropriate resources are available close to people's homes in order that they can maintain community links.
- h. Together with NHS partners, the council has moved resources to help optimise independence. This includes developing a re-ablement model of Home Care, investment in services that reduce the need for admission to hospital and maximising independent living skills within the community.

### **13. Conclusion**

- a. The Overview and Scrutiny Review explored how older people in the borough access a range of health and social care services (including barriers to access). Sixteen recommendations were made, of which:
  - 11 recommendations or parts of recommendations have been accepted
  - 6 recommendations or parts of recommendations are not applicable to Adult, Culture and Community Services, but have been noted.

### **14. Use of Appendices / Tables / Photographs**

- a. Appendix 1 – Scrutiny Review of Access to Services for Older People
- b. Appendix 2 – Recommendations



RECOMMENDATION	RESPONSE	COMMENTARY
1. That systems be put in place to follow up those older people who do not meet Haringey's Fair Access to Care Services Criteria and are redirected to other appropriate services.	Agreed	Much of this will be dealt with by the ongoing development of Access Pathways
2. That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.	For consideration by Cabinet	
3. That Council recognises: <ul style="list-style-type: none"> <li>• The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria.</li> <li>• The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand.</li> <li>• The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner.</li> <li>• The progress made enabling older people to influence decision making processes, including commissioning.</li> <li>• The importance of advocacy services.</li> </ul>	Agreed	<p>The council is committed to supporting independence, moving the balance of care to support people at home and moving control both of the strategic direction and delivery of care closer to Older People who use services.</p> <p>The council welcomes the role of advocacy for all vulnerable residents and is seeking resources to extend formal advocacy for older people.</p>
4a. That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, Haringey	Agreed in principle	Although much of this information is known, it is acknowledged that there are gaps. Further as the community changes, so do many community

RECOMMENDATION	RESPONSE	COMMENTARY
<p>Teaching Primary Care Trust and the voluntary and community sector.</p> <p>4b. That an action plan be put in place to cover any gaps and optimise take up of all services.</p>		<p>services. The work on the Joint Strategic Needs Analysis being led by the Joint Director of Public Health will update some of the knowledge gaps.</p> <p>If any gaps are identified then decisions will be made on priorities and resources available in line with the priorities of the council or partner agencies as appropriate.</p>
<p>5a That health and social care jointly agree a Person Centred Strategy. To include the continued uptake and promotion of Direct Payments and Individual Budgets.</p> <p>5b That Full Council lobbies the Department of Health for Direct Payments to be extended to health care services.</p>	<p>(a) Agreed in principle</p> <p>(b) For consideration by Cabinet</p>	<p>The council and partners already operate in a person centred way and targets for take-up of Direct Payments were exceeded last year. A pilot is being developed for Individual Budgets and this is planned to be extended to Older People's services in 2009</p>
<p>6a. That Councillors make themselves aware of the information on older people's services available on line.</p> <p>6b. That Older People's services are included in the Quick Links section on the Haringey web site home page.</p> <p>6c. That a joint Information and Advice Strategy and Action Plan be written. This should include Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.</p> <p>6d. That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres, libraries and leisure centres and GP surgeries.</p> <ul style="list-style-type: none"> <li>The publication should include basic information on services which are available to promote the wider well-being of older people.</li> </ul>	<p>Agreed in principle</p>	<p>Liaison with IT services has been initiated to ascertain the feasibility of Older People's Services being included on the "Quick Links" page of the council's website.</p> <p>A joint Information and Advice Strategy will be considered by the Wellbeing Partnership Board.</p> <p>Consideration will be given and options explored around the development of a publication for older people in the borough.</p>



RECOMMENDATION	RESPONSE	COMMENTARY
<ul style="list-style-type: none"> <li>Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices).</li> </ul>		
7. That advocacy and representation be built into the assessment and care management processes.	Agreed	Although already a feature, the development of self-assessment and individualised budgets will enhance this role for social workers and care managers.
8. That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.	Agreed	Although no date is set for publication, work continues with Urban Environment to move this forward.
9. That information sessions be provided to front line staff, both in Haringey Council and the Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.	Agreed in principle	Customer care is a critical element of training for front line staff. Using older people to assist with this training will be beneficial to the council and partners. This will be fed into the ACCS Learning and Development Board
10. That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.	Agreed	This piece of work is scheduled for this year led by ACCS but with involvement of statutory and 3 <sup>rd</sup> Sector partners
11. That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote wellbeing in Haringey.	Referred to HTPCT	This recommendation has been passed on to HTPCT.
12. That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Full Council fully supports plans for integrated care teams for older people.	Agreed	This Strategy will be submitted to partners later this year

RECOMMENDATION	RESPONSE	COMMENTARY
<p>13a. That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.</p> <p>13b. That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.</p> <p>13c. That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.</p>	Agreed in principle	<p>a. This has already been implemented and the Chair of the Home Care user Forum is now a service user</p> <p>b. The council has initiated a feedback form for all service users. This is to help ensure that outcomes sought agreed in the care-plan are being achieved. Further we have improved review performance to monitor changing needs, listen to service users and quality of provision.</p> <p>c. Adult services are working with colleagues in Commissioning and Contracts to implement this system</p>
<p>14. That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The Commissioning timetable should be circulated widely.</p>	Referred to HTPCT	This recommendation has been passed on to HTPCT
<p>15. That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.</p>	For consideration by Members	
<p>16. That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when resources become available.</p>	For consideration by Members	

**APPENDIX A****REPORT TEMPLATE**

Agenda item:

**[No.]****CABINET****15 JULY 2008**Report Title: **Service Improvement Initiatives for Leaseholders**

Forward Plan reference number

Report of: Niall Bolger, Executive Director, Urban Environment,

Wards(s) affected: All

Report for: Key

**1. Purpose**

1.1 This report contains suggestions for changes to policy and practice with regard to rechargeable major works, in the main affecting leaseholders. This is of particular relevance as the Decent Homes Programme now gets under way.

1.2 The report covers 3 areas:

- Suggestions for extending repayment options to leaseholders for rechargeable major works
- Consideration as to whether leaseholders should be allowed to engage their own window replacement contractor in agreed circumstances
- Consideration to extending opportunity to leaseholders to take advantage of discounted prices achieved through bulk purchase (for kitchen and bathrooms) through the Decent Homes Programme supply chains.

**2. Introduction by Cabinet Member**

2.1 Homes for Haringey, as the appointed arms length management organisation has the responsibility for improving the quality of housing services for the residents of Haringey. This report informs Cabinet of a number of initiatives that will assist Homes for Haringey to enhance the services they provide to our leaseholders.

### 3. Recommendations

It is recommended that the Council agrees to:

1. Commence billing in advance for major works. This will improve the cash flow to the Council by bringing forward the start date for the receipt of payments by up to 18 months;
2. Provide leaseholders with a higher discount (5%) for payment in full. This is to provide an incentive to pay in full at the start of work, since they are only obliged to pay in instalments;
3. Provide instalment periods of up to 3 years (including the 18 month advance billing period referred to above) on an interest-free basis.
4. Approve proposals to allow Interest only loans and a voluntary charge against the property.
5. Allow leaseholders to install and maintain their own windows and external doors in agreed circumstances and subject to approval on a case by case basis.
6. Enable leaseholders to benefit from the volume discounts available from the Decent Homes Programme (DHP) supply chains in respect of kitchen and bathroom units.

Report Authorised by: **Niall Bolger, Executive Director of Urban Environment**

Contact Officer: Nesan Thevanesan, Home Ownership Manager, Homes for Haringey  
[Nesan.Thevanesan@homesforharingey.gov.uk](mailto:Nesan.Thevanesan@homesforharingey.gov.uk) Tel: 020 8489 3705

### 7. Chief Financial Officer Comments

7.1 The report recommends amending the payment options for recovery of major works costs from leaseholders. The proposals are mainly based on Government advice and Audit Commission best practice suggestions in respect of leaseholder charges.

7.2 The precise overall financial implications of the proposals are difficult to accurately forecast as they will be dependant on the sums chargeable to leaseholders and the take up on the new discount scheme. However, it is estimated that the financial impact overall will not be significant and may be marginally favourable to the HRA. The changes may be further reviewed after implementation and as more precise data becomes available and the resultant financial impact included in the HRAs medium term financial strategy. A summary of the potential impact of each proposed change is indicated below.

7.3 Recommendation 1 suggests that the estimated costs should be invoiced in advance when the works commence; this is a change from invoicing the leaseholders in the next financial year. This will result in income being received sooner and improve the

HRAs cash flow.

7.4 Recommendation 2 suggests increasing the prompt payment discount from 2.5% to 5%. As stated in Appendix 1 this would still be cost effective as the income would be received up to 18 months earlier than now and benefit the cash flow as indicated above. In addition this would assist in the reduction, as yet not quantified, of the administration of debt management.

7.5 Recommendation 3 proposes increasing the instalment periods up to 36 months from the current 12. The adverse impact on the cash flow would be compensated by the change in policy to early billing of the works.

7.6 Recommendation 5 proposes that leaseholders are allowed to install their own windows and external doors. This will have an adverse impact on cost recovery as exemplified in appendix 5. The potential loss in income will need to be fully assessed on a case by case basis. If possible the current terms and conditions of leases should be reviewed so as to minimise any potential loss of income.

## 8. Head of Legal Services Comments

Head of legal service comments on recommendation 5 in paragraph 3 of the report as follows:-

Leases granted in accordance with the right to buy scheme contain a specific clause in relation to alterations. Reproduced in part for ease below,;

Not at any time without the licence in writing of the Corporation first obtained nor except in accordance with plans and specifications previously submitted in triplicate to the Corporation and approved by the Corporation and to its satisfaction to make any alteration or addition whatsoever in or to the Flat either externally or internally or to make any alteration or aperture in the plan external construction height walls timbers elevations or architectural appearance thereof .....

The appropriate form of licence permitting leaseholders to install and maintain their own windows and doors should be given by way of letter from Homes for Haringey rather than by Deed subject to the contents of the above clause. This method has beneficial advantages both to the council's resources and finances. It enables a more transparent, user friendly and customer focused service to leaseholders.

The other recommendations in the report are of a financial nature on which the Head of Legal Service has no further comment.

## 9. Local Government (Access to Information) Act 1985

a. Audit Commission KLOE 12

## **10. Strategic Implications**

- 10.1 The Housing Strategy contains a number of key objectives and has the overarching aim of ensuring that Homes for Haringey provides and maintains an excellent housing service. Improving the quality and range of services to leaseholders is seen as contributing to the Council's key aims and objectives.

## **11. Financial Implications**

- 11.1 Income received from leaseholders is accounted for within the Housing Revenue Account Managed Budgets. The introduction of earlier billing of leaseholder contributions for major works will mean that income can be accounted for earlier and will therefore have a favourable impact on the cash flow of the Housing Revenue Account. Although the increase in the discount for payment in full from 2½% to 5% will reduce the sum collectable, the additional interest earned from earlier payment will more than offset the higher discount offered.
- 11.2 The extension of the period for interest free instalments will also have a favourable impact on cash flow. Although the interest free period is longer, the earlier billing for works will leave the council in a more favourable financial position overall. The precise financial implications of the changes are difficult to accurately forecast as they will be dependent on the sums chargeable to leaseholders and the take up on the discount.. The total number who will take up this option is, projected to be about 132 per annum, based on the current take up. This figure will be in relation to an expected total number of invoices of 900 per annum. In addition, people who can raise bank loans will probably be attracted by the discount to pay in full. Receipt of payments at the start of work will reduce the Council's borrowing costs and have a favourable financial impact overall for the Housing Revenue Account.
- 11.3 The introduction of the policy to allow leaseholder to install their own windows and doors may lead to a lower level of recovery than otherwise from leaseholders. Consequently there will be a lower level of income to the Housing Revenue Account as a result. The impact will depend upon the level of take up from leaseholders and some exemplifications of the effect are set out in Appendix 5. The financial impact will be incorporated into the Medium Term Financial Strategy taking account of actual take up if the arrangements are introduced.
- 11.4 However where leaseholders opt out, there would be a clear loss of income on account of the reduced contribution chargeable to the remaining

leaseholders (the loss would probably be in the region of 2% to 5% of the total cost of window replacement – please see the example in Appendix 5).

## **12. Legal Implications**

12.1 See Head of Legal Services comments in paragraph 8 above.

## **13. Equalities Implications**

13.1 Improving the quality of services that leaseholders receive will contribute to meeting diverse community needs.

## **14. Consultation**

14.1 Homes for Haringey has undertaken considerable consultation on these proposals with leaseholders as follows: the Leaseholders Forum (on the 7 July 2007), meetings of the Leasehold Panel (31 May, 11 June, 30 July and 15 November 2007); and also with Haringey Leaseholders' Association (most recently at a meeting on the 19 February). As a result of the discussions, leaseholders' suggestions have been incorporated in this report to address their main concerns

## **15. Background**

15.1 The question of payment options has been the subject of government statements suggesting that local authorities should offer the full range of available payment options to help leaseholders pay their bills, and that they should share best practice. In addition the Audit Commission's Key Line of Enquiry (KLOE) in this area recommends that Local Authorities offer:

- flexible options
- collect payments in advance
- send a final invoice on completion
- view forfeiture as the last resort

15.2 In preparing this report a review has been carried out of the information provided by all other London boroughs (mainly on their websites) with respect to their policies for payment options and in allowing leaseholders to install their own windows and doors. The results of these reviews are provided in Appendices 4 and 6 of this report.

15.3 As part of the consideration of the relevant issues a questionnaire was sent to Leasehold Managers in all other London boroughs. The information they have provided indicates that they generally allow leaseholders to

install their own windows and doors. This has also been confirmed by information obtained from websites – please see the summary provided in Appendix 6

#### **15.4 Payment Options**

15.5 Payment towards rechargeable major works is a major concern to leaseholders. This issue has been frequently raised at meetings of the Leasehold Panel and has also been raised by the Haringey Leaseholders' Association (HLA).

15.6 At present an invoice for major work is issued 6 months after the end of the financial year. Leaseholders can pay in full (and receive a discount of 2½%) or repay over 12 months. More details of the current financial arrangements are as follows:

i) Post work billing. The invoice is issued 6 months after the end of the financial year at the same time as the Certificate of Actual Account.

ii) Payment in full – a discount is given of 2½%.

iii) Instalments - Leaseholders are given 12 months to pay the invoice (interest free - by a direct debit arrangement).

iv) Discretionary loan (under the Government regulations) – can be provided by the Council only if the leaseholder has no other means.

v) Houseproud loan – affordable loans for leaseholders over 60 or with disabilities - from £3,000 and up to 30% of the value of the property.

vi) Hardship – a discretionary reduction in a major works bill. In cases of exceptional hardship the government regulations allow a major works bill to be limited to an amount of £10,000.

vii) Statutory (mandatory) loan -must be provided to leaseholders during the first 10 years of purchase. Interest is charged at the standard Council rate, currently 7.4%.

#### **15.6 Proposals for new payment options**

15.7 The main proposals are that leaseholders should commence paying by instalments at the start of work and that payment in full should attract a discount of 5%. The total interest free instalment period will be up to three years (depending on the size of the bill). More details are as follows:



- i. Advance billing. The estimated invoice will be issued at the start of the work and the leaseholder will be required to start paying by instalments immediately, (they already start paying on the basis of the estimate with regard to their annual service charge). Supplementary invoices will be sent where necessary, following the finalisation of accounts after the end of the financial year.
- ii. Discount for immediate payment of the full amount in advance – the discount will be increased from 2½% (at present) to 5%. It will meet the requirements of leaseholders who:
  - want to pay in full or
  - have to raise a bank loan over a longer period (the discount will help them to reduce their borrowing costs)And will improve the Council's cashflow.
- iii. Monthly instalments: interest free period increased from 12 months to 3 years depending on the amount invoiced (it is suggested that the minimum monthly installment would be £50).
- iv. Interest only loans. This will be provided to (resident) leaseholders in receipt of certain benefits. The Benefits Agency will pay the interest payments on the loan. A charge will be put on the property for the repayment of the outstanding capital upon sale. This and option (v) below will only be open to leaseholders where the property is their sole residence.
- v. Voluntary charge on the property (deferred interest loan) – this will be means tested for vulnerable (resident) leaseholders who are unable to pay but who have sufficient equity in the property to cover the bill. A charge is put on the property as above but the interest is rolled up and added to this.
- vi. No changes are proposed to current policies in respect of discretionary and Houseproud loans, discretionary hardship capping and mandatory loans.

## **15.8 Implications**

15.9 The main advantages that these changes will bring are:

- (i) Maximising cash flow – to be addressed by:
  - Billing in advance – payment by instalments to commence when the work starts (up to 18 months earlier than the current practice).

- Discount for payment in full will help reduce the Council's borrowing costs (please see Appendices 1 and 2). Appendix 1 shows that (based on current figures) we would expect approximately £216,000 to be paid in advance in full. The receipt of this amount a year in advance will mean that true value has not been eroded by construction industry price inflation, (which generally runs at a higher rate than the retail price index (RPI)). The figures contained in Appendices 1 and 2 take no account of the corresponding savings in administrative effort and legal costs to pursue recovery.

15.10 It should be noted that leaseholders are not required to pay their estimated invoice in full under the terms of the lease (only by instalments). It is therefore in the landlord's interest to offer a clear incentive for full payment in advance. It should also be noted that effective recovery action can only be taken following the issue of the Certificate, which takes place 6 months after the end of the financial year.

- (ii) Good practice. Benchmarking has established that other leading boroughs and ALMOs provide more flexible options. See Appendix 4.
- (iii) Consultation. Leaseholders have expressed strong views in favour of more flexible payment options.
- (iv) Minimising cases referred to court. The Courts often decide on arrangements for payment over a much longer period. The debt is then frozen from the date of the judgement, which means that no further interest can be charged on the outstanding debt.

#### **15.11 Forecast effect on leaseholders' charges arising from the Decent Homes Programme.**

15.12 The Decent Homes Programme will have a substantial effect on charges to leaseholders. The Decent Homes Programme will increase both the number of invoices and the average value of each invoice. The current information regarding these matters is as follows:

- i. Increase in average invoice amount. The average invoice (above £1000) for major works last year was £2,000. Under the Decent Homes Programme, the average works invoice for 2,700 leaseholders will be approximately £6,500. Hence it is estimated that 60% of leaseholders will receive invoices more than twice the current levels.
- ii. Increased overall volume of charges. In 2006 the total value of works invoices issued (above £2000) was £774k (out of a total of £1.22M). During the programme the total annual charge to leaseholders is expected to be at least £2.4 million representing a substantial increase.

### **15.13 Leaseholders' windows and doors.**

- 15.14 It is proposed to introduce a system whereby leaseholders can formally take responsibility for the installation of their own windows and doors in certain circumstances.
- 15.15 At present the policy is generally not to allow leaseholders to install their own windows and exterior doors (although we will formally consider any applications). Leaseholders are further discouraged from undertaking this work as they are always advised that if they install their own windows they will still be liable to pay towards the cost of the installation of windows and doors within the whole building should the Council carry out this work in future.

### **15.16 Implications**

The main reasons to consider a change in policy are as follows:

- (i) The Audit Commission's Key Line of Enquiry states that in the case of an *excellent* service provider: "unfair terms in longstanding leases are not enforced; homeowners have been informed and offered the opportunity to agree lease variations." The question of leaseholders' windows undoubtedly falls into this category.
- (ii) There have been a number of instances where leaseholders have installed their own windows and have been able to successfully challenge via the Leasehold Valuation Tribunal (LVT) the landlord's assertion that they should have to pay again when the landlord has refurbished the whole block. This main thrust of the argument being that the landlord has been saved the expense of installation, which he would otherwise have had to meet and which would clearly have been rechargeable. There have been no cases of this nature in Haringey.
- (iii) The majority of leaseholders believe that they can install windows at a lower cost than the landlord. In some circumstances this will be true since the use of scaffolding is not considered to be essential (by the Health and Safety Executive) with regard to some individual properties e.g. house conversions.
- (iv) Haringey Leaseholders' Association has campaigned for a change of policy. It was agreed that a review would be carried out. In addition letters have been sent to Homes for Haringey by others such as the Ferry Lane Action Group, who have raised similar issues at their AGM.
- (v) If a significant number of leaseholders opt out of the Decent Homes Programme with regard to the replacement of their windows, then there will be an immediate short term gain to the Council in that it will speed up overall programme delivery and improve cash flow by reducing the time lag in receiving all the contributions due from leaseholders.

**15.17 A new policy for leaseholders' windows and doors.**

15.18 This report recommends that Leaseholders should generally be allowed to install their own windows and doors. They should not have to pay towards the cost of the installation of windows and exterior doors in other flats in the building, but would continue to be charged, in accordance with the terms of the lease, for the installation of communal windows and doors. There are no proposals to vary the terms of existing leases.

15.19 The following are the main elements of this policy:

- a) A standard agreement (or licence) would be drawn up by the Legal Department, as explained in the next section. This licence would be available to leaseholders who have installed their own windows and exterior doors to the required standard. As one of its conditions it would exempt them from paying towards the windows and doors of other flats in the building.
- b) This type of agreement would be made available to leaseholders who have already installed their own windows and doors (if they meet the necessary quality and design requirements). It would also be an option open to all leaseholders in future, subject to certain conditions being met.
- c) Procedures will be put in place for leaseholders to install their windows and doors up to the latest practical stage before the start of work on site by our contractors.
- d) That we continue to charge leaseholders who decide to install their own windows and doors a proportion of the cost of installing and maintaining the communal windows and doors. A breakdown of the costs for all major works is provided by the consultants who provide project management services. They will provide a separate breakdown for the costs of communal doors and windows. Leaseholders with their own windows will then be charged a proportion of these costs as required under the terms of the lease.

**15.20 Licence to authorise installation of new windows and exterior doors.**

15.21 The Legal Service has provided advice that the Council has the power to issue a licence to leaseholders to install their own windows and doors under the terms of the lease. These specifically empower the landlord to authorise modifications of this nature to the property. Hence it would not be necessary to issue an actual variation of the lease.

As in the case of all alterations proposed by leaseholders, it will be made clear from the outset that the landlord licence will only be issued on the basis that certain conditions are met regarding safe methods of site access, installation, FENSA accreditation, specification and so on. Upon completion, the works undertaken by the leaseholder's contractor will be inspected by Asset Management and HfH Operations Surveyors, overall coordination and monitoring being provided by the Home Ownership Team.

#### **15.22 Conditions for granting permission to install windows and doors.**

It is recommended that conditions should be made covering the following matters.

- a) Work already planned. It is proposed that permission would not be granted once work has been scheduled in the annual programme. We will be writing to all leaseholders to outline the programme once finalized, identifying all those who could be affected.
- b) Standard of work - would have to meet required standards (such as those laid down under the FENSA scheme) and meet any aesthetic / design requirements.
- c) Method statement - a private contractor would have to use appropriate methods, safe access, etc. It would include:
  - Final inspection (on completion).
  - Maintenance – the leaseholder would have to agree to carry out all future maintenance.
  - Compliance with health and safety requirements
- d) Administrative charges – an appropriate level of charge would be levied to cover the costs associated with approving the application and carrying out inspections.

#### **15.23 Option to purchase kitchens units and bathrooms.**

15.24 As part of the decent homes procurement process, it was agreed with all the constructor partners that leaseholders would be given the option to purchase materials, including kitchen units and bathrooms direct from the decent homes suppliers, but that leaseholders themselves will be responsible for all aspects of the installation. The constructor partners will assist leaseholders who wish to avail themselves of this opportunity as part of the residents consultation process for each project as it is delivered.

### **16. Conclusion**

- 16.1 Homes for Haringey key objective is to develop services so that they are comparable to 2 to 3 star housing organisation while adopting best practice as it relates to the management of leasehold services. This report

recommends to Cabinet to agree the proposals in order to enable Homes for Haringey to implement the service enhancements.

**17. Use of Appendices / Tables / Photographs**

Appendix 1 Annual net saving per annum achievable by billing in advance and increasing the discount from 2½% to 5%

Appendix 2 Cash Flow Effect of Change in Leasehold Payment Options

Appendix 3 Audit Commission (KLOE 12) criteria.

Appendix 4 payment options of other boroughs

Appendix 5 Leaseholders' windows and doors - loss of income to the Council

Appendix 6 Windows policies of other boroughs



<b>APPENDIX 1</b>							
<b>(Annual net saving per annum achievable by billing in advance and increasing the discount from 2½% to 5%)</b>							
Forecast annual expenditure (2008 to 2013) including decent homes expenditure of £1.8M							
Size of bill	Less than £2,000	£2,000 - £4,000	£4,000 - £6,000	£6,000 - £8,000	£8,000 - £10,000	Over £10,000	Total each year
-	£	£	£	£	£	£	£
Current spend	441,300	279,100	153,700	35,600	44,900	260,300	1,214,900
Additional spend*			559,400	129,700	163,500	947,400	1,800,000
Total spend	441,300	279,100	713,100	165,300	208,400	1,207,700	3,014,900
Major works invoices paid at a discount	88,300	27,900	12,300	0	0	0	128,500
DHP invoices paid at a discount (based on 06/07)			44,700	0	0	0	44,700
Total for invoices paid in full at a discount each year	88,300	27,900	57,000	0	0	0	173,200
Discount paid at 5%							8,660
Total received							164,540
Interest saved from repayment 18 months earlier than under the current system (5.4% pa)							13,330
Less additional discount paid (2.5%)							4,330
<b>Saving in comparison with the current policy**</b>							<b>9,000</b>
*most bills are expected to be above £4,000							
**calculated by the interest saved less the discount. This does not take into consideration the efficiency savings in administration which are likely to be considerably more.							



**Appendix 2 - Cash Flow Effect of Change in Leasehold Payment Options**  
**Example using works of £10,000 to be billed to a leaseholder.**

	Existing Policy (12 Payments after final invoice)	New Policy (24 payments but earlier billing)	New Policy (36 payments but earlier billing)	New Policy - 5% discount for full payment	Existing Policy - 2.5% discount for full payment
Date	Income £	Income £	Income £	Income £	Income £
Jun-08	0	-417	-278	-9,500	0
Jul-08	0	-417	-278	0	0
Aug-08	0	-417	-278	0	0
Sep-08	0	-417	-278	0	0
Oct-08	0	-417	-278	0	0
Nov-08	0	-417	-278	0	0
Dec-08	0	-417	-278	0	0
Jan-09	0	-417	-278	0	0
Feb-09	0	-417	-278	0	0
Mar-09	0	-417	-278	0	0
Apr-09	0	-417	-278	0	0
May-09	0	-417	-278	0	0
Jun-09	0	-417	-278	0	0
Jul-09	0	-417	-278	0	0
Aug-09	0	-417	-278	0	0
Sep-09	0	-417	-278	0	0
Oct-09	-833	-417	-278	0	-9,750
Nov-09	-833	-417	-278	0	0
Dec-09	-833	-417	-278	0	0
Jan-10	-833	-417	-278	0	0
Feb-10	-833	-417	-278	0	0
Mar-10	-833	-417	-278	0	0
Apr-10	-833	-417	-278	0	0
May-10	-833	-417	-278	0	0
Jun-10	-833	0	-278	0	0
Jul-10	-833	0	-278	0	0
Aug-10	-833	0	-278	0	0
Sep-10	-833	0	-278	0	0
Oct-10	0	0	-278	0	0
Nov-10	0	0	-278	0	0
Dec-10	0	0	-278	0	0
Jan-11	0	0	-278	0	0
Feb-11	0	0	-278	0	0
Mar-11	0	0	-278	0	0
Apr-11	0	0	-278	0	0
May-11	0	0	-278	0	0
<b>Net Present Value*</b>	<b>(9,102)</b>	<b>(9,513)</b>	<b>(9,271)</b>	<b>(9,500)</b>	<b>(9,090)</b>
<b>Benefit over Existing Policy</b>		<b>(411)</b>	<b>(170)</b>	<b>(410)</b>	

Interest Annual 5.40%

Interest Monthly 0.44%

\*Results of applying NPV formula throughout the range of payments

Prepared by  
PW 16/04/08

**APPENDIX 3 Audit Commission (KLOE 12) criteria.**

Many of these criteria are relevant to formulating policies for the payment of major works bills. A summary of the main ones which apply to this subject are as follows:

- A. Access, customer care and service user focus – the service provider must:
  - i. communicate effectively about its services
  - ii. consult on any proposals for change
  
- B. Diversity
  - i. It must recognize the different populations of homeowners
  - ii. It should ensure that service provision reflect these differences
  
- C. Asset management and stock condition
  - i. It must provide information to leaseholders on long term maintenance plans
  - ii. It should formulate costed long term maintenance plans in consultation with leaseholders
  - iii. It should provide leaseholders with a comprehensive schedule of all future planned maintenance work
  - iv. It must advise those who are unable to pay high major repairs bills of the available options
  - v. It should provide flexible options to those who are unable to pay.
  
- D. Service charges and rents
  - i. it must issue major works invoices within 6 months of the completion of work
  - ii. it should collect payments in advance or on completion
  - iii. it must provide a formal dispute resolution procedure for service charges
  - iv. it should issue the (final) invoice within the defects liability period to encourage the reporting of problems
  - v. it must have arrangements in place with leaseholders who are in arrears
  - vi. it should routinely monitor and acts on any breaches of these agreements.
  - vii. It should help home owners in arrears to stay in their homes by providing advice and assistance directly or indirectly on debt management and pursuing debt collection strategies that sensitively balance the pursuit of debt against the needs of vulnerable service users
  - viii. It should ensure that all parties in the arrears recovery process work effectively together, including other corporate service providers and the court system

- ix. it must seek forfeiture only as a last resort, after comprehensive debt advice.

**APPENDIX 4 – payment options of other boroughs**

<b>Borough or ALMO</b>	<b>Decent Homes</b>	<b>Billed on estimate or actual</b>	<b>Pay by instalments</b>	<b>Discount</b>	<b>Loans (plus interest)</b>
Ascham Homes	Ongoing	Estimate	Yes	-	Interest only
Barnet Homes	Ongoing	Actual	Yes	-	-
Brent Housing Partnership	Complete		24 months		Yes
Camden Council	-	Actual	10 months	-	-
CityWest	Complete	Estimate /Actual	12/24 months	-	Yes
Ealing Homes	Ongoing	Actual	12 months	-	Yes - current mortgage rate
Greenwich	Ongoing	Estimate	10 months	-	-
Hackney Homes	Ongoing	Estimate	12/24 months	5%	Yes
H&F Homes	Ongoing	-	-	-	-
Homes in Havering	Being planned	Actual	12 months	-	-
Hillingdon Homes	-	-	12 months	-	Interest only
<b>Homes for Haringey – Current policy</b>	<b>Being planned</b>	<b>Actual</b>	<b>12 months</b>	<b>2.5%</b>	<b>-</b>
<b>Homes for Haringey – Proposed</b>	<b>Being planned</b>	<b>Estimate</b>	<b>36 months</b>	<b>5%</b>	<b>Interest only</b>
Homes for Islington	Ongoing	Estimate	24 months	-	Yes
Hounslow Homes	Complete	Actual	-	-	-
(Continued)					

<b>Borough or ALMO</b>	<b>Decent Homes</b>	<b>Billed on estimate or actual</b>	<b>Pay by instalments</b>	<b>Discount f</b>	<b>Loans (plus interest)</b>
Kensington & Chelsea	2008	Estimate	24/36 months	-	-
Newham Homes	Ongoing	Actual	-	-	-
Redbridge Homes	-	Actual	12 months	-	Secured loan at Council's mortgage rate
Richmond Housing Partnership	-		Yes		
Southwark Councils	-	-	36 months	-	Yes
Tower Hamlets	-	-	12/24 months	-	-
Wandsworth Council	-				Yes (and interest only for benefit claimants)

**APPENDIX 5****Leaseholders' windows and doors - loss of income to the Council.****Cost of the units.**

The costs can be assessed in terms of a simple example of a block of ten flats containing 3 leaseholders. In this example each leaseholder must pay 1/10 of the total cost – this would be the case under the terms of the lease if they all had the same number of bedrooms.

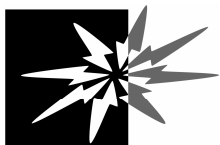
<b>Block of 10 properties with 3 leaseholders</b>		<b>£</b>
Cost of windows and doors per flat		10,000
Total cost for building		100,000
Leaseholders' contributions		30,000
Total cost to landlord		70,000
<b>One leaseholder opts out</b>		
Total cost for building		90,000
Leaseholders' contributions		18,000
Total cost to landlord		72,000
Net loss to landlord (2.2%)		£2,000

**Fixed costs**

The fixed cost element in relation to such work, such as scaffolding must be estimated on a somewhat different basis. If window and door replacement is part of other work such as pointing of the outside brickwork or replacement of the roof, then the leaseholder will have to pay towards these costs in any case. The fixed costs differ quite a lot depending on the type of building. If we consider fixed costs of 10%, 25% and 50% regarding the above example then the loss in income will be as follows:

<b>Fixed costs</b>		<b>Scheme cost</b>	<b>Overall loss to landlord</b>	
10%	£10,000	£110,000	£3,000	2.7%
25%	£25,000	£125,000	£4,500	3.6%
50%	£50,000	£150,000	£7,000	4.7%

This gives a probable overall landlord loss in the range of 2.7 to 4.7% of scheme cost, including both fixed and variable costs.



**APPENDIX 6 – windows policies of other boroughs**

<b>Borough (information on websites or handbook on website)</b>	<b>Allow l/holders to install own windows</b>	<b>Procedure for alterations?</b>	<b>Conditions</b>	<b>Reduced charge?</b>	<b>Licence?</b>	<b>Lease variation?</b>	<b>Charge?</b>
Ascham (Waltham Forest)	Yes	-	In keeping with block - shape, style and size	No – must still pay for everything in the block	-	-	
Barnet	Yes (HB)*	Yes	-	-	-	Deed of Variation	£655 approx (2004)
Brent	Yes (HB)	-			No – permission in writing	-	-
Camden	-	Yes	-	-	Yes	-	-
CityWest	Yes (HB)	Yes	-	-	Permission in writing	-	Initial £140 = admin £60 + surveyors fees £80
Ealing	No (HB)	-	-	-	-	If all leaseholders agree then can maintain own windows	-
Enfield	No (HB)	-	-	-	-	-	-
Greenwich	Yes (HB)	Yes	Yes – must say if applied to Building Control and Planning	-	Yes - Licence of alteration	No, only required for a change to the lease plans	Yes

<b>Borough</b>	<b>Allow l/holders to install own windows</b>	<b>Procedure for alterations?</b>	<b>Conditions</b>	<b>Reduced charge?</b>	<b>Licence?</b>	<b>Lease variation?</b>	<b>Charge?</b>
Hackney	Yes (HB)	-	-	-	-	Deed of variation	Yes
H&F	Yes (HB)	Yes	Same style and quality as rest of block	No	Yes	No	
Havering	Yes	-	-	-	No - Letter	-	£50
Hillingdon	Yes (HB)	Yes		Yes		Proposed	
Islington	Yes (HB)	-	-	-	-	Deed of variation or licence	£400
Hounslow	No (HB)	-	-	-	-	-	-
Kensington & Chelsea	No (HB)	-	-	-	-	-	-
Lambeth	No*	Yes	Depends on Planning, Building Control and H&S regulations	-	-	-	-

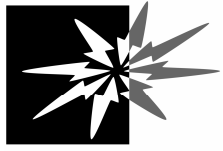


<b>Borough</b>	<b>Allow l/holders to install own windows</b>	<b>Procedure for alterations?</b>	<b>Conditions</b>	<b>Reduced charge?</b>	<b>Licence?</b>	<b>Lease variation?</b>	<b>Charge?</b>
Lewisham	No	-	-	-	-	-	-
Merton	Yes (HB)	-	-	-	No	No	No
Newham	Yes (HB)	Yes		No	-	-	No
Redbridge	Yes	Yes	-	-	No – written consent	-	£50 + VAT
Richmond	-	-	-	-	-	-	-
Sutton	Yes (HB)	-	-	No	-	-	-
Tower Hamlets	Yes (HB)	Yes	No opt out if in 4 year programme	Yes	Written agreement		Yes
Wandsworth	No, but can agree after (HB)	Retrospective procedure for windows	-	No	-	Yes – Council remains responsible**	-

\*HB = Handbook (copy provided on the website)

\*\*Only retrospective

A blank space means that no information is provided on the website



**Haringey** Council



Haringey Council

Agenda item:

**[No.]****Cabinet****On 15th July 2008**Report Title: **Temporary Accommodation Reduction Plan 2008/2010**

Forward Plan reference number (if applicable): 33

Report of: **Assistant Director Strategic and Community Housing Service**Wards(s) affected: **All**

Report for: Key Decision

**1. Purpose**

- 1.1 This report sets out the Council's planned actions through a Temporary Accommodation Reduction Plan to achieve a target number of 2600 households in Temporary Accommodation by 31 March 2010 in line with targets set by the Department for Communities for Local Government. The achievement of this target remains one of the highest priorities for the council over the next two years.

**2. Introduction by Cabinet Member**

- 2.1 The cabinet member for Housing welcomes this report as it sets out clear targets and outcomes for the council to achieve the reduction necessary to meet the governments target of no more than 2600 households in temporary accommodation by 2010.

**3. Recommendations**

- 3.1 Cabinet to agree a target of no more than 4000 households in Temporary Accommodation by 31/03/2009 as set out in Appendix 1 and no more than 2600 by 31<sup>st</sup> March 2010.
- 3.2 Cabinet agree the key objectives set out in 13.2.
- 3.3 Cabinet agree the funding for the additional costs of providing assured shorthold tenancy properties in 2008/09 as set out in para 4.3 of the report.

Report Authorised by: **Niall Bolger Director of Urban Environment**

Contact Officer: **Rupert Brandon, Head of Housing Supply and Temporary Accommodation, 8489 4890 and Tim Dauncey Interim Director of Special Projects**

#### **4. Chief Financial Officer Comments**

- 4.1 The report outlines the three major objectives of the Temporary Accommodation Reduction Plan and proposes a number of measures to achieve the reductions required by March 2010. The costs associated with the measures proposed under the first 2 objectives, namely controlling the gateway for households entering temporary accommodation and managing the temporary accommodation client base will be contained within existing approved resources. However, the proposal to clear a backlog of homelessness assessments, estimated cost £78k, currently has no budget provision. A bid has been made to the Capital Ambition funding for London, which should provide a sum of £200,000 to be allocated to fund the backlog project and provide for additional resources to support the delivery of the overall Housing Improvement Plan.
- 4.2 The main thrust of reducing the numbers in TA is via objective 3, improving the supply of permanent accommodation through the use of Assured Short hold Tenancies (AST's). Currently approved budget provision of £586k is sufficient to fund 293 AST's at an average cost of £2k. Any AST's above 293 will require additional resources, which must be identified and approved before any further AST's are secured. In order to meet these proposed targets and acceleration of the programme additional funding of £952,000 is now required.
- 4.3 Almost half of the cost of acquiring an additional 600 Assured Shorthold Properties can be achieved through managing a reduction through the release of the more expensive properties currently procured i.e. the nightly rated accommodation and maintaining or increasing as required properties acquired as Private Sector Leases which are secure tenure for a longer period and are more cost effective. This is expected to produce a cost saving of £432,000 in 2008/09. The target property tenures are included in the plan proposed. In respect of the funding for the remaining cost of £520,000 to achieve the accelerated programme in 2008/09 funding can be transferred from the reserve held for homelessness subsidy issues which was increased by £692,000 as a result of the underspend in 2007/08. This funding must only be used for the payment of incentives for the supply of AST's.

#### **5. Head of Legal Services Comments**

- 5.1 The Council has a statutory obligation to provide accommodation for those that are homeless (as defined in the relevant legislation). There are various schemes set out in this report as to how the number of households in temporary accommodation can be reduced. Legal advice should be sought on each individual scheme and their contractual arrangements when necessary. Where the scheme involves

conversion of private sector leasing to assured short hold tenancies  
accommodations the cooperation of the private sector landlord will be required and  
therefore the success of this scheme will depend on the take up by the landlord.

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

6.1 List background document

6.2 Also list reasons for exemptions or confidentiality (if applicable)

## **7. Strategic Implications**

7.1 Haringey has the second largest number of Households in Temporary Accommodation in London. It is critical that we achieve the governments target for 2010 and this is a key priority for the Council to achieve a successful outcome. There is a further report on this agenda which seeks Cabinet approval for a new Homelessness Strategy for 2008-2011. The production of a Homelessness Strategy is a requirement for each local authority. Given the levels of housing need and homelessness in Haringey, it is a core strategic document. Our success in addressing homelessness and achieving the reduction in the levels of temporary accommodation required by 2010 is not only critical for the council but also to the lives of many of the borough's residents.

7.2 The requirement for a Homelessness Strategy and the delivery of the Temporary Accommodation Reduction Plan will impact upon the Council's assessment under the new CAA framework. They are also important for the achievement of the Council's broader objectives set out in the Council Plan, the LAA targets and in the Community Strategy.

## **8.0 Financial Implications**

8.1 The monthly budget monitoring forecasts for the service currently show an expected balanced budget forecast for the service. This is based on the assumption that the number of households in temporary accommodation continue to fall. This estimate assumes that rent deposits will cost on average £2,000 per household. It is quite conceivable that the average cost of achieving these Assured Short hold Tenancies will rise as we are competing with other Local Authorities who sometimes offer more generous schemes

8.2 The following table sets out the estimated cost of supplying the number of AST's forecast within the TA Reduction Plan to achieve a target of 4000 households in TA by March 2009. This shows a current shortfall of £952,000 in 2008/09 which will need to be funded to ensure supply of an additional 600 AST's.

### **Cost of increasing AST supply to achieve TA Reduction plan target**

Scheme	Target Numbers	Budget Requirement £	Budget provision £	Budget Shortfall £
Accredited Landlord Scheme	210	378,000		
Haringey Homes Direct Landlord Direct Letting Scheme	105	210,000		
RSL's AST Scheme	225	450,000		
AST through rent deposit Conversion of PSL's to AST's	100	0		
	100	200,000		
	150	300,000		
	890	1,538,000	586,000	952,000
Actual costs per unit vary but £2,000 per unit is an estimated average				
Estimated savings from additional reduction in use of nightly rated Accommodation				
	(200)			(432,000)
Net increase in budget required in 2008/09 to deliver planned reduction in Households in Temporary Accommodation				
				(520,000)

The table above shows that delivery of the accelerated target number of units will cost £1.538m in total. Budget provision has already been made in the sum of £0.586m, leaving a budget shortfall of £0.952m in 2008/09. Savings from existing budgets of £0.432m can be achieved leaving a further £0.520m to be identified. If the strategy in this year proves successful, then further funding may be required in 2009/10 to achieve the target of 2,600 households in Temporary Accommodation by March 2010.

- 8.3 The current housing benefit subsidy regulations and funding regime is under review by the DWP. After grant reductions of 5% and 10% in consecutive years a fuller review was to be carried out for 2009/10. However it is likely that the move to a more formula based framework will be deferred another year, but may lead to further subsidy reductions on a percentage basis. The Council has included further growth of £3m in its budget plans. The impact of reducing households in TA through the use of Assured Shorthold tenancies will reduce income significantly as set out below. However in order to deliver the number of additional AST's and encourage homeless households to move to the private sector accommodation, incentives of approximately £2000 per household will be required to fund 1 month in advance rent deposits and a deposit for breakages /wear and tear. This means that not only will income from Housing Benefit subsidy fall as a result of changes to the subsidy regime and reduction of the number of households in Temporary Accommodation,

but also to reduce the number of Households in TA will require additional funds of up to £0.52m in 2008/09 to support the achievement of the TA reduction target of 4000 by 31/03/2009.

- 8.4 The improvement plan for the service has included efforts to clear various backlogs that exist. A sum of £78k has been committed to a team brought in to clear the backlog in homelessness assessments. Consideration is also being given to bring in external teams to clear other backlogs in the service. There is currently no budget provision for these sums although a bid has been made to the Capital Ambition Fund to cover this cost.

## **9. Legal Implications**

- 9.1 See above.

## **10. Equalities Implications**

- 10.1 Overall the strategy should have a positive impact on diverse and vulnerable groups because they are highly represented within homelessness services and temporary accommodation.

## **11. Consultation**

- 11.1 External consultation has been on-going with Specialist Homeless Advisers from the Department for Communities and Local Government in the formulation of this plan.

## **12. Background**

- 12.1 This report provides an update on progress against the Government's target for Haringey to reduce the number of homelessness households in temporary accommodation to 2600 by 2010. This target is based upon halving the number of households who were in Temporary Accommodation as at the 31 December 2004. The report will outline the various actions that need to be taken between now and 2010 to deliver this challenging outcome.
- 12.2 Progress over the last 3 years in achieving this target has been poor. Table 1 sets out the performance since 2004.

**Table 1 – Number of Households in Temporary Accommodation 2005-2008**

Number of Households in Temporary Accommodation	Dec 2004	April 2006	April 2007	April 2008	31/5/2008
	5207	5698	5861	5389	5224

12.3 Failure to make significant progress to deliver a reduction in homelessness households since 2004 means that the target of 2600 by 2010 is going to be very challenging outcome for the Council to achieve.

12.4.1 Currently the households in Temporary Accommodation are accommodated in a variety of different property temporary tenures as set out in the table below :

**Table 2 – Total Households in Temporary Accommodation**

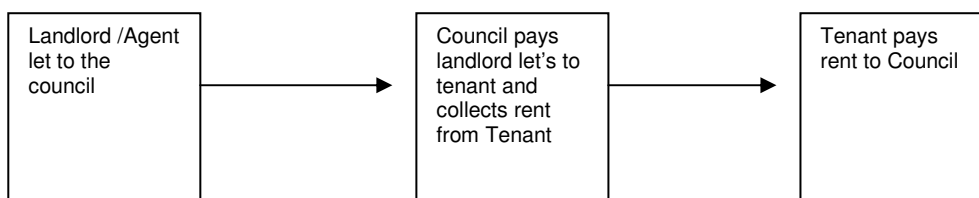
<b>Property Tenure</b>	<b>Total Households by tenure 2/06/08</b>	<b>Target Profile of property tenure as at 31/3/2009</b>
Annexe	1871	1322
Bed and Breakfast	46	0
Housing Association Leasing Scheme	983	405
Hostel	202	140
Private Sector Leases	1798	1993
S193	279	100
Other	45	0
<b>Total</b>	<b>5224</b>	<b>3960</b>

12.5 A forecast of the changes in property tenure needed to deliver efficiency savings referred to in para 4.3 to fund the supply of additional AST's are set out in Column 3 of the above table . It must be understood that predicting this change in profile is not an exact science and whilst the achievement of this profile will release funds, the key focus must be of reducing households in TA to successfully achieve this year's target of 3960 by 31/03/2009.

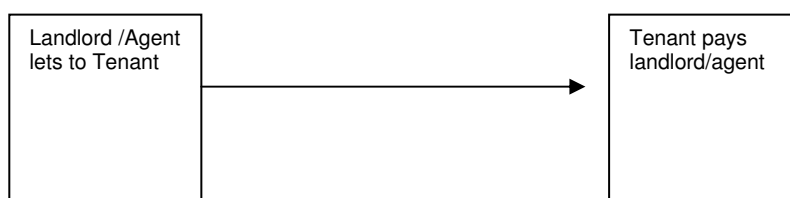
12.6 The definition of whether a type of tenure is classified as Temporary Accommodation or Permanent Accommodation can be clarified as shown by the following diagram.



### Property Rentals classified as Temporary Accommodation



### Property Rentals classified as Permanent Accommodation



12.7 To achieve the target of 2600 by 2010 requires the Council to both manage the new applications for homelessness and rehouse the current households in TA through a robust action plan that delivers the outcomes to achieve this target. The action plans developed since 2005 has failed to make any significant impact upon the target; the actions contained in this report must not fail and therefore need complete support throughout the organisation to have any chance of succeeding.

## 13. Temporary Accommodation Reduction Action Plan

13.1 To achieve the target of a maximum 2600 households in Temporary Accommodation a number of key actions are described below. Officers will be closely monitoring the performance against a more detailed action plan to deliver the proposed outcomes on a weekly basis. There is fortnightly monitoring meeting lead by the Chief Executive, where officers will be held to account over delivery together with weekly monitoring at a service level.

13.2 This plan has been split into 3 major objectives

- **Objective 1 - Controlling the gateway for households entering Temporary Accommodation.**
- **Objective 2 - Managing the Temporary Accommodation client base.**
- **Objective 3 - Improving the supply of permanent accommodation to reduce numbers of households in Temporary Accommodation**

### **13.3 Objective 1 - Controlling the Gateway for Households entering Temporary Accommodation**

- 13.3.1 Households are placed into Temporary Accommodation under Part VII of the Housing Act 1996, which either allows for an interim duty (while cases are under investigation) or a permanent duty (where the Council has completed its investigation and accepts a permanent rehousing duty). It is important therefore to ensure that the Council offers good homelessness prevention services and applies homelessness legislation in a robust manner. Most Temporary Accommodation placements take place before the Council has accepted a permanent rehousing duty and it is here that new controls will be implemented.
- 13.3.2 Previously not all applicants have been required to complete homelessness application forms as local arrangements have been put in place over and above statutory responsibility. A number of client groups including prison leavers, Drug and Alcohol referrals etc. were given automatic priority if they approached the Council. These practices have ceased and partner agencies informed of the change. All applicants will now be assessed under statutory homeless legislation according to their needs.
- 13.3.3 Since mid April, new arrangements have been put in place to strengthen the Temporary Accommodation placement process. All proposed placements must be further challenged and agreed by a senior manager within the Strategic and Community Housing Service to ensure consistency and adherence to the legislation. In the longer term a new Validations team will be introduced to undertake this work. The impact of this change has reduced the number of acceptances during April and May by 24% and 29% respectively compared to last year's average monthly acceptances. The target is to reduce placements to a maximum of 48 per month.
- 13.3.4 In the medium term there needs to be a focus on increasing the level of Prevention and Options activity to divert and tackle homelessness utilising all forms of preventions and housing options prior to the consideration of a homeless application. This will focus upon the following actions:
- Making best use of the funds available to the P&O team to find alternatives
  - Working with both Social and Private sector landlords to prevent homelessness and assist households to remain in their current accommodation
  - Working with families to assist in enabling households to remain with their family either in the long term or pending planned rehousing.

### **13.4 Objective 2 - Managing the Temporary Accommodation Client Base**

- 13.4.1 The current number of households in Temporary Accommodation is 5224(31.5.08); however there are a number of actions that need to be taken to ensure the numbers are accurate and are being managed. The main actions here will be to ensure the households in Temporary Accommodation are managed proactively.

- There are 350 households in TA that have yet to have an homelessness decision made. This is either because they had been placed without an application being taken or we have taken a long time making a decision such that they are no longer within the current casework timeframe. A backlog team has been appointed to clear this work by September 2008. It is estimated that up to 75 cases may result in a negative decision and these households will need to leave Temporary Accommodation. These households will be given advice and assistance to find alternative accommodation.
- Continued targeted activity of our TA properties will take place based upon a risk assessment of the households to identify households that are in illegal occupation or have abandoned the property. We will also be collaborating with our RSL partners to ensure they undertake a similar exercise for their HALS stock.
- A review will be undertaken of the approach to managing rent arrears for Households in TA, which could lead to households being discharged and evicted from their properties.
- An exercise is being undertaken to ensure that the data being used to support the delivery plan is accurate and reliable.
- A review of the impact of the current lettings policy is underway to ensure aims of the allocations process for Temporary Accommodation households actively supports the delivery of the reduction plan targets.

### **13.5 Objective 3 - Improving the supply of accommodation to reduce the number of clients in TA**

13.5.1 Whilst closer attention to managing the gateway to temporary accommodation and the current client base will have some impact on reducing the number of households in temporary accommodation in the short term, the key activity for sustaining the delivery of the reduction target in the longer term is through the identification and supply of permanent housing outcomes. There are two strands to this objective as follows:

13.5.2 Whilst the ideal solution to the delivery of the plan is to supply permanent social housing (principally rented) properties, this option is limited by the current unavailability of stock within the council's ownership or through nominations to RSL's. However it is important that we use whatever permanent properties we have to the best effect. The following actions will seek to do this

- Improving Voids turn around – As at the 1<sup>st</sup> of April, voids turnaround times were an average of circa 60 days with approximately 150 properties void. There has been a clear focus upon improving this performance and an additional 90 to 100 properties have been released for letting activity through improved Void turnaround.
- Ensuring the full allocation of RSL nominations for new build and relets. An exercise is underway to ensure that the council has received its full quota of nomination rights for both RSL new build and relets. A profile of expected nominations is built into the planned targets.

- Review the proportion of permanent stock allocated through choice i.e. Home Connections and Direct lets. It is important to ensure that properties that become available from the Council's current stock are targeted at the households in temporary accommodation. There will need to be close monitoring and interventions to balance the number of properties that are relet through Home Connections system and those offered to homeless households as direct lets. We aim to allocate 70% of general needs housing to homeless households.
- Where appropriate lettings for Sheltered Housing Accommodation will be targeted to suitable clients in Temporary Accommodation.

13.5.3 Greater use of the private sector is the main way to reduce TA numbers. This accommodation is either used to offset a homeless application i.e. that we will offer it as an option to a household where we believe we would have to accept a homeless duty or we use it to discharge our duty to households we have already accepted a duty to e.g. a household already in TA. In addition we will also make the option available to existing tenants who may wish to move e.g. to reduce their overcrowding conditions.

Whilst work has been done to set up different schemes to generate properties from private sector suppliers of housing, activities need to focus on increasing the supply of properties through publicising and explaining the advantages of the schemes directly to landlords and letting agents, not just through housing officers but across the council where other services work with landlords .

Activity also needs to focus upon convincing clients it is a good way to meet their housing needs and for the Service to improve its own operations in the way it lets the properties supplied. A new Private Lettings Team will be set up which will merge the work of AST procurement staff and staff working with clients offering AST's as an option. A quick turnaround between properties being offered to the Council and let to waiting clients is vitally important to gain confidence of both the client and the landlord or letting agent.

A challenging target of generating 890 AST's from all schemes has been agreed with the staff within the SCHS which will need close monitoring and early interventions if supply is not meeting targets.

13.5.4 The schemes developed by the service are set out below:

- Maximising the Accredited Lettings Scheme (ALS) with as many letting agents as possible

The current ALS has been revamped to make the procedures less cumbersome and to make the scheme more reflect the need to bring in supply. The previous scheme had too much emphasis on accreditation and needs to reflect the greater need for overall supply. It will also see the phasing out the Council's ongoing long term

financial obligations as rental agreements on new properties will provide an upfront incentive, but no long term financial subsidies. The scheme will still be affiliated to the National Accredited Lettings Scheme and the Independent Housing Ombudsman Service. The scheme will however will require an up front financial outlay as returnable deposits will be paid to suppliers (and others below that have a mix of deposits and incentives). The existing budget will only cover @160 properties, additional funding will be identified to support the financial impacts of the higher target of properties supplied through this process.

This is the main scheme for landlords to use should they wish to use an agent. We are currently looking to expand our supply of agents from 3 by having an open invitation to others. The aim is to supply 210 overall this year.

- Maximising the Landlord Direct Letting Scheme

This scheme is aimed at landlords wishing to manage their properties themselves rather than through a letting agent. The Council is no longer taking on new Private Sector Leases as the focus is on ASTs. An advertising campaign started in June and is expected to generate 200 new properties this year. These properties will be acquired both in borough and out of borough; which will widen our potential market.

- Maximising the Haringey Homes Direct scheme

This is an unaccredited letting scheme for agents. It differs by having a simplified procurement process that does not involve affiliation to NALS and HOS, although properties will still meet minimum letting standards. It is expected to generate a supply of 105 properties.

- Increasing the number of RSL's who will let properties on an AST basis to TA clients

This scheme follows the successful acquisition of 50 units by Notting Hill HT in the borough. An RSL will acquire a lease from a private landlord, thus guaranteeing the landlord an income for typically three years. The RSL will grant a tenant (our homeless nominee) an AST. The amount charged will be higher than a market rent but still covered by HB. Pathmeads, as well as the other RSL's are looking to run this scheme.

- Maximising within revenue budget limits the number of rent deposits

These were introduced as part of Homelessness Prevention Fund. We offer applicants most likely to be accepted as homeless or those already accepted the chance to find their own property in the private sector to which we will then provide them with a rent deposit. This scheme proved particularly successful last year and we anticipate the some level of demand. Last year 150 households were helped via the scheme.

This year however rent levels may be higher so we may not be able to help as many people. As with other schemes the existing budgetary position is such that it restricts the potential supply. It will only allow us to acquire 100 units, however there may be an opportunity to use funds to increase the number in the current year e.g. £800k will deliver 400 properties.

- Maximising the number of conversions of temporary tenancies to AST tenancy

As temporary accommodation leases expire a campaign is being developed that will encourage tenants and landlords to convert tenancies into an AST, preferably within the property currently occupied. This will be applied across the board to our PSL's, RSL HALS and to emergency accommodation annexes (EA). This work is time consuming as it involves significant investment in encouraging take up and negotiating successful outcomes. A target of 150 has been set.

- Ensure the efficient use of Emergency Accommodation

There has been a significant increase in the use of Emergency Accommodation i.e. nightly rated accommodation mainly through Annexes procured over the last year. Although the overall number of households in TA dropped annexes increased as there was a corresponding fall in the use of RSL leased accommodation and falls in other forms of TA. There will be a clear focus on moving households currently accommodated with emergency accommodation and annexes into permanent tenancies supplied as AST's. In addition where properties are up to standard RSL's are being encouraged to renew them. This has become easier in the last couple of months now that lease rent levels have increased and are covered by Housing Benefit payments.

#### **14. Temporary Accommodation Reduction Plan Targets**

Attached at Appendix 1 is a table setting out the targets set and agreed with staff to deliver an outcome of less than 4000 households in Temporary Accommodation by March 2009. The table sets out the overall target for the year and an average target for each month. Further detailed analysis has been used to profile the targets over each month. These targets are lower at the start of the project as capacity and capability is built up. Later on in the year targets become more challenging as the actions to deliver the improvements are completed and enable faster delivery of AST's in particular. These targets will be monitored on a fortnightly basis by senior managers in the Strategic and Community Housing service and early interventions will be made where performance is not matching targeted outcomes.

#### **15. Conclusion**

The delivery of the target of 2600 or less households in Temporary Accommodation by 2010 is a huge challenge, but not one that can fail. It is of the highest priority for the Housing service to deliver. Resources from outside the service have been

identified to provide hands on support to both deliver and take responsibility for delivering outcomes. The first key milestone is to achieve the target of 4000 by March 2009.

**16. Use of Appendices / Tables / Photographs**

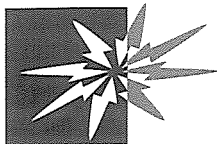
**16.1 Appendix 1 Temporary Accommodation Reduction Plan – Targets**

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Appendix 1 TA Reduction Plan 2008/9																	
Households Going Into TA			Target	p/m	Actual Performance to date and and profile forecast to March 2009												
Homeless Applicants			580	48	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Forecast
Households Leaving TA					76	61	48	48	48	48	48	48	48	48	48	48	620
Homeless Applications Backlog			75														
HFH convert temp to perm			100		0	0	0	25	25	25	0	0	0	0	0	0	75
HFH rehouse under/over occupation			25		2	2	0	50	35	20	15	0	0	0	0	0	124
					0	0	0	15	5	5	0	0	0	0	0	0	25
Total HFH			125	12	2	2	0	65	40	25	15	0	0	0	0	0	149
Rent Arrears			30	4	4	2	3	3	3	3	3	3	3	3	3	3	31
Abandonment			150	13	41	24	13	13	13	13	13	13	13	13	13	13	190
Adverse Decision			200	17	20	21	17	17	17	17	17	17	17	17	17	17	208
Others			380	31	65	47	32	32	32	32	32	32	32	32	32	32	429
Letting Activity																	
70% of GN lets to homeless																	
LBH lets (non direct)			293	24	17	24	24	24	24	24	24	24	24	24	24	24	285
Direct lets			80	9	6	3	9	9	9	9	9	9	9	9	9	9	99
RSL noms			140	12	5	4	12	12	12	12	12	12	12	12	12	12	126
Sub Total General Needs Lets to TA			513	42	28	31	45	45	45	45	45	45	45	45	45	45	510
Lets to Homeless to sheltered housing			6	0	1	0	1	0	1	0	1	0	1	0	1	0	6
AST including Discharge of Duty			890	74	33	46	35	62	62	62	86	86	88	113	113	113	899
Total Lettings			1409	42	62	77	81	107	108	107	132	131	134	158	159	158	1415
Grand Total			1989	216	129	126	113	229	205	189	179	163	166	190	191	190	2067
Overall In and Out Position			1409	168	53	65	64	180	156	140	130	114	117	141	142	141	1447
AST Supply Projected Profile																	
ALS			210	17	2	0	5	15	15	15	20	20	20	30	30	30	202
HHD			105	9	1	4	4	6	6	6	10	10	10	15	15	15	102
LDLS			225	19	10	16	10	15	15	15	20	20	20	30	30	30	231
RSL Lease			100	8	10	3	8	8	8	8	8	8	9	9	9	9	97
Rent Deposit			100	8	10	23	8	8	8	8	8	8	9	9	9	9	117
Conversions			150	12	0	0	0	10	10	10	20	20	20	20	20	20	150
Total			890	74	33	46	35	62	62	62	86	86	88	113	113	113	899
2008/9 Activity - Target																	
In TA at 31.3.08			5389		Actual Performance				Forecast				Movement of Households in TA				
Plus New Placements			580		In TA at 31.3.08				5389				In TA at 31.3.08				5389
Sub Total			5969		Plus New Placements				620				Current Households in TA				
Less Leaving TA			1989		Sub Total				6009				as at 30/06/08				5182
Target Total			3960		Less Leaving TA				2067								
Reduction			1429		Target Total				3942								
					Reduction				1447								

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Haringey Council

Agenda item:

**[No.]****Cabinet****On 15/07/08**Report Title: **Public Realm Commissioning Strategy (Option Appraisal)**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director for Urban Environment**Wards(s) affected: **All**Report for: **Key****1. Purpose**

- 1.1 The purpose of the report is to appraise the four procurement options (set out in paragraph 12.1) in order for Members to select the most appropriate option to deliver the aims and objectives of the Haringey Strategic Partnership and Council Plan:
- 1.2 For Public Realm and Specialised contract options, to identify a suitable procurement process and ascertain the most appropriate contract vehicle.

**2. Introduction by Cabinet Member**

- 2.1 The need to ensure that the future shape of waste management and highways contracts deliver excellent services to our citizens is paramount. This report reflects the first stage of this project with the development of a commissioning strategy which has objectively appraised the four procurement options that were identified by Members in December 2007.
- 2.2 The main finding of this report is to recommend procurement Option 2 (Specialised), which is to procure an integrated waste management contract (which includes the recycling collection service) and Highways/Street Lighting contract separately. The analysis undertaken to come to this decision has focused on scoring 13 separate criteria with a key emphasis in identifying the option which would be best suited to deliver improvements in performance, customer perception and ensure that services will be delivered effectively and efficiently (value for money).
- 2.3 Throughout the whole evaluation process a critical factor has been identifying, managing and grading risk. This has resulted in singling out Option 2 (Specialised) as

the procurement option with the lowest level of risk when considering the Council's overall objective to improve performance, customer perception and efficiency.

2.4 The next stage of the procurement will include the development of the contract documentation (specification, contract conditions, performance framework etc.), appointment of external advisors, determining evaluation criteria and completing the proposed borough wide consultation exercise. It is important that Members from both parties have a roll in determining the outcomes from these processes. I have therefore recommended that a Cross Party Member Steering Group be set up to oversee and steer the development of both the highways and waste management procurement projects.

### 3. Recommendations

3.1 It is recommended that Cabinet :

- 3.1.1 agree to select the Specialised contracts option (Option 2);
- 3.1.2 agree the use of a Competitive Dialogue procurement process;
- 3.1.3 agree to extend the Integrated Waste Management & Transport contract with Haringey Enterprise Ltd by 16 months with a new contract start date in April 2011;
- 3.1.4 agree to extend the proposed Highways/Street lighting contract period from two years to four years (contract period July 2009 to June 2013) with a possible extension of up to four years. The scope of the contract to be increased to offer on a non exclusive basis work off Highway and work over £0.5M in value.
- 3.1.5 agree to extend the current Highways (John Crowley (Maidstone) Ltd) and Street Lighting (EDF Energy Contracting) contracts by a further three months to June 2009;
- 3.1.6 agree that a Cross Party Member Steering Group be set up to oversee and steer the development of the ongoing waste and highways procurement projects. The constitution including the membership of this group will be determined by Executive Member for Environment & Conservation ; and
- 3.1.7 agree to undertake a formal public consultation on future waste management services with Haringey Sustainable Community Partners, residents, traders and visitors.

Report Authorised by: **Niall Bolger, Director, Urban Environment**

Contact Officer: **Stephen McDonnell, Head of Environment Resources**

#### **4. Chief Financial Officer Comments**

- 4.1 The financial implications are set out in paragraph 8 and will need to be taken into account during the 2009-10 to 2011-12 budget setting process. The main change to the current financial plans will be the deferment of pre-agreed savings of £1.165m from 2010/11 to 2011/12. The additional cost of the extension identified can be contained within the overall provision for inflation.
- 4.2 The options appraisal has been underpinned by value for money principles and this will continue throughout the procurement process. The process has also included a thorough analysis of risk as part of the evaluation process.

#### **5. Head of Legal Services Comments**

- 5.1 Following an objective appraisal of four possible procurement options, this report is recommending selection of a specialised waste management contract option (option 2) – under which the Highways/ Street Lighting and Waste Management contracts will be tendered as separate service contracts.
- 5.2 The Council has the statutory power under Section 1 of the Local Government Act 1997 to enter into contractual arrangements for the purposes of, or in connection with the discharge of its statutory functions.
- 5.3 As the value of the respective contracts are above the EU thresholds for public works and services contracts, the Council is under a legal obligation under the Public Contracts Regulations, 2006, to tender the contracts in the EU.
- 5.4 It is proposed that the Highways/ Street Lighting contracts will be tendered using the restricted procedure - a two-stage procedure whereby contractors who successfully pass a pre-qualification stage are invited to tender; and that the Waste Management contract will be tendered using the competitive dialogue procedure - a procedure whereby a contracting authority conducts a dialogue with a number of contractors with a view to developing one or more alternative solutions capable of meeting its requirements, upon which basis the contractors are then invited to tender.
- 5.5 Due to the fact that a competitive dialogue process typically take about six months longer than other procurement procedures, this report is seeking an extension of the current Waste Management contract with Haringey Enterprise Limited which is due to expire on 16th December 2009, for a further 16-month period until 16th<sup>th</sup> April 2011 in order to ensure continuity of the service whilst the replacement contract is being procured. The EU advertisement issued in respect of the Waste Management contract referred to the possibility of an extension, and the terms and conditions of the contract contain an option to extend the contract for a period of up to seven years.

5.6 The Cabinet has the power under Contract Standing Order 13(2) to approve the proposed extension of the Waste Management contract.

5.7 The report is additionally seeking Cabinet approval of an increase in the contract term of the proposed Highways/ Street Lighting contract from the two-year period (previously agreed by Procurement Committee at its 27<sup>th</sup> November 2007 meeting) to a four year period, on the basis that a longer-term contract would represent better value for money for the Council.

5.8 It is anticipated that in order to gain the maximum benefit from the proposed 4-year contract however, better research of the contractor selection and performance criteria would need to be undertaken, which would result in a longer procurement timescale than previously envisaged. This report therefore is requesting that Cabinet approve a further 3-month extension to the existing Highways and Street Lighting contracts (John Crowley Ltd and EDF Energy Contracting respectively) until 30<sup>th</sup> June 2009, to facilitate continuity of service whilst the new contracts are being procured.

5.9 The current Highways/ Street Lighting contracts have been extended twice already. The first extension was for the two-year period provided for in the EU advertisement and the terms and conditions of contract, but the second extension was outside the scope of the extension period provided for by the EU advertisement and the contractual terms, and external legal advisers (Trowers and Hamlin) had highlighted a possible risk of challenge in respect of the second extension on the basis that it represented an entirely new contract requiring a new procurement process. The same risk will continue to exist in respect of any further extension of the contracts, therefore the Cabinet, in reaching a decision as to whether or not a further extension should be granted will need to balance the highlighted risk of challenge against the potential advantages of granting the extension i.e. continuity of the service pending completion of procurement of the replacement contracts.

5.10 The Head of Legal Services confirms that, provided Members are satisfied that the benefits of granting an extension in respect of the current Highways and Street Lighting contracts outweigh the risk of challenge in the circumstances set out in this report, there are no legal reasons preventing members from approving the recommendations in Paragraph 3 and 14.7 of the report.

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

6.1 Public Realm Option Appraisal Commissioning strategy Report

6.2 Haringey Sustainable Community Strategy (2007 – 2017)

6.3 Haringey Council Plan (2007 - 2010)

6.4 Going Green: Haringey's Greenest Borough Strategy 2008-2018

6.5 North London Joint Waste Strategy

- 6.6 Recycling Strategy for Haringey 2006-2010
- 6.7 Regeneration Strategy: People, Places and Prosperity
- 6.8 Local Implementation Plan (LiP)
- 6.9 Highways Asset Management Plan (HAMP)

## **7.0 Strategic Implications**

- 7.1 The frontline services being considered within this option appraisal, provided by Waste Management and Highways, uniquely involve daily and weekly interactions with all our customers and are therefore of critical importance in how citizens perceive and judge the Council. In the recent annual resident survey (2007/08) both traffic and litter were in the top 5 areas of personal concern to our residents. How the Council performs in collecting refuse and recycle materials, how well it keeps its streets clean and how well it manages the condition of its footways and carriageways impacts on the quality of life of citizens and how they perceive the performance of the Council as a whole.
- 7.2 Therefore due consideration of the strategic implications of Public Realm services is key to understanding the procurement option best suited to delivering the improved performance which will meet the policy objectives set out in Haringey's Sustainable Community Strategy. The context for the strategic implications is set out in section 4.0 of the attached commissioning strategy report. For ease of reference the section has been divided the following five areas:
- a) Comprehensive Area Assessment and its implications – paragraph 4.3;
  - b) Greenest Borough Strategy and its implications – paragraph 4.4;
  - c) Waste - North London Joint Waste Strategy and NLWA Procurement – paragraph 4.5;
  - d) Sustainable Transport – Local Implementation Plan (LiP) Highways Asset Management Plan (HAMP) – paragraph 4.6; and
  - e) Achieving Excellence – Corporate improvement programme – paragraph 4.7

## **8.0 Financial Implications**

- 8.1 The total annual revenue and capital value of the existing public realm service are £20 million and £9 million respectively.
- 8.2 The funding the Council receives from Transport for London's (TfL) Local Implementation Plan is subject to an annual bidding process and therefore can vary year on year. The money funds schemes which include Principal Road renewal, road safety projects and town centre improvements. Any new contractual arrangements will need to be flexible enough to respond to

changes in funding streams, including during the course of a financial year when Transport for London often releases additional funds to allow the implementation of additional projects in the borough.

- 8.3 The report recommends that an extension to the existing waste management contract with Haringey Enterprise Ltd, by a period of 16 months (with a new end date of April 2011), is necessary in order to pursue the proposed route of the Competitive Dialogue process for procurement of the specialised waste management contract (Option 2) and to gain the maximum benefit from this procedure.
- 8.4 The implications of extending the contract will be a deferment of planned budget savings of £1.165m p.a. from 2010/11 to 2011/12. The VfM analysis included within the options appraisal has confirmed that these savings can be achieved under either option 1 or 2.
- 8.5 The existing contract with HEL allows for an uplift in 2009/10 above the level of inflation. This is estimated at £300k above the current provision for inflation. HEL has proposed efficiency savings of £200k subject to an extension. There will therefore be a shortfall of £100k in the service's budget as a result of the extension which will need to be taken account during the council's budget setting.
- 8.6 The implications of extending the contract will be a deferment of planned budget savings of £1.165 million p.a. from 2010/11 to 2011/12. The VfM analysis included within the options appraisal has confirmed that these savings can be under either options 1 or 2.
- 8.7 The increased duration of the Highways/Street Lighting contract(s) from 2 years to 4 years is likely to increase VfM for the Council (although it is not possible to accurately quantify this increase at this point) as it will enable the contractor to spread the significant initial investment required for staff and other resources over the longer contract period and allow this investment to be paid back over a longer period.
- 8.8 The savings achieved from extending the contract duration to 4 years will be channelled into improving quality and to meeting the level of investment required to improve highways condition performance. A report has been completed into the level of investment required to achieve top-quartile performance, which estimates a required investment of around £3.65m pa over 10 years. The findings of this report will be presented to the Cross Party Members Steering Group for the Public Realm procurement to enable Members to consider the affordability of the suggested investment levels.



- 8.9 To complete the street lighting replacement programme a further £9 million will be required over the next 10 years as well as £1 million for investment in illuminated signs over this time.
- 8.10 The Council's budget setting process for 2008/09 to 2010/11 agreed resources of £500k, phased £350k in 2008/09 and £150k in 2009/10, to meet specialist legal and technical costs associated with the procurement of a single contract, as anticipated under the Public Realm option. It is anticipated that the proposed procurement under option 2 will be managed within this budget.

## **9. Legal Implications**

- 9.1 Please refer to paragraph 5 (above)

## **10.0 Equalities Implications**

- 10.1 It is proposed that public consultation be carried out to ensure the views of the Council's all sections of the community, especially the vulnerable, are incorporated into the competitive dialogue process and the design of these universal public realm services, so as to deliver high quality services that can be accessed equitably and easily by all customers.
- 10.2 As part of the next phase of the procurement process an Equality Impact Assessments (EIA) will be completed on both the specialised Highways and Waste Management contracts.

## **11. Consultation**

- 11.1 Consultation was carried out to inform the appraisal process with the information gathered used as evidence to assist the scoring of the assessment criteria (for further details on scoring refer to paragraph 12.3). The process has been divided into the following five areas:
- 11.2 **Services** - interviews were held with Waste Management, Recycling, Highways (including Street Lighting), Property Services and Homes for Haringey to determine the desired outcomes that new contracts would be required to meet, to gain views on the proposed four procurement options and to highlight any areas of investment required within the services.
- 11.3 **Neighbouring Boroughs** (Islington, Camden and Hackney) - to explore the potential of jointly procuring a waste management contract.

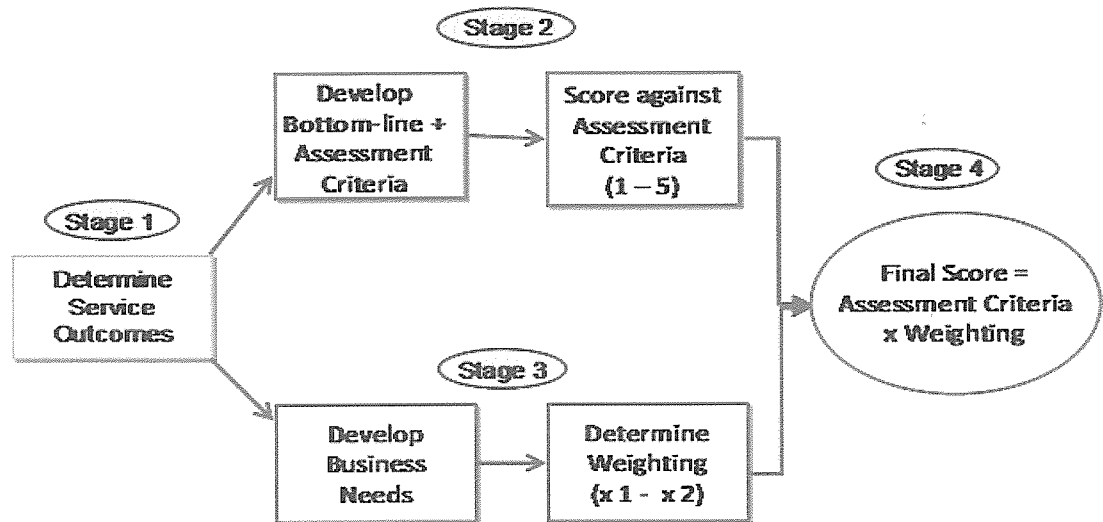
- 11.4 **Local Authorities using innovative contract vehicles** - to determine the success or otherwise of specific types of contract vehicles, including Joint Venture Companies (JVCos) and Limited Liability Partnerships (LLPs). Liverpool, Torbay and Oldham Councils have formed JVCos with private partners and Sheffield have entered in to a LLP with Kier. These visits also enabled information gathering on how other authorities have packaged services together as part of their commissioning strategies.
- 11.5 **Best performing authorities** - as measured by delivering consistently top quartile performance in Highways and Waste Management indicators. The two boroughs selected were Kensington and Chelsea, an authority that has consistently externalised services, and Stockton-on-Tees whom provide the range of public realm services In-house.
- 11.6 **External bodies** - namely the '4Ps' (Public Private Partnerships Programme) and the London Centre of Excellence for procurement, to gain advice on the procurement process, to obtain views on the four options and any other experience that other local authorities may have shared with them in recent similar procurements of this type.
- 11.7 The details of the responses to these interviews and follow up questionnaires are set out in section 5.0 of the attached commissioning strategy report.
- 11.8 The Comprehensive Area Assessment will significantly weight information from the new customer satisfaction place based surveys and will assess the quality of involvement from local people, especially the vulnerable. Therefore it is recommended that Members consider the Council undertaking a full consultation with both strategic partners and citizens on the future provision of waste management and or highway services to inform the commissioning process. The details of the consultation programme will be determined by the proposed Cross Party Member Steering Group.

## 12. Background

- 12.1 Following a meeting with lead Members in December 2007 a request was made for officers to complete a procurement option appraisal on how the Council would commission future frontline Highways, Street Lighting and Waste Management Services. The four options that Members agreed to be appraised were:
- Public Realm (Option 1) – Combining all frontline (Highways/Street Lighting and Waste Management) services into one public realm contract.

- Specialised (Option 2) – The Highways/Street Lighting and Waste Management services would tender their own 'specialised' service contracts.
  - Externalised Highways/Street Lighting contracts and Waste Management Services provided In-House (Option 3) – The Highways/Street Lighting services would be tendered and all waste management services would be provided by an In-house team.
  - Externalised Highways /Street Lighting and an Extension to the Integrated Waste Management Contract with a continued In-House Recycling Service (Option 4).
- 12.2 The subsequent commissioning strategy (see attached commissioning strategy report) sets out in detail the development, results and conclusion of this option appraisal, which will enable Members to consider all the technical information and select the most appropriate procurement scenario to deliver Haringey's Sustainable Community Strategy objectives.
- 12.3 This projects falls within the remit of the Achieving Excellence programme and a key underlining aspect of this programme has been to demonstrate that projects deliver improvements in Performance (P) and customer Perception (P) together with ensuring services are Efficient (E) and provide value for money. These three principles (PEP), which have been agreed by Members, have been incorporated throughout this option appraisal.
- 12.4 This section of the report summarises the detail in the commissioning strategy and for ease of reference has been divided into two parts:
- a) The option appraisal setting out the methodology, results and analysis.
  - b) Details on an appropriate procurement process and contractual vehicle.
- 12.5 **a) Option Appraisal Methodology/Results/Analysis**
- 12.6 The appraisal methodology is split into four distinct stages as shown in Diagram 1.0 overleaf. The approach taken has been designed to be objective by linking the development of the assessment criteria to the Council's business needs to determine final scores. The rigour applied and the robustness of the methodology has stood up to external scrutiny from both Ernst & Young and Positive Purchasing (appointed by Corporate Procurement). The consideration of risk has been paramount to the methodology and is reflected in the development of two assessment criteria areas: procurement risk and project risk, which have been assigned the joint highest weighting (x2). The appraisal process has also focused heavily on the value for money offered by each option.

Diagram 1 – Appraisal Process



- 12.7 Section 6.0 of the attached commissioning strategy report sets out in detail the appraisal methodology; however a summary of the four appraisal stages is highlighted below.
- 12.8 **Stage 1** – determining desired service outcomes based on the priorities in Haringey's Sustainable Community Strategy/Council Plan and interviews with frontline services.
- 12.9 **Stage 2** – the development of assessment criteria based on the outcomes identified, divided into two parts: three qualitative 'bottom line' criteria that each option had to meet, before being assessed against ten quantitative criteria, which would be scored from 1 (low) to 5 (high), for each option.

- 12.10 **Stage 3** – the development of a set of Business Needs for the services (Assurance of Supply, Perception, Quality of Service and Cost) and their appropriate weighting. Then linking these Business Needs and weighting to each of the ten quantitative assessment criteria.
- 12.11 **Stage 4** – final results are determined by first assessing the options against the three 'bottom line' criteria and secondly by scoring the qualifying options against the ten quantitative assessment criteria (from 1 to 5) and then multiplying by the appropriate weighting.
- 12.12 As described above a robust approach has been employed in considering risk both before (Procurement Risk) and after (Project Risk) the contract commencement date. A total of 21 risks have been identified and evaluated. These are fully detailed within a risk register (see Commissioning Strategy - Appendix E) and have been graded on the basis of being low (green), medium (amber) and high (red).
- 12.13 Another key component of the option appraisal has been the Value for Money analysis. Ten sub-categories within the VfM criterion have been assessed to determine the overall VfM criteria score for each option (for further details refer to the commissioning strategy, paragraph 7.4.3). A summary of the results of the VfM analysis is highlighted below:
- It is clear that all three options (Public realm, Specialised & In-house) will offer a greater level of value for money compared to the current contract with Haringey Enterprise Ltd. It is estimated that the overall financial benefit would be between £0.8 Million and £1.4 Million.
  - In overall terms there is no difference in potential savings between the Public Realm and Specialised options.
  - The cost benefit for the In-house option was slightly less than for the Public Realm and Specialised options and this was mainly due to the greater procurement and salary costs.

## 12.14 Appraisal Options Results

Table 1 - Option Appraisal Results

Criteria	Weighting (%)	Option 1 Public Realm		Option 2 Specialised		Option 3 In-house Waste		Option 4 Waste Extension	
		Score	Total	Score	Total	Score	Total	Score	Total
Assurance of capacity	N/A	Go		Go		Go		Go	
Performance of service	N/A	Go		Go		Go		No	
Environmental Sustainability	N/A	Go		Go		Go		No	
Procurement Risk	13.5	2	27	3	40.5	2	27		
Project Risk	13.5	3	40.5	4	54	1	13.5		
VfM	10	4	40	4	40	3	30		
Flexibility	10	3	30	3	30	5	50		
Customer Perception	9.5	4	38	3	28.5	2	19		
Certainty over financial outcomes	8.5	5	42.5	5	42.5	3	25.5		
Innovation	8.5	5	42.5	4	34	3	25.5		
Investment	8.5	4	34	4	34	3	25.5		
Partnering	8.5	3	25.5	4	34	2	17		
Performance Management	8.5	5	42.5	5	42.5	2	17		
Totals		38	363	39	380	26	250		

12.15 The Specialised option scored the highest number of points with 380; however this was closely followed by the Public Realm option with a score of 363 points. The lowest score was for the In-house Waste option; 34% less than the highest score. Any extension of the Integrated Waste Management & Transport contract (Option 4) over an extended period was dismissed based on its failure to satisfy two of the three 'bottom-line' criteria, but the option could be used to manage the procurement timetable risk in delivering the Public Realm (Option 1) or Specialised (Option 2) options.

12.16 A summary of the positive and negative aspects of each option are highlighted in Table 2 below. The table demonstrates where an option has received either a high (4 or 5) or low (1 or 2) score.

**Table 2 – Summary of Pros and Cons of each Option**

Option	High Scores = 4 and 5	Low Scores = 1 and 2	Total Score
1 Public Realm	<ul style="list-style-type: none"> <li>▪ Financial Certainty</li> <li>▪ Innovation</li> <li>▪ Performance Management</li> <li>▪ VfM</li> <li>▪ Customer Perception</li> <li>▪ Investment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procurement Risk</li> </ul>	363
2 - Specialised Contracts	<ul style="list-style-type: none"> <li>▪ Financial Certainty</li> <li>▪ Project Risk</li> <li>▪ Performance Management</li> <li>▪ Partnering</li> <li>▪ Investment</li> <li>▪ Innovation</li> <li>▪ VfM</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	380
3 - In-house Waste	<ul style="list-style-type: none"> <li>▪ Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procurement Risk</li> <li>▪ Project Risk</li> <li>▪ Customer Perception</li> <li>▪ Partnering</li> <li>▪ Performance Management</li> </ul>	250

12.17 A summary of the results for each option follows in the order of the highest score to the lowest:

12.18 **Option 2 – (Specialised 380 points)** - The assessment criteria areas where the Specialised option scored higher can be summarised as follows:

- **Procurement Risk (pre-contract):** Level of competition - The specialised option should attract a greater number of bidders when compared to the Public Realm option. The Highways contract should attract up to 12 bidders and the expectation is that up to six contractors will express an interest in

the waste management contract. More bidders should lead to more competition which in turn places pressure on prospective bidders to submit competitive bids to ensure services offer value for money.

- Project Risk (post-contract): Industrial action - There will be less risk of industrial action spreading to all frontline services when compared to the Public Realm option. Any industrial relation issues should only affect those services within the respective waste management, highways and street lighting contracts.
- Highways/Street Lighting - The selection of the Specialised option would enable Members to reconsider the proposed length of contract period for the new Highways/Street Lighting contract(s) beyond the envisaged two years to four or five years. This should lead to a better value for money solution for these contract(s).

**12.19 Option 1 – (Public Realm 363 points)** The second highest score with 363 points, only slightly below the Specialised option. The poorer score can be attributed to lower scores for the following assessment criteria areas:

- Procurement risk (pre-contract): Level of competition – There are two to three contractors that could provide all the services within the Public Realm option. A number of other bids might be received where contractors have entered into consortia for the sole purpose of bidding for this contract. Bids from consortia without any previous experience of working together will need to be scrutinised in detail. The limited number of providers will reduce the level of competition and the potential to provide value for money services.
- Project risk (post-contract): Industrial action – Having all services within one contract could result in a ‘domino effect’ whereby industrial action in one area of the service could spread to all frontline services provided under the Public Realm contract.
- Partnering - The slightly lower score for partnering is based on prospective partners’ perceived risk of a new public realm business model not working successfully. Specialised contracts solely dealing with the traditional packaging of services would be seen to be less risky and therefore offer a greater opportunity for joint working.
- Highways/Street Lighting contract - Due to the Highways/Street Lighting having to be aligned with the Waste Management Services, as soon as possible, the contract period would be restricted to two years, thereby offering limited opportunities to improve value for money.

**12.20 Option 3 – (In-house Waste Management Services 250 points)** - The In-house option for waste management services scored the lowest number of points with 250. The difference in score between the In-house option and the contracting



out options (Specialised and Public Realm) can be attributed to the following assessment criteria attracting lower scores:

- Project Risk – the Council having full liability to deal with ongoing employment issues which will include TUPE, Pension and Single Status both prior to the contract commencing and thereafter.
- Procurement Risk – to reflect a reduction in the level of competition if an In-house option was exercised. If an In-house option was recommended without undertaking a competitive procurement it may result in the Council not being able to demonstrate value for money with serious implications for the Comprehensive Area Assessment.
- Partnering – with an In-house service there will be limited potential for partnering with neighbouring boroughs and internally with Haringey's community partners (e.g. PCT).
- Performance Management – the ability to enforce a performance framework with targets is lost without the opportunity to employ a robust default mechanism to impose the recovery of liquidated damages.

#### 12.21 Option 4 – (Long term Extension)

12.22 A long term extension (Option 4) immediately fails to meet the 'bottom-line' criteria with respect to performance of service and environmental sustainability. This is due to the inflexibility of the existing Integrated Waste Management and Transport contract with Haringey Enterprise Limited. In terms of both improvements in performance and addressing the sustainability agenda the extension option will fail. However, a short-term extension may still be an option to mitigate the procurement timetable risk associated with the delivery of the Public Realm and Specialised options.

#### 12.23 b) Procurement Process & Contractual Vehicle

12.24 On the basis that the Council's objectives will be served best by the Specialised option (Option 2), the Council will need to choose both the most appropriate procurement process and the most advantageous contractual vehicle.

12.25 The recommendations for the procurement process and contract vehicle, below, are specifically for the Waste Management Service. For the Highways/Street Lighting contract(s) it is anticipated that the procurement process will be a restricted procedure and the vehicle will be the standard client/contractor split.

12.26 **Procurement Process** - The report considers four procurement processes, the negotiated procedure, an open process, restricted process and a competitive dialogue procedure. Due to the complexities associated with the Specialised

option and the need to design services around what providers can supply within budget limits, the recommendation will be to use the competitive dialogue process. This process will enable the Council to consider market proposals from a range of prospective bidders before completing the contract documentation in readiness for final bids.

12.27 Further detail on the rationale for the selection of competitive dialogue is contained within the commissioning strategy report (section 8.0).

12.28 In order to gain the maximum benefit from the competitive dialogue process it is recommended that the procurement process be extended by a minimum of six months in comparison to a standard procurement. This will result in the existing contract with Haringey Enterprise Limited having to be extended and it is recommended that this be by a period of 16 months with a new contract end date of April 2011.

12.29 **Contractual Vehicle** – the report evaluates two potential contractual vehicles, the Standard Client/Contractor split and a Strategic Service Partnership (SSP) delivered through a Joint Venture Company (JVCo) limited by shares.

12.30       Standard Client/Contractor Arrangement - The current contracts with John Crowley (Maidstone) Ltd, EDF Energy Contracting and Haringey Enterprise Ltd all use the standard client/contractor split. The contractor's performance is monitored by the client team to ensure that contractual targets are met. The focus of the relationship can be on the interpretation of the contract documentation rather than improving service delivery outcomes.

12.31       Joint Venture Company – This vehicle would involve the Council forming a separate company with a private sector partner to deliver services. The degree of ownership that the Council would wish to retain will determine its share holding within the JVCo, and the number of Directors the Council would appoint to the JVCo Board. Under these joint ownership arrangements the Council can retain a level of influence and control over the JVCo whilst still working within a contract that will demand that performance targets are met. Even a small share of ownership will entitle the shareholder to a controlling vote (known as a 'Golden share') over particular issues, such as annual business plans and approving bids for other contracts. However, a JVCo between the private and public sector providing waste management services is a relatively new business model, which will create its own complexities, and its development will cost more than the traditional standard contractual route of a client/contract split.

- 12.32 External advisors, Trowers and Hamlins, have completed a report (attached as Commissioning Strategy - Appendix F) which sets out the positive and negative aspects of various contractual vehicles and the associated complexities. In summary, Trowers and Hamlins has expressed a preference for a JVCo limited by shares as the most appropriate contractual vehicle to meet the Council's needs.

### **13 Cross Party Member Steering Group**

- 13.1 It is proposed that the view of Members in shaping the future Highways/Street Lighting and Waste Management contracts will be taken into account through an advisory Cross Party Member Steering Group. The Steering Group's membership and its future role and responsibilities will be determined, however it is envisaged that it will oversee and steer the development of the waste and highways procurement projects, including:

- for the waste contract the possible development of a Joint Venture Company;
- the development of the waste management and highways contract documentation e.g. contract conditions, specifications, default mechanisms etc;
- the development of evaluation criteria;
- the development and undertaking of a borough wide waste management consultation; and
- working with North London Waste Authority in the developing and understanding the implications of their procurement process for the future treatment/disposal of waste post 2014.

### **14 Conclusion**

- 14.1 Option Appraisal - after due consideration of the detailed analysis conducted within this option appraisal, it is recommended to Cabinet that the Specialised option (Option 2) be procured resulting in two separate contracts being commissioned for Waste Management and Highways/ Street Lighting respectively. The reasons for recommending the Specialised option include:

- it being the option achieving the highest score (380) in the option appraisal;
- it being the option demonstrating the least risk to the Council; and
- it being an option that will allow a Highways/Street Lighting contract period to be extended from the current proposed two years to four years.

14.2 Waste Management (Contract Vehicle) – It is recommended to Cabinet that the Council considers entering into a Strategic Service Partnership using a Joint Venture Company (limited by shares) vehicle. The benefits of this approach have been highlighted in the commissioning strategy report, paragraph 8.3, but will include:

- retained influence and control in comparison to a standard client/contractor contract through elected members sitting on a board of directors;
- the ability even with a small share holding to have a controlling vote (known as a 'Golden share') over the service provider, such as approving bids for other contracts, agreeing business plans etc.;
- open book accounting, with access for all partners to costs, shared business and budget planning, and sharing of risks where they can be best managed;
- the ability to trade by bidding for other contracts both internally and externally (Partners in HSP & Neighbouring Boroughs);
- JVCo employees may feel more motivated to provide frontline services where it is clear that the Council continues to provide a long term investment in them through its shareholding within the JVCo; and
- under a JVCo the private sector partner will have a better understanding of the Council's ethos and objectives, and will be able to work more closely with the Council within the formal structure of the company and its board.

14.3 Waste Management (Procurement Process) – It is recommended to Cabinet that the Council undertakes a Competitive Dialogue procedure. The advantages of this process are set out in commissioning strategy report, paragraph 8.2, but will include:

- the ability to develop with service providers the best possible solutions to improve waste management services at a price that the Council can afford;
- the ability to tackle complex issues in demonstrating how waste management services will be effectively and efficiently integrated ;and
- the opportunity to complete a consultation exercise with residents, traders and visitors to identify their future needs and wants from waste management services. The feedback from the exercise can then be considered as part of the dialogue process with prospective contractors.

14.4 Using the Competitive Dialogue process will extend the procurement process by at least six months. This will result in extending the existing contract with Haringey Enterprise Ltd and it is recommended this be by a period of 16 months, with a new contract end date of April 2011.

14.5 Highways/Street Lighting - Selection of Option 2 will enable the Highways/Street Lighting contract period to be extended from the proposed two years to four years (with a possible extension of up to four years).The four year contract

period will offer a better opportunity for the Council to deliver value for money services, whilst still short enough to offer a level of flexibility to the Council to consider longer term options. It is anticipated that the procurement process will be a restricted procedure and the vehicle will be the standard client/contractor split.

- 14.6 In order to gain the maximum benefit of the four year contract it is proposed that the current Highways (John Crowley Ltd) and Street Lighting (EDF Energy Contracting) contracts be extended by a further three months, subject to the contractors not requiring any increase in their prices, to allow more time for the procurement process, including better research of the performance criteria used by others. In addition, the publication of the OJEU notice for the Highways/Street Lighting contract has been delayed by around 1 month to allow the option appraisal process to be completed, as it was known the results of the appraisal would have a bearing on the length of contract (with the Specialised contract option enabling a longer term contract to be tendered, as set out in paragraph 14.5). It is also considered prudent to include for work off the public Highways and for higher value schemes in order to avoid unnecessary further procurement costs if the Contractor proves beneficial to the Council. Therefore it is suggested that although the work on the public highway is exclusively offered under the contract up to a value of £500k per job, it is also offered on a non exclusive basis for work over that figure. It is also considered prudent to include on a non exclusive basis work of a similar nature off highway (e.g. Parks; Schools; Homes for Haringey and other places). Officers representing the various sites have started working together on the procurement.

- 14.7 It is recommended that the Cabinet:

- i. agree to select the Specialised contracts option (Option 2);
- ii. agree the use of a Competitive Dialogue procurement process;
- iii. agree to extend the Integrated Waste Management & Transport contract with Haringey Enterprise Ltd by 16 months with a new contract start date in April 2011;
- iv. agree to extend the proposed Highways/Street lighting contract period from two years to four years (contract period July 2009 to June 2013) with a possible extension of up to four years. The scope of the contract to be increased to offer on a non exclusive basis work off Highway and work over £0.5M in value.
- v. agree to extend the current Highways (John Crowley (Maidstone) Ltd) and Street Lighting (EDF Energy Contracting) contracts by a further three months to end in June 2009;
- vi. agree that a Cross Party Member Steering Group be set up to oversee and steer the development of the ongoing waste and highways procurement projects. The constitution including the

- membership of this group will be determined by Executive Member for Environment & Conservation; and
- vii. to undertake a formal public consultation on future waste management services with Haringey Sustainable Community Partners, residents, traders and visitors.

## **15 Next Steps – Procurement Process**

- 15.1 It is suggested that the Cross Party Member Steering Group (CPMSG) will on a quarterly basis update the Cabinet on the progress of the procurement of both the Highways and Waste Management contracts. The CPMSG will also put forward recommendations to the Cabinet at key stages of the procurement process seeking formal agreement on issues which may include:
- the details of the appointment of the commissioning team;
  - the appointment of external advisors;
  - the selection of contractors following after due consideration of the response to the Pre Qualification Questionnaire;
  - the development, roll out and feedback from the borough wide consultation process; and
  - tender evaluation results and appointment of contractors.
- 15.2 The CWMG will present at the first progress meeting with the Cabinet a completed a Project Initiation Document, which will set out in detail the tasks, updated risks, financial information and associated completion dates for the next stage of this procurement project.

## **16 Appendices**

- 16.1 Commissioning Strategy Report with Appendices (hard copy to be made available).

Agenda item:

**[No.]**

**Cabinet**

**15 July 2008**

Report Title: **New approach to consultation for the extension of Controlled Parking Zones (CPZs)**

Forward Plan reference number (if applicable):

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

Wards(s) affected: **ALL**

Report for: **Key**

## **1. Purpose**

- 1.1 The purpose of this report is to consider adopting a new approach to consultation for the extension of existing controlled parking zones where evidence of a majority of support has been provided by residents.

## **2. Introduction by Cabinet Member**

We now have 15 CPZ's in the borough and as they expand, streets just outside the zones are suffering from displacement parking. So we are getting more and more requests from residents just outside zones to be included in the CPZ.

We need a way to address this. So I am proposing to extend zones to a small number of roads where there is clear evidence of support from residents and businesses. We would do this by going straight to statutory consultation of 21 days, rather than having a public consultation that is then followed by the statutory process.

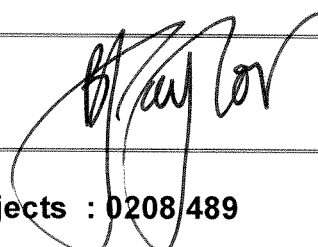
This would reduce time to put in a CPZ and allow us to be more responsive to the concerns of local residents. A list of areas where we have already had petitions is included in the report and these would be our priorities for this year.

## **3. Recommendations**

- 3.1 It is recommended that the Cabinet:

- 3.2 Considers adopting the new approach to consultation for the introduction of extensions to existing controlled parking zones, as set out in section 11 of this report.
- 3.3 If this new approach to consultation is approved, funding must be identified and secured to enable the new CPZ schemes to be implemented.
- 3.4 Considers approval of the draft programme for this year, as set out in Appendix II of this report, subject to agreeing to adopt the new approach.

Report Authorised by: **Niall Bolger, Director, Urban Environment**



Contact Officer: **Tony Kennedy, Manager Transport Policy & Projects : 0208 489 1765**

#### **4. Chief Financial Officer Comments**

- 4.1 The 2008/9 budget allocation approved for the parking plan is currently £300k. The approved budget has been fully allocated for the delivery of the proposed Crouch End CPZ (£180k), proposed Bruce Grove CPZ Extension (£30k), proposed Hornsey Stop and Shop scheme (£60k), and Project Management Fees (£30k).
- 4.2 This proposal will result in additional cost pressures to the parking plan for which there is currently no approved budget. If this approach is approved in principle, a budget will need to be identified before any extension scheme(s) could be implemented. However, a review of the capital resources available for additional parking plan initiatives, including the proposal in this report, is currently underway with a view to identifying extra funding and the results will be presented to Members in the near future.
- 4.3 Each extension scheme will need to be fully costed including estimates of income to be generated and payback period based on the best information available before proceeding to statutory consultation.
- 4.4 The total cost of the 2008/9 parking plan must be contained within the approved revised budget provision.

#### **5. Head of Legal Services Comments**

- 5.1 The Head of Legal Services has been consulted and comments that informal consultation, which has been the Council's practice, is not legally required by the statutory requirements set out in paragraph 9 of the report. Informal consultation provides a means of reviewing a proposal and may reduce the objections in a formal procedure.

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

- 6.1 Petitions received from residents



## **7. Strategic Implications**

- 7.1 The Council's Local Implementation Plan (LIP) sets out the Council's intention to improve parking conditions in the borough, which includes the allocation of on-street kerb space within the defined hierarchy of parking need. It also seeks to maximise road safety throughout the borough through the fair and consistent enforcement of parking restrictions.

## **8. Financial Implications**

- 8.1 Subject to evidence being provided of support for parking controls within a road or roads, a detailed cost estimate will need to be provided and approved, prior to proceeding to statutory consultation. There are a number of considerations that will have an impact on the estimated cost of each request, such as;
- The geographical area under consideration, i.e., number of roads included in the petition received.
  - Consideration of including additional neighbouring roads in the statutory process to afford them the opportunity to be included.
  - Number of crossovers within each road, as this will impact on number of post/signs required.
  - The utilisation of existing street furniture.
  - The possible consideration of pay and display within a road
- 8.2 The current capital allocation of £300,000 for the 2008/09 Parking Programme is already allocated for the delivery of the proposed Crouch End CPZ, proposed extension of the Bruce Grove CPZ and the proposed introduction of a stop and shop scheme along Hornsey High Street.
- 8.3 If it is approved to proceed with this new approach, funding would need to be secured to deliver this work. The level of funding provided would determine the amount of road/roads that could be considered.
- 8.4 Capital resources are currently being reviewed with a view to allocating up to £100,000 to proceed with this work subject to member approval.
- 8.5 As funding will be limited, criteria for prioritising schemes would also need to be considered depending on the level of petitions received, as the level of requests may outweigh the funding available.

## **9. Legal Implications**

- 9.1 Before reaching a decision to make the necessary Traffic Management Order to implement or modify a CPZ scheme, the Council must follow the statutory consultation procedures pursuant to the Road Traffic Regulation Act 1984 ("RTRA") and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996. All objections received must be properly considered in the light of administrative law principles.
- 9.2 The Council's powers to make Traffic Management Orders are conferred by Sections 6, 45, 45, 122 and 124 and schedules 1 and 9 of the RTRA.

- 9.3 When determining what paying parking places are to be designated on the highway, Section 45(3) of the RTRA requires the Council to consider both the interests of traffic and those of the owners and occupiers of adjoining properties. In particular the Council must have regard to: (a) the need for maintaining the free movement of traffic; (b) the need for maintaining reasonable access to premises; and (c) the extent to which off-street parking is available in the neighbourhood or if the provision of such parking is likely to be encouraged by designating paying parking places on the highway.
- 9.4 By virtue of Section 122 of the RTRA the Council must exercise its powers so as to secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians, and the provision of suitable and adequate parking facilities on and off the highway. These powers must be exercised so far as practicable having regard to the following matters: (a) the desirability of securing and maintaining reasonable access to premises; (b) the effect on the amenities of any locality affected including the regulation and restriction of heavy commercial traffic so as to preserve or improve amenity; (c) the national air quality strategy; (d) facilitating the passage of public service vehicles and securing the safety and convenience of their passengers; and (e) any other matters appearing to the Council to be relevant.

## **10. Equalities Implications**

- 10.1 Statutory consultation is open to any interested party to make their views known on the Council's intention to introduce parking controls.
- 10.2 Control parking mechanisms reinforce the need to keep obtrusive parking clear of junctions. This will assist people with disabilities particularly wheelchair users to cross roads with greater sightlines and clear of obstructions at drop kerb locations. Blue badges are valid for use in resident parking bays.

## **11. Consultation (Statutory Process)**

- 11.1 Statutory consultation is the legal part of the process required before modifying / implementing parking controls. In summary, before making an order to modify / implement parking controls, the Council must notify its intentions in the London Gazette and local press providing a period of 21 days for any interested party to make representation. In addition, although not a requirement, it is also good practice to advertise on site where the measures are proposed.
- 11.2 As part of the statutory process, the views of the following bodies are also sought: AA, London Transport, Police (local), Fire Brigade, London Ambulance Service, Freight Transport Association, Road Haulage Association, RAC, Metropolitan Police (traffic), Haringey Cycling Campaign and Haringey Accord.
- 11.3 Before making the relevant Traffic Management Order the Council must consider all duly made objections submitted in response to the statutory consultation.
- 11.4 If the Council is satisfied that it has addressed all objections received, a Notice of Making can then be published in the London Gazette and local press notifying of the date the Traffic Management Order will come into operation. At this time, notification letters will also be distributed to all properties within the road/roads where parking controls are to be implemented. The notification letters will provide information of

when the works will take place, operational date of the new parking controls and how to apply for a permit.

- 11.5 If the new policy is approved and adopted the council would carry out the process as set out in paragraphs 11.1 to 11.4 above. This process would only commence on receipt of approval of costs, on an individual basis, for each scheme proposal. Additionally, statutory consultation documents, informing of the process and providing detailed layout plans, would be distributed to all properties within the road/roads where parking controls were proposed.
- 11.6 It should be noted that statutory consultation differs from the formal consultation process that is usually conducted first to assess level of support for parking controls. Statutory consultation is open to any interested party wishing to make representation regardless of where they live / work. The representations received are also analysed on the basis of their content rather than a yes/no vote.
- 11.7 It should be further noted during this process the majority of representations are normally objections to the proposals, as those in support may not feel the need to make representation.

## **12. Background**

- 12.1 The Council currently has 15 CPZs in the borough (See Appendix I for a list of the current CPZs in the borough). The CPZs have been introduced in areas where commuter and shopper parking pressures have a negative impact on residents and are usually located in areas that attract high levels of non-resident parking, such as train/tube stations and commercial areas.
- 12.2 Prior to the introduction of the zones residents were often unable to park near to where they lived and when returning would often feel unsafe, particularly at night if having to park up to 3 or 4 roads away. Additionally, there were traffic management and safety implications where vehicles would circulate areas in seeking parking spaces.
- 12.3 Reviews of the existing CPZs have resulted in extensions to the zones where responses have indicated support for inclusion. At the same time, those roads that returned responses opposing parking controls have been omitted from further consideration, where it has been possible to do so, i.e. roads on the edge of proposed extensions.
- 12.4 As the numbers of CPZ's in the borough are increasing, it is now often the case that roads just outside of the zones suffer from displacement parking either from commuters prepared to walk the extra distance to the place of interest or by residents of the zone parking in neighbouring roads to avoid paying the permit charges.
- 12.5 This means that the Council is receiving more and more requests each year from residents who reside just outside of a zone for their road to be included. Unfortunately, it is not possible to review all zones on an annual basis due to the level of resources required to carry out this work.
- 12.6 A proposed solution to this situation is for the Council to consider extending zones to smaller areas, for example, one to five roads at a time, where evidence of support

has been provided to the council, possibly in the form of a petition, that the **majority** of residents and businesses clearly support parking controls for their road. If there is clear evidence of this support it is proposed that the Council moves straight to statutory consultation for the introduction of parking controls rather than have a formal consultation period first.

- 12.7 At present the Council enters into two stages of consultation prior to extending or implementing a CPZ. The first stage is known as formal consultation. This will confirm the level of support from residents prior to considering the way forward. If this stage of consultation confirms a sufficient level of support the Council will enter in the statutory stage of consultation, as detailed in section 11 of the report.
- 12.8 By adopting the new approach this will allow residents that reside just outside of a CPZ the opportunity to petition the Council for inclusion in the CPZ. If sufficient evidence of support is provided, i.e. majority of residents in the road sign the petition in support of inclusion, this will replace the first stage of consultation. If approved, measures will be taken to extend the CPZ to include the new road(s).
- 12.9 The advantage of this approach to the council is the cost benefit of only conducting one stage of consultation rather than two. It will also allow the Council to be more responsive to resident demand.
- 12.10 The approach would also speed up the delivery of parking controls for the benefit of residents who are suffering from displacement parking. At present it takes approximately 14 months to implement or extend a CPZ. By adopting this approach it is estimated that the process could be reduced to half this time.
- 12.11 As part of this process consideration should also be given to extending the statutory consultation area to roads neighbouring the area of support, for the reasons highlighted in paragraph 12.4 above. This would allow residents of the neighbouring roads to decide whether or not they would also support inclusion, in the knowledge that the existing zone was to be extended and that they may experience a level of displacement parking.
- 12.12 Appendix Two provides a list of the roads where petitions have been received since residents have been requested to provide evidence of support and an estimated cost of delivering this work.

### **13. Conclusion**

- 13.1 In conclusion the Cabinet needs to consider if this approach should be adopted to address parking issues on the edge of zones.
- 13.2 If it is agreed to adopt this approach, funding would need to be identified.

## **Appendix I - Current CPZ's in the Borough**

Wood Green (Inner)  
Wood Green (Outer)  
Green Lanes A  
Green Lanes B  
Highgate  
Highgate Station  
Highgate Station (Outer)  
Fortis Green  
Tottenham Hale  
Tottenham Hotspur Match Day  
Finsbury Park  
Finsbury Park A  
Bounds Green  
Seven Sisters  
Bruce Grove

## Appendix II – Petitions Received and Estimated Costs

Petitions received requesting inclusion in existing CPZ		
Road Name	CPZ	Additional neighbouring roads that would be recommended for inclusion.
Stormont Road, N6	Highgate Station (Outer)	Denewood Road, Sheldon Avenue, Bishopswood Road
Thorold Road	Bounds Green	Manor Road, Myddleton Mews
Marlborough Road	Bounds Green	See Thorold Road
Leith Road, Stirling Road	Wood Green (Outer)	Berwick Road, Forfar Road, Part of Perth Road
Rusper Road	Wood Green (Outer)	Crawley Road, Boundary Road, Sandringham Road, Sidar Road
Eastern Road, Lynmouth Road, Lauradale Road	Fortis Green CPZ	Fortis Green Avenue, Annington Road, Keynes Close

Initial estimates suggest that on average it costs £2500 per road to extend zones. On this basis it is estimated that the above schemes would cost the following:

Scheme	Estimate Cost
Stormont Road:	£10,000
Thorold Road:	£7,500
Leith Road:	£12,500
Rusper Road:	£12,500
Eastern Road:	£15,000
<b>Total:</b>	<b>£57,500</b>

It should be noted that however that detailed estimates would be required for any of the above schemes should approval be given to proceed.

Discussions and correspondence are currently ongoing with residents / resident groups of other roads in the borough for the consideration of extensions and more petitions are likely to be received during the year. Most notably from residents of Black Boy Lane, Clarence Road and Clinton Road, which are on the boundary of the Green Lanes CPZ.



**Haringey Council**  
Agenda item:

**[No.]**

**Cabinet**

**On 15th July 2008**

Report Title: **North London Joint Waste Strategy and SEA Public Consultation**

Forward Plan reference number (if applicable): **n/a**

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

Wards(s) affected: **All**

Report for: **Key Decision**

### **1. Purpose**

1.1 The purpose of this report is:

- To seek approval for adopting the revised North London Joint Waste Strategy 2008 and associated Strategic Environmental Assessment Environmental Report.

### **2. Introduction by Cabinet Member**

- 2.1 The 'North London Joint Waste Strategy (NLJWS) provides the framework for progress towards reducing, reusing and recovering a greater proportion of the municipal waste which is generated in the North London Waste Authority (NLWA) area and reducing the amount which is sent for disposal to landfill.
- 2.2 The NLWA has carried out a Strategic Environmental Assessment (SEA) of the North London Joint Waste Strategy (NLJWS).
- 2.3 The draft NLJWS was sent to the Mayor of London in 2006 and comments from the Mayor have been included in this latest version of the NLJWS.
- 2.4 European legislation known as the Strategic Environmental Impact (SEA) Directive aims to ensure environmental issues are properly considered and incorporated into plans and programmes of 'responsible authorities' which includes waste management by Local Authorities. As such, a SEA is required of the NLJWS to ensure high level protection of the environment, as well as the broader aspects of social and economic factors.
- 2.5 The resulting SEA draft NLJWS and the SEA Environmental Report were both out for public consultation during the period 6<sup>th</sup> May – 17<sup>th</sup> June 2008, a statutory period of six weeks.

- 2.6 The SEA process has not resulted in any policy changes to the NLJWS, but it has added a fifth scenario for consideration as part of the options analysis.
- 2.7 The draft NLJWS 2008 and the SEA Environmental Report represent a key step forward in managing waste in Haringey and the North London area in a sustainable way until 2020 and beyond.

### 3. Recommendations

- 3.1 That the Cabinet approves and formally adopts the North London Joint Waste Strategy 2008.
- 3.2 That the Cabinet delegates authority powers to the Director of Urban Environment in consultation with the Cabinet Member for Environment and Conservation to agree any final amendments to the NLJWS that come about after the draft has been through each partner borough's formal approval process, subject to these amendments remaining broadly in line with the content of the existing version of the NLJWS.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer: **Michael McNicholas, Acting Head of Waste Management**  
**michael.mcnicholas@haringey.gov.uk Tel: 020 8489 5624**

### 4. Chief Financial Officer Comments

- 4.1 The cumulative costs of the different waste management scenarios until 2045 show that the 'Partnership' option is the least expensive overall. However, this scenario does not meet the required landfill diversion targets and thus may not be a viable option. The second least expensive option is the 'Procurement' scenario which has a total overall cost of £6,184 million by 2045 (compared to a previous estimate of £6,131 million for the Partnership scenario). Detailed financial implications by constituent boroughs are not yet available. However, these are likely to become clearer as the NLWA procurement process proceeds and an Inter Authority Agreement is developed.

### 5. Head of Legal Services Comments

- 5.1 This report is seeking Cabinet approval of the North London Waste Strategy, subject to any necessary revisions to the Strategy following completion of public consultation on 17<sup>th</sup> June 2008.
- 5.2 The Mayor of London's Municipal Waste Management Strategy- (the Mayor's Strategy) states that all two-tier waste authorities in London must have a joint municipal waste management strategy, in line with the Government Guidance.



This must demonstrate how they will work together to deliver the Mayor's Strategy in their area.

- 5.3 The Mayor's Strategy also states that the four statutory joint waste disposal authorities (East London Waste Authority, North London Waste Authority, West London Waste Authority and Western Riverside Waste Authority) should each have a joint strategy that covers their own area.
- 5.4 The North London Joint Waste Strategy jointly prepared by eight partners comprising the seven North London constituent borough councils (Barnet, Camden, Enfield, Islington, Hackney, Haringey, Waltham Forest) and the North London Waste Authority, is in line with the Government Guidance on Municipal Waste Management Strategies (2001) and the Waste Strategy for England (2007) and indicates how the North London partner authorities will implement the relevant policies and proposals within the Mayor's Strategy.
- 5.5 The report is further seeking that Cabinet delegates to the Director of Urban Environment in consultation with the Cabinet Member for Environment and Conservation, the power to approve any final amendments to the North London Joint Waste Strategy prompted by response to the public consultation or by the partner boroughs after the Strategy has been through each partner borough's approval process.
- 5.6 Cabinet has the power under Part 4, Section F.1(4) of the Council's Constitution to delegate any of its functions to a Director.
- 5.7 The Head of Legal Services confirms that there are no legal reasons preventing Members from approving the recommendations set out in Paragraph 3 of this report.

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

### **Relevant Documents**

Waste Strategy for England 2007, DEFRA.

North London Joint Waste Strategy, Mayor's Draft, September 2004.

North London Joint Waste Strategy, SEA Draft, May 2008.

North London Waste Authority Strategic Environmental Assessment of the North London Joint Waste Strategy Environmental Report, May 2008, ENTEC UK Ltd.

North London Waste Authority Strategic Environmental Assessment of the North London Joint Waste Strategy Appendices to the Environmental Report, May 2008, ENTEC UK Ltd.

North London Waste Authority Strategic Environmental Assessment of the North London Joint Waste Strategy, Non Technical Summary, May 2008, ENTEC UK Ltd.

Directive 20001/42/EC – the Strategic Environmental Assessment (or ‘SEA’) Directive.

A Practical Guide to the Strategic Environmental Assessment Directive, September 2005, see <http://www.communities.gov.uk>.

Sustainability Appraisal of the North London Waste Plan. Issues and Options Sustainability Commentary, Mouchel, December 2007, see <http://www.nlwp.net>.

## **7. Strategic Implications**

- 7.1 The 2008 draft of the NLJWS has been updated in several areas from the 2004 version to account for:
- The Government’s updated Waste Strategy for England 2007 which includes more ambitious recycling and composting targets (50% by 2020).
  - The GLA Act now requires London strategies to be ‘in general conformity with’ rather than ‘have regard to’ the Mayor of London’s Municipal Waste Management Strategy.
  - Minor changes to language and wording to remove ambiguity, make the strategy up-to-date, and improve the precision of the document.
- 7.2 Haringey’s future recycling target as set out in the Recycling Strategy for Haringey 2006-2020 is to reach 45% recycling by 2015/16. This is in line with the proposed NLJWS 2008 target of 50% by 2020.
- 7.3 The draft 2008 version of the NLJWS that was put out for consultation also included a proposed revision of the recycling target for 2010/11 from 35% to 40%. However, following the consultation process the original target of 35% has been reinstated, and this will be reflected in the final draft of the NLJWS 2008.
- 7.4 There are 23 proposed amendments to the Strategy which are listed in Appendix 1.
- 7.5 The effects of the policies within the NLJWS are all predicted to demonstrate positive environmental benefits in all of the objective areas and thus it has not been necessary to change any of the policies contained within the NLJWS as a result of the SEA process.
- 7.6 As a result of the SEA, Chapter 6 ‘Identifying the Best Option for North London’ replaces the previous ‘Identifying the Best Practicable Environmental Option (BPEO) for North London’. This is due to the European SEA Directive (Directive 2001/42/EC) necessitating a retrospective SEA of the NLJWS replacing the BPEO as the principle decision making tool supporting waste management strategy preparation.

- 7.7 The focus of the SEA process is on environmental effects but in this case it was decided to broaden the assessment to cover social and economic effects making it more consistent with the Sustainability Appraisal process. However it has left out other balancing factors such as deliverability and cost, which were previously incorporated into the BPEO.
- 7.8 The SEA Environmental report notes that there were no issues of conflict identified between the objectives contained within the NLJWS and the other plans and programmes that were considered to be relevant. However, it was noted that the publication of Planning Policy Statement 10: Planning for Sustainable Waste Management 2005 and the publication of Waste Strategy for England 2007 could result in some issues because both were published after the publication of the 2004 draft of the NLJWS. Accordingly the NLJWS was updated and in particular the recycling and composting targets included in the NLJWS were updated to bring them in line with the new national waste strategy objectives. A new additional target for recycling and composting of 50% by 2020 has been introduced, and this can be seen in the amended action 6.B (see Appendix 1).

Changes have been made to all four of the existing NLJWS scenarios and a new 5<sup>th</sup> option – the ‘Procurement Scenario’ (see Table 1) has been added to the strategy. Whereas in the previous 2004 draft of the strategy a recommended scenario was put forward (the Procurement Scenario), following the consultation process it has been decided not to recommend a particular scenario. This will enable the procurement process for future waste management facilities to be technology neutral.

- 7.9 Changes to the previous options have been made to reflect current national waste strategy targets, and all scenarios have been remodelled on the basis that the current collection systems being used by the boroughs would be retained in the future rather than the previous assumption that collection systems would converge.

**Table 1. Features of the five scenarios assessed by the SEA Process**

<b>Element</b>	<b>Option 1 Minimum Compliance Scenario</b>	<b>Option 2 Borough-led Scenario</b>	<b>Option 3 Partnership Scenario</b>	<b>Option 4 Mayor's Aspirational Scenario</b>	<b>Option 5 Procurement Scenario</b>
Recycling and Composting Standards	Waste Strategy 2007 40% by 2010, 45% by 2015, 50% by 2020 from kerbside collection	Waste Strategy 2007 40% by 2010, 45% by 2015, 50% by 2020 from kerbside collection	Waste Strategy 2007 40% by 2010, 45% by 2015, 50% by 2020 from kerbside collection	40% by 2010, 50% by 2015 and 55% by 2020 from kerbside collection Recycling/composting through the MBT performance increases the level to 60%.	Waste Strategy 2007 40% by 2010, 45% by 2015 and 50% by 2020 from kerbside collection
Recycling and Composting Collection Method	Mix of kerbside sorting and commingled collections	Mix of kerbside sorting and commingled collections	Mix of kerbside sorting and commingled collections	Mix of kerbside sorting and commingled collections	Mix of kerbside sorting and commingled collections
Recycling and Composting Processing Method	Sorting and bulking materials before delivery to re-processors  In-vessel and open windrow composting facilities	Sorting and bulking materials before delivery to re-processors  In-vessel and open windrow composting facilities	Sorting and bulking materials before delivery to re-processors  In-vessel and open windrow composting facilities	Sorting and bulking materials before delivery to re-processors  In-vessel and open windrow composting facilities	Sorting and bulking materials before delivery to re-processors  In-vessel and open windrow composting facilities
Energy Recovery Treatment Technology	New Energy from Waste (EfW) plant (450,000 tonnes per year) replaces existing Edmonton EfW plant in 2015)	Edmonton EfW plant closes in 2015 and is replaced by 2 gasification plants taking a total of 250,000 tonnes per year; 2 Mechanical and Biological Treatment (MBT) Plants with Refuse Derived Fuel (RDF) facilities capacity to take 385,000 tonnes per year; 2 MBTs with Anaerobic Digesters (AD) to take 270,000 tonnes per year.	New EfW plant (450,000 tonnes per year) replaces existing Edmonton EfW plant in 2015, plus a 250,000 tonnes per year MBT with AD Plant	New EfW plant (270,000 tonnes), representing North London's per capita share of London's current energy from waste capacity, replaces Edmonton EfW plant in 2015 plus 200,000 tonnes per year MBT with AD plant.	New EfW plant (540,000 tonnes per year) replaces Edmonton EfW in 2015 plus a 250,000 tonnes per year MBT with RDF plant.

7.10 The previous 'best' option (Option 3) was very similar to the new procurement scenario (Option 5) with two notable exceptions. The first is the increased capacity of the Energy from Waste (EfW) plant in the procurement scenario (540,000 tonnes per year; a 90,000 tonnes increase). The second is the choice of a Refuse Derived Fuel (RDF) plant instead of an Anaerobic Digestion (AD) plant. However, no particular scenario is being formally recommended as part of the 2008 NLJWS.

7.11 New appraisal indicators and criteria are proposed following the SEA. No changes have been proposed which will adversely affect Haringey. The full table of criteria can be found in Appendix 2.

## 8. Financial Implications

- 8.1 Chapter 6 of the revised strategy outlines the costs of the different scenarios, including the new 'procurement' scenario (see Table 2 below).
- 8.2 Calculating the overall costs of the different options until 2045, the 'Partnership' option is the least expensive overall. However, this scenario does not meet the required landfill diversion targets and thus is not a viable option. The second least expensive option is the new 'Procurement' scenario.

**Table 2 - Projected Cumulative Costs for All Scenarios (based on data from SEA Draft Chapter 6, NLJWS, May 2008)**

Scenario	Projected cumulative costs (at 2006 prices) for waste collection and disposal from and inclusive of 2006				
	All costs are in £million				
	Baseline cost 2006	Overall cost to 2010	Overall cost to 2014	Overall cost to 2020	Overall cost to 2045
Option 1: Minimum Compliance	100	553	1,046	1,935	6,227
Option 2: Borough-Led	100	553	1,048	2,121	7,159
Option 3: Partnership	100	553	1,046	1,938	6,131
Option 4: Mayor's Aspirational	100	551	1,045	2,003	6,586
Option 5: Procurement	100	435	1,046	2,947	6,184

## 9. Legal Implications

- 9.1 The legal implications are outlined in section 5 above.

## 10. Equalities Implications

- 10.1 The SEA highlights some uncertainties with regard to procurement of land which relates to the localised impacts of waste processing plants. It is possible that the geographical location of the plants could have a negative impact on the quality of life of some of Haringey's residents.
- 10.2 The locations of the proposed sites are not mentioned. Any chosen sites will be assessed by Environmental Impact Assessment when facilities have been proposed.
- 10.3 During the consultation process it has been determined that an Equalities Impact Assessment (EIA) needs to be carried out on the draft SEA and proposed revised NLJWS. However, this will be done separately retrospectively. The assessment that has already been carried out by the NLWA on the main implementation actions, aims and objectives will and can

form the basis for EIA, and the process of approving and adopting the NLJWS by Haringey can proceed in the absence of the formal EIA.

## **11. Consultation**

11.1 The consultation process for the revised NLJWS and SEA Environmental Report commenced on 6<sup>th</sup> May 2008:

- A press release was issued about the consultation and sent to all relevant local publications. Releases were customised for each borough.
- Email notification of the consultation was sent to 158 individuals either directly from the North London Waste Authority or via other umbrella groups – such as the Association of London Cleansing Officers and the London Community Recycling Network. The list included members of the North London Waste Plan Sustainability Appraisal Panel, local universities, residents who had previously asked to be notified about the process and all local Friends of the Earth Groups. The statutory consultees who were contacted at the scoping stage of the SEA were also contacted again.
- Some boroughs also carried out additional notification, e.g. Haringey contacted the Panel for Haringey's recent Waste and Recycling Scrutiny Review and members of Haringey's 'Better Places Partnership'.
- A series of press adverts was placed in relevant local publications three weeks in to the six week consultation process.
- A final press release was issued in the penultimate week of the consultation period.
- Printed copies of the consultation questionnaire and the non-technical summary of the SEA environmental report were made available in all borough libraries.
- A copy of all the documents was made available for download on the North London Waste Authority website.

11.2 Residents were invited to respond to the consultation using a consultation questionnaire to guide their responses. Written and email responses were invited.

## **12. Background**

12.1 The draft NLJWS was prepared by the eight partners (the seven North London constituent borough councils and the North London Waste Authority) in 2004 setting out the partners' plans for managing waste between 2004 and 2020. It concluded that the partners should implement serious waste prevention measures, that a target should be set to recycle or compost 45% of household waste by 2015/16 and that we should divert from landfill (initially through the Edmonton energy-from-waste facility and later through other new facilities) as much waste as necessary to avoid fines arising from the Landfill Directive. Importantly it concluded that this should be carried out in partnership in order to secure optimum economies of scale and to minimise impacts on local residents.

- 12.2 The draft NLJWS 2004 included actions to minimise waste at source and to encourage reuse as priorities in preference to recycling, composting and energy recovery. This approach is in line with national and Europe-wide approaches to municipal waste management strategies, which are based upon the 'waste hierarchy', putting waste avoidance at the 'top' of the hierarchy as the 'best' thing to do and landfill disposal at the 'bottom' of the hierarchy as the worst solution for managing waste.
- 12.3 Although the NLJWS was produced in 2004, it was not approved by all partners until 2006 and only once all eight partners had agreed the strategy did the London Mayor prepare his formal comments which were received in December of that year, after the deadline for final implementation of the requirements of the Strategic Environmental Assessment (SEA) Directive in the UK.
- 12.4 A SEA follows a number of stages:
- The first stage is to prepare a scoping report, which must be sent to a number of statutory consultees.
  - Following this stage a SEA environmental report must be produced and issued for public consultation, along with the draft strategy on which the SEA is being undertaken.
  - Following consideration of the comments received via the public consultation process, a revised strategy must be produced.
  - Then, both the strategy and accompanying environmental report must be adopted.

### **13. Conclusion**

- 13.1 The revised draft of the NLJWS prepares the way forward for managing North London's waste sustainably and in accordance with European, national and regional policies and strategies.
- 13.2 The SEA Environmental Report considers a wide range of environmental, social and economic factors to help ensure that North London's waste is managed in a sustainable way.

### **14. Use of Appendices / Tables / Photographs**

- 14.1 *Appendix 1* – Excerpt from Briefing Paper on North London Joint Waste Strategy, March 2008 – Strategy Implementation Actions with Proposed Changes
- 14.2 *Appendix 2* – Excerpt from Strategic Environmental Assessment of the North London Joint Waste Strategy, Environmental Report, May 2008 – SEA Objectives and Appraisal Criteria

**15. Background Reading**

- 15.1 North London Joint Waste Strategy, Mayor's Draft, September 2004, (NLWA).
- 15.2 North London Waste Authority, Strategic Environmental Assessment of the North London Joint Waste Strategy, Environmental Report, May 2008 (Entec UK Ltd).



## Appendix 1 – Excerpt from a Briefing Paper on North London Joint Waste Strategy, March 2008

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### Strategy Implementation Actions with Proposed Changes

Note that it is not proposed to make any changes to the other implementation actions in the strategy.

#### Action Number & Chapter

- 1.C. It has been agreed that this North London Joint Waste Strategy will:  
.....
- *Have regard to the Government's Waste Strategy for England 2007 and be in general conformity with the Mayor of London's Municipal Waste Management Strategy (2003).*

**Reason for change:** The Government has published a more recent waste strategy that sets more ambitious recycling and composting targets and the GLA Act now requires London strategies to be 'in general conformity with' rather than 'have regard to' the Mayor of London's Municipal Waste Management Strategy.

#### Action Number & Chapter

- 2.B. *This Strategy employs the Prime Minister's Strategy Unit recommended growth rate for municipal waste when planning for the new waste management facilities that will be needed in North London, but during its implementation the most recent data available will be used.*

**Reason for change:** This change allows for the results of revised modelling work to be used in implementing the strategy.

#### Action Number & Chapter

- 2.C. *The North London household waste composition analysis will be used to inform the development of this Strategy, but during its implementation the most recent data available will be used.*

**Reason for change:** This change allows for the results of revised modelling work to be used in implementing the strategy.

**Action Number & Chapter**

3A. *This North London Joint Waste Strategy is prepared in line with the Government Guidance on Municipal Waste Management Strategies (2001) and the Waste Strategy for England 2007, and indicates how the North London Partner Authorities will implement the relevant policies and proposals within the Mayor's Municipal Waste Management Strategy.*

**Reason for change:** This policy has been updated to reflect the publication of the new Waste Strategy for England, 2007.

**Action Number & Chapter**

Policy numbers 3C and 3D

3C. *The North London Partner Authorities will continue to seek to co-operate with the Mayor of London in relation to Best Value reviews of Waste Services.*

3D. *The North London Partner Authorities will continue to seek to co-operate with the Mayor of London through providing waste information where required and by using useful waste information where this is provided by the Mayor of London to plan waste services.*

**Reason for change:** These two policies have been altered to add the words 'of London' to references to 'the Mayor' to make the references more accurate.

**Action Number & Chapter**

3E. *The North London Boroughs will develop and approve a joint Waste Development Plan Document.*

**Reason for change:** This change reflects that it is only the North London Boroughs that are local planning authorities, and it reflects the intention of boroughs as planning authorities to complete the Development Plan Document through to approval. The original wording of this policy also stated that the joint waste development plan document would be prepared for consultation by December 2005. The timetable for this process has now changed. Full details are available on the North London Waste Plan website at [www.nlwp.net](http://www.nlwp.net).

## Action Number & Chapter

*4.C2. The Partner Authorities will continue to support bids for external funding of reuse services and will seek to develop a means of rewarding effective reuse services directly through a reuse “credit”, to reflect the avoided or deferred cost of disposal.*

**Reason for change:** The words ‘equivalent to the avoided or deferred cost of disposal’ have been altered to ‘to reflect the avoided or deferred cost of disposal’. This change has been made to reflect new government guidance as increases in reuse credits are now capped at 3% per annum and therefore do not fully reflect increases in landfill tax, so reuse and recycling credits are not longer equivalent to the avoided or deferred cost of disposal, inclusive of landfill tax.

## Action Number & Chapter

*4.G1. The Partner Authorities will provide continuously improving Reuse and Recycling Centres in excess of the minimum statutory provision throughout the period of this strategy, which shall be freely available for the deposit of household waste by all Londoners on a reciprocal basis.*

**Reason for change:** This change has been made to reflect the Mayor of London’s comments on the Mayor’s Draft, North London Joint Waste Strategy in relation to reuse and recycling centres being made available to residents from outside of the borough in which the facilities are located on a reciprocal basis.

## Action Number & Chapter

*4.H2. The Partner Authorities will offer door-to-door collections of biodegradable waste for all relevant households where home or community composting services are not provided in the period of this Strategy.*

**Reason for change:** The word ‘biodegradable’ has been used in place of the previous word ‘organic’. It is felt that the term ‘organic’ can imply kitchen waste only and this policy refers to both kitchen and garden waste.

## Action Number & Chapter

*4.K2 The Partner Authorities will work to increasingly recycle and compost more non-household biodegradable waste to ensure that the need to purchase Landfill Allowances is minimised.*

**Reason for change:** This policy has been expanded to include recycling and to clarify that this policy refers to non-household waste, which is the scope of the paragraph to which it refers.

**Action Number & Chapter**

*4.L2. The Partners will work to achieve 35% recycling and composting standards by 2010, 45% by 2015 and 50% by 2020 in line with the Government's Waste Strategy for England 2007.*

**Reason for change:** This implementation action has been altered to reflect new national waste strategy targets.

**Action Number & Chapter**

*4.N. The Partner Authorities will seek to minimise disposal to landfill throughout the period of this Strategy and undertake to seek the recovery of energy from landfill gas wherever practicable.*

**Reason for change:** This change has been made to reflect the fact that the Partner Authorities are and will be contracting for landfill services through the use of third parties. They will therefore seek the recovery of energy from landfill gas through the third party contractor(s) rather than carrying out the recovery themselves, which was the implication of the previous wording: 'undertake to recover energy from landfill gas wherever practicable'.

**Action Number & Chapter**

*5.A3 The Partner Authorities will encourage the introduction of Authorised Treatment Facilities in appropriate locations in North London, will ensure that the general public are encouraged to use them appropriately and will seek to secure sufficient facilities within the proposed North London Waste Development Plan Document.*

**Reason for change:** The words 'Development' and 'Document' have been added to this policy as 'development plan document' is the formal title of the publication.

**Action Number & Chapter**

*5.D2 The Partner Authorities undertake to maximise the potential of reusing and recycling materials from the bulky waste stream with the aim of providing a more sustainable service in partnership with community sector or commercial organisations.*

**Reason for change:** Changed to include reuse and to mention both the 'for profit' and 'not-for-profit' sectors, taking account of the Mayor of London's comments on the North London Joint Waste Strategy, Mayor's Draft, September 2004.

**Action Number & Chapter**

*5.F1 The Partner Authorities will implement the new method of assessing non-household charges from the 2008/09 financial year based on the volume of waste each North London Borough collects from contracted customers and agreed volume:weight ratios.*

**Reason for change:** Updated to reflect the fact that a new method of calculating the household:non-household split of material collected and associated charging mechanism has been agreed and implemented since the draft North London Joint Waste Strategy was produced in 2004.

**Action Number & Chapter**

*5.G1 The Partner Authorities will continue to support the provision of sufficient construction and demolition reprocessing facilities in the North London region.*

**Reason for change:** Previously this policy read: 'The Partner Authorities will continue to support the provision of sufficient construction and demolition reprocessing facilities in the North London regions and will seek to protect existing sites within the North London Waste Local Plan.' The North London Joint Waste Strategy cannot set policy for planning documents so the last part of this policy has been removed.

**Action Number & Chapter**

*5.J3 The Partner Authorities will continue to collect the maximum range of household hazardous waste and waste electrical and electronic equipment at their Reuse and Recycling Centres.*

**Reason for change:** Updated to include waste electrical and electronic equipment, some of which is now deemed to be hazardous and to change the wording of this policy which previously said that the Partner Authorities

would review the best approach for collection household hazardous waste at Reuse and Recycling centres to include the words 'continue to collect', as the work has now started following the review.

**Action Number & Chapter**

*5.K The Partner Authorities undertake to support appropriate projects promoting the reuse of fridges, and will ensure that the remaining fridges are reprocessed and ozone depleting substances and metals recovered throughout the period of this Strategy.*

**Reason for change:** This minor change has been to reflect the fact that metals are also recovered in the process.

**Action Number & Chapter**

*5.O The Partner Authorities undertake to continue working with relevant stakeholders to meet any statutory requirements imposed on local authorities under the regulations that implement the European Waste Electrical and Electronic Equipment Directive.*

**Reason for change:** This minor change has been made because work has now commenced on implementing the requirements of the Waste Electrical and Electronic Equipment Directive.

**Action Number & Chapter**

*6.B The Best option for North London will involve achievement of 50% recycling and composting rates by 2020, with treatment of the residual waste not being landfilled provided initially through the existing Energy from Waste incineration facility, and later through processing capacity, giving preference to advanced conversion technologies, especially where the products of waste treatment could be used as fuels, that are the best overall option taking account of net environmental impact, deliverability, reliability and affordability, looking at implied collection services too.*

**Reason for change:** Revisions to this statement remain the subject of on-going discussion between the Partner Authorities and the Greater London Authority, and will be resolved before the public consultation.

**Action Number & Chapter**

*8.C1 The Partner Authorities will provide commercial waste services in accordance with statutory requirements or beyond and will seek external support to establish sustainable commercial recycling and composting services, where this offers improved value for money to council tax payers.*

**Reason for change:** This implementation action has been changed in line with the Mayor of London's comments on the Draft North London Joint Waste Strategy, Mayor's Draft, September 2004.

**Action Number & Chapter**

*8.C.2 The Partner Authorities will seek to ensure that sufficient household, commercial and industrial waste management sites are provided in North London through development of the North London Joint Waste Development Plan Document.*

**Reason for change:** The North London Joint Waste Strategy cannot set policy for planning documents so the words 'seek to' have been added to this policy statement. The Partner Authorities could for example seek to ensure that sufficient land for household waste management sites are provided in North London by responding as waste authorities to the formal consultation process which is part of the development of the North London Joint Waste Development Plan Document.

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## Appendix 2 – Excerpt from Strategic Environmental Assessment of the North London Joint Waste Strategy, environmental Report, May 2008 – SEA Objectives and Appraisal Criteria

### 1.1.1 SEA objectives

Table 3.1 SEA Objectives

SEA Objective	SEA Appraisal Criteria		SEA Directive topic
O1 To conserve and enhance natural habitats and wildlife, especially priority habitats and species	Will the NLJWS protect local biodiversity? Will the NLJWS enhance local biodiversity?	Biodiversity	Biodiversity
O2 To maximise the health and well-being of the population	Are the new facilities proposed by the NLJWS going to create unnecessary noise? Are the new facilities as proposed by the NLJWS going to create odour and dust problems? Will the new facilities proposed by the NLJWS lead to an increase in litter and vermin generation? Will the new facilities proposed by the NLJWS affect local infrastructure such as road movements? Will emissions from the NLJWS's new facilities impact upon health of the local community?	Population and human health	Population and human health
O3 To conserve and enhance natural soil structure and composition	Will the NLJWS conserve and enhance soil quality? Is compost generated by the facilities proposed in the NLJWS being used locally?	Soil	Soil
O4 To improve air quality	Will the NLJWS improve local air quality?	Air	Air
O5 To improve water quality	Will the NLJWS improve the water quality of groundwater and surface water?	Water	Water
O6 To achieve the wise management and sustainable use of water resources	Will the new infrastructure impact upon water supplies?	Water	Water
O7 To address the causes of climate change	Will the draft NLJWS minimise emissions of greenhouse gases? Will it increase the proportion of energy both generated and purchased from renewable and sustainable sources?	Climatic factors	Climatic factors

Table 3.2 (continued) SEA Objectives

SEA Objective		SEA Appraisal Criteria		SEA Directive topic
O8	To adapt to the unavoidable consequences of climate change	Will the NLJWS's new facilities avoid areas at risk of flooding? Will the NLJWS's new facilities include sustainable urban drainage systems (SUDS)? Will the NLJWS's facilities and services be designed and delivered to cope with climate change impacts (e.g. higher temperatures, increased winter precipitation)?		Climatic factors/Water
O9	To minimise the production of waste arising from households and local authority business customers	Will the NLJWS reduce waste growth relative to the past?		Material Assets
O10	To maximise reuse, recycling and recovery rates by viewing waste as a resource	Will the NLJWS result in increased diversion of Biodegradable Municipal Waste (BMW) from landfill? Will the NLJWS improve recycling/composting? How and where are the recycled/composted materials being used?		Material Assets
O11	To minimise the global, social and environmental impact of consumption of resources	Will the NLJWS conserve natural resources?		Material Assets
O12	To enable waste to be disposed of at the nearest appropriate installation	Will the NLJWS's new facilities be appropriately located in relation to the main sources of municipal waste?		Material Assets
O13	To enhance and protect the existing built environment including heritage assets and the wider historic environment.	Will new infrastructure proposed create visual impacts? Will new infrastructure proposed conserve and enhance heritage assets and the wider historic environment?		Cultural heritage and landscape
O14	To ensure new buildings and associated infrastructure are designed and constructed in a sustainable way	Will the NLJWS's new facilities take account of good practice in sustainable design and construction?		Cultural heritage and landscape
O15	To improve efficiency of land use through the sustainable re use of previously developed land and existing buildings.	Will new infrastructure use previously developed land?		Soil

Table 3.3 (continued) SEA Objectives

SEA Objective	SEA Appraisal Criteria	SEA Directive topic
O16 To stimulate regeneration and urban renaissance that benefits the most deprived areas and communities	<p>Will it reduce local levels of deprivation?</p> <p>Will it generate satisfying and rewarding jobs?</p> <p>Will it help stimulate regeneration?</p> <p>Will it reduce overall unemployment?</p>	Not directly related to an SEA Directive topic but contributes to sustainable development
O17 To encourage a strong, diverse and stable economy.	<p>Will it expand the green industry sector?</p> <p>Will it improve the resilience of the area's business and economy?</p> <p>Will it help diversify the economy?</p> <p>Will it encourage business start-ups and growth of business in the North London area?</p>	Not directly related to an SEA Directive topic but contributes to sustainable development
O18 To improve the resilience of businesses and their environmental, social and economic performance.	<p>Will it encourage investment in new technologies and solutions that will contribute to achieving sustainability?</p> <p>Will it encourage ethical and responsible investment?</p> <p>Will the NLJWS improve sustainable business development and increase competitiveness?</p>	Not directly related to an SEA Directive topic but contributes to sustainable development
O19 To maximise the accessibility and equality of services	<p>Will the NLJWS reduce the overall need for people to travel by improving their access to the environmental services in the place in which they live?</p> <p>Will the NLJWS proposals reduce poverty and social exclusion in local areas that are most affected?</p> <p>Will it promote equality, fairness and respect for people and the environment?</p> <p>Will it promote equality for different communities?</p>	Population and human health

Table 3.4(continued) SEA Objectives

SEA Objective	SEA Appraisal Criteria	SEA Directive topic
O20 To promote civic participation, ownership and responsibility and enable individuals, groups and communities to contribute to improving their environment	Will it promote social cohesion and encourage engagement in community activities? Will it encourage the involvement and participation of a diverse range of stakeholders? Will it enable participation in environmental services by all North Londoners? Will it demonstrate and encourage all North Londoners to take responsibility for the sustainable management of their waste?	Population and human health



Haringey Council

Agenda item:

**[No.]****Cabinet****On 15<sup>th</sup> July 2007**

Report Title:

**Cabinet Response to Scrutiny Review of Waste, Recycling, Collection and Disposal**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director of Urban Environment**Wards(s) affected: **All**Report for: **Non-Key Decision****1. Purpose**

- 1.1 To set out the Cabinet's response to the report of the Scrutiny Review of Waste, Recycling, Collection and Disposal.

**2. Introduction by Cabinet Member**

- 2.1 Waste can no longer be considered as the inevitable by-product of modern life that has to be sent for incineration or landfilling. Waste reduction is at the top of the waste hierarchy and we must seek to produce less of it in the future. The waste that is produced must be regarded as a resource upon which we should seek the maximum return through re-use or recycling.
- 2.2 This scrutiny review has helped us to focus on what our current policies and strategies are for reducing, re-using, recycling, collecting and disposing of waste, what they should look like in future and how we need to set ourselves up to meet the challenges that lay ahead.
- 2.3 Whilst there are a number of recommendations within the scrutiny review that are not agreed, it is certainly the case that the review has provided the opportunity to consider a wide range of issues and to think about how best practice elsewhere can be transferred to Haringey to improve our performance across various activities.

### **3. Recommendations**

3.1 That the Cabinet approve the response.

3.2 That the Cabinet agrees that the agreed recommendations are incorporated within the Front Line Services business plan and that any recommendations requiring additional funding are dealt with as part of the Council's budget setting process in 2009/10 and beyond as appropriate.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer: Michael McNicholas, Acting Head of Waste Management  
michael.mcnicholas@haringey.gov.uk Tel: 020 8489 5655

### **4. Chief Financial Officer Comments**

4.1 The majority of the Scrutiny recommendations have financial implications for the Council, some of which could require significant additional resources. The proposals should only be agreed in principle at this stage, as they need to be specifically costed and any additional funding requirements must be clearly identified either from existing approved budgets or from external bidding opportunities where appropriate or through the Council's business and budget planning framework. Details of the fully costed proposals and how these are to be funded should be reported back to Members for approval prior to implementation.

4.2 The report indicates that some of the recommendations are to be considered as part of developing the new waste management and transport contract. As mentioned above, these proposals are likely to incur additional costs compared to the currently approved budgets for the contract. It is extremely important that the Council obtains best value for money from any new arrangement eventually agreed for delivering waste management services.

### **5. Head of Legal Services Comments**

5.1 The Head of Legal Services notes the recommendations of this report and should be consulted in relation to the terms and conditions of the new contract that will replace the Integrated Waste Management and Transport contract upon its expiry in December 2009.

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

## **7. Strategic Implications**

7.1 The scrutiny review contains 23 main recommendations and 34 sub-recommendations giving a total of 57 recommendations in all. Of the recommendations and sub-recommendations that have been made:

- 32 have been agreed;
- 18 have been agreed in principle;
- 1 has been agreed in part;
- 1 has been partly agreed and partly agreed in principle; and
- 5 have not been agreed.

7.2 The responses to these recommendations can be broken down into the following categories:

- new contract requirements;
- policy;
- collection methodologies;
- Information and education;
- business waste recycling
- recycling and waste reduction from Council buildings; and
- promoting re-use.

### **7.3 New Contract Requirements**

7.3.1 A number of recommendations have been made in relation to the new contract that will eventually replace the Integrated Waste Management and Transport Contract. These recommendations refer to a range of matters requiring consideration in the design of the new contract from performance measures - including targets, penalties and incentives - to packaging, collection methodologies and area based working. These recommendations have generally been agreed.

7.3.2 The new contract provides an opportunity to secure value for money services which take advantage of modern technology and working practices to deliver better standards of service that meet residents' needs. It also provides an opportunity for the Council to introduce effective remedial powers where reliability and standard of service delivery do not meet global targets or are not satisfactory at a local level.

7.3.3 Whilst the recommendations of the scrutiny review have generally been agreed and the opportunities provided by the new contract should be pursued with vigour, there remains a careful balance to be achieved between cost and quality. A contract which is populated by targets set at achieving top quartile performance across the board and very low trigger levels for invoking defaults and remedies will be more costly than where targets are moderate and trigger levels are higher. A consideration could be the identification of those key targets where the Council would actively pursue top quartile performance, counterbalanced by other targets set at moderate levels to keep contract costs within budgets. This will be explored in more detail as part of the procurement process.

## **7.4 Policy**

- 7.4.1 The main policy considerations arising from the scrutiny are compulsory recycling and fortnightly collections. These recommendations have not been agreed. Haringey has set challenging recycling targets to meet through its Recycling Strategy and, with north London partner boroughs, through the North London Joint Waste Strategy. To meet its commitments in these strategies the Council has been actively rolling out more and new recycling collection services over a period of years. As these roll-outs have progressed there have been corresponding increases in the recycling rate. Further expansion of recycling collection services are due to be rolled out in 2008/09 which are expected to lead to higher recycling rates.
- 7.4.2 Recycling collection services in Haringey have not yet reached maturity. Against this background it is not yet appropriate to consider a policy of compulsory recycling as it has not been demonstrated that this will be required to achieve the set recycling targets.
- 7.4.3 Fortnightly collections have been introduced by a significant number of councils and, where they have been introduced, recycling rates have improved. Most of the top performing Councils for recycling already have fortnightly collections. However, most of these Councils are rural, semi-rural or low density housing in nature and lend themselves relatively easily to fortnightly collections. Fortnightly collections do not translate easily into heavily urbanised areas and remain largely untested in this environment. As such this policy is not being considered for Haringey.

## **7.5 Collection methodology**

- 7.5.1 There are a number of recommendations regarding collection methodology. Notable amongst these is the question of whether the Council should collect recycling as mixed materials / commingled, where paper, glass, card and cans are collected together in a single compartment collection vehicle, or source separated, where different materials are hand-separated at the point of collection onto multi-compartment vehicles, keeping the materials separate. Whilst these recommendations are generally agreed in principle, the Council's own comparison of source-separated and mixed material collection methodologies demonstrated that the latter was more cost-effective for Haringey when this issue was examined in detail in 2006.
- 7.5.2 It should be noted that the Council is required to deliver waste and recycling to the North London Waste Authority and Service Level Agreements are in place to specify the types and quantities of waste and recycling delivered. Any decisions concerning changes to type and quantity of waste and recycling collected which impacts on the type and quantity of waste and recycling delivered to NLWA by Haringey, will need to have regard to the existing agreements that are place between the two parties and may require changes to those agreements.

## **7.6 Information and Education**

- 7.6.1 Information and education are vital components of the strategies to reduce, reuse and recycle waste. The range of recommendations regarding information and



education are generally agreed although some are only agreed in principle due to the additional resources that they would require.

## **7.7 Business Waste and Recycling**

- 7.7.1 The Council is required to treat business waste and recycling differently from household waste. Any waste or recycling collections made by the Council from business premises require a charge to be rendered which covers the costs associated with making the collection and disposing of the arisings. In addition, any recyclate collected from businesses is not allowed to be included in the Council's calculation of recycling performance. As such the emphasis of the Council's recycling investment has been upon developing household recycling collections.
- 7.7.2 Nevertheless, the Government's Waste Strategy 2007 sets out an aspirational target to reduce commercial and industrial waste sent to landfill by 20% by 2010 compared to 2004. There is currently no comprehensive business waste recycling collection service offered by the Council. The recommendations of the scrutiny review to help promote business waste recycling through information and advice are generally agreed, although there are some recommendations which have only been agreed in principle as they will require additional resources.

## **7.8 Recycling and Waste Reduction from Council Buildings**

- 7.8.1 The Council must ensure that it leads by example in waste reduction and recycling. The recommendations of the scrutiny review for increasing recycling and reducing waste from Council buildings are agreed where they relate to the approved investment for providing new services due to begin later in 2008/09. Some of the recommendations in the scrutiny review are only agreed in principle as they would require additional investment over and above that which has been agreed.

## **8. Financial Implications**

- 8.1 Many of the recommendations of the scrutiny review can be implemented within existing budgets. However, some recommendations will require additional funding in order to be implemented. The Environmental Resource Service will investigate the value and feasibility of implementing the recommendations that require investment and where appropriate these will be incorporated into the 2009/10 business planning process. The outcomes of these investigations and the business planning process will be reported back to the Overview and Scrutiny Committee.

## **9. Legal Implications**

- 9.1 Legislation seek to ensure that new contracts are future-proofed to avoid additional cost. Where new regulations require unavoidable, additional costs the business planning process will be used to identify and bid for the required resources.

## **10. Equalities Implications**

- 10.1 The Environmental Resource Service will ensure that waste and recycling services are designed to be accessible to all residents. Particular efforts will be made to provide the opportunity for residents to recycle the full range of materials in a convenient and easy to understand fashion, no matter what type of property they live in.

- 10.2 In terms of street cleanliness, the Council will create the appropriate performance clauses in the contract that will provide standards of service throughout the borough that are equally good.
- 10.3 It is important that residents are aware of the range of waste management services that are provided by the Council, particularly those services that will help them to dispose of larger items legitimately and for free, are well publicised. This review has recognised the importance of communications in this respect and the forthcoming Communication Plan will be an important tool for ensuring that all residents of Haringey know how to reduce, reuse, recycle or dispose of their waste properly.

## **11. Consultation**

- 11.1 The Panel consulted with a wide range of bodies and individuals including residents, Members, external consultant, Accord, LBs Hackney & Waltham Forest, the greater London Authority and London Community Recycling Network.
- 11.2 Where the agreed recommendations involve changes to service delivery or policy, consultation will be conducted as appropriate.

## **12. Background**

- 12.1 The Scrutiny Review was commissioned by the Overview and Scrutiny Committee as part of its 2007/8 work programme. The Committee agreed the following terms of reference:
- To make recommendations for improving the design of the new contract to determine the specification, the range, the provision and the collection methodologies, including benchmarking with other authorities to consider best practice, and to ensure that the new contract is fit for purpose and provides value for money.
  - To explore new and transferable initiatives including the approach, cost and consultation/communication used by other authorities which are not currently used by Haringey and which may help to inform the delivery of services to meet local needs.
  - To meet the objective of increasing the amount of household waste recycled and composted in Haringey to 35% by 2010, and to increase the amount of household waste recycled and composted in Haringey to 45% by 2015 of which 10% should be composted, taking account of any key issues arising relating to health and safety for the waste management and recycling service.
  - To investigate the possibilities for increasing business participation in recycling, including through working in partnership and contractual arrangements with local businesses
  - To consider communication methods aimed at raising awareness and providing advice to residents on waste minimisation and recycling, and to ensure education about the environment is taking place for our young people.
  - To consider ways in which to improve resident satisfaction of Haringey's waste, recycling and composting services, including by talking to residents and other authorities.

### **13. Conclusion**

13.1 This scrutiny review has provided a valuable examination of the current arrangements for waste collection and recycling. Through this scrutiny review there has been an opportunity to;

- consider how services are currently set up to deliver the outcomes and targets required by the Council;
- think about what the future challenges are for these services, both in a national and local context;
- inform the design and specification of the contract that will replace the Integrated Waste Management and Transport Contract; and
- consider the future for the policies and strategies around waste as a resource and the emerging focus on CO2 and climate change, especially through the new Waste Strategy 2007 for England and the new National Indicator set.

### **14. Use of Appendices / Tables / Photographs**

Appendix A, Table of responses to recommendations of Scrutiny Review of Flytipping including SMART action plan.

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Response to Scrutiny Review of Waste, Recycling, Collection and Disposal Report Appendix A.  
Table of responses to recommendations and action plan

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
1	<p>The Council should integrate collection and disposal of waste, recycling and composting, street cleansing, graffiti removal, call centres, businesses and also transportation for the above. However, the reuse service should not be included.</p> <p><b>Agreed</b> (except for disposal which will be the subject of procurement through the North London Waste Authority)</p> <p>In addition to the mix of services suggested, consideration will also be given to other services to be included. For example, weed growth can affect street cleanliness so the inclusion of weed-spraying in the contract should be considered.</p> <p>Whilst it is envisaged that re-packaging of services will result in savings due to more efficiencies and economies of scale, there is no guarantee that savings will accrue.</p>	All actions listed under recommendation 1 will be carried out as part of the process of procuring the new contract. This process will include actions around scoping of work, identification of key performance indicators, design of service delivery models, health and safety and change management provisions.	Head of Environmental Resources	New contract due to commence Dec 09 (although option for up to 7 year extension of existing contract is available)	Final tender documents completed to reflect recommendations
1a	<p>-The Contract should include targets for the improvement of recycling rates and improvement of resident satisfaction, with potential penalties to the contractor if targets are not met and financial incentives for meeting targets.</p> <p><b>Agreed</b></p> <p><b>Targets.</b> The new contract will contain a range of targets aimed at measuring performance. These targets will be built around the obligatory new national indicators (NIs), Local Area Agreement stretch targets and local indicators measuring those parts of the service the matter to local residents. As a rule these targets will be outcome-based - for example % of residents satisfied with refuse collection – and some may be input based – for example, number of refuse collections completed on scheduled day. Consideration needs to be given to linking targets to relative quartile performance so that any national improvements, or improvements within comparator borough groups, are captured automatically.</p> <p>Targets can be designed to ensure that standards in different parts of the borough are equitable. In some areas this will require greater inputs on behalf of the contractor which in turn will ensure that resources are effectively targeted. It should be noted that a contract with targets to achieve high or top quartile performance is likely to be more costly than a contract with lower targets. Currently there is a system of measuring</p>	As per Recommendation 1			

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<p>performance in the contract as 'Green, Amber and Red', this should be maintained.</p> <p><b>Penalties.</b> The new contract will provide for penalties to apply, where targets in the 'Green' category are not met. Such penalties are likely to reflect the performance of the contractor from a global contract perspective and will be relatively high in value.</p> <p>Consideration will be given to the application of penalties where scheduled work does not happen or for poor service. Such penalties will reflect performance at a more local level and would be lower in value but aimed at ensuring headline targets are met.</p> <p>It should be noted that contracts with low penalty trigger thresholds are likely to be more costly than those with higher penalty thresholds.</p> <p><b>Incentives.</b> Incentives should be considered as a means of recognising performance which exceeds the 'Green' category. This could be captured as a 'Green+' performance category which helps the Council achieve Excellence. Payment of incentives should have regard to the global performance of the contract as it would not be appropriate to reward refuse staff for achieving 'Green+' performance if street cleansing was achieving 'Red' performance. Linking incentives in this way could assist the contractor in achieving more joined-up working than is currently the case. An incentive scheme will push up the cost of the contract if it is successful.</p>				
<p>1b</p> <p>- The Contract should be designed as such that area based working is the norm, as opposed to the traditional round structures.</p> <p><b>Agreed</b></p> <p>The current contract has no regard to ward or area assembly boundaries in delivering services. There are several reasons why area-based working would be beneficial in future:</p> <ul style="list-style-type: none"> <li>• for street cleansing, linking individual operatives to particular areas promotes ownership of the work and the standards achieved, operatives will become known to local residents;</li> <li>• for refuse and recycling collection services, area-based service delivery means vehicle breakdowns are more readily resolved and, by ensuring all refuse, recycling and dumps are collected on one day, can provide the area with an easily understood, regular and reliable service standard.</li> </ul>	As per Recommendation 1			

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1c	<p>Whilst it is considered that area based working should be deliverable at no additional cost through proper work planning and efficient working, it is possible that area based working requirements could lead to higher contract costs,</p> <p>- the street cleansing part of the contract should be tailored to meet the individual needs of each street, i.e. some roads may need more frequent cleans than others in order to meet high standards.</p> <p><b>Agreed</b> The new National Indicators that measure street cleanliness are NI 195 Litter and NI 195 Detritus. These are output-based indicators, meaning that performance is measured randomly by the standard of cleanliness maintained, not by the number of sweeps that take place. Targets can be designed to ensure that standards in different parts of the borough are equitable. Performance for NI 195 and NI 196 is assessed through inspections linked to wards and land use type. Along with borough-wide targets for cleanliness, it should be possible to include ward and land use-based sub-targets to ensure that more cleansing activity is undertaken in locations where it is required to deliver performance close to the overall borough target.</p> <p>Whilst the contract will be designed to ensure that cleanliness standards are equitable in different parts of the borough, it should be recognised that the higher the basic standard of cleanliness required under the contract, the higher the cost will be.</p>				
1d	<p>- The contract should include a timetable in which resource allocation for refuse collection should reduce as less waste is created, while resource allocation for recycling rises.</p> <p><b>Agreed</b> The new contract will make reference to the dynamics between falling refuse arisings and increased recycling. It will require the contractor to provide detailed proposals to demonstrate how resources will be directed so as to be efficient and to deliver value for money at all times.</p>				
1e	<p>- The contract should be flexible enough to cope with potential future changes, such as low carbon output for vehicles, and implementation of a source-separated recycling service.</p>				

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1f	<p><b>Agreed</b> Sustainability will be a key component of the new contract. From 2008/09 there are a number of new NI targets requiring the Council to report its performance for reducing CO2 emissions and adapting to climate change in Haringey. Consideration will be given to including these targets within the new contract to focus the contractor on reducing CO2 emissions within every aspect of service provision from the back office through to front line operations using modern technology and innovation.</p>				
	<p>- The street cleaning part of the contract should include a requirement to separate waste and recycling.</p> <p><b>Agreed</b> Recycling of street cleansing arisings is now happening through the existing contract whereby litter pickers separate plastic and cans from other street cleansing litter. There is potential to expand this further through on street recycling bins beside litter bins and possibly through selective treatment of dumps clearance work, for example clearance of dumped green waste for recycling instead of disposal. Consideration will be given to how this recommendation can be delivered through the target and incentive mechanisms.</p> <p>It is likely that the requirement for separation of street cleansing arisings into waste and recycling will increase the cost of the contract.</p>	As per Recommendation 1			
1g	<p>- The Council should consider the possibility of developing the recycling service to become source-separated in the future, in order to improve the quality of recyclables, and should take this into account when purchasing new collection trucks.</p> <p><b>Agreed in principle</b> Council has developed its recycling collection service based on achieving its recycling targets and providing convenient collection services where all residents can recycle the same, full range of materials, as laid down in the Recycling Strategy for Haringey. Whilst this recommendation is agreed in principle, the current mode of operation for delivering the Recycling Strategy is to collect mixed materials and there is a market for the quality of recyclables that this service produces. There are no plans to change from the established mode of operation. The market for recyclables will be carefully observed to ensure that any newly purchased collection vehicles continue to provide the quality of recyclables that are in demand.</p>	Head of Environmental Resources	On-going	Review of Recycling Strategy	



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2	<p>The Council should consider the potential financial benefits of making an in-house bid for the new integrated contract, as well as the flexibility that this would allow.</p> <p><b>Agreed</b> This is currently being undertaken through the Commissioning Strategy Project within Urban Environment.</p>	Report is due to go to Cabinet in July 2008 setting out the findings of the Commissioning strategy Project	Director of Urban Environment	July 2009	Commissioning Strategy approved
3	<p>The Council should consider a policy of Compulsory Recycling in Haringey for all households which have a doorstep service provided to them, in order to ensure that the current service is being used, to raise recycling rates, and to demonstrate that the Council takes environmental issues seriously.</p> <p><b>Not Agreed</b> Haringey has set challenging recycling targets to meet through its Recycling Strategy and, with north London partner boroughs, through the North London Joint Waste Strategy. To meet its commitments in these strategies the Council has been actively rolling out more and new recycling collection services over a period of years. As these roll-outs have progressed there have been corresponding increases in the recycling rate. Further expansion of recycling collection services are due to be rolled out in 2008/09 which are expected to lead to higher recycling rates.</p> <p>Recycling collection services in Haringey have not yet reached maturity. Against this background it is not yet appropriate to consider a policy of compulsory recycling as it has not been demonstrated that this will be required to achieve the set recycling targets.</p>	No further action at this time.			
4	<p>The Council should carry out a simple borough-wide consultation on compulsory recycling; using a question such as "Should it be compulsory to recycle in Haringey, if your household has a doorstep recycling service?" The consultation should be widely promoted through the use of banners, advertisements in publications, a press strategy and in other ways, with the possibility for residents to contribute by text message, email, on the Council website, by phone and in writing. The emphasis should be on persuasion and education with arguments for and against compulsory recycling. The Council should ensure that local stakeholders are included in any consultation.</p> <p><b>Not Agreed</b> Refer to response provided to recommendation 3.</p>	No further action at this time.			

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5	<p>The Council should put into practice the result of the above consultation. If the answer is 'yes', the Council should ensure that good preparation and education strategy to include primarily visual aids, and a letter to all households, a press strategy, visits to area assemblies and community centres/organisations [particularly those representing harder to reach ethnic minority groups] a hotline for residents and door-knocking in areas where it is deemed appropriate. The Council should also make resource preparation in terms of sufficient extra green boxes and composting bins.</p> <p><b>Not agreed</b> Refer to response provided to recommendation 3.</p>	No further action at this time.			
6	<p>If the answer to the consultation is 'no' the Council should nevertheless use the impetus of the consultation as a way to focus on recycling as an issue, and make use of all the strategies listed above to improve communication with residents.</p> <p><b>Agreed</b> Whilst the recommendation to consider compulsory recycling is not agreed, the use of communications suggested in recommendation 5 to improve communications with residents is agreed.</p>	Develop communications plan for recycling, waste reduction and general environmental sustainability issues. This will include community engagement and education delivered by dedicated officers, doorstepping activities and campaign work through outdoor media, leafleting and the local press.	Environmental Resources Manager	On-going	Implementation of communication actions
6a	<p>- Waste Management Services should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling, including supporting organisations to access funding streams to identify and bid for funds.</p> <p><b>Agreed.</b> Work in this area is already underway. A member of the Recycling Team is employed solely for education and community involvement work, and has built links and engaged with a local community group as a trial of a wider programme. This will be developed further within the enlarged Environmental Resources Team, with an additional member of staff being recruited to assist with this work, and a team of Participation Officers due to be recruited to undertake door-stepping and face-to-face</p>	<p>Build links with community groups and organisations to arrange for recycling education workshops to be delivered.</p> <p>Provide support to community organisations in accessing funding for recycling projects.</p>	Environmental Resources Manager	Ongoing	<p>Workshops delivered to community groups</p> <p>Funding sources identified, and information pack</p>

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	engagement. The Environmental Resources Team will be fundraising to deliver projects on waste, recycling, climate change and other sustainability issues, and provision of support to community groups will be part of this work.				produced to assist with applications
6b	<p>- Waste Management Services should consider community composting in Haringey's parks and allotments.</p> <p><b>Agreed in principle</b> Establishing composting facilities in parks would require additional capital investment to install the necessary infrastructure and revenue funding for staffing. A feasibility study would be needed to establish whether there is sufficient demand for such a service as most residents with gardens in Haringey have access to doorstep green and organic collections and would not need facilities in parks.</p> <p>Composting at allotments is already undertaken by many users, and discounted composting bins are available through the national Recycle Now campaign. A feasibility study into the installation of larger-scale facilities at these locations would be needed to determine whether such a service would represent value for money.</p>	<p>Proposals for a feasibility study to be prepared for consideration by Cabinet Members for Environment and Conservation and Cabinet Member for Leisure, Culture and Lifelong Learning</p> <p>Feasibility study to be carried out - subject to approval of Cabinet Members.</p> <p>Bid for funding through budget-setting process - subject feasibility of scheme.</p>	<p>Head of Environmental Resources With Head of Parks Service</p> <p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p>	<p>December 2008</p> <p>March 2009</p> <p>June 2009</p>	<p>Proposals completed</p> <p>Feasibility study completed</p> <p>Submit bid in 2009/10 PBPR</p>
7	<p>The Council should ensure that Health and Safety is included in the contract, including the need for recycling operatives to wear gloves and protective glasses, and possibly also breathing masks.</p> <p><b>Agreed</b> The existing contract contains specific clauses concerning health and safety. This issue is specifically discussed monthly Liaison and Partnership Board meetings to ensure it has a high profile as part of the monitoring and management of the contract. This would continue as part of a new contract.</p> <p>The Health and Safety Executive (HSE) has identified that the waste industry now has higher risk than any other industry in the UK. The HSE expects that contracts be designed such that the risk levels are minimised. For example, it is suggested that waste collection service contracts must state where waste can only be collected safely</p>	As per recommendation 1 above	Head of Environmental Resources	New contract due to commence Dec 09 (although option for extension of existing contract is available)	Final tender documents completed to reflect recommendations

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	<p>from one side of a road at a time. Also, recycling boxes can be heavy and cause strains and sprains so consideration should be given to introducing wheelee bins.</p> <p>As part of an operational contract, contractors are required to conduct Risk Assessments covering their operations. These detail the specific control measures, such as glasses, masks and gloves, that are needed to reduce the likelihood and severity of potential harm to operatives.</p>				
8	<p>The Waste Management Service should carry out local consultations in areas with high recycling rates about different collection methodologies such as fortnightly waste and recycling collections with a weekly composting collection.</p> <p><b>Not agreed</b> The response provided for recommendation 3 above also applies to this recommendation.</p>	No further action at this time.			
9	<p>Waste Management should explore new technologies for collection methodologies, containers, fortnightly collection and composting.</p> <p><b>Agreed</b> Officers in the Waste Management Service actively keep up to date with new technologies and developments in the waste and transport industry through attendance at seminars, conference and exhibitions and through visits to other boroughs. However, fortnightly collections are not being actively pursued.</p>	<p>Attendance at seminars, conference and exhibitions and through visits to other boroughs will continue. Where opportunities exist to improve services through the use of new technologies, these will be considered for inclusion in specifications for the new contract.</p>	Managers and officers within Environmental Resources Team	On-going	Recorded as part of staff performance appraisals
10	<p>The Council should carry out further trials of recycling from flats including food waste.</p> <p><b>Agreed in principle</b> The council has been trialling mixed-material recycling on housing estates in Tottenham, and has used the experience gained to introduce a recycling service for privately-owned blocks. The Estates Recycling Service will be extended across the borough to all Homes for Haringey housing estates during 2008/9.</p> <p>WRAP is part-funding trials of food waste collections from flats using different methodologies in RB Kingston and LB Hackney. These trials began in June and September 2007 respectively, and are in the process of being evaluated. The results</p>	<p>Introduce Estates Recycling Service to all Homes for Haringey estates.</p> <p>Investigate options for improved recycling from</p>	Environmental Resources Manager	<p>October 2008 to March 2009</p> <p>March 2010</p>	<p>On-site recycling facilities on all HfH estates</p> <p>Feasibility strategy</p>

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	of these trials could be applicable in Haringey. The Environmental Resources Team will use the information that will be shared by these boroughs to put together proposals for a food waste service from flats in the future. This will require a significant injection of capital and revenue funding, which would have to be agreed through the Council's budget-setting process and/or using funding that may be available through WRAP or other grant funding streams.	flats, estimate costings and seek sources of funding.			presented to Cabinet Member
11	<p>The Council should extend its range of kerbside recycling materials, such as providing battery boxes [as done in Camden]. Also the free white goods collection service should be better promoted.</p> <p><b>Agreed in principle</b></p> <p>The Environmental Resources Team will be examining options for expanding the range of materials that can be collected, either through kerbside operations or borough-wide on-street facilities. Partnerships with other organisations that may already be providing such services will be explored, and examples of best practice will be sought from other local authorities. Expansion in the range of items collected will require additional resources and this would need to be agreed through the Council's budget-setting process.</p> <p>The Council will promote its recycling and other waste-related services through the Communication Plan as detailed in the response to recommendation 6 above.</p>	<p>Feasibility study, including costs, of providing collections of additional materials.</p> <p>See response to recommendation 6 above.</p>	Head of Environmental Resources	End of 2008	Options for new services presented to Cabinet Member
12	<p>Waste Management Services should work with Sheltered Housing organisations and the Aids and Adaptations Team to find out which properties require support in the collection of their recyclables.</p> <p><b>Agreed</b></p> <p>The green box doorstep collection service, and refuse collection service, already operate assisted collection services where requested. This recommendation recognises that providing equitable services sometimes requires additional consideration to be given to some other groups of service users.</p>	Action plan to be devised detailing how this workflow will be put into practice.	Environmental Resources Manager	October 2008	Action Plan to be approved by Cabinet Member for Environment and Conservation
13	The Council should include information on recycling as part of a greater 'welcome pack' for new residents to the borough. The Council should work with Registered Social Landlords, promoting tenants' participation in recycling as a sign of good landlordism.	This activity will be incorporated into the Communication Plan referred to in the response to	Environmental Resources Manager	December 2009	Provision of tailored waste and recycling

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	<b>Agreed</b> The Environmental Resource Service will work with Homes for Haringey and the Social Housing Sector to promote recycling amongst their tenants and leaseholders.	recommendation 6 above.			information in 'Welcome packs' from January 2009
14	The Council should consider community green waste composting schemes in Haringey's parks and allotment sites. <b>Agreed in principle</b> The response to recommendation 6b also applies to this recommendation.	See response to recommendation 6b above			
15	The Council should specify a requirement for separated waste and recycling collection at all festivals and events, as a condition of the license. <b>Agreed in principle</b> In order to place a requirement on event organisers that recycling facilities are available, there needs to be a viable service on offer from the Council or other service providers. At present Recycling Operations has limited resources for the provision of recycling infrastructure and transport which restricts the range and volume of recycling that can be serviced at events. A full-scale service will require more stock of containers including room for storage, staff resource and possibly a dedicated bin delivery and collection vehicle. This cannot be provided by the council out of existing resources, and few waste management companies are willing or able to offer alternatives within the borough at present.	Proposals for establishing an Events Recycling Service will be presented to the Cabinet Member for Environment and Conservation.  Subject to approval for establishing a service, a bid will be submitted through the business planning process.	Head of Environmental Resources	December 2008  June 2009	Proposals presented to Cabinet Member  Bid for funding through 2010/11 PBPR process
16	The Council should look at the conclusions of the Welsh Review into commingled and source-separated collections, in terms of value for money, overall environmental impact, employment considerations and the quality of the recycling. If the conclusions were to lead the Council to consider the possibility of developing the recycling service to become source-separated in the future, this should be taken into account when purchasing new collection trucks. <b>Agreed in principle</b> This recommendation is closely linked to recommendation 1g above. Whilst this recommendation is agreed in principle, the Council's own comparison of source-	Developments in recycling material markets and collection methodologies to be kept under observation.  Any proposals for change to be considered through Recycling Strategy and North London Joint Waste Strategy with due	Head of Environmental Resources	On-going	Review of Recycling Strategy

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	<p>separated and mixed material collection methodologies demonstrated that the latter was more cost-effective for Haringey when this issue was examined in detail in 2006. When the current fleet is nearing the end of its useful life in 6 or 7 years' time, options for replacement will be considered, enabling comparisons of available collection methodologies to be made. This will take into account any changes that have taken place within material markets, technologies and other factors. It should be noted that by this time recycling is expected to be provided through the new waste management contract and capital costs of new vehicles are likely to be borne by the contractor.</p> <p>It should be noted that the Council is required to deliver waste and recycling to the North London Waste Authority and Service Level Agreements are in place to specify the types and quantities of waste and recycling delivered. Any decisions concerning changes to type and quantity of waste and recycling delivered to NLWA by Haringey will need to have regard to the existing agreements that are place between the two parties.</p>	consideration of service level agreements with NLWA for delivering recyclables.			
17	<p>The Council should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling. The Council should support community organisations who wish to carry out their own recycling schemes in securing funds, such as from the North London Waste Authority scheme, and should investigate how the voluntary sector could have its costs covered for taking out the recycling messages to different community festivals.</p> <p><b>Agreed</b> Work in this area is already underway. A member of the Recycling Team is employed solely for education and community involvement work, and has built links and engaged with a local community group as a trial of a wider programme. This will be developed further within the enlarged Environmental Resources Team, with an additional member of staff being recruited to assist with this work, and a team of Participation Officers due to be recruited to undertake door-stepping and face-to-face engagement.</p> <p>The Environmental Resources Team will be applying for funding from internal and external sources to deliver projects on waste, recycling, climate change and other sustainability issues, and provision of support and training to community groups will be part of this work.</p>	<p>Build links with community groups and organisations to arrange for recycling education workshops to be delivered.</p> <p>Provide support to community organisations in accessing funding for recycling projects.</p>	<p>Head of Environmental Resources</p> <p>Head of Environmental Resources</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Workshops delivered at community centres</p> <p>Funding bids submitted by community organisations</p>

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18	<p>The Council should provide information and opportunities and consider incentives, for businesses to recycle including:</p> <p><b>Agreed in principle</b></p> <p>The council is committed to making Haringey one of the greenest boroughs in London, and assisting businesses to play their part will be key to delivering the objectives of the draft Greenest Borough Strategy. However, many activities or projects will be reliant on additional funding, which will need to be sourced from external agencies or through the council's mainstream budgets. Identification of funding sources is underway within the Environmental Resources Team, and project proposals will be put forward during 2008/9.</p>	<p>Identification of funding sources for business recycling information or incentives schemes.</p> <p>Presentation of proposals to Cabinet Member for Environment and Conservation for projects that could be delivered using funding sources identified.</p>	<p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p>	<p>March 2009</p> <p>April 2009</p>	<p>Options matrix for funding bids</p> <p>Proposals completed</p>
18 a	<p>Considering the possibility of integrating recycling for commercial premises with the residential properties above them.</p> <p><b>Agreed in part</b></p> <p>Commercial waste is treated differently from household waste by the Council in that charges apply for the collection of commercial waste whereas ordinary household waste is collected without charge. This principle also applies to recycling collections.</p> <p>Historically, there have been problems with a few unscrupulous businesses that, to avoid waste collection and disposal costs, abuse facilities designed and dedicated to household waste storage. This can cause conflict between the two sets of occupiers and sometimes leads to overflow and littering of waste storage areas. On occasions this leads to resources having to be allocated by the Council for corrective and possibly enforcement action, which can be costly. This problem could arise with shared recycling facilities</p> <p>There are also issues in that the Council is required to recover the cost of collecting commercial waste and recycling and, where it is mixed, it may be difficult to fix an appropriate charge for the commercial element.</p> <p>In view of this, integrating recycling for commercial premises with the residential properties above them should only be pursued where it can be demonstrated that secure, reliable and robust arrangements can be made and where businesses can demonstrate full compliance with their Environmental Protection Act, Section 34, Duty of Care to dispose of all their waste and recycling properly.</p>	<p>To be considered as part of Environmental Resources' planning application comments</p> <p>To be considered within the roll-out of new recycling services</p>	<p>Environmental Resources Manager</p>	<p>On-going</p>	<p>Included as part of planning application comments where applicable</p> <p>Included within roll-out plans for new recycling services</p>



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18 b	<p>- Providing a free recycling service to charities, faith groups, community centres and places of worship, including allowing them to bring goods to the Reuse and Recycling Centres.</p> <p><b>Agreed</b> Under national legislation, waste from organisations with registered charity status can be classified as 'household'. As such, the council already allows these organisations to use its Reuse &amp; Recycling Centres, and facilitates this process by providing letters of permission so that the organisations can gain access when arriving at site. Recycling facilities are also provided to a number of community and faith centres, and opportunities to expand such services during 2008/9 will be examined as part of the introduction of new services for flats, estates, schools and bring banks, within the space constraints for waste collection at each location.</p>	Grant access to Reuse & Recycling Centres for organisations with charity status	Head of Environmental Resources	Ongoing	Charity organisations using R&R Centres
18 c	<p>As a requirement of events licensing including financial inducement for sweeping staff</p> <p><b>Agreed in principle</b> See response to Recommendation 15.</p>	Provision of mixed-material recycling facilities for community and faith centres	Head of Environmental Resources	March 2009	On-site recycling facilities in use
18 d	<p>Promoting companies who recycle on the Council's website, such as by listing green businesses' and providing information to residents on where to get things repaired in Haringey [thereby promoting local businesses and supporting residents in minimising waste]. This could be an interactive page where people can make recommendations about business services they have used.</p> <p><b>Agreed in principle</b> Developing a section of the website to help residents find businesses with sustainable practices would be relatively simple to achieve. However, solid criteria would need to be set, possibly involving some form of accreditation (as with Fairtrade products), to ensure that the council is not displaying bias towards certain commercial ventures over others. Advice from the council's Legal service would be imperative.</p> <p>Helping to signpost residents to local businesses that will help to prolong the life of products would achieve a number of the aims that the concept of sustainability embraces. However, as with the 'green businesses' section detailed above, very clearly defined criteria would be needed for a business to be included on the website list, and the input of Legal would be needed to ensure that the council is being fair to</p>	Feasibility study for web pages that advertise, signpost and allow for resident-led feedback on green businesses	Head of Environmental Resources With Head of Communications & Consultation With Head of Legal	March 2009	Project proposal presented to relevant Cabinet Members

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all its constituent businesses.				
A resident-led section of the website could be created relatively simply that would enable users to submit recommendations and/or comments on businesses. However, this would require more staff resource than is currently available to scrutinise each submission, and the input of Legal to ascertain the validity of such a scheme would be required.				
18 e Providing businesses with frequent information about recycling and composting, including the in-house service. Information could include active encouragement such as seminars and personal visits. <b>Agreed</b> The Environmental Resources Team will be engaging with businesses on a wide range of sustainability issues, to enable the objectives of the Greenest Borough Strategy to be delivered. Provision of information on opportunities to recycle and compost business waste will be included as part of this engagement, alongside energy, water, air quality and climate change. A variety of methods will be used to carry out this engagement, including the production of information packs or materials, attendance at relevant meetings and creation of web pages. This engagement programme is being devised at present, and delivery will commence in 2008/9.	Production of information packs for businesses on environmental resources issues, including recycling and composting	Head of Environmental Resources	March 2009 onwards	Information packs distributed to businesses
18 f Encouraging local businesses such as Restore to work with young people not in education, employment or training by training them to repair/restore broken white goods such as washing machines. <b>Agreed in Principle</b> The council's Economic Regeneration team has a remit to facilitate economic growth in the borough and provide worthwhile opportunities for employment for its workless residents. As such this department works with a range of private and community organisations and local employers to create skills developed employment opportunities for young people and long-term unemployed residents. Currently, an apprenticeship project is running in partnership with Enterprise Accord to provide NVQ1 training in Waste Management alongside a sixth month placement. The team aims to engage other employers that may include any involved in waste and recycling in the borough, such as Restore Community Projects.	Research and contact employers in the Haringey Guarantee travel-to-work area to explore employment and skills opportunities within their organisations, including those involved in waste and recycling.	Economic Regeneration Manager	July 2008 onwards	Information on any employment and skills opportunities with employers that may be accessed by workless residents

Recommendations and responses		Action Plan			
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18 g	<p>Consider incentives for businesses to recycle such as Croydon's ENVIBE scheme, possibly combining with other local authorities.</p> <p><b>Agreed in principle</b> Provision of any sort of financial incentives will require additional funding to be available.</p>	<p>The use of incentives will be evaluated by the Environmental Resources Team over the next 2 years as part of its work on devising and delivering projects tackling environmental sustainability. If viable incentive proposals can be agreed funding will be sought from externally and internally.</p>	Environmental Resources Manager	March 2010	Proposals completed.
19 a	<p>The Council should set a strong example to business about recycling by:</p> <p><b>Agreed</b> Leading by example is essential for any local authorities that are encouraging residents and businesses to adopt more sustainable practices.</p> <p>Ensuring that by 2010 all Council buildings [especially libraries, customer service centres and other front line services] and events have prominent recycling and composting bins that collect the full range of materials [as collected by the household commingled service].</p> <p><b>Agreed in principle</b> The council will be introducing mixed-material recycling facilities (for paper, cardboard, plastic bottles, tins/cans, glass bottles/jars) at its own office buildings during 2008/09. Opportunities to recycle organic waste will be examined by the Environmental Resources Team, but any projects delivered in these areas will be subject to approval of funding.</p> <p>The Recycling Service has a stock of recycling bins designed for events, which are used to collect plastic bottles and cans. These bins are made available to event organisers for standard fees, although the Recycling Service funds the use of these containers at some council-wide events.</p>	<p>Introduce mixed-material recycling facilities to council buildings</p> <p>Feasibility study for introduction of organic waste recycling facilities at council buildings</p> <p>Feasibility study for introduction of expanded recycling facilities at council</p>	<p>Head of Environmental Resources</p> <p>Head of Environmental Resources</p> <p>Head of Facilities Management</p>	<p>March 2009</p> <p>August 2009</p> <p>August 2009</p>	<p>Recycling facilities on-site at all council offices</p> <p>Viable proposal ready for funding application through PBPR process</p> <p>Viable proposal ready for</p>

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
		events			funding application through PBPR process
19 b	<p>Options for collecting a wider range of materials at events will be evaluated through a feasibility study so that capital and revenue costs can be anticipated. Funding will need to be sought to cover these costs.</p> <p>Working with staff to ensure that waste is minimised, such as by paper free working, double-sided photocopying, and bringing a mug to work [the Council should consider charging for plastic cups].</p> <p><b>Agreed</b> The Urban Environment directorate will be leading an internal 'Green Champions' programme to establish key individuals throughout the council who will provide leadership in their own area on sustainability issues. It is intended that this programme will be launched in Autumn 2008, and it will be backed up by council-wide communications on office sustainability. Key council departments will lead on areas most relevant to their work.</p>	Establishment of Green Champions programme	Director of Urban Environment	December 2009	Roll-out of internal campaigns on office sustainability
20	<p>The Council should promote reuse including by:</p> <p><b>Agreed</b> On the waste hierarchy reuse is preferable to both recycling and disposal, so promoting it as a concept for dealing with unwanted items is good practice.</p>				
20 a	<p>Promoting schemes such as Restore which support those on low incomes to own electrical equipment due to second-hand purchase and maintenance.</p> <p><b>Agreed</b> The council's Adult Services department already refers disadvantaged residents to organisations such as Restore Community Projects if they are in need of furniture or electrical goods.</p> <p>The Environmental Resources Team will be making links with these organisations to help with promotion of their services, both through the council's website and other methods such as posters and media adverts.</p>	Commission communications campaign supporting reuse organisations	Head of Environmental Resources	March 2009	Publicity materials in use in the public realm.
20 b	<p>Considering holding 'Bring and Take Days' in which residents are encouraged to bring items that they no longer want and exchange them for items that they do want. This</p>	Organise a Give & Take Day	Environmental Resources	October 2008	Framework for holding

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
20c	<p>could be part of the annual Green Fair, and could also occur in schools, particularly with children's clothing and toys.</p> <p><b>Agreed</b> Give &amp; Take Days form part of the current plans for the North London Waste Prevention Week, in which Haringey will be participating. Opportunities to hold similar events at other times in the year are being examined, with a focus on linking to the work of Sustainable Haringey Network which has already held such an event at Broadwater Farm.</p>		Manager		Give & Take Days around the borough in place
	<p>Improving signage directing residents to the Reuse and Recycling Centres, reminding them of all the materials that can be reused and recycled at them.</p> <p><b>Agreed in principle</b> Ensuring that the Reuse &amp; Recycling Centres are easy to locate as a method to encourage resident usage is a key part of achieving value for money at these facilities:</p> <p>A trial of lamppost-banner signage for Hornsey R&amp;R Centre is currently underway, and the resources available for extending this trial are being evaluated.</p> <p>The Hornsey site is due to close within the next year, so it would not be cost effective to install any further signage. However, new road signage will be installed as part of the works to relocate the Centre to another location.</p> <p>The form of the signage would need to be kept as simple as possible to be effective, so listing the materials that are recyclable at the facilities may not be appropriate. However, work to increase residents' awareness of the centres will be carried out through other means such as Haringey People, and the possibility of a more extensive communications campaign will be evaluated for 2008/9 and future years within the scope of the budgets available.</p>	Review of signage for both R&R Centres	Environmental Resources Manager  With  Head of Sustainable Transport	March 2009	Specifications for signage to centres is finalised
	<p>Ensuring that signage and tidiness should be improved at the Reuse and Recycling Centres. [Signage should include visual information about recycling destinations], and the centres should be more accessible for pedestrians.</p> <p><b>Agreed in principle</b></p>	Review of layout and signage at Reuse & Recycling Centres	Environmental Resources Manager	March 2009	Specifications for replacement of Hornsey site bear
20d					

Recommendations and responses	Action Plan			
	Action	Responsible Officer	Date for completion	Measure of completed action
20 e	<p>The existing signage within the R&amp;R Centres will be evaluated during 2008/9 to determine where improvements are needed. The costs for these will need to be assessed alongside other proposals for spend from the communications budget, in terms of which will achieve greatest value for money. External sources of funding may need to be sought to deliver this work.</p> <p>Pedestrian access to the R&amp;R Centres will be evaluated during 2008/9 to determine if improvements can be made, although funding outside of existing budgets will be needed to carry out any works. Pedestrian access will be a consideration when designing any replacement for the Hornsey site.</p>			<p>regard of recommendations</p> <p>Identified shortcomings at Tottenham site have been rectified</p>
	<p>Looking at the possibility of collecting a greater range of materials at the Reuse and Recycling Centres, such as paint and CDs.</p> <p><b>Agreed in principle</b></p> <p>Options for expanding the range of materials collected within the space restrictions at the Reuse &amp; Recycling Centres is continuing. Possible outlets/services for different materials are being identified, and the feasibility of installing additional material collection points at the existing Centres is also under evaluation. Any broadening of the range of materials collected at the R&amp;R Centres is likely to require additional resources through the Council's budget-setting process</p>	Head of Environmental Resources	Ongoing, as opportunities arise	Increased range of materials collected at R&R Centres
20 f	<p>Ensuring that waste minimisation is a key theme in all Council literature about waste and recycling, including supporting a reduction in plastic bag use and other green incentives and providing guidance as to how to become a waste-conscious shopper.</p> <p><b>Agreed</b></p> <p>The council ran its first dedicated waste reduction campaign in March 2008, under the banner of 'reduce your waste before it catches up with you'.</p> <p>The possibility of running a food waste prevention campaign (linked to a promotion of food waste recycling collections) during 2008/9 is being evaluated, and funding is being sought from WRAP for this project.</p> <p>The council will be participating in the North London Waste Prevention Week in October 2008, plans for which include a 'plastic bag amnesty' and a 'zero waste challenge'. This forms part of the actions set out in the North London Waste</p>	Environmental Resources Manager	July 2008	Funding bid submitted
		Environmental Resources Manager	March 2010	Actions completed
		Environmental Resources Manager	Ongoing	Waste reduction advice featured in

Recommendations and responses	Action Plan			
	Action	Responsible Officer	Date for completion	Measure of completed action
20 g	<p>Prevention Plan, which has been drafted by the North London Waste Authority with input from the constituent boroughs.</p> <p>Existing leaflets for the Mixed Recycling Service feature advice on minimising non-recyclable plastic waste.</p> <p>New leaflets and posters relating to recycling and waste services will feature waste reduction advice where space permits.</p>			other waste service leaflets
	<p>Providing households with 'No Junk Mail' stickers for their letterboxes.</p> <p><b>Agreed</b></p> <p>'No Junk Mail' stickers have already been identified as a key communications tool to help reduce paper waste in the borough. The costs for providing such materials for a pilot scheme in an area, as a boroughwide promotion or as 'freebies' to give out at events will be examined during 2008/9 to determine the scope for rolling out this project within the resources available for communications work in the Environmental Resources Team.</p> <p>As a prevention measure, the Council will work with the Mail Preference Service to help residents reduce the amount of unwanted junk mail they receive.</p>	Environmental Resources Manager	March 2009	Stickers distributed at events and through other appropriate means
	<p>Considering running an annual 'Waste Prevention Week' possibly to coincide with the annual Green Fair.</p> <p><b>Agreed</b></p> <p>The council is participating in the first annual North London Waste Prevention Week, which is currently scheduled for 4<sup>th</sup> - 12<sup>th</sup> October 2008. This event is being coordinated by the North London Waste Authority, and will be run across all seven North London boroughs. Activities currently planned include a 'zero waste challenge', give and take days and a 'plastic bag amnesty' in each borough, and extensive promotions across the region.</p>	Environmental Resources Manager	October 2008	Residents have participated in Waste Prevention Week
20 i	<p>Considering working with retailers to become recognised 'Waste Prevention Stores' [such as used in other authorities] which discourage plastic bag use in particular. These stores should be promoted on the Council website.</p>	Environmental Resources Manager	March 2010	Programme proposals presented to Cabinet

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
	<p><b>Agreed in principle</b> The Environmental Resources Team will be engaging with businesses on a wide range of sustainability issues, to enable the objectives of the Greenest Borough Strategy to be delivered. Provision of information on reducing waste will form part of this engagement, and the team will be looking at projects that the council can become involved in within this area. However, such projects are subject to funding being sourced outside of existing budgets. In addition, use of the website to promote any businesses participating in these projects will need to be in line with the council's requirement to maintain an unbiased position on commercial matters, for which Legal may need to be consulted.</p>		With Head of Communications & Consultation  With Head of Legal Services		Member
20 j	<p>Promoting schemes such as the Real Nappy scheme more widely emphasising their cost and health benefits as well as the environmental benefits.</p> <p><b>Agreed</b> Haringey has signed up to the second year of the Real Nappies for London scheme, and is working with this organisation to promote the scheme. Options for expanding promotion into community-language newspapers are being examined, and opportunities for promoting the scheme in hospitals and surgeries are being explored.</p>	Commissioning of communications campaign materials on Real Nappies for London scheme	Environmental Resources Manager	March 2009	Widespread distribution of RNfL literature in Haringey
20 k	<p>Considering the possibility of recycling paint being used by the Council's Housing Service.</p> <p><b>Agreed in principle</b> Use of materials obtained from more sustainable sources is considered by both the council's own Corporate Procurement section and Homes for Haringey using the Mayor's Green Procurement Code, and this would include painting materials where appropriate. Value for money, both in terms of costs, quality and availability, would need to be demonstrated for any such purchases.</p>	Seeking opportunities to procure materials from more sustainable sources.	Head of Corporate Procurement (Haringey Council) with Head of Asset Management (Homes for Haringey)	Ongoing	Increased use of post-consumer materials in procured goods
21	<p>All schools should participate in activities which raise awareness of all environmental issues, including recycling.</p> <p><b>Agreed</b> Sustainability now forms part of the national curriculum, and every school in the</p>				



Recommendations and responses		Action Plan			
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21 a	<p>borough has recycling facilities for at least one material.</p> <p>All schools should designate a senior member of staff to be their Environment Champion, who will take a lead in the school with regards to environmental education and the school's own recycling, and should receive training in this role provided by the Council.</p> <p><b>Agreed</b> The Environmental Resources Team is taking on two members of staff who will be focused on education and community engagement work. A major part of their role will be to engage with teachers on a range of environmental issues to facilitate delivery of education programmes, and identification of a key member of staff to liaise with at each school will be fundamental to this process. Options such as networks, focus groups and education champions will be examined to determine the most effective to carry out this work.</p>	Production of Environmental Resources Education Strategy	Environmental Resources Manager	March 2009	Defined targets and methodologies for working with schools identified
21 b	<p>Pupil representative bodies should be encouraged to become involved in promoting recycling throughout the school.</p> <p><b>Agreed</b> The Recycling Team has already worked with 'environment clubs' from a number of secondary schools, which then promote the subjects to their fellow pupils. The Environmental Resources Team will continue this work, and will help to encourage the setting-up of similar clubs in other schools through engagement with influential teachers.</p>	Engage with pupil/student bodies to educate on environmental issues	Environmental Resources Manager	Ongoing	Participation of environment clubs in schools recycling
21 c	<p>The service provided by the Education Recycling Service should be extended, to ensure that the facility is being used all of the time (including by adults and families during school holidays), and more outreach should be provided by the service into schools.</p> <p><b>The first part of this recommendation is agreed in principle</b> The Environmental Education Centre at Hornsey Reuse &amp; Recycling Centre is not currently used to its full potential due to a lack of resources for its operation. Additional staff time will be available to help implement new schemes at the centre once the Education &amp; Community Involvement members have joined the enlarged</p>	<p>Promotion of Education Centre to local community groups.</p> <p>Identification of funding sources for operation of Education Centre.</p>	<p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p>	<p>March 2009</p> <p>March 2009</p>	<p>Meeting space offered to local organisations</p> <p>Proposals completed</p>

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
21 d	<p>Environmental Resources Team, but funding to provide additional workshops and training sessions will be needed from internal or external sources. Opportunities to expand the use of the facility without incurring additional costs will be explored, such as offering the facility for use by community groups as a meeting centre. The Education Centre is due to be moved as part of the relocation of the Hornsey site, so detailed planning is not currently viable as the short-term future of the facility is not certain.</p> <p><b>The second part of this recommendation is agreed</b></p> <p>The Environmental Resources Team is taking on two staff to work specifically on education and community involvement, which will enable an expansion of the engagement and outreach work that is already carried out in schools.</p>	<p>Relocation of Education Centre</p> <p>Provision of assemblies and workshops on recycling and waste issues</p>	<p>Head of Corporate Resources</p> <p>Environmental Resources Manager</p>	<p>March 2009</p> <p>Ongoing – already in place</p>	<p>Education Centre re-opened at new site</p> <p>All schools engaged on use of recycling facilities</p>
	<p>All schools should have a full recycling and composting service by 2010, to complement the education about recycling that the children are receiving.</p> <p><b>Agreed in principle</b></p> <p>Recycling facilities for at least one material have been provided to all schools in the borough, and during 2008/9 these will be upgraded to accept paper, cardboard, plastic bottles, tins/cans and glass bottles/jars.</p> <p>Discounted composting bins are available to all schools through the national Recycle Now scheme, and information on this offer has been circulated to all schools. However, it is up to the schools themselves to purchase and arrange for delivery of these containers.</p> <p>The Recycling Team has previously investigated the options for providing a food waste collection service for schools. Funding will be sought through mainstream council and/or external sources to launch this service in the next budget cycle, but these collections cannot be provided out of existing resources.</p>	<p>Introduction of mixed-material recycling facilities at all Haringey schools</p> <p>Funding submission for food waste collections service for schools</p>	<p>Environmental Resources Manager</p> <p>Head of Environmental Resources</p>	<p>March 2009</p> <p>August 2008</p>	<p>All schools recycling paper, cardboard, plastic bottles, tins/cans and glass bottles/jars</p> <p>Viable proposal submitted through PBPR for introduction of food waste collections</p>
21 e	<p>National incentives such as Eco-Schools, the London Schools Environment Award and the Sustainable Schools Strategy should be encouraged in Haringey's schools and supported through the training of key teaching staff.</p> <p><b>Agree</b></p>	<p>Increase participation in Eco-Schools programme in Haringey</p>	<p>Head of Children &amp; Young People's Service</p>	<p>Ongoing</p>	<p>Additional schools join programme</p>

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
	<p>There are now 36 Haringey schools participating in the Eco Schools programme, and 18 schools have entered the London Schools Environment Award.</p> <p>The Sustainable Schools framework has been rolled out in Haringey, with intensive training offered to teachers, and a combined Healthy Schools and Sustainability conference being held for teaching staff and other stakeholders in June 2008.</p>	<p>Increase number of schools entering for London Schools Environment Award</p> <p>Sustainable Schools Framework adopted by all schools</p>	<p>Head of Children &amp; Young People's Service</p> <p>Head of Children &amp; Young People's Service</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Additional schools enter for award</p> <p>Framework in place across all school activities</p>
22	<p>The Cabinet Member for Environment and Conservation should present a report to the Overview &amp; Scrutiny Committee about the destinations of the different materials recycled the environmental benefits they provide, and whether or not this represents high quality recycling.</p> <p><b>Agreed</b></p> <p>This report will seek to draw together the information and research which is already available so that it can be presented to provide the Haringey perspective in relation to current mode of collection.</p>	<p>Report to be prepared</p>	<p>Head of Environmental Resources</p>	<p>December 08</p>	<p>Completed report presented to Overview and Scrutiny</p>
23	<p>That a short focussed scrutiny review, examining the benefits of source separated and commingled collection be undertaken by the review panel.</p> <p><b>Not agreed</b></p> <p>The requirements of this recommendation should be adequately covered through the content of the report agreed under recommendation 22 above.</p>	<p>No further action at this time</p>			

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## Agenda Item

**The Cabinet***On 15 July 2008***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

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 £50,000) taken during the same period are also detailed.

**2. Recommendations**

That the report be noted.

**Report authorised by:** Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

#### **4. Access to information:**

Local Government (Access to Information) Act 1985

##### **4.1 Background Papers**

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

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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## DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

### Significant decisions - Delegated Action April, May and June 2008

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	7.6.08 Director 24.6. Exec Member	Waiver of Tender: Positive Activities for Young People	Agreed to waiver requirement to tender and award contract to Y-Gen Ltd. (£242,000 per annum)
2.	25.6.08	Creation of sixh new posts in the CYPs Participation Team	Agreed (£106, 355)
3.			
4.			

### Delegated Action

Type	Number
CSO 6.3 Information and Communication Tech Services £23,309 per annum (for 3 years) Extended Services: Breakfast clubs Summer Term 2008 £36,365 BSF Design Quality Indicator Facilitation Role for 12 schools £56, 160 Noel's Kitchen £6000	4
CSO 6.04 Viewpoint Special Needs project Geoffrey Anderson (Business Design Group workfutures) waiver of contract £7260 Peter Costa consultant – primary and secondary behaviour – waiver of contract £37, 720 Tribal Education Ltd – primary strategy for change –waiver of contract £18,000 Children's Fund Programme 08-09 waiver of contract (in total across several providers) £238,500 Haringey Autism and Markfield Summer Play scheme – waiver of contract £56,900	

CSO 6.04	Nick Henley – consultant Primary and Secondary standards and Connexions – waiver of contract Salvation Army – space - waiver of contract	£7900 £29,000	8
CSO 11.02	Children's Fund Programme - extension of contract Haringey Autism and Markfield Summer Play Scheme – extension of contract Northumberland Park Theatre Works	£46, 435	3
CSO 13.01	Fostering Scheme for 10 independent foster carers for looked after children - extension of contract Independent Family Group Conference Co-ordination Service extension of contract Family Support Services – Lubavitch Nursery and Yesoday Hatorah Nursery – extension of contract Provision of Integrated Supported Housing Service for Young Care Leavers £ as and when req. Tavistock – Child and Adolescent Mental Health Service – extension of contract		5
CSO 13.03	ICT Technical and Design Consultancy for BSF	£249, 930	1

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2007/08 – June 2008

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action		
Type		Number
Request for waiver of CSO 6.04 re consultancy retention, signed by DCR 13.06.08		1
Request for implementation of CSO 6.03 re purchase of rolling rack, signed by DCR 18.06.08		1

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**MINUTES OF THE CABINET MEMBER SIGNING**  
**WEDNESDAY, 11 JUNE 2008**

Present; Councillor George Meehan (Leader of the Council)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
1.	<p><b>DECLARATION OF INTEREST</b> (Agenda Item 1)</p> <p>There was no declaration of interest.</p>	
2.	<p><b>APPOINTMENT OF CABINET MEMBERS TO SERVE ON THE PROCUREMENT COMMITTEE</b> (Report of the Chief Executive – Agenda Item 2)</p> <p>The Leader agreed to accept the report as urgent business. The report was late because the meeting had been convened at short notice. The report was too urgent to await the next Cabinet meeting because of the need to appoint Members to serve on the Procurement Committee for a special meeting of that body in advance of the Cabinet meeting.</p> <p>It was noted that while Section 2 (Committees of the Cabinet) of Part Three Section D of the Council's Constitution provided that Committees established by the Cabinet continued in operation until expressly abolished by the Cabinet, Paragraph 7.04 of Part Two Article 7 of the Constitution provided that Cabinet Members were elected with specific portfolio responsibilities (other than the Leader) until the next Annual Meeting of the Council only. The effect of this was that in order to enable a special meeting of the Procurement Committee to take place before the Committee was formally re-established for the 2008/09 municipal year Cabinet Members had to be appointed to serve on it.</p> <p>It was also noted that by virtue of urgency powers set out in Paragraph 2.6 of Part 3 of Section D the Leader could take any decision in accordance with the procedures on urgent decisions in paragraph 1.7 of The Protocol on Decision-Making. The Leader could take such a decision alone but consult with any other Cabinet Member(s) having relevant portfolio responsibilities so far as was practicable.</p> <p><b>RESOLVED:</b></p> <p>That the following Cabinet Members be appointed to serve on the Procurement Committee for the purposes of the special meeting of that Committee to be held on 12 June 2008 –</p> <p>Cabinet Member for Resources (Chair)  Leader of the Council  Cabinet Member for Children and Young People  Cabinet Member for Housing</p>	HLDMS

**MINUTES OF THE CABINET MEMBER SIGNING  
WEDNESDAY, 11 JUNE 2008**

GEORGE MEEHAN  
Leader of the Council

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
**THURSDAY, 12 JUNE 2008**

Present Councillors \*Adje (Chair), \*Bevan, \*Meehan and \*Santry

\*Present:

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC01.	<p><b>APOLOGY FOR LATENESS</b></p> <p>An apology for lateness was submitted on behalf of Councillor Meehan.</p>	
PROC02.	<p><b>BUILDING SCHOOLS FOR THE FUTURE (BSF): AWARD OF A PRE-CONSTRUCTION AGREEMENT FOR PARK VIEW ACADEMY</b> (Report of the Director of the Children and Young People's Service - Agenda Item 4)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the meeting had been convened at short notice. The report was too urgent to await the next meeting because of the need to ensure that the pre-construction work was carried out during the forthcoming schools summer holidays.</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Our attention was drawn to a funding issue which had recently come to light in relation to the Department for Children, Schools and Families (DCSF) position regarding the financing of the Council's Building Schools for the Future (BSF) cash flow. Until recently the DCSF had made cash payments in advance of the Council's spend on the basis that the Final Business Case (FBC) would eventually be approved. However, this policy had recently been revised by the DCSF so that no future grant payments would be made until FBC was actually approved and financial close had taken place. Given this change to policy any Council BSF expenditure, in excess of grant received to date, would require financing. We noted that a further report was to be brought to us outlining how this position would be dealt with at the appropriate time.</p> <p>We also noted that the financial implications set out in paragraph 12 did not set out the recommended contract sum and we asked that this information be included in this section of all future reports on pre-construction agreement awards.</p> <p>We asked further that a briefing be provided for Councillor Bevan on BSF programme and procurement issues generally.</p>	<p>CFO</p> <p>DCYPS</p> <p>DCYPS/ HPr</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
**THURSDAY, 12 JUNE 2008**

	<p><b>RESOLVED:</b></p> <p>That, in accordance with Contract Standing Order 11.01, approval be granted to the award of the pre-construction agreement for Park View Academy to Balfour Beatty Construction for a pre construction fee of £57,971.</p>	DCYPS
PROC03.	<p><b>BUILDING SCHOOLS FOR THE FUTURE (BSF): AWARD OF PRE-CONSTRUCTION AGREEMENT FOR NORTHUMBERLAND PARK COMMUNITY SCHOOL AND THE VALE</b> (Report of the Director of the Children and Young People's Service - Agenda Item 5)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the meeting had been convened at short notice. The report was too urgent to await the next meeting because of the need to ensure that the pre-construction work was carried out during the forthcoming schools summer holidays.</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>In response to a question about the price element of the evaluation process used we were advised that the Contractor that submitted the lowest bid in terms of preliminaries based on the anticipated net value of construction scored 100 points. All other tenders score 100 points less 1 for every percentage that their price exceeded the lowest bid. The point score was weighted by 30%. Main contract pricings would be kept under review to ensure that any preliminary costs which might have been omitted were not re-introduced there.</p> <p><b>RESOLVED:</b></p> <p>That, in accordance with Contract Standing Order 11.01, approval be granted to the award of the pre-construction agreement for Northumberland Park Community School and the Vale to Apollo London Ltd. for a pre construction fee of £139,470.</p>	DCYPS
PROC04.	<p><b>BUILDING SCHOOLS FOR THE FUTURE (BSF): AWARD OF A PRE-CONSTRUCTION AGREEMENT FOR JOHN LOUGHBOROUGH SCHOOL</b> (Report of the Director of the Children and Young People's Service - Agenda Item 6)</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because the meeting had been convened at short notice. The report was too urgent to await the next meeting because of the need to ensure that the pre-construction work was carried out during the forthcoming schools summer holidays.</p> <p>Details of the contracts which were set out in the Appendix to the</p>	



**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
**THURSDAY, 12 JUNE 2008**

	<p>interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Reference was made to the fact that some of the contractors on the BSF Construction Framework Agreement were also on the Decent Homes Construction Framework Agreement and clarification was sought of whether they would have sufficient capacity to carry out all of the work for which they tendered. We noted that there had been a recent review of the capacity and financial status of contractors on the BSF Framework which had revealed no evidence of overstretch at that time but the situation would be kept under review.</p> <p>Reference was also made to the recent Office of Fair Trading investigation into cover pricing and we were advised that a further investigation was being conducted into compensation claims and payments. We asked that officers supply us with a briefing when the outcome of the further investigation was known.</p> <p><b>RESOLVED:</b></p> <p>That, in accordance with Contract Standing Order 11.01, approval be granted to the award of the pre-construction agreement for John Loughborough School to Apollo London Ltd. for a pre construction fee of £88,565.</p>	<p>HPr</p> <p>DCYPS</p>
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CHARLES ADJE  
Chair

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**MINUTES OF THE CABINET PROCUREMENT COMMITTEE**  
**TUESDAY, 24 JUNE 2008**

Councillors      \*Adje (Chair), \*Bevan, \*Meehan and \*Santry

\*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC05.	<p><b>MINUTES</b> (Agenda Item 4)</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meetings held on 29 April, 15 May and 12 June 2008 be approved and signed.</p>	HLDMS
PROC06.	<p><b>AWARD OF THE CONTRACT FOR AN ICT MANAGED SERVICES PROVIDER FOR THE BUILDING SCHOOLS FOR THE FUTURE PROGRAMME</b> (Report of the Director of the Children and Young People's Service - Agenda Item 6)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Arising from our consideration of this matter, clarification was sought of whether or not there had been any developments in relation to the Department for Children, Schools and Families (DCSF) revised policy regarding the financing of the Council's Building Schools for the Future (BSF) cash flow as reported to our meeting on 12 June, vide Minute PROC.02. Clarification was also sought of whether or not the Council's Strategy for Change (2) submission had yet been approved as it might result in additional resources for the BSF programme. Officers present at the meeting were not able to respond and Councillor Meehan indicated that he would pursue these matters further with the DCSF through the Council's Chief Executive in the first instance.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That it be noted that - <ul style="list-style-type: none"> <li>• the purpose of the procurement was to let a contract to a single supplier to provide a solution to supply and install all the required ICT equipment, software and networks for secondary schools in the Borough and provide a full Managed Service, maintenance and associated services for a minimum period of 5 years.</li> <li>• following an extensive Competitive Dialogue, run under the EU Public Contract Regulations 2006, final bids had been received</li> </ul> </li> </ol>	

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	<p>from two bidders.</p> <ul style="list-style-type: none"> <li>the evaluation process that had been undertaken, resulted in a Preferred Bidder being identified.</li> </ul> <p>2. That, in accordance with Contract Standing Order 11.01, approval be granted to the award of contract for the ICT Managed Service Provider under the Building Schools for the Future Programme to RM Education plc in the total sum set out in the appendix to the interleaved report.</p>	DCYPS
<b>PROC07.</b>	<p><b>IT SERVICES SPECIALIST TRAINING FRAMEWORK AGREEMENTS</b>          (Report of the Director of Corporate Resources - Agenda Item 7)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>Disappointment was expressed that despite 11 Pre-Qualification Questionnaires (PQQs) having been sent out in response to requests received only 3 completed forms had been returned one of which had not satisfied the assessment criteria. Whilst we noted that IT Training for the range of Haringey related products and systems was a niche market we were concerned that some of the PQQ assessment criteria in particular in relation to financial status/liability might need to be reviewed and we asked that officers provide us with details of the range of contract values vis a vis the level of insurance cover required.</p> <p><b>RESOLVED:</b></p> <p>1. That in accordance with Contract Standing Order 11.01, approval be granted to the award of the IT Services Specialist Training Framework to Premier and to QA-IQ on the basis of the rates set out in the Appendix to the interleaved report.</p> <p>2. That the agreements be awarded for a period of three years with an option to extend for two further years on the basis detailed in the interleaved report.</p>	<p>HPr</p> <p>DCS</p> <p>DCS</p>
<b>PROC08.</b>	<p><b>AWARD OF RESIDENTIAL MENTAL HEALTH BLOCK CONTRACT</b>          (Report of the Director of Adult, Culture and Community Services - Agenda Item 8)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p><b>RESOLVED:</b></p>	

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	<p>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the provision of residential services for people with mental health problems to Tulip Mental Health Group on the terms set out in the Appendix to the interleaved report.</p> <p>2. That contract be awarded for a period of 3 years from 1 July 2008 with a provision to extend in one or more phases for a total of up to 2 years.</p>	<p>DACCS</p> <p>DACCS</p>
<b>PROC09.</b>	<p><b>SHELTERED HOUSING AND SUPPORTED HOUSING SERVICES FOR OLDER PEOPLE</b> (Report of the Director of Adult, Culture and Community Services - Agenda Item 9)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that Hornsey Housing Trust, London &amp; Quadrant Housing Trust and LBH Adult Care Services appeared twice in the list of Providers because each of them provided both sheltered housing and floating support services for older people.</p> <p>We also noted that the Supporting People Partnership Board and the Director for Adults Cultural and Community Services were consulting with all statutory partners and non statutory stakeholders, on the medium to long term funding priorities for Haringey's Supporting People programme and that it was planned to present options and proposals to the Cabinet in the autumn of 2008, as part of the Pre-Business Planning process for 2009/10. It was for this reason that a contract for one year only was being sought, with the option to extend for a further 12 months. We asked that the officers ensure that the draft options and proposals paper be supplied as soon as possible to the Leader for consultation with his Member colleagues on the Council.</p> <p><b>RESOLVED:</b></p> <p>1. That in accordance with Contract Standing Order 7.03 d) approval be granted to a waiver of Contract Standing Order 6.05 (Requirement to Tender) in respect of the award of the short term Supporting People contracts for the provision of sheltered housing and supported housing services for older people.</p> <p>2. That, in accordance with Contract Standing Order 11, approval be granted to the award of new short term contracts to the following providers of existing sheltered housing and housing related support services for older people, where the Borough's quality, performance, cost and strategic thresholds and requirements had been met on the terms set out in the Appendix to the interleaved</p>	<p>DACCS/ ACE-PPPC</p> <p>DACCS</p> <p>DACCS</p>

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	<p>report -</p> <p><b>Provider</b>  Abbeyfield Muswell Hill  Anchor Trust  Asra Greater London  Christian Action  EPIC Trust  Hanover HA (Drapers Co)  Haringey NHS Primary Care Trust  Hill Homes  Hornsey Housing Trust  Hornsey Housing Trust  London &amp; Quadrant Housing Trust  London &amp; Quadrant Housing Trust  Metropolitan Support Trust  Methodist Homes HA  Novas Scarman  Presentation HA  Sanctuary HA  Servite Homes  Cypriot Elderly &amp; Disabled Group  Haringey Chinese Community Centre  Haringey Irish Community Centre  Haringey Somali Carers Trust</p> <p><b>Internal services</b>  LBH Adult Care Housing  LBH Adult Care Housing  LBH Community Alarms  LBH Supported Housing</p> <p>3. That the contracts be awarded for one year with the option to extend for a further 12 months.</p>	DACCS
<b>PROC10.</b>	<p><b>NORTH TOTTENHAM DECENT HOMES PROGRAMME 2008/09 - PHASE NT5</b> (Report of the Director of Urban Environment - Agenda Item 10)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>An updated version of the report was tabled which set out observations, if any, received from leaseholders during the consultation period.</p> <p>In response to a question about leaseholder contributions and, in particular, the periods over which payments were allowed, we were informed that a report on Service Improvement Initiatives for Leaseholders which included amongst other things suggestions for extending repayment options to leaseholders for rechargeable major</p>	

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	<p>works was in the course of preparation. We asked that the officers ensure that the draft options paper be supplied as soon as possible to the Leader for consultation with his Member colleagues on the Council.</p> <p>It having been confirmed that provision for digital satellite installation was included in the works we asked that officers ensure that this was included in future works specifications as appropriate.</p> <p>In response to a further question about removal of metal doors and frames, we were advised that this work was carried out as part of the specification but the doors and frames concerned could not be taken away because they belonged to the tenants who had fitted them. Concern having been expressed about the possible re-installation of metal doors and frames, we asked that officers take up with Homes for Haringey the need for letters to be sent to tenants concerning contraventions of the fire regulations and the need for estate management staff to monitor for possible infringements.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for Phase NT5 of the North Tottenham Decent Homes Programme for the deferred priority projects at White Hart Lane, Nursery Street, Queens Street, Gavin House, Broadwater Road and Altair Close, N17 to Lovell Partnership Ltd. for the Agreed Maximum Price (excluding fees) set out in the Appendix to the interleaved report.</li> <li>2. That the Compliance Team fees and the total Agreed Maximum Price (including fees) as detailed in the Appendix be approved.</li> </ol>	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
PROC11.	<p><b>SOUTH TOTTENHAM DECENT HOMES PROGRAMME 2008/09 - PHASES ST5</b> (Report of the Director of Urban Environment - Agenda Item 11)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>An updated version of the report was tabled which set out observations, if any, received from leaseholders during the consultation period.</p> <p>In response to a question, it was confirmed that all the roofs involved in this Phase were pitched and that some needed only minimal repairs.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 11, approval</li> </ol>	<p>DUE</p>

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	<p>be granted to the award of the contract for Phase ST5 of the South Tottenham Decent Homes Programme for Saltram Close, N15 to Apollo Group Ltd. for the Agreed Maximum Price (excluding fees) set out in the Appendix to the interleaved report.</p> <p>2. That the Compliance Team fees and the total Agreed Maximum Price (including fees) as detailed in the Appendix be approved.</p>	DUE
<b>PROC12.</b>	<p><b>SOUTH TOTTENHAM DECENT HOMES WORKS PHASE ST6</b> (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>An updated version of the report was tabled which set out observations, if any, received from leaseholders during the consultation period and also of a variation to the works required in ST6.</p> <p>We noted that both blocks in this project currently had flat roofs and that because of the design/configuration of 68-79 Remington Road the building would not accept a pitched roof and was to be replaced with a new flat roof while the roof to the other block required no work.</p> <p>We also noted that the charges to leaseholders were limited to the estimates contained in their Offer Notices and that the total estimated amount to be recovered was £52,326.96. We asked that officers provide us with a breakdown of what the actual cost to leaseholders would have otherwise have been had it not been restricted by the Offer Notices.</p> <p><b>RESOLVED:</b></p> <p>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for Phase ST6 of the South Tottenham Decent Homes Programme for 268 – 306 Tiverton Road and 68 – 79 Remington Road N15 to Apollo Group Ltd. for the Agreed Maximum Price (excluding fees) set out in the Appendix to the interleaved report.</p> <p>2. That the Compliance Team fees and the total Agreed Maximum Price (including fees) as detailed in the Appendix be approved.</p>	<p>DUE</p> <p>DUE</p> <p>DUE</p>
<b>PROC13.</b>	<p><b>WOOD GREEN DECENT HOMES WORKS PHASE WG4</b> (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and</p>	



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	<p>public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for Phase WG4 of the Wood Green Decent Homes Programme for Oak Avenue (2) N17 to Mulalley &amp; Company Ltd. for the Agreed Maximum Price (excluding fees) set out in the Appendix to the interleaved report.</li> <li>2. That the Compliance Team fees and the total Agreed Maximum Price (including fees) as detailed in the Appendix be approved.</li> </ol>	<p>DUE</p> <p>DUE</p>
<b>PROC14.</b>	<p><b>WOOD GREEN DECENT HOMES WORKS PHASE WG5</b> (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>Details of the contracts which were set out in the Appendix to the interleaved report were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for Phase WG5 of the Wood Green Decent Homes Programme for Barkham Road N17 to Mulalley &amp; Company Ltd. for the Agreed Maximum Price (excluding fees) set out in the Appendix to the interleaved report.</li> <li>2. That the Compliance Team fees and the total Agreed Maximum Price (including fees) as detailed in the Appendix be approved.</li> </ol>	<p>DUE</p> <p>DUE</p>

CHARLES ADJE  
Chair

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