
The Executive

TUESDAY, 21ST FEBRUARY, 2006 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Adje (Chair), Lister (Vice-Chair), Canver, Diakides, Hillman, Meehan, Milner, Reith, Sulaiman and Wynne

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AGENDA

1. APOLOGIES FOR ABSENCE

(if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 19 below. New items of exempt business will be dealt with at item 21 below).

3. DECLARATIONS OF INTEREST

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

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

4. MINUTES (PAGES 1 - 8)

To confirm and sign the minutes of the meeting of the Executive held on 31 January 2006.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS IF ANY REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 9 - 100)

a) Scrutiny Review of Mental Health

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 13 February 2005 were due to consider the Scrutiny Review of Mental Health. Against the possibility that the Scrutiny Review is endorsed and in accordance with the revised Overview and Scrutiny Procedure Rules, the report is presented to the Executive meeting for noting and to request the Director of Social Services to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

b) Scrutiny Review of Reducing Re-offending by Young People

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 13 February 2005 were due to consider the Scrutiny Review of Re-offending by Young People. Against the possibility that the Scrutiny Review is endorsed and in accordance with the revised Overview and Scrutiny Procedure Rules, the report is presented to the Executive meeting for noting and to request the Assistant Chief Executive (Strategy) to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

- 7. PROJECT AND PROGRAMME MANAGEMENT - RESPONSE TO THE AUDIT COMMISSION REVIEW (PAGES 101 - 124)**
- 8. FINANCE AND PERFORMANCE - DECEMBER 2005 (PAGES 125 - 154)**

(Joint Report of the Interim Chief Executive and the Director of Finance – To be introduced by the Executive Member Finance): To set out an exception report on the finance and performance monitoring for December 2005.
- 9. HARINGEY COUNCIL PROCUREMENT STRATEGY (PAGES 155 - 214)**
- 10. DEVELOPMENT AND IMPLEMENTATION OF HARINGEY'S COMPACT (PAGES 215 - 264)**
- 11. CONSULTATION PAPER ON PLANNING POLICY STATEMENT 3 (PPS3) ON HOUSING (PAGES 265 - 276)**
- 12. ASSOCIATION OF LONDON GOVERNMENT - PROPOSED ARRANGEMENTS FOR THE SETTING OF FIXED PENALTY NOTICE LEVELS (PAGES 277 - 284)**

(Report of the Director of Environmental Services – To be introduced by the Executive Member for Crime and Community Safety): To seek approval for the proposed arrangements relating to the setting of fixed penalty notices provided by London Local Authority Acts.
- 13. HOUSES IN MULTIPLE OCCUPATION (PAGES 285 - 292)**
- 14. RESPONSE TO SUPPORTING PEOPLE CONSULTATION PAPER (GOVERNMENT'S PROPOSALS FOR A NATIONAL SUPPORTING PEOPLE STRATEGY) (PAGES 293 - 322)**
- 15. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (PAGES 323 - 326)**
- 16. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 327 - 336)**
- 17. MINUTES OF SUB-BODIES (PAGES 337 - 362)**
- 18. MATTERS RAISED BY MEMBERS OF THE EXECUTIVE**
- 19. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 2 above.
- 20. EXCLUSION OF PRESS AND PUBLIC**
- 21. NEW ITEMS OF URGENT BUSINESS**

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13 February 2006

**MINUTES OF THE EXECUTIVE
TUESDAY, 31 JANUARY 2006**

Councillors *Adje (Chair), *Lister (Vice-Chair), Canver, *Diakides, *Hillman,
*Meehan, Milner, *Reith, *Sulaiman and *Wynne

*Present

Also Present: Councillors Dawson, Engert, Newton and Santry.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX161.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillors Canver and Milner. An apology for lateness was submitted by Councillor Lister.</p>	
TEX162.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meetings held on 20 December 2005 and 18 January 2006 be approved and signed.</p>	HMS
TEX163.	<p>DEPUTATIONS/PETITIONS/QUESTIONS</p> <p>(Agenda Item 5)</p> <p><u>Presentation by Haringey Primary Care Trust</u></p> <p>We received a presentation from Dr. Ann Marie Connolly, Director of Public Health at the Haringey PCT Public Health Directorate on their Annual Public Health Report 'Growing Up in Haringey' which focused on children's health and the 5 ECM outcomes. The presentation outlined the key findings and recommendations from the Report.</p> <p>Dr. Connolly having answered questions put to her by Members of the Executive, our Chair thanked her for her attendance and her presentation.</p>	
TEX164.	<p>MATTERS IF ANY REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE</p>	

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	<p>a) <u>Scrutiny Review of Neighbourhood Wardens</u> (Agenda Item 6 (a))</p> <p>We received a presentation on the Scrutiny Review of Neighbourhood Wardens which had been endorsed by the Overview and Scrutiny Committee at their meeting on 12 December 2005.</p> <p>RESOLVED:</p> <p>That in accordance with the revised Overview and Scrutiny Procedure Rules, the Scrutiny Review having been endorsed, the Director of Environmental Services be requested to produce a proposed response for consideration within 6 weeks including a detailed tabulated implementation action plan.</p> <p>b) <u>Scrutiny Review of Allotments</u>(Agenda Item 6 (b))</p> <p>We received a presentation on the Scrutiny Review of Allotments which had been endorsed by the Overview and Scrutiny Committee at their meeting on 16 January 2006.</p> <p>RESOLVED:</p> <p>That in accordance with the revised Overview and Scrutiny Procedure Rules, the Scrutiny Review having been endorsed, the Director of Environmental Services be requested to produce a proposed response for consideration within 6 weeks including a detailed tabulated implementation action plan.</p>	<p>DEnv</p> <p>DEnv</p>
<p>TEX165.</p>	<p>FINANCE AND PERFORMANCE - NOVEMBER 2006</p> <p>(Joint Report of the Interim Chief Executive and the Director of Finance – Agenda Item 7):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That approval be granted to the virements as set out in Section 11 of the interleaved report. 	<p>DF</p>
<p>TEX166.</p>	<p>FINANCIAL PLANNING 2006/7 TO 2008/9</p> <p>(Report of the Director of Finance – Agenda Item 8):</p> <p>We noted that a number of the figures contained in the report were subject to finalisation and would be amended in the report to Council meeting.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the changes and variations set out at paragraph 9 and Appendix B to the interleaved report. 	<p>DF</p>

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	<p>2. That the outcome of the consultation processes set out at paragraph 11 of the interleaved report be noted.</p> <p>3. That approval be granted to the new savings and investment proposals set out in paragraphs 12 and 13 and Appendices D and E to the interleaved report.</p> <p>4. That approval be granted to the changes to existing savings in respect of Red Gables, IT and Social Service commissioning as set out in paragraph 12.1 of the interleaved report.</p> <p>5. That approval be granted to the proposals for the Children's Services (DSG) budget set out in Appendix F to the interleaved report and the request to the school's forum to approve an additional increase to the central expenditure limit be noted.</p> <p>6. That approval be granted to the proposals for the HRA budget set out in Appendix G to the interleaved report.</p> <p>7. That approval be granted to the proposals for the capital programme set out in Appendices H and J to the interleaved report.</p> <p>8. That approval be granted to the treasury management strategy and policy and prudential limits set out in Appendix K to the interleaved report.</p> <p>9. That approval be granted to the proposed General Fund budget requirement of £366,102 million, subject to the final settlement and the decisions of precepting and levying authorities, and the consequences for Council Tax levels</p> <p>10. That it be noted that the final decision on budget and Council Tax for 2006/7 would be made at the Council meeting on 20 February 2006.</p> <p>11. That the Council be informed accordingly.</p>	<p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p> <p>HMS</p>
<p>TEX167.</p>	<p>CROWLAND SCHOOL - ARRANGEMENTS FOR THE TEMPORARY SCHOOL, THE PERMANENT REBUILD AND THE OUTCOME OF THE INVESTIGATION FOLLOWING THE FIRE</p> <p>(Joint Report of the Interim Chief Executive and the Director of the Children's Service – Agenda Item 9):</p> <p>We noted that the Planning Applications Sub-Committee on 23 January 2006 had granted the necessary permission to allow proposals for a temporary school near the School site to be provided pending the permanent rebuilding of the School.</p> <p>We asked that our thanks to pupils, parents and teachers for their</p>	

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	<p>forbearance be placed on record.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the actions taken to offer temporary accommodation and to re-instate the school following the remedial works including the submission of a Planning Application for service provision in the interim period. 2. That the actions and instructions of the Chief Executive in commissioning the Crowland School Fire Investigation Report and giving directions to both the Children's Service and to officers generally in terms of its outcome be endorsed and adopted. 3. That the scope of the re-instatement of the School be defined by what the loss adjuster agrees to fund and that, consequently, there would be no additional resource requirement. 	<p>CE DCS</p> <p>CE DCS</p> <p>CE DCS</p>
<p>TEX168.</p>	<p>CHILDREN'S CENTRE DEVELOPMENT: SUPPORTING THE ORTHODOX JEWISH COMMUNITY IN THE SEVEN SISTERS AREA</p> <p>(Report of the Director of the Children's Service – Agenda Item 10):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Children's Service seek to work in partnership with Hackney Council and the Lubavitch Foundation to support the needs of the Jewish community in Seven Sisters ward as part of the second phase of the Children's Centre development. 2. That, through contracting with Hackney Learning Trust, a maximum contribution of £300,000 of Phase II Children's Centre capital be made from within the current programme for Haringey to the £1.2 million Children's Centre development to support the needs of the Charedi Orthodox Jewish Communities in Seven Sisters ward. 3. That the contract with Hackney Council outline the range of children's centre services to be delivered in line with the children's centre core offer up to a maximum of £45,500 in year 1 and year 2 with an allowance of 3% for inflation. 4. That resolutions 1 – 3 above be made subject to a legal agreement with the Hackney Learning Trust who will undertake all contractual arrangements with the voluntary sector children's centre provider, including monitoring and evaluation requirements. 	<p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p>
<p>TEX169.</p>	<p>PROPOSAL TO AMALGAMATE CAMPSBOURNE INFANT AND JUNIOR SCHOOLS</p> <p>(Report of the Director of the Children's Service – Agenda Item 11):</p>	

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	<p>RESOLVED:</p> <p>That approval be granted to the proposal to amalgamate Campsbourne Infant and Junior Schools into an all-through primary school for September 2006, subject to statutory consultation in accordance with the requirements of the School Standards and Frameworks Act (1998).</p>	DCS
<p>TEX170.</p>	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF ESTATE PARKING</p> <p>(Report of the Director of the Children's Service – Agenda Item 12):</p> <p>We noted that the Scrutiny Panel had made a total of 17 recommendations the majority of which were proposed for acceptance either in full, or in principle. We also noted that only one, Recommendation 15, which called for the appointment of a full time parking manager was not supported at this time because Housing Management believed that the appropriate co-ordination and prioritisation of parking services in Housing Services could be delivered within existing resources.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Executive response to the Scrutiny Review of Estate Parking as set out in the interleaved report of the Director of Housing be approved. 2. That the agreed recommendations be incorporated within the Services' Business Plan and that progress be reported at regular intervals to the Housing Scrutiny Panel and to the Executive. 	<p>DH</p> <p>DH</p>
<p>TEX171.</p>	<p>COMMUNITY CARE STRATEGY UPDATE – TRENTFIELD</p> <p>(Report of the Director of Social Services – Agenda Item 13):</p> <p>The summary assessments of the 15 people resident at Trentfield as at November 2005 which formed an appendix to this item were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to any particular applicant for or recipient of any service provided by the authority.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the outcomes of the residents' assessments, including medical risk assessments be noted. 2. That officers proceed with the disposal of Trentfield with vacant possession, with due concern for the care and future placements of the remaining 13 residents and future arrangements for staff, as described in Section 9 of the interleaved report. 	DSS

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<p>TEX172.</p>	<p>CONSULTATION ON THE GREATER LONDON AUTHORITY AND THE MAYOR'S POWERS</p> <p>(Report of the Interim Chief Executive – Agenda Item 14):</p> <p>RESOLVED:</p> <p>That approval be granted to the Council's response to the consultation on increasing the role of the Greater London Authority and of the Mayor of London as set out in Section 8 of the interleaved report.</p>	<p>CE</p>
<p>TEX173.</p>	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS</p> <p>(Report of the Interim Chief Executive – Agenda Item 15):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action be taken.</p>	
<p>TEX174.</p>	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS</p> <p>(Report of the Interim Chief Executive – Agenda Item 16):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action be taken.</p>	
<p>TEX175.</p>	<p>MINUTES OF SUB-BODIES</p> <p>(Agenda Item 17):</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <ul style="list-style-type: none"> a) Procurement Committee – 6 December 2005 b) Transforming Tottenham Advisory Committee – 8 December 2006 c) Transforming Tottenham Advisory Committee – 19 December 2005 d) Procurement Committee – 20 December 2005 e) Procurement Committee – 3 January 2006 f) Children's Services Advisory Committee – 5 January 2006 	
<p>TEX176.</p>	<p>MINUTES</p> <p>(Agenda Item 21):</p>	

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	<p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That the exempt minutes of the meeting held on 20 December 2005 be approved and signed.</p>	HMS
<p>TEX177.</p>	<p>COMMUNITY CARE STRATEGY – COOPERSCROFT</p> <p>(Report of the Director of Social Services – Agenda Item 23):</p> <p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the marketing process as outlined in Section 8 of the interleaved report be noted. 2. That the outcome of the tender evaluation process as outlined in Section 9 of the report be noted. 3. That approval be granted to the disposal of Cooperscroft Care Home in accordance with paragraph 14 of the interleaved report and to the delegation of the finalisation of the sale and associated care contract to the Director of Social Services and the Director of Finance, in consultation with the Executive Member for Social Services and Health and the Executive Member for Resources. 	DSS DF

CHARLES ADJE
Chair

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*** HARINGEY COUNCIL ***

Scrutiny Services

One in Four of Us

Report of the Scrutiny Review of Access to General Mental Health and Early Intervention Services

February 2006

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Executive Summary

This Executive Summary outlines the key findings and recommendations contained in the report of the Overview and Scrutiny Committee's Review of Access to General Mental Health and Early Intervention Services entitled "One in Four of Us".

This has been the first time that a Haringey scrutiny review has focussed in depth on mental health since the Council gained its powers in relation to health scrutiny. It is not just a matter for NHS trusts to deal with but has wide ranging implications for the whole community. It impacts on a wide range of services including many that the Council provides, such as social services, education and housing. In addition, mental health should be a key part of the social inclusion agenda.

The title of the report comes from the fact that one in four of us will at some point in our lives suffer from some sort of mental illness. Mental ill health can have severe and life long effects on people, affecting virtually every aspect of their lives. People can lose confidence, jobs, homes, prospects and social contact. Services therefore need to respond to the full range of needs that people have. There is evidence that intervention at an early stage can make a clear difference and help to prevent illnesses becoming worse or, at the very least, shorten their duration. In order for this to be possible, illness needs to be detected at an early stage. This is what makes ease of access to services so important.

Mental health has moved up the political agenda in recent years and this has coincided in major changes in the way that services are delivered. In particular, the National Service Framework for Mental Health (NSF) and the NHS Plan set specific targets and priorities for mental health including addressing discrimination and social exclusion. There has been increased government investment but it is open to debate whether this has been sufficient to meet the challenges faced in modernising services.

Services are changing and provision is now being developed that is more responsive and comprehensive. There is a continuing move away from an institutional based model of care, where patients are treated away from the community, to a model where they remain within it. This allows more people to stay in their homes, to keep their jobs and to retain their social networks. In particular, it will help to combat the considerable stigma that still exists around mental illness.

The Panel has learnt a considerable amount about mental health during this review. We have developed links with a wide range of stakeholders, including service user and carer representatives. We hope that our work has generated debate locally about these important issues and will help to bring them into the mainstream, so that the community as a whole takes them on and contributes to creating a mentally healthy Haringey.

The Panel arrived at a number of key findings and developed its recommendation from them. The lead agency for each of the recommendations is referred to in brackets after each recommendation:

Key Findings and Recommendations

Strategic Issues

Our key findings:

- ▶ Levels of need for mental health services are very high within Haringey and have been estimated to be the sixth highest within London.
- ▶ Services now aim to look holistically at the needs of people rather than just focussing on medical issues, as was previously the case.
- ▶ A joint mental health strategy has recently been agreed between the Council, Haringey TPCT, Barnet Enfield and Haringey Mental Health Trust and Voluntary Sector partners and this will be underpinned by a three year commissioning plan.
- ▶ Joint commissioning agencies (Council, TPCT, Mental Health trust) recognise specific issues in Haringey in relation to the availability of psychological or “talking” therapies, accommodation and employment and their joint strategy aims to address all these issues.
- ▶ The development of improved community care is dependent on sufficient funding being freed up through a reduction in the amount spent on institutional care.
- ▶ Mental health has long been perceived as the poor relation of health and social care services and there has been a long legacy of under funding, particularly from within the NHS. Eligibility criteria have been used to manage demand, which can make establishing exact levels of need problematic. Whilst efficiency and cost effectiveness have been improved by measures such as pooling of budgets and better partnership working, overall funding levels are nevertheless still inadequate.
- ▶ Data used by services needs to be improved as it is currently not easy to judge how well needs are being met by services. In particular, better information needs to be made available on how many people need services and how many they are provided for, together with analyses and comparisons with other local authorities. This will assist in the planning and development of services as well as providing evidence to back up requests for additional funding.

Our recommendation:

Recommendation 1

That the Executive Member for Social Services and Health be requested to bring the inadequacy of the current funding levels for mental health services within the Borough and, in particular, for the continuing change from institutional to community based care, to the attention of both Members of Parliament for Haringey and that they be asked to bring these concerns to the attention of the appropriate government departments. (Executive Member for Social Services and Health)

Recommendation 2

That the Mental Health Trust, the TPCT and Social Services collaborate to improve the level of data available, including the development of joint systems, in order to better inform commissioning and monitoring of services, and to agree an action plan to introduce improvements within a specific timescale. (Barnet, Enfield and Haringey Mental Health Trust/Haringey TPCT/Social Services)

Primary Care

Our key findings:

- ▶ The vast majority of people with mental health issues – around 91% nationally – are currently treated, with in primary care. The consensus of opinion is that people should only be treated outside of primary care if absolutely necessary. In particular, institutionalisation can bring with it stigma, loss of independence and social exclusion. Good primary care services and early interventions can help people stay well enough to remain outside of the “system” and lead to recovery
- ▶ Whilst early interventions can help prevent illnesses getting worse, attention also needs to be given to detection as there is evidence that people are often not coming to the attention of services until they are having their second or even third episode of illness, which evidence suggests lessens the chance of effecting recovery
- ▶ The TPCT is working to enhance primary care provision by appointing a lead GP for mental health issues for each of four new commissioning clusters within the Borough. The lead GP will have particular responsibility for support and training for professional colleagues. The clusters will work together to look at referral rates in order to develop consistency and equitable access.
- ▶ There are currently no additional resources available to develop the availability of talking therapies. However, the government will shortly be announcing its intention to develop services in this area and we would hope that joint commissioners will take advantage of this initiative at an early stage for Haringey, where access and waiting times are currently at an unacceptably low level.
- ▶ Information held by GP practices on people with mental illness needs to be accurate and measures are being taken locally to ensure that this is the case. This should enable practices to monitor and more effectively support their patients and, in particular, enable systems to be developed to check that patients are accessing repeat prescriptions. Where patients have been in contact with secondary services and there are concerns that they may not be recovering as expected, they should be routinely referred to mental health teams for support to avoid their suffering a further episode of illness.

Our recommendations:

Recommendation 3

That the enhanced service proposal from the TPCT involving the appointment of a lead GP on primary care mental health for each of the four commissioning clusters within the Borough be strongly supported and implemented within a specific timescale (Haringey TPCT)

Recommendation 4

That, following the government’s forthcoming announcement of an expansion of availability of “talking therapies”, Social Services, the TPCT and the Mental Health Trust jointly investigate the possibility of improving the availability of such therapies to Haringey residents using, wherever possible, imaginative and non-stigmatising delivery mechanisms. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Recommendation 5

That a system is set up by the TPCT, in partnership with GP practices, to ensure that regular checks are taken to confirm that patients recovering from mental illnesses continue to have access to the care and medication required for their recovery, and that where there are grounds to suggest that may not be the case, this be brought routinely to the

attention of relevant mental health teams, who can then provide the requisite care management and other support. (Haringey TPCT)

Community Based Services

Our Key Findings

- ▶ Early Intervention in Psychosis is a particular model of service targeted at a specific age group and acknowledged to be very effective in helping patients to recover from a first episode and lead a normal life. However, there is as yet no conclusive evidence that having a specific team to address this necessarily makes a significant difference to rates of recovery. There is currently no dedicated service for the Borough although action is being taken to address this through the development of a service model appropriate to the needs of the Borough.
- ▶ Improved detection is also an important priority. Better liaison with local general hospitals, where patients often first present themselves, could help services to intervene at an earlier stage.
- ▶ There are already some excellent services within the Borough, such as Antenna and HOST, which aim to work with patients to prevent them from becoming acutely unwell or to remain in good mental health. Although their caseloads are lighter than CMHTs, the intensity of support is greater. Their services are greatly valued by patients and can help to re-integrate them into the community.
- ▶ Day services are currently being reviewed and are aiming to becoming less based around buildings and more focussed on promoting social inclusion. They provide a wide range of services for patients to promote their rehabilitation and provide valuable social contact.
- ▶ Alexandra Road Crisis Centre and Haringey Therapeutic Network are both particularly relevant to early intervention and provide valuable and high quality services. The Crisis Centre is subject to peaks and troughs in demand and we feel that greater awareness of the service could help to ensure that it is fully used. The Therapeutic Network provides an excellent service that epitomises what modern community based services should be. However, its capacity is very small and funding arrangements give the impression of not being entirely secure.

Our recommendations:

Recommendation 6

That provision for a specific Early Intervention in Psychosis service, based on a model that is appropriate to the needs of Haringey, be included within the three year commissioning plan and implemented urgently. (Haringey TPCT/Barnet, Enfield and Haringey Mental Health Trust/Social Services).

Recommendation 7

That consideration is given, as part of the process for determining the three year commissioning plan, to improving liaison between mental health services and the North Middlesex Hospital in order to provide earlier detection of mental health needs presenting themselves at the hospital. (Haringey TPCT/Barnet, Enfield and Haringey Mental Health Trust/Social Services).

Recommendation 8

That the work undertaken by the Haringey Therapeutic Network since its opening is highly commended and that consideration is given to:

- Expanding its capacity, and securing its future.
- Basing some of its activities within neighbourhood centres and creating strong links with neighbourhood-based mainstream services.
- Developing stronger links with appropriate community based mental health teams. (Haringey TPCT/Haringey Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Recommendation 9

That action is taken to improve awareness of services provided by Alexandra Road Crisis Centre in order to ensure that it is fully used all of the time and that opportunities for respite care for carers, during periods of lower demand, are maximised. (Haringey TPCT/Social Services)

Recommendation 10

That, in the light of the expected increase in provision of mental health services with para and semi-professional workers, as well as professionals, an appropriate qualification and career progression scheme for care staff in primary and day care services be developed, including a specific and progressive NVQ. (Haringey Social Services)

Recommendation 11

That consideration is given to including provision for day care service users within the Council's future IT support contracts. (Haringey Council IT Procurement/Social Services)

The Role of the Voluntary Sector

Our key findings:

- ▶ Voluntary sector organisations play an important part in delivering services and mental health services need to work closely with them and provide support. In particular, they may have better access to hard-to-reach communities than statutory services.
- ▶ A wide range of services are delivered locally by the Voluntary Sector. A low percentage of these are directly commissioned by statutory mental health partners. In particular, there are some services that are accessible to people who do not have a current Care Programme Approach (CPA) assessment, which are in short supply elsewhere.
- ▶ There appear to be insufficient levels of independent advocacy services within the Borough and current levels of provision should be reviewed and expanded if necessary. The voluntary sector would be the most appropriate place for such a service to be commissioned from.

Our recommendation:

Recommendation 12

That a review be undertaken of the level of availability of independent mental health advocacy services with the Borough, in particular for BEM communities, in order to establish whether current provision is sufficient and that provision for any shortfall that is identified be included within the three year commissioning plan. (Haringey TPCT/Haringey Social Services)

Our key findings:

- ▶ There is a clear need for comprehensive information to be made available to a wide range of people including patients, advocates, relatives and professionals. This has been addressed by partners. There needs to be a focus on promoting good mental health and some work is being undertaken with schools to promote this. Schools should be encouraged to include education about maintaining mental health within the curriculum.
- ▶ The impact of the Council's policies on mental health and well being needs to be considered. In particular, environmental issues can have a significant impact on mental health and this should be taken into consideration when regeneration schemes are being planned.
- ▶ Developing neighbourhood based services are both a government and a Council priority. This should provide an opportunity to de-stigmatise mental health services and ease accommodation pressures on them by linking them into neighbourhood structures and basing some provision in neighbourhood centres.

Our recommendations:**Recommendation 13**

That the multi agency publicity produced on mental health services is welcomed and that information be regularly updated and publicised within relevant publications from the Council and its health partners. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Recommendation 14

That consideration is given to incorporating a mental health and well being impact assessment process into the planning and implementation of regeneration programmes in order to ensure that appropriate policies, programmes and projects promote and protect good mental health. (Haringey Council)

Recommendation 15

That a Council wide audit is undertaken, to mark the next world mental health day, of how services address mental health issues as part of their work on social inclusion and that this audit includes a review of how each directorate contributes to the mental well-being of its staff. (Haringey Council)

Recommendation 16

That a range of mental health services be linked into new neighbourhood management structures with, where possible, appropriate specialist and mainstream inclusive services being delivered from neighbourhood centres. (Haringey Council)

Recommendation 17

That schools be encouraged to include mental well being as an explicit part of their curriculum and that good practice should be systematically shared between schools. (Haringey Council)

Recommendation 18

That the needs of people who have suffered from mental illness be considered within the Adult Literacy Strategy. (Haringey Council)

Diversity

Our key findings:

- ▶ Our diverse communities have particular mental health needs but more work is required to determine the level of need and its nature within the various communities. There are particular issues regarding culture, stigma and gender that need to be considered. There are particular concerns amongst professionals about the comparatively large numbers of Turkish and Kurdish young men that are coming into contact with services.
- ▶ Community organisations play an important role in providing services and have a level of access to the communities that they serve that statutory services do not. They are not always linked in to mental health services and joint commissioners need to ensure that links are further developed.

Our recommendations:

Recommendation 19

That the research that has been commissioned by the Council and its partners on pathways into care for black and minority ethnic communities is welcomed and that its conclusions are acted upon to improve substantially mental health provision for them. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Employment

Our key findings:

- ▶ It is difficult for people who have been mentally ill to find work due to stigma and discrimination. Day services undertake work with people to improve their employability through increasing their skills and helping them to access further education. Efforts are also being made to engage with local employers and set up work placements. However, the Council and its strategic partners have yet to systematically provide such opportunities itself as an employer and, until such time as they do, their efforts in this area will lack credibility.
- ▶ Work placements need to be flexible and take into account the needs of patients. Full time employment may not be appropriate to some people and a range of options should be available. A volunteer bureau for the Borough is being set up and the Panel feels that links should be developed between this and employment initiatives for people who have had mental illness as this could provide a useful stepping stone into work for them.
- ▶ There is a need for good benefits advice. Whilst there is some provision available, waiting times can be long.

Our recommendations:

Recommendation 20

That the Council's work placements scheme is welcomed, the placement of people who have suffered from mental illness as part of the scheme be progressed speedily and have high priority, and the placements that are offered are flexible and sensitive to their needs and aspirations. (Haringey Council)

Recommendation 21

That specific links be developed between the volunteer bureau that is being set up and the Mental Health Employment Team. (Haringey Council)

Recommendation 22

That a report is submitted to Overview and Scrutiny Committee on specific measures taken by the Council to promote mental well being amongst its staff and the support that is offered to those who may be suffering from mental ill health. (Haringey Council)

Recommendation 23

That the inclusion of benefits advice within the commissioning plan for the joint mental health strategy is welcomed and that current provision is reviewed to ensure that it is sufficient, to satisfy demand. (Haringey TPCT/Social Services)

Recommendation 24

That consideration is given to the provision for front line Council staff, including those provide advice on benefits, of specific and appropriate training in engaging effectively with people who may be suffering from mental illness. (Haringey Council)

Housing

Our key findings:

- ▶ It is not uncommon for people to lose their homes when they become ill. It can be difficult rehousing them, particularly if their needs are substantial. There is specific supported housing available through Supporting People programmes and this has been reviewed recently with sub standard providers being discontinued.
- ▶ The Vulnerable Adults Team will become the main conduit for all housing issues relating to people with mental health needs and this should improve responsiveness of services, which professionals have sometimes found difficult to access in the past. Adequate staffing levels should be established so that services can be provided in a timely manner.
- ▶ There have been delays in discharging patients from hospital due to difficulties in finding suitable accommodation. The Panel is not convinced that current supply levels are adequate. In particular, a range of good quality provision needs to be available that reflects the differing levels of support that patients require.

Our recommendations:

Recommendation 25

That the adequacy of supply levels of housing that is suitable for people who have suffered a mental illness and need re-housing be reviewed and an appropriate action plan developed to ensure that demand can be met on a timely basis.(Social Services)

Recommendation 26

That clear links be developed by mental health partners to the new arms length management organisation (ALMO) for housing within Haringey. (Haringey TPCT/Social Services/ Barnet, Enfield and Haringey Mental Health Trust)

1. Background To Review

Introduction

1.1 The suggestion that the Overview and Scrutiny Committee undertake a specific review on mental health came from a number of sources including the Executive Members for Social Services and Health and Crime and Community Safety and the Patient and Public Involvement Forums for both the Mental Health Trust and the Primary Care Trust. In addition, several non Executive Councillors wished to follow up issues raised within Haringey Primary Care Trust's 2004 public health promotion report on mental health. The following objectives were agreed for the review when it was set up:

- To develop well informed debate on the mental health needs of the local community
- To generate a better local understanding of mental health issues
- To develop further the relations between Overview and Scrutiny and local mental health advocates
- To ensure that mental health issues are brought into the mainstream of the political process
- To contribute to strategic policy for both the development of improved services for people with mental illness and the promotion of improved mental well being

1.2 Due to the complexity of mental health as a policy area, it was felt essential that the review focussed upon an area of manageable size and appropriate to the resources available. It was therefore felt that a particular aspect of mental health should be selected and that this should address the following overall objectives:

- Expanding help for people with mental illness and their dependants
- Improving the quality of the patient experience
- Improving cross service approaches to mental health service delivery
- Developing services to improve mental and emotional well-being

1.3 After discussion with stakeholders, the Panel decided that the review would focus upon early intervention and its effectiveness in helping adult patients to avoid acute mental illness or prevent its recurrence. This was felt a particularly appropriate area to focus on due to the comparatively high acute admission rates that the Borough has had and the cross cutting nature of the issue, as partnership working is an area that scrutiny may be particularly well placed to exert influence upon.

1.4 The review aimed to look strategically at the issues in question and focus on:

- Illness prevention, early intervention and reducing the "revolving door" syndrome
- Cross cutting themes and "whole system" approaches
- Community engagement and addressing public perceptions and concerns
- Issues of stigmatisation and ethnicity (double discrimination)
- Local service development

Terms of Reference

- 1.5 The following terms of reference were approved:

"To consider, both strategically and from a user's perspective, the provision of services for adults that seek to address the earliest symptoms of mental illness through early intervention and their effectiveness in helping individuals avoid acute illness or prevent its recurrence and to make appropriate recommendations for improvement to local NHS bodies and the Council's Executive".

Membership:

- 1.6 The membership of the review panel was as follows:

Councillors Jean Brown (Chair), Edge, Patel, Erline Prescott, Robertson and Santry.

- 1.7 In addition, the Panel would like to thank David Hindle and Dolphi Burkens from the Patient and Public Involvement Forum for Barnet, Enfield and Haringey Mental Health Trust who assisted us greatly with regular input from a user perspective, and all voluntary sector organisations, service teams, day care and community care staff, and service users and carers who provided us with evidence or hosted our visits in the course of this review.

Adviser to the Panel

- 1.8 In order to help inform the deliberations of the Panel and provide an independent perspective, external advisers were appointed to assist the Panel. These were Steve Clarke and Linda Seymour from the Sainsbury Centre for Mental Health which is a charity that works to improve the quality of life for people with mental health problems. The Panel would like to thank them for their most helpful input and guidance.

Evidence Gathering:

- 1.9 The review considered a wide range of evidence, both verbal and written. Further details of this are attached as appendices. In addition, Members visited a range of key local provision and spoke to staff and users.

2. Strategic Issues

Introduction

- 2.1 Mental health is a complex issue which has huge implications for the community. The total cost of mental illness in Britain is estimated to be £77 billion per year. In addition, there is a massive human cost. Mental illness will affect one in four people at some stage in their lives and most people will therefore be affected by it in some way, whether it is directly or indirectly through relatives or friends becoming ill. For those directly affected by mental illness, its effects can be catastrophic. For some people, it can mean losing their job, their home and their independence. It is for these reasons that it has been argued that addressing mental health should be a higher government priority than poverty.
- 2.2 Most people who have a mental health condition are treated entirely by their GP. A course of medication combined, if necessary, with some counselling, can help most people to recover. Specialist mental health services work with people with severe needs and the way that they receive these services has changed massively during the last ten years. The National Service Framework (NSF) for Mental Health in 1999 set out key priorities for change including addressing discrimination and social exclusion. The following years NHS Plan set out specific targets for improving services and this led to an increase in investment nationally from £3.3 billion in 2001/02 to £4.5 billion in 2004/05. Although this is a considerable increase in investment, it is felt by many to be insufficient to implement that NSF in full and to address longstanding issues, such as staff shortages. The Local Government Association, the NHS Confederation, the Sainsbury Centre for Mental Health and the Association of Directors of Social Services have just published a joint vision for the future of mental health services, which sets out a best case scenario for what it will be like to experience mental health problems in 2015. Their vision is of mental well being becoming a concern of all public services and an equal partnership between services and their clients. This has been viewed in some quarters as Utopian but the report feels that, although the vision is ambitious, it is realistic.
- 2.3 The need to improve mental health and well being has been set as a major public health priority for Haringey. In 2004, Haringey Teaching Primary Care Trust chose to report on the issue for its annual public health promotion report. It identified areas where action needed to be taken to improve mental health and well being. These were:
- Reducing stigma and discrimination
 - Preventing mental illness
 - Increasing the ability to cope with mental distress in life
 - Improving the quality of mental health services
 - Improving data and information systems

Levels of Need

- 2.4 The report highlighted the fact that the Borough had by far the highest acute admission rate in London at 854 per 100,000 people in 2002/3, compared with the lowest figure of 241 per 100,000 in Havering. There was also considerable variation in the rates between electoral wards as well as between ethnic

groups. The latest statistical analysis from the London Health Observatory shows Haringey is now within the cluster of Boroughs that have the highest levels of mental health need within London due to the comparatively high prevalence of illness locally. It is now estimated to be the sixth neediest Borough within London. Haringey has by far the largest number of refugees and asylum seekers in London and this has the additional effect of making the delivery of services more complex. Some refugees and asylum seekers have experienced torture and psychological trauma, which can make them particularly susceptible to mental illness and possibly suicide.

Early Intervention

2.5 Our review has specifically focussed on early intervention and we were made aware at an early stage that the term could have various meanings:

- Prevention/Promotion of well-being
- Early intervention - early in life
- Early intervention - early in course of illness
- Early intervention in psychosis - specific model of service provision

2.6 For the purposes of this review, we took a broad interpretation and concentrated on timely and appropriate access and re-access to services as we felt that this was the area we were currently best placed to attempt to influence and scrutinise strategically.

Strategic Issues

2.7 Local mental health services are commissioned by the Haringey Teaching Primary Care Trust and Haringey Council Social Services and delivered by a range of providers. The indicative cost of these services is as follows:

<i>Barnet Enfield and Haringey Mental Health Trust</i> Community Mental Health Teams (CMHTs) Crisis, Assertive Outreach Team, ERC, Liaison Acute Inpatient care Medium secure care Rehabilitation inpatient Psychological therapies Child and Adolescent Mental Health Service (CAMHS) Older people	<i>TPCT Commissioning spend</i> £3.065m £1.889m £8.693m £7.370m £1.717m £1.845m £2.653m £2.500m
<i>London Borough of Haringey</i> CMHTs Residential care Voluntary sector Mental Health grant	<i>Social Services spend</i> £1.555m £1.767m £249k £931k
<i>TPCT</i> Graduate workers Voluntary sector	<i>TPCT Spend</i> £75k £783K
<i>LBH and TPCT Joint commissioned (Day Services, Crisis Unit Accommodation services)</i>	TPCT £2.282m SSD £1.827m

- 2.8 80% of the staff in mental health work are from the NHS and, in the past, services could be dominated by the medical model of care. Services are now working towards treating patients holistically and taking a broader view of their needs. The links between NHS services and the Council are very important in taking this forward and, in particular, those with adults services, children's services and housing.
- 2.9 A joint health and social care mental health strategy for 2005 – 2008 was agreed last year by all relevant partners. It sits within the overarching community strategy as agreed by Haringey Strategic Partnership, with accountability being to its Well Being Board, which includes membership from Haringey Council, the TPCT, Barnet, Enfield and Haringey Mental Health Trust and the voluntary sector. It will be underpinned by a three year commissioning plan which is currently nearing completion.
- 2.10 Beneath the Well Being Board are the Mental Health Executive and the Mental Health Partnership. The Mental Health Executive comprises the key senior officers of the statutory agencies i.e. Social Services, Haringey Teaching Primary Care Trust and Barnet, Enfield and Haringey Mental Health Trust. The Mental Health Partnership works alongside it and comprises all partner agencies, including users and carers and the voluntary sector. Together they will be responsible for ensuring the implementation of the mental health strategy and other key strategies across all the partners.
- 2.11 The strategy takes as its starting point the information in the Haringey Health Report 2004 and has a number of key aims:
- To make explicit the values and principles of a proposed model of care for primary and secondary mental health services for Haringey.
 - To clarify the priorities for mental health services across a complicated system to achieve the vision for services in Haringey.
 - To provide outline strategic frameworks for mental health services for older people and children and adolescents as a basis for further work by the relevant partnerships; to foster increased linkages across the theme boards for the Haringey Strategic Partnership; to develop cross over work at both a strategic level and in frontline services.
 - To use the partnerships to act as an agent for change and to redress inequalities which contribute to poor mental health, in particular for high risk groups.
- 2.12 The development of the strategy involved a wide range of stakeholders and potential partners including service users, carers and the voluntary sector. It adopts an integrated approach which proposes comprehensive community based services for mental health that are incorporated into primary care, leisure and educational opportunities. It is based on the following principles;
- Promoting mental health and reducing the discrimination and social exclusion associated with mental health problems.

- Providing high quality culturally appropriate and competent co-ordinated mental health care in the least stigmatising setting possible.
- Establishing primary care as a key component of the mental health care system and community-based specialist mental health services as the pivotal point of a comprehensive mental health system.
- Delivering informed, person centred care, at the right time, in the right place and by the right person. Responding to the needs of patients and carers as identified through individual holistic comprehensive assessments of need to ensure access to the widest range of possible treatments and interventions, including physical health care.
- Working across agencies and different services so that service users can move through the system without duplication or multiple assessments
- Providing equitable access to service according to population need.

2.13 The Panel noted the evidence that was presented by service commissioners (the TPCT and Social Services) that there are particular challenges that need to be addressed locally and which the strategy aims to meet:

- An over reliance on outdated institutional forms of care across health and social care
- Underdevelopment of community based services
- A lack of coherent interfaces across the different parts of mental health care
- A failure to address the diverse population needs and marked differences in levels of need between east and west Haringey
- A lack of robust information across most areas of mental health provision
- Significant financial deficits across the local health and social care economy

2.14 In addition, there are recognised to be specific issues relating to the following:

- Waiting times for psychological therapies. These are undertaken by both voluntary sector and NHS providers. There are significant levels of demand and particular cultural and ethnicity needs. One particular initiative that is taking place is the development of a psychological therapies network.
- Housing for mental health clients. This is currently under a process of review and reconfiguration. People often have complex needs and lack of accommodation can delay the discharge of clients from hospital. There are, however, a number of supported housing projects in the community.
- Employment. Whilst there are a number of local initiatives, it has only been possible to place a very small number of people into employment and training.

2.15 The Panel came across the same issues in the course of its work.

- 2.16 The Mental Health Trust (MHT) is in the process of reconfiguring its services in line with the new service model and is considering, in particular, the capacity and location of services that they provide. The outcomes of this will be a key influence on the current moves to redevelop the St. Ann's Hospital site, which is where many of their services for Haringey are based.
- 2.17 The Panel noted the view of Social Services that funds that are tied up in paying for hospital beds cannot be used to provide enhanced community based care of the sort envisaged within the strategy. Resources will therefore need to be re-allocated in order to develop the sort of community services that can prevent people becoming acutely ill. The additional support that the local authority and others can provide to support this is conditional on sufficient funding being freed up through changes such as reducing the amount spent on hospital based care. Local NHS bodies are in support of this overall approach but also have financial pressures that require attention.

Eligibility

- 2.18 Mental health has long been perceived to be the poor relation of health and social care services. Services have had to be rationed by eligibility in order to manage demand and this can make establishing need difficult. It is nevertheless clear that there are very high levels of need within Haringey. Great efforts are being made by partners to stretch budgets further through pooling savings and the creative use of resources. Efficiency has been improved by re-organisations, collaboration and partnership working. However, there are limits to how far budgets can be stretched. The sort of modern community based services that seek to promote mental health and prevent illness cannot be achieved without extra funding and it seems clear to the Panel that overall levels are currently inadequate. We therefore recommend that appropriate representations are made to government funding agencies.

Data

- 2.19 The Panel noted that improved IT is a major strategic priority for mental health services and a national issue. NHS and local authority systems are currently not compatible. The majority of expenditure on IT in the NHS has historically been on acute hospital care which has left mental health at a low starting base.
- 2.20 The lack of data was referred to within the TPCT's previously mentioned 2004 annual public health promotion report. The Panel feels that there still is an overall lack of data to inform commissioning decisions and planning. In particular, it is difficult to determine levels of need within the Borough, how well they are being met and how performance compares with other local authorities. Each individual agency collects data on the use of its own services but there is an apparent lack of overall information. The Panel feels that the statutory agencies – the Mental Health Trust, the TPCT and Social Services – should collaborate to improve the level of information available and develop joint systems.

Recommendations:

- That the Executive Member for Social Services and Health be requested to bring the inadequacy of the current funding levels for mental health

services within the Borough and, in particular, for the continuing change from institutional to community based care, to the attention of both Members of Parliament for Haringey and that they be asked to bring these concerns to the attention of the appropriate government departments. (Executive Member for Social Services and Health).

- That the Mental Health Trust, the TPCT and Social Services collaborate to improve the level of data available, including the development of joint systems, in order to better inform commissioning of services, and to agree an action plan to introduce improvements within a specific timescale. (Barnet, Enfield and Haringey Mental Health Trust/Haringey TPCT/Social Services)

3. User Representative Views

3.1 The Panel met with various service users, carers and their representatives. We also visited St. Ann's Hospital where we met with the Patients Council. We heard a range of views on particular areas that these consultees felt needed addressing and would facilitate successful earlier intervention:

- It was felt that services could be accessed very quickly in the event of a severe episode. Access was less timely for cases which were not crises or when an initial GP referral was required and on re-admittance into hospital or community based provision.
- Low level intervention services needed to be expanded.
- There needed to be better information available on mental health services and this needed to be made available not only to patients, carers and the general public but also to professionals.
- There was variation in how GPs addressed mental illness and their awareness of services.
- Choice of treatment needs to be extended. The majority of people with less severe illnesses were treated with medication alone.
- It is often difficult for people to access "talking therapies", such as Cognitive Behavioural Therapy (CBT), at any stage of treatment.
- Most care appears to be focussed primarily on symptom stabilisation.
- Some people are likely to have long term needs and would therefore benefit from accessible help on how to manage their condition.
- Whilst the local authority had particular expertise in making services accessible to all communities, NHS bodies were not yet as adept. In addition, there are new challenges such as the continuing arrival of new communities.
- Day services needed to be accessible. They were not always appropriate to the needs of all patients, particularly younger ones. In addition, encouragement needed to be given for people to use mainstream facilities in order to help them to become more independent.
- There was a lack of services available for people who did not have a Care Programme Approach (CPA) assessment. These assessments were introduced as part of a government policy designed to improve the delivery of care to people with mental health problems and require health and social services, and other agencies, to work together with service users to provide an agreed programme of care.
- There was a lack of employment opportunities, including placements, for people who have been mentally ill.

- Having good benefits advice was important. Whilst there was some specific provision available for patients, there were often waiting times of up to a month for appointments.

3.2 In addition, representatives from the voluntary sector made the following additional comments on where they felt that services needed to be improved:

- There is a lack of general awareness of the early symptoms of mental illness.
- There needs to be more drop-in provision.
- There needs to be more funding for community and social centres so they can set up programmes that address mental health needs.
- More work is needed with homeless people.
- The environment within the Borough can have a negative effect on mental health and regeneration can help to improve this.
- People with disabilities can suffer from poor mental health due to isolation and can find it difficult to access services. Disability organisations do not currently have the resources to deal with such issues.

4. Primary Care

Introduction

- 4.1 The view that the Panel received from a wide range of sources was that people should only enter the mental health system if absolutely necessary and we would whole heartedly endorse this view. This is due to a number of reasons, particularly the stigmatisation, loss of independence and social exclusion that entering mental health services can bring. Nationally, 91% of people with a mental health condition are treated entirely within primary care. Good primary care and early interventions can help reduce the need for secondary services and keep people well enough to stay outside of the secondary system and acute services. If services are to prioritise well being and the prevention of mental health problems, then resources will need to be shifted to primary care.
- 4.2 The Panel heard evidence from patients who stated that the timeliness of interventions that require a GP referral needed to be improved. In addition, the Panel heard that there were lot of people with relatively less serious but potentially disabling illnesses, such as those with obsessive compulsive disorder and suffering from anxiety and depression, who currently do not receive services at all. There are also many people with mental health problems who do not visit their GP primarily with such symptoms but present instead with physical ailments that mask the mental health issue.
- 4.3 The Mental Health Trust's view was that, whilst early intervention could help prevent illnesses from becoming worse, better detection would be the most significant improvement that could be made to the ability of services to respond at an early stage. Signs and symptoms are not always recognised and many people only come to the attention of services when having their second or third episode. Primary care practitioners are probably best placed to address this issue. The Mental Health Trust felt that the ability of GPs to respond effectively was hampered by a lack of time and that their knowledge of mental health issues needs to be expanded.
- 4.4 GP practices in Haringey are characterised by long lists, inflated by the transient nature of the population. There are approximately 60 different GP practices in Haringey of which around half are single practices. A large number of GPs are due to retire within the next 5 years. It is clearly a lot more difficult for sole practitioners to gain the level of specialist knowledge that larger practices or medical centres have within them.

Developing Primary Care

- 4.5 The TPCT reported on how it was working with GPs to develop primary care. They were currently in the process of determining what practices were currently doing and what services patients were receiving. Practices have different thresholds for referring onwards and this results in variable levels of service. The intention is to seek to agree common thresholds and information is being obtained on the respective stages where patients are being referred.
- 4.6 The local enhanced service proposal from the TPCT involves a lead GP being appointed to each of the four GP commissioning clusters. The lead GP will take a specific lead for primary care mental health in the cluster and have particular responsibility for support and training. The clusters will provide

“critical mass” with 70 – 80,000 patients within each one. The model will bring together a key part of each cluster’s commissioning function for primary care mental health. Clusters will all be of similar size and cover a specific geographical area of the Borough. There will be a Community Mental Health Team (CMHT) and specific link workers allocated to each cluster and they will include provision for specific language and cultural needs. The aim is to provide equitable access to services. The Panel felt this initiative would have very beneficial effects on a number of aspects of mental health provision, and supported this development very strongly. It notes that there does not appear to be a timeline for completion of this process.

- 4.7 The TPCT reported that it is also working with GPs to help them detect better those people who need primary care led mental health interventions and those who need secondary services. In addition, people who have had a specialist package of care will re-access services through primary care. Services will work on the principle that there should be one main conduit into services and that this should be through the GP.
- 4.8 When people come off CPA programmes, there should be a plan of ongoing care and GPs should be provided by CMHTs with details of signs and symptoms to look for in the event of any relapse. Since 2004, there have been named consultants within the Mental Health Trust whose role is to link up with practices across Haringey. We noted that this was felt to be working well. This had improved communication in respect of the more serious cases but the TPCT felt that improvement was still necessary in respect of less urgent ones.
- 4.9 The TPCT accepts that provision for people with milder mental illnesses requires development. This is not merely an issue that affects Haringey – it is a London wide and possibly a national problem. They feel that there are currently some pockets of excellent practice within Haringey and are seeking ways of sharing this practice.
- 4.10 GP practices currently collect data in different ways and a huge change is required in moving towards working collaboratively. Clusters are now collecting anonymised data and this will enable comparison of rates of referral. Practices will be much more involved in the commissioning of new services and could look at switching investment to areas which were most effective, thus freeing up resources from elsewhere.

Resources

- 4.11 The Panel noted that there were no additional resources available for improving primary care and the TPCT would need to look at existing practice and determine if there were other ways of working that might free up resources that could be diverted to this area. They were nevertheless optimistic that a collaborative approach between GP practices would deliver results. It would facilitate earlier intervention and better detection as each practice would be able to compare its referral rates with others. There would also be a specific role for the TPCT in education and training.
- 4.12 The Panel was impressed with the TPCT’s enhanced service proposal and feels that it has the potential to make access to services more equitable, improve detection and treatment of patients and make re-accessing services easier.

Recommendation:

That the enhanced service proposal from the TPCT involving the appointment of a lead GP on primary care mental health for each of the four commissioning clusters within the Borough be strongly supported and implemented within a specific timescale (Haringey TPCT)

Talking Therapies

- 4.13 In the case of “talking therapies “, the TPCT stated that it needed to be borne in mind that resources are limited. Consideration is being given to extending the availability of such services within practices, with the assistance of the graduate mental health workers. Some practices currently provide a range of therapeutic services including family therapy whilst others have a far smaller range and it is hoped that the new model will enable services to be spread more evenly.
- 4.14 There are currently four Graduate Mental Health Workers in post within Haringey and it is intended to increase this to seven by next year. The scheme is part of a national training programme and helps provide self help and guided interventions based on Cognitive Behavioural Therapy methodologies for people between the ages of 16 and 65.
- 4.15 The Panel is aware of the government’s intention to expand the availability of talking therapies through the NHS by, amongst other measures, the setting up of a network of specific therapy centres. This long heralded enhancement to services is likely to be announced shortly. We welcome this initiative although we would hope that sufficient additional resources will be made available so that it need not be at the expense of other services, particularly as the announcement is likely to generate raised expectations. We feel that local services should be proactive and take advantage at an early stage of any opportunities for service development that this new initiative may provide. Consideration should be given to delivering services in imaginative ways that help to de-stigmatise them, such as dispersal from specific centres to community locations and outreach work

Recommendation:

That, following the government’s forthcoming announcement of an expansion of availability of “talking therapies”, Social Services, the TPCT and the Mental Health Trust jointly investigate the possibility of improving the availability of such therapies to Haringey residents using, wherever possible, imaginative and non-stigmatising delivery mechanisms. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Medication

- 4.16 The GP that we spoke to stated that there is as yet no system for routinely checking that patients are obtaining repeat prescriptions. However, the monitoring of outcomes framework has given GPs some incentive to check up and has therefore increased the likelihood of it happening.

- 4.17 Registers of patients with mental illness that are held by GP practices are acknowledged as not always being accurate. The Mental Health Trust is undertaking an audit with the largest GP practice in the Borough which involves registers being cross checked with the CMHT database. The results of this exercise will be used to develop ways of improving information that is held by GP practices.
- 4.18 The issues associated with this are similar in many ways to those with other chronic long term conditions, such as diabetes and coronary heart disease. People who have a range of conditions can become ill or even die if they fail to take their medication. There is evidence that a collaborative approach to work with people with long term conditions that involves patients in taking decisions on prescribing can increase the likelihood of them taking their medication as directed.
- 4.19 The decision not to take medication could be argued to be a conscious one that people have the right to take. However, it could also be argued that the failure to take medication on the part of someone who is mentally ill may in fact be symptomatic of their illness. They may not necessarily be in a position to take the sort of conscious decision that they would if they were well. The Panel feels that, at the very least, there should be an awareness amongst relevant professionals that patients may not be continuing to receive prescriptions and that, where appropriate, the issue should be brought to their attention.
- 4.20 In cases where patients have been in contact with secondary services and there are concerns that they may not be taking their medication, this should be brought routinely to the attention of relevant mental health teams. We acknowledge that such a system would be dependent on the accuracy of information that is held by GP practices and welcome the audit that is currently being undertaken by the Mental Health Trust as a first step towards ensuring that this happens.

Recommendation:

That a system is set up by the TPCT, in partnership with GP practices, to ensure that regular checks are taken to confirm that patients recovering from mental illnesses continue to have access to the care and medication required for their recovery, and that where there are grounds to suggest that may not be the case, this be brought routinely to the attention of relevant mental health teams, who can then provide the requisite care management and other support. (Haringey TPCT)

5. Community Based Services

- 5.1 Community based services are generally for those patients whose needs are greater than those who are treated purely within primary care. They have advanced considerably in recent years. Their role has evolved and they are now placing a greater emphasis on prevention and rehabilitation. Most of these services are only available to people who have a current Care Programme Approach (CPA) assessment.

Early Intervention in Psychosis

- 5.2 There is very strong evidence that early intervention in cases of psychosis is effective. Early intervention services aim to promote a long-term recovery and to provide patients with a chance to live a normal life. We noted the findings of the Sainsbury Centre for Mental Health that there is clear evidence that intervening early can reduce the long term harm that people may experience. A number of models of early intervention provision are available with some showing greater success than others.
- 5.3 The Mental Health Trust reported that those who worked within specific early intervention teams tend to be convinced of their effectiveness but this view is not yet shared universally. The service that they typically provide is very well resourced and of the type that all mental health services should ideally be able to provide for all. However, this can only be provided during the first instance of illness and the care provided when patients transfer to CMHTs is not comparable due to fewer available resources. There are various alternative models of how to structure early intervention services.
- 5.4 The original National Service Framework (NSF) guidelines specified that there should be one early intervention in psychosis (EIP) team per half million of population. This would mean one team for the whole of Barnet Enfield and Haringey, which is unlikely to be adequate. An EIP service has already been set up in Barnet by the Mental Health Trust. The Mental Health Trust is currently developing, in consultation with commissioners, a specific early intervention in psychosis (EIP) service for Haringey. The intention is to develop a specific service that is suitable for the Borough's particular needs rather than adhering to any particular model which already exists.
- 5.5 The Panel feels that the development of a specifically designed EIP service for Haringey would be a desirable enhancement for mental health services in Haringey and would strongly recommend that provision for this be included within the three year commissioning plan

Recommendation:

That provision for a specific Early Intervention in Psychosis service, based on a model that is appropriate to the needs of Haringey, be included within the three year commissioning plan and implemented urgently. (Haringey TPCT/Barnet, Enfield and Haringey Mental Health Trust/Social Services).

Detection

- 5.6 The Mental Health Trust considers that improved liaison with the North Middlesex Hospital should also be a high priority and that the need for support

from mental health professionals in detection as patients enter A&E was arguably even greater than the setting up of a discrete early intervention service. Such a service could provide a link between psychiatric services and A&E and the medical wards. Amongst other benefits, it would enable post natal depression to be detected and addressed at an earlier stage. The Panel notes this view and feels that the potential benefits of including this within the commissioning plan should be explored fully by partners.

Recommendation:

That consideration is given, as part of the process for determining the three year commissioning plan, to improving liaison between mental health services and the North Middlesex Hospital in order to provide earlier detection of mental health needs presenting themselves at the hospital. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Antenna and HOST

- 5.7 The Mental Health Trust currently has one particular service that is specifically aimed at early intervention. This is Antenna, which was set up in 1999 to try and divert African Caribbean young men from the mental health system, which they were finding themselves within in increasing and disproportionate numbers.
- 5.8 Antenna receives referrals from a wide range of sources including self-referral. It works with a range of external services and uses an assertive outreach model, which involves engaging proactively with individuals – going out to find them in their homes and communities. The service does not use day centres and instead aims to encourage patients to use mainstream facilities. Amongst other matters, they look at how patients can exit the system and find employment or go into further education and support them in doing so. In addition, they undertake mental health promotion work with the Peace Alliance, churches, and schools and work to promote a positive image for the community of keeping mentally healthy.
- 5.9 In addition, the Trust has an Assertive Outreach Team (HOST). This can be construed as a form of early intervention as it gives patients the opportunity to make a new start and works intensively with patients to reduce the risk of a relapse. HOST was set up in 2003 and takes a proactive approach towards patients who are not engaging with services. They go to patients and see them in their own environment. They aim to prevent re-admission or relapse and use a social inclusion model of provision i.e. they aim to get patients involved in community activities. They focus specifically on individuals who have been through the system of mental health care but where action has so far not yielded positive results.
- 5.10 The Panel noted that it had been suggested by some research findings that the assertive outreach model was not especially effective as it would not necessarily reduce hospital admissions. However, it tends to reduce the duration of hospitalisation as staff are able to detect relapses at an earlier stage. It is also able to improve the quality of life of patients who may not otherwise engage with services.

- 5.11 Both Antenna and HOST work with refugee and asylum seeker patients. They have the time and resources to address assertively a range of issues. The work is intensive so that, although their caseloads are comparatively smaller than CMHTs, their workloads are not dissimilar. Patients are highly appreciative of their work as they are able to devote more time to patients than CMHTs.

Day Services

- 5.12 Day services can play an important role in helping to rehabilitate people who have been mentally ill and can also help to prevent people from becoming hospitalised. They have several key functions:
- They can provide support to patients during crises as an alternative to hospitalisation.
 - They provide valuable social contact for patients.
 - They can be used for therapeutic purposes.
 - They can provide access to social and leisure facilities.
 - They can help people develop the skills to help them remain in good mental health.
 - They can help them to develop the necessary skills that may enable people to undertake further education or gain employment.
- 5.13 The Panel received evidence on the current review of the day care strategy for mental health. The aim of day centres is now to use mainstream facilities where possible. This helps people build up self confidence so that they are more likely to use facilities when they move on. The new strategy would be aimed at providing opportunities rather than care. The Panel visited a range of day care provision throughout the Borough.

The Clarendon Centre

- 5.14 The Clarendon Centre, like all other day care provision, is not a drop-in centre – all users are receiving secondary services and have either a basic or an advanced CPA (Care Programme). It caters for a wide cross section of clients with the full range of mental illnesses, though since the CPA is a pre-requisite, most users have experienced more severe episodes and conditions. A key objective of the Centre is to encourage clients to engage with others. Employment support is included within their services and this includes the services of two support workers. There are approximately 700 people registered with the Centre, of which around 320 are active users. There is no upper ceiling on the number of users who could be registered. There are about 70 to 90 clients who use the Centre per day. The Centre is funded by Social Services, the TPCT and mental health grant funding from the Department of Health. The Centre provides a range of services including an art studio, music studio, yoga, discussion groups and counselling and a café.

Six8Four

- 5.15 The Six8Four Centre provides a service for the whole of the Borough and patients can either use it or the Clarendon Centre. Unlike Clarendon, Six8Four does not have an out of hours service. It provides a service for people with a severe and enduring mental health problem and has close links with Community Mental Health Teams (CMHTs). The Centre was run as a drop-in before its relocation to the current premises but this has proven problematic. It no longer has an open door policy and all patients need to have a CPA and a risk assessment. This has made the environment safer for staff and patients, but has placed criteria on entry to the service. The old centre was located in a church hall in Tottenham and could sometimes be intimidating, particularly for women. When we visited, the new centre had 150 patients on their books, with approximately 30 attending each day. 80% of clients are men. A lot of users come straight from hospital.
- 5.16 The new and highly impressive premises have been funded by a range of grants including revenue funding from Neighbourhood Renewal Funding. There is an extensive programme of group activities. In particular, the Centre can help patients to develop skills in catering and cleaning which they can use personally and to earn a living. They also aim to build the confidence of patients and can assist them in gaining college places. The objective is to facilitate recovery. People who come off a CPA are not immediately stopped from receiving services but gradually phased out. If they become ill again, they can be fast tracked back – a welcome feature. Support from the Centre can help avoid hospitalisation in some cases.

Haringey Therapeutic Network

- 5.17 Alexandra Road Crisis Centre and Haringey Therapeutic Network are particularly relevant services in terms of their role in early intervention. The Network opened earlier this year following the closure of the day hospitals. The Network provides assistance for 12 weeks and offers a wide range of activities. It is not always necessary to have a CPA to obtain a place and patients come with a range of conditions. It concentrates on non medical and holistic issues such as leisure activities and further education. The aim is to facilitate rehabilitation and then try to get patients out into the community as much as possible to use mainstream facilities. They aim to ensure that all patients are linked up to either employment or training after 12 weeks. It is therefore important that those patients referred to them are committed to making progress.
- 5.18 The Network occupies two rooms at the Canning Crescent Centre and can cater for 12 patients at a time. It is open four days per week and has an annual budget of £120k, which comes from the TPCT and, when we visited, was funded until April 2006. The Network stops taking referrals if the waiting list becomes more than 3 months long as the service is geared to provide short term assistance in rehabilitation and longer waiting times are not consistent with this aim. Strict eligibility criteria have been introduced in order to ensure that the service is targeted at those patients that are likely to gain most from it and to keep demand manageable.
- 5.19 It is a popular and highly regarded service, particularly with patients, and there are a large number of people on the waiting list. We received evidence that all permanent staff are currently temporarily seconded and that it is necessary to use a number of agency staff as, due to the uncertainty about the future of the

service, it is difficult to recruit permanent staff. Since our visit, funding has been extended and we were assured by commissioning managers that it is secure. Its role is incorporated into the joint mental health strategy and commissioners stated that they were committed to its future. However, our view is that funding arrangements are still not as secure as we would like them to be.

- 5.20 The Panel feels that the capacity of the Network should be expanded. It appears to embody exactly the ethos behind the joint mental health strategy. We feel that the use of neighbourhood centres for some of its activities and the inclusion of users in mainstream localised services at neighbourhood level should be explored and that closer links with appropriate community based mental health teams should be developed.

Recommendation:

That the work undertaken by the Haringey Therapeutic Network since its opening be highly commended and that consideration is given to:

- Expanding its capacity and securing its future
- Basing some of its activities within neighbourhood centres and creating strong links with neighbourhood based mainstream services
- Developing stronger links with appropriate community based mental health teams.

(Haringey TPCT/Haringey Social Services/Barnet, Enfield and Haringey Mental Health Trust)

Alexandra Road Crisis Centre

- 5.21 Alexandra Road Crisis Centre can take people for a maximum of three weeks. It can be used as a place of safety and refuge for people in mental health crisis or as a preventative measure if it seems a person may be relapsing. It could also be used as a means of providing respite for carers. A CPA is not essential. Self referrals as well as referrals from GPs and from other support organisations are accepted. Clients between 18 and 65 are taken and need to have a predominantly mental health problem.

- 5.22 They provide a limited range of activities. The intention is to encourage clients to attend activities in the community so as not to create dependency. The service is staffed by residential crisis workers and managed by social services although part of the funding comes from the TPCT. It is the only unit of its type in the Borough. There are 8 beds and demand is subject to peaks and troughs. If waiting times go above a week, referrals are no longer accepted. Whilst there are times when this is the case, there are other times when demand is not as heavy. The Panel feels that there is need to increase awareness of this high quality service in order to ensure that it is fully utilised all of the time, and particularly that the respite service for carers is developed further to take advantage of times when demand is low to provide short bursts of residential respite for users.

Recommendation:

That action is taken to improve awareness of services provided by Alexandra Road Crisis Centre in order to ensure that it is fully utilised all of the time and that opportunities for respite care for carers, during periods of lower demand, are maximised. (Haringey TPCT/Social Services)

Assessments

- 5.23 The Panel heard evidence from several sources that CMHT assessments received by day services have sometimes had a tendency to be limited in scope, concentrating on medical issues rather than the wider social care and other needs of the person. In the absence of such necessary detail, it can be difficult for professionals to know how to address a person's particular needs. We received assurances from senior managers that this issue has now been addressed and assessments are now containing the full range of information that day care services require.
- 5.24 It is acknowledged that there needs to be more focus on getting patients to progress and that centres should not be seen as a long term option. However, some provision is specifically aimed at people with severe and enduring mental health problems and they may require long term support. The Panel noted that both the Clarendon Centre and Six8Four only take patients with a current CPA and a risk assessment. The view was that day centres were not equipped to deal with all eventualities and there needs to be a support network that they could turn to if required.

Other Issues

- 5.25 The Panel noted that there are no obvious career paths for care staff who work in day care services. Efforts have been made to develop an NVQ but these have so far not been successful. The Panel feels that good services are dependent on having high quality staff and that specific efforts should be made to retain the valuable services of care staff and develop their skills. Such jobs are not well paid and creative ways need to be considered to provide incentives for staff to stay and to progress within Haringey.
- 5.26 Users of day care services have access to IT training but this has proven to be costly. In particular, the Council's IT support only covers staff and not service users, which means that centres have to buy in support separately which has cost implications. We feel that consideration should be given to including provision for service users within the Council's IT support contract. The current arrangements are costly for our day care services as they have to be set up separately. We feel that there would be economies of scale in including provision within the Council's overall contract and that the additional cost of this may well be less than the amount that services are paying for separate IT support.
- 5.27 Centres are anxious to involve volunteers and, in particular, would like to include ex-patients. However, the need for Criminal Records Bureau (CRB) checks and the delay and cost associated with this has made this difficult to achieve. The Panel felt this issue and its resolution should be further explored and the obstacles removed to what would be a very useful initiative

Recommendations:

- That, in the light of the expected increase in provision of mental health services with para and semi-professional workers, as well as professionals, an appropriate qualification and career progression scheme for care staff in primary and day care

services be developed, including a specific and progressive NVQ. (Haringey Council)

- That consideration is given to including provision for service users within the Council's future IT support contracts. (Haringey Council)

6. The Role Of The Voluntary Sector

- 6.1 It was reported to the Panel that several voluntary sector organisations provide services to people in the early stages of illness. This includes the following:
- Pyramid Health and Social Care, who provide counselling
 - Open Door Project who provide counselling, psychotherapy and consultation services for teenagers. It is either free or low cost, depending on circumstances. Self-referral is available.
 - Mental Health Carer's Support Association which provides a range of services for carers including advocacy, advice, training and casework.
 - Tulip Mental Health Group. This provides a range of housing related support.
 - MIND, who provide a range of services including counselling, independent advocacy, housing and a drop in centre. A Care Programme Approach (CPA) assessment is not required to access their services. They receive referrals from a range of sources, including GPs.
- 6.2 There is a plethora of general services for people with less pressing mental health needs provided by the voluntary sector including ones that provide respite care, training, self-help and counselling. There are at least 42 of these in Haringey and a number of these specifically aim to intervene at an early stage. Only a low percentage are directly commissioned. The majority are grant aided and this is particularly true of black and minority ethnic organisations. This makes their existence always uncertain. There are many of these groups whose prime focus is not mental health but which nevertheless provide some mental health services. HAVCO play a strong strategic support role in procurement and help voluntary sector organisations to bid for contracts. The market is becoming increasingly competitive with private companies also involved.
- 6.3 There are not many services available for people who do not have a Care Programme Approach (CPA) assessment. MIND provides such services and is funded for this by the TPCT. However, the TPCT has a substantial financial deficit and had already given advance warning that there might be cuts.
- 6.4 We noted that many community groups organise events that might not immediately be considered as being relevant to mental health but help to promote well being through addressing isolation and building self-confidence. The voluntary sector also has better access to many hard to reach groups, such as refugee and asylum seeker communities, than statutory services.
- 6.5 The voluntary sector is felt by the joint commissioners to have a good mix of provision. We were pleased to note that a post of user development worker had been created by Social Services and part of that work would be to support voluntary organisations. The Panel noted that capacity within mental health commissioning to support voluntary organisations is limited. It feels that services need to work closely and support voluntary sector organisations providing relevant services. Assistance could also be given, where appropriate, in helping organisations who are not commissioned but provide a relevant and useful service to identify alternative sources of funding.
- 6.6 The Panel feels that there may be a shortfall in the provision of independent advocacy services within the Borough. It can be a difficult experience for a

person with mental illness to attend meetings with groups of professionals and this, as well as their illness, may inhibit their ability to articulate their views and needs. We would concur with the view that an independent person is probably best placed to undertake advocacy. It was noted that MIND have two workers who can provide this and the Patient's Council are also able to provide a limited service but this may not be sufficient to deal with the level of demand. We would therefore recommend that current levels of provision be reviewed to determine whether there is any shortfall.

Recommendation:

That a review be undertaken of the level of availability of independent mental health advocacy services with the Borough, in particular for BEM communities, in order to establish whether current provision is sufficient and that provision for any shortfall that is identified be included within the three year commissioning plan. (Haringey TPCT/Haringey Social Services)

7. Health Promotion And Prevention Of Ill Health

- 7.1 The joint Mental Health Strategy states that particular priority will be given to promoting good mental health and preventing illness. This will include:
- Specific action aimed at children and parents
 - Reviewing day services and employment schemes that are currently provided
 - Exploring opportunities for increasing access to employment, especially employment of service users within statutory organisations
 - Developing service to prevent of loss of employment, particularly working with community services and primary care
- 7.2 The Panel heard evidence from many sources that mental health promotion was an important area and requires specific attention.

Communication

- 7.3 The Mental Health Partnership has developed a communication strategy based on increasing public awareness of mental health as an issue and de-stigmatising it. It is acknowledged that there is also a need to work on promoting good health and reducing stigma and a particular need to work with children and young people. Social Services are working with schools and focussing on such messages as eating and acting healthily as well as other lifestyle issues. The issue is part of the well being agenda and work is also being undertaken with GPs in order that health issues can be addressed holistically.
- 7.4 Specific multi-agency publicity has recently been launched on mental health services. This will cover the whole range of services and include information on how to access help and additional information. The publicity will be available to professionals, patients and relatives and in GP surgeries, customer centres and other public buildings. It includes a comprehensive directory of services that has been compiled by the Mental Health Partnership in consultation with the voluntary sector.
- 7.5 The Panel welcomes this initiative. It feels that publicity should be ongoing and regularly re-visited and updated. Regular information on services should be included within Haringey People and other widely available publications produced by the Council and its partners. Such publicity should encourage people to seek help if they feel that they may be becoming unwell.

Recommendation:

That the multi agency publicity produced on mental health services be welcomed and that information be regularly updated and publicised within relevant publications from the Council and its health partners. (Haringey TPCT/Social Services/Barnet Enfield and Haringey Mental Health Trust)

Environmental Issues

- 7.6 The Panel heard evidence from a range of people on the impact that the environment can have on mental health. Millions of pounds have been poured into regeneration programmes nationally. The money is targeted at people and services living in the most deprived areas of the Borough with a view to improving their quality of life, the services that they receive and reducing health inequalities. Success for these programmes is measured in terms of quantifiable outputs such as numbers of people receiving training, employment, and improved access to services. However, the major impact that programmes can have on people's mental health and well being has not previously been taken into account. The Panel noted that a mental health and well being impact assessment and indicator toolkit has been developed by partners in Lewisham as a practical framework for measuring this.
- 7.7 The Panel feels that the impact of the Council's policies on mental health and well being needs to be considered and would recommend that consideration be given to incorporating a similar process into the planning and implementation of regeneration programmes in order to ensure that policies, programmes and projects promote and protect good mental health. In addition, we feel that the that a Council wide audit should be undertaken, to mark the next World Mental Health Day, of how services address mental health issues as part of their work on Social inclusion.

Recommendations:

- That consideration is given to incorporating a mental health and well being impact assessment process into the planning and implementation of regeneration programmes in order to ensure that appropriate policies, programmes and projects promote and protect good mental health (Haringey Council).
- That a Council wide audit is undertaken, to mark the next world mental health day, of how services address mental health issues as part of their work on social inclusion and that this audit includes a review of how each directorate contributes to the mental well-being of its staff. (Haringey Council)

Neighbourhoods

- 7.8 One particular action that could help to de-stigmatise mental illness is locating services in community settings which people use in their everyday lives, such as community centres, neighbourhood venues, GP surgeries, leisure centres etc. This may help address some of the fear that the public feels about mental health services. Users should also be able to better access mainstream localised neighbourhood services. This is a social inclusion issue.
- 7.9 The government has emphasised the important role of neighbourhoods in increasing community engagement and improving the effectiveness and responsiveness of local services. The Council is rolling out a universal approach to neighbourhood management based on improved area based working and underpinned by strong community engagement. This approach reflects both the government's emphasis on neighbourhood management and the Council's Neighbourhood Renewal Strategy. The approach is based on three propositions:

- That neighbourhood management should be universal
- That the Council should promote area based working; and
- That community engagement and involvement are central to the way the Council does business

7.10 We feel that mental health services should be linked in strongly to this process with appropriate provision being accommodated in neighbourhood centres. This would help to make services more accessible to patients and help to address some of the stigma that exists for people with mental illness. It would also have the added advantage of easing accommodation pressures that some mental health services in the Borough face, particularly the CMHTs.

Recommendation:

That a range of mental health services be linked into new neighbourhood management structures with, where possible, appropriate specialist and mainstream inclusive services being delivered from neighbourhood centres. (Haringey Council)

Education

7.11 The Panel noted that work is currently being undertaken with schools to promote good mental health and welcomes this. We feel that schools should be encouraged to include mental well being as an explicit part of their curriculum and that good practice should be shared between schools.

7.12 Some people have suffered from mental illness since their early teens and this has limited their educational opportunities with the result that they have literacy problems. The Panel therefore feel that their needs should be addressed within the Adult Literacy Strategy.

Recommendations:

- That schools be encouraged to include mental well being as an explicit part of their curriculum and that good practice should be systematically shared between schools. (Haringey Council)
- That the needs of people who have suffered from mental illness be considered within the Adult Literacy Strategy. (Haringey Council)

8. Diversity

- 8.1 The Panel noted that it is often difficult for people from minority ethnic communities to access appropriate help when they suffer from mental illness and that this is particularly true in the case of less serious illnesses. There are also specific issues in relation to detection.
- 8.2 The Mental Health Trust reported that there was over representation/under representation of particular cultural and ethnic minority groups in mental health services as well as specific needs of refugees and asylum seekers that need to be addressed.
- 8.3 The Trust reported that there is an over representation of African Caribbean young men in acute care, particularly amongst forensics (services for patients who have committed criminal offences whilst ill). There are a number of possible explanations for this, such as socio-economic factors and the stigma that exists within the community towards mental illness which may make it less likely for people to seek help at an early stage. There are also particular concerns about the comparatively large numbers of Turkish and Kurdish young people who are coming into contact with the CAMHS team and appear likely to graduate into adult services.
- 8.4 There is no specific team that deals with the needs of refugee and asylum seekers, although the Halliwick Centre has capacity to deal with post traumatic stress disorder. There are two specific voluntary sector organisations that, although located outside of the Borough, provide counselling and psychotherapy for a range of ethnic minority communities, including refugees and asylum seekers. These are the Refugee Therapy Centre in Archway and the Nafsiyat Intercultural Therapy Centre in the Holloway Road. However, waiting times for these can be long – in some cases up to a year.
- 8.5 The Mental Health Trust feels that effective engagement would be facilitated best by better liaison with primary care and a proactive approach by GPs. Their staff can be constrained by difficulties in accessing appropriate interpreters. There is some anxiety about what might happen after the closure of the asylum team in April.
- 8.6 We noted the view of Social Services that, due to the number and diversity of community within Haringey, the issues were far more complex than merely ensuring that the workforce reflects the local community. They stated that it is sometimes not possible even to get interpreters for some less common languages.
- 8.7 We noted that Haringey is to be a “focused implementation site” for developments through the government’s Delivering Race Equality in Mental Health programme and this is being led by the Mental Health Trust. The Panel welcomes this very much and looks forward to the outcomes of this work for our BME communities

Derman

- 8.8 The Panel spoke to Derman, an organisation that works with Turkish, Kurdish and Turkish Cypriot communities, who have been offering counselling to people in Haringey. They had initially been funded by the New Deal for Communities

(NDC) but this funding is coming to an end shortly and the HTPCT has stepped in to keep them going temporarily. They can offer only 6 hours counselling a week and have a budget of £8,000 for this. They do not promote the service as they cannot cope with current levels of demand. Their waiting list is currently three months and is closed if it becomes longer than this. Referrals are accepted from a range of sources including self referral and from GPs. They have also applied to the Council for funding but were turned down. One of the reasons given was that the majority of their work was in Hackney.

- 8.9 There is a stigma attached to mental health problems amongst the communities that they cover and many people will not accept that they have a mental health problem. People arriving in Britain are often traumatised and some needed counselling and/or mental health support. A sizeable number of their clients do not speak Turkish or are illiterate in their mother tongue. Many people come from rural areas which have a traditional outlook and where many women are not sent to school. Adjustment to a different culture can put substantial strain on families.
- 8.10 It was difficult for Derman to estimate how much demand that there is for counselling and family support within Haringey as there is little demographic information available on the community. In one year, the project had assisted 2,000 people from Haringey with health advocacy. Of these, 98% were Kurdish and it was felt that around 90% needed some sort of psychological help. Derman was able to assist with the less severe problems, but not with severe need.
- 8.11 They felt that research was required into the mental health support needs of the Kurdish community, which is the largest of the three communities that they cover within Haringey.

Ethiopian Community Centre

- 8.12 The Panel also received evidence from the Ethiopian Community Centre. There are about 2,000 members of the community within Haringey. Many people do not understand how the healthcare system works or that they needed to register with a GP. They go directly to hospital instead when ill. Many GPs refer patients to them for counselling and support and they have also assisted in CPA meetings.
- 8.13 There is also a stigma attached to mental health in this community which makes it very difficult for people within the community to admit that they need help. In Ethiopia, provision is only available for people who are acutely ill. People therefore do not seek help for depression and other less serious mental health problems or appreciate that mental illness is preventable.
- 8.14 They receive no specific funding for providing counselling. Mental health issues can be related to a range of issues e.g. trauma, unrealistic expectations, loneliness, isolation, HIV. People can access mainstream services with the assistance of community organisations, if need be. In a three month period, they had been aware of six suicides amongst members of the community in north London. There is little specific information on differences in suicide rates between different ethnic groups because death certificates in Britain do not routinely record ethnicity.

- 8.15 People were wary of psychiatrists and, due to their limited understanding of the requirements of the system, could easily feel that they were being oppressed. Education was very important because, if people are encouraged to seek help at an earlier stage, more serious problems and possibly suicides could be avoided.
- 8.16 There are some members of this community too who are highly educated. The person that the Panel spoke to happened to have a medical background and had trained at Guys Hospital and therefore was in a position to assist with counselling. This was a happy coincidence rather than planned provision. He also provided an alternative to the anti depressants that were normally prescribed by GPs and had assisted people from other communities. Most of the problems identified are likely to be common to other asylum seeker communities.

Conclusion

- 8.17 The issues facing these communities are almost certainly shared by others in a variety of configurations. The Panel noted and welcomed the fact that a piece of research on pathways into care for black and minority ethnic communities has been commissioned from Middlesex University. There is a clear need to determine levels and types of need within the Borough amongst its diverse communities. In particular, it is important that the issues that have affected young African Caribbean men do not recur amongst the Turkish and Kurdish communities and that the needs of refugee and asylum seeker communities are met fully. We feel that there needs to be close working with relevant community organisations as well as support for them if these issues are to be addressed successfully.
- 8.18 The Panel feel that that mental service provider partners should act upon the conclusions of the above-mentioned research and use it to review and substantially improve provision for BME and asylum-seeker communities of relevant mental health promotion and treatment services.

Recommendation:

The research that has been commissioned by the Council and its partners on pathways into care for black and minority ethnic communities be welcomed and that its conclusions be acted upon to improve substantially mental health provision for them. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)

9. Employment

9.1 Employment is widely acknowledged as having a crucial role in maintaining and promoting good mental health and therefore can help people stay outside of the mental health system. It can play a particularly important role in helping recovery and rehabilitation. People who have suffered mental illness have the lowest employment rate of any disability group and this equates to around 900,000 nationally being economically inactive and around 8,500 to 10,000 locally. However, it is difficult to know how many of these would like to, or be able to, sustain a working life.

9.2 We received evidence of the particular barriers to accessing mainstream employment:

- Lack of engagement of major employers e.g. placement opportunities
- Lack of employment opportunities
- Attitudes of receiving staff
- Lack of flexibility and support in the workplace
- The “benefits gap”
- Low levels of education and skills

9.3 The Panel also noted that there were a number of things that major employers could do such as:

- Taking steps to reduce stigma and discrimination
- Healthy work place initiatives
- Placements

Local Initiatives

9.4 There are various local initiatives to help people who have been ill to gain employment. The Clarendon and the Six8Four centres run a joint programme offering training opportunities in catering, art, audio engineering and IT. Employment advice sessions are also provided at the centres by the Richmond Fellowship. Personal Development Planning has been established and is being piloted for mental health service users engaging in training and work initiatives. A Mental Health Employment Team (MHET) was started in Spring 2004. This is based at the Clarendon Centre and includes two employment support workers. The team’s role is to support people in their efforts to gain and retain employment. This may involve identifying further study or training to enhance their employability or using work experience placements or voluntary work to develop work skills. Each person’s interests, routines, skills and potential support needs are taken into account and their personal aspirations identified. The team continues to offer support once the client is working, studying or training and this can be either at the centre or at the place of work or study. 76 clients have shown interest in the service and 25 have made use of the job club. Of those that have used the service:

- 2 are now in full-time employment.
- 2 are in part-time work.
- 5 are on work experience.
- 4 are in voluntary work.
- 6 are in study or training.

- 9.5 In addition, College Link and Employment Link services are provided by Haringey Psychology service to provide supported re-entry to study and employment and the support provided by Haringey Therapeutic Network includes opportunities for employment.
- 9.6 In addition, Welfare to Work for the Disabled provides a limited number of supported employment opportunities. The Council's Welfare to Work Co-ordinator is currently involved in trying to place clients across the Borough. The Panel noted that it has only been possible to find work placements so far for a very small number of people. The service also works to raise mental health awareness amongst employers, thereby increasing employment opportunities. Around 50% of their clients have mental health problems.

Placements

- 9.7 The Council is a very large local employer and efforts have been made to encourage it to take placements but these have not yet been successful although it was noted that a scheme is soon to be implemented. The first priority group for work experience placements is currently year 10 pupils in schools. People who have had mental health issues will be included within the scheme in due course. This new scheme is to be launched in January. The Panel noted that the Mental Health Trust already offers work placements.
- 9.8 The Council's Welfare to Work Co-ordinator stated that he understood the reservations that some managers might have about work placements and that they would need to be convinced of their benefits. There needed to be structured support in place, such as support from a mentor for the beneficiary. It needed to be borne in mind that the Council received a lot of requests for placements but resources to support these were finite. The voluntary sector pointed out that the Council would have little credibility in this area until it was seen to be taking on people itself.
- 9.9 It was noted that the Council is working with HAVCO and Volunteer England to set up a volunteer bureau for the Borough and this would provide opportunities for people who were recovering from mental illnesses. It was hoped that a vetting and placement process could be set up that was commensurate with the nature and level of the work being done.

Developing Opportunities

- 9.10 The Panel feels that the numbers of people progressing from day centres into work is still comparatively low. Evidence was heard that, at the time of our visit, only one person from the Six8Four Centre had found work since its opening and he had then found that the benefits regime was such that it was likely that going into work would not yield much additional financial benefit.
- 9.11 We feel that a range of different employment options should be available to people according to their needs and aspirations. It is possible that ex-patients might not be consistent so work placements might be a more appropriate initial response in order to get people back into the jobs market. In addition, we feel that strong links should be developed between the volunteer bureau that is being set up and the Mental Health Employment Team. This will give people the opportunity to take advantage of a wide range of opportunities and move

gradually, and at a pace they can sustain, from voluntary work onto part-time and possibly full-time paid work.

- 9.12 The Panel would concur with the view of the Voluntary Sector that efforts by the Council to improve employment opportunities for people who have suffered mental illness will have little credibility until it is seen to be practising what it preaches. We feel that the Council should take a leading role and lead by example in this area. We welcome the moves to introduce work placements and would hope that such opportunities are provided soon for people who have had mental illness. In addition, we feel that efforts should be undertaken to promote the mental health of the Council's existing staff and to provide support for those who may be undergoing some sort of mental health crisis. Provision of timely and appropriate support can enable people not to lose their jobs in the first place and help to reduce the risk of them becoming acutely ill.

Recommendations:

- That the Council's work placements scheme is welcomed, the placement of people who have suffered from mental illness as part of the scheme be progressed speedily and have high priority, and the placements that are offered are flexible and sensitive to their needs and aspirations. (Haringey Council)
- That specific links be developed between the volunteer bureau that is being set up and the Mental Health Employment Team. (Haringey Council)
- That a report is submitted to Overview and Scrutiny Committee on specific measures taken by the Council to promote mental well being amongst its staff and the support that is offered to those who may be suffering from mental ill health. (Haringey Council)

Benefits Advice

- 9.13 The Panel noted that benefits advice for people with mental health problems has been commissioned on a historical basis, rather than as part of a comprehensive strategic plan. It is now to be included as part of the mental health commissioning plan being developed for joint strategy.
- 9.14 There is currently a contract with Haringey CAB (since around 1998) to provide advice, information and advocacy for mental health services users and their partners and families. This service is jointly funded by Haringey Council and the Mental Health Trust and is accessible on referral from either Health (including GPs) or Social Services on an appointment basis only. It is provided from St Ann's Hospital on Tuesdays and both Canning Crescent and Tynemouth Road Health Centre on Fridays. In addition, there is also advice at the Clarendon Centre. There is no limit on numbers being able to access the service. The service is very well used and valued by those that have used it. In addition, the Council offers comprehensive benefits advice as part of the charging process, which includes mental health service users. There is also a Welfare Support Officer who offers telephone support to staff and online information and leaflets for staff

9.15 Timely provision of benefits advice to mental health service users should be a priority. We are very concerned to hear that the waiting time for advice is currently in the region of 8 weeks and feel this is likely to compound problems for these users. We also feel that advice workers supporting this group of clients should benefit from specific training to ensure they can properly support them.

9.16 The Panel feels that the awareness of all front line staff of mental health issues should be developed so that services can increase their sensitivity to the needs of this group of clients. Staff such as youth workers and teachers are particularly well placed to detect mental illness in its early stages. It is also felt that staff could benefit from specific training in engaging effectively with people who may be suffering from mental illness. An example of the sort of training that could be considered is a package that has been developed in Scotland called Mental Health First Aid. The aim of this is to improve the confidence, knowledge and ability to help others of participants and reduce negative and stigmatising attitudes. After an encouraging pilot in 2004, the course has been rolled out across the country

Recommendations:

- That the inclusion of benefits advice within the commissioning plan for the joint mental health strategy is welcomed and that current provision is reviewed to ensure that it is sufficient to satisfy demand. (Haringey TPCT/Social Services/Barnet, Enfield and Haringey Mental Health Trust)
- That consideration is given to the provision for front line Council staff, including those provide advice on benefits, of specific and appropriate training in engaging effectively with people who may be suffering from mental illness. (Haringey Council)

10. Housing

- 10.1 Housing is a particular problem for many people who suffer mental ill health. Loss of housing can exacerbate a crisis and difficulties in re-housing patients can hamper rehabilitation. People can often stop paying their rent when they become ill and this can result in eviction. In some cases, people can damage their property and this can cause them to lose their accommodation as well as making them very difficult to re-house. Difficulties have been experienced accessing supported housing for patients.
- 10.2 The Panel noted evidence from the Mental Health Trust that there was a national lack of supported housing for people with mental health problems and there were issues with some providers being choosy about who they accepted as tenants. Mental health staff felt that efforts to re-house patients would be assisted by better information on what was available and contact details. In addition, there needed to be more awareness amongst Council front line officers of mental health issues. There was a particular need for provision with night time support as this was when many problems could occur. Some supported housing offered were time limited tenancies, which were not always beneficial to patients. Links with the vulnerable adults unit in housing had existed but their accessibility could be improved.

Supporting People

- 10.3 The Panel received evidence from the Supporting People Manager. This service provides supported housing to vulnerable groups of people and is aimed at assisting people at risk of social exclusion. It provides a level of support that enables vulnerable people to live independently. The programme is funded by the Office of the Deputy Prime Minister (ODPM). 25% of the schemes involve mental health issues and this represents 14% of expenditure. Within Haringey, there are 350 housing units that are linked to support for mental health and these cover 12 different providers. There are two different types of support; accommodation based and floating support. In respect of accommodation based schemes, they provided varying levels of support up to 24 hours/7 days per week. In the case of floating support, this is in mainstream housing and normally involves a support worker visiting on a regular basis. The schemes aim to prevent crises and are not designed to cope with them. The schemes can be accessed via a number of referral routes including self-referral.
- 10.4 The government has required local authorities to review all of their schemes by 2006 to ensure that they are providing value for money. Provision has been evaluated through a comprehensive research study commissioned in a partnership between the HTPCT the Council and the Mental Health Trust. This study is informing the service reconfiguration of the Supporting People mental health sector from April 2006, in line with the joint mental health strategy. This work also takes account of the needs of service users in hospital rehabilitation settings and service users who have lived long term in residential care and the support necessary to help people move into more independent community arrangements.
- 10.5 The Panel noted that there is now a housing worker in St Ann's Hospital working with clients transferring. In addition, there will be a dedicated project officer to work with CMHTs to enable service users to step down from

residential care into more independent arrangements including mainstream housing with floating support.

- 10.6 The Panel heard that the results of the review had been mixed. Whilst some services were found to be of a very good standard, a number of providers were considered to be some way below minimum standards or just below. Contracts will no longer be granted to providers who fail to meet the minimum standard and providers need to demonstrate that they are providing appropriate support and not just “warehousing” people. Some providers had action plans to bring their provision up to standard whilst others had had their contracts terminated.
- 10.7 People generally prefer to be provided with support in their own homes via floating support. However, there are difficulties in finding accommodation of the right quality in the right location. For example, most available one bedroom flats tended to be concentrated on a few large estates.

Vulnerable Adults Team

- 10.8 The Panel noted that there were to be significant changes introduced in the way that housing issues are dealt with. There is to be a single conduit for all housing issues relating to mental health and this will be the Vulnerable Adults Team. In addition, particular emphasis would now be based on helping people to avoid homelessness. If interventions are made at an earlier stage, it is felt that homelessness could be avoided. The view of Social Services is that simply increasing the supply of housing is not necessarily the answer and consideration needs to be given to how to use resources better.

Delayed Discharge

- 10.9 Social Services feel that the Mental Health Trust sometimes wishes to move long term patients faster than resources are available. The Trust’s view is that if patients are fit, they should be discharged as soon as possible. In particular, there is a risk of regression if they are not. It is acknowledged that a solution is needed to this issue and discussions are taking place on moving resources to support this process, in partnership with the HTPCT. There are currently approximately 20 patients ready to move that are not being moved out of hospital as quickly as the Mental Health Trust wants them to. In some cases, the resources needed to support them are substantial. Last year’s figures for delayed discharges had been higher at around 40, so considerable progress is being made, but more needs to be done.
- 10.10 The Housing Service is currently in a period of transition and there is an acknowledgement that some areas require improvement. In the meantime, it is acknowledged that rates of delayed discharge may increase. It is possible that current provision for vulnerable people is not of the sort that people want but delayed discharges are felt to be driven more by the shortcomings in the process rather than the supply.
- 10.11 It will be important to establish a proper relationship with the embryonic arms length management organisation (ALMO) for housing in order to ensure that provision takes into account the needs of mental health users in public housing.

Anti Social Behaviour Orders

10.12 It was noted that assurances had been received by the Executive Member for Social Services and Health that people with mental illness were not being disproportionately subject to Anti Social Behaviour Orders. Around 20% of the people that the Anti Social Behaviour Team was working with were estimated to have a mental health problem. Action against them was not necessarily unreasonable. Assurances had been obtained that the figures were no higher than in other comparable Boroughs. The team had links with mental health services and were required to refer such cases to strategy meetings with relevant services. The Panel was reassured.

Conclusions

10.13 We noted that with concern that difficulties had been experienced by mental health professionals in contacting the vulnerable adults service previously and that they had spent a considerable amount of their time trying to identify appropriate housing for their clients. It was also noted that there are particular actions that mental health workers can undertake to ensure that the accommodation of patients is maintained, such as ensuring that there is regular contact with housing managers and the housing benefits department.

10.14 We acknowledge the fact that significant changes are taking place within the service and, in particular, that provision for vulnerable adults is to remain in-house as part of Social Services. We feel that it is appropriate that this team is the sole conduit for dealing with housing issues affecting people who have had mental illness and are hopeful that the new arrangements will improve accessibility and co-ordination.

10.15 The Panel is not convinced that the supply of housing that is suitable for people who have suffered a mental illness and need re-housing is adequate. Supply levels should be reviewed once the new arrangements for housing, including the establishment of the vulnerable adults team, are fully in place. We also feel that clear links need to be developed by mental health partners with the new arms length management organisation for housing so that they can be linked into the joint mental health strategy.

Recommendations:

- That the adequacy of supply levels of housing that is suitable for people who have suffered a mental illness and need re-housing be reviewed and appropriate action plan taken developed to ensure that demand can be met on a timely basis.
- That clear links be developed by mental health partners to the new arms length management organisation (ALMO) for housing within Haringey. (Haringey Council)
- In order that this very important issue does not slip down the agenda, we recommend an internal Social Services specific review of housing provision for mental health users in a year's time. (Haringey Council)

APPENDIX A

The following people were interviewed as part of the Review:

Siobhan Harper - Head of Joint Commissioning for Mental Health, Haringey TPCT/Social Services

Dr. Juliet Jensen - Consultant in Public Health, Haringey Teaching Primary Care Trust (TPCT)

Nick Bishop - Manager – Mental Health Carers Support Association

David Hindle - Barnet, Enfield and Haringey Patient and Public Involvement Forum (PPIF)/Haringey TPCT PPIF

Dolphi Burkens - Barnet, Enfield and Haringey PPI Forum)

Etta Kwaja - Haringey PCT PPIF

Peter Sartori - The Campaign Group

Deborah Cohen - Deputy Chief Executive/Director of Mental Health Services: Haringey, Barnet, Enfield and Haringey Mental Health Trust

Jackie Shaw – Locality Manager, Barnet, Enfield and Haringey Mental Health Trust

Bill Slade – Welfare to Work Co-ordinator, Haringey Council

Stanley Hui - Haringey Association of Voluntary and Community Organisations

Dermot Boyle - MIND

Stephen Wish – The Polar Bear Community

Dorian Cole – Nurse Consultant Haringey TPCT

David Fazey – Deputy Director of Primary Care Development, Haringey TPCT)

Dr. Mayur Gor - GP and Chair of Haringey Professional Executive Committee

Matthew Pelling - Supporting People Manager, Haringey Council

Councillor Kate Wynne - Executive Member for Social Services and Health, Haringey Council

Anne Bristow - Director of Social Services and Health, Haringey Councillor

Kathy Hostettler – Mental Health Inspection Programme Manager, Haringey Council

Gavin Eastley – Manager, the Clarendon Centre

Diane Clark - Manager, the Six8Four Centre

Yvonne Biasio – Deputy Manager, Alexandra Road Crisis Unit

Emma Rishq - Haringey Therapeutic Network

The HOST and Antenna teams – Barnet, Enfield and Haringey Mental Health Trust

The Patients Council – St. Ann's Hospital

Mesfin Ali – Ethiopian Community Centre

Dilek Dogun - Derman

APPENDIX B

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Scrutiny Services

REPORT OF THE SCRUTINY REVIEW OF REDUCING YOUTH RE-OFFENDING

February 2006

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1.0 EXECUTIVE SUMMARY & INTRODUCTION

- 1.1 This Scrutiny Review was commissioned by the Overview & Scrutiny Committee as part of its work programme for 2005/06 in response to concerns amongst local residents who highlighted Crime and Community Safety as the top personal concern in the Council's annual residents survey (2004). According to the Haringey Crime & Disorder Audit (2001-2004) young people between the ages of 10 – 16 are responsible for 66% of street crime in the Borough. Haringey has the 3rd highest number of accused youths in London (of 32 boroughs), significantly above the London average of 749 accused youths.
- 1.2 The Review comes at a time when the emerging national agenda is looking to develop existing services for children and young people. By April 2006 all Councils must have a Children and Young People Plan in place bringing together the plethora of partners and ensuring the plan is child focused by sharing best practice and developing a multi-agency approach. In addition to this the long awaited Youth Green Paper will send positive messages about young people and will deal with services for 13 to 19 year olds.
- 1.3 The Review focused on services that provide diversionary activities for young people at risk of reoffending and anti social behaviour. The Panel also looked critically at the services provided by the Council and its partners and examined the way that they operate. The Review's recommendations concentrate on how the Youth Offending Strategy can deliver its objective to reduce the rate of re-offending in line with the Youth Justice Board's priorities for the forthcoming year.
- 1.4 According to the 2003 mid year estimate, the youth population in Haringey is 21,428. The youth accused rate figures are based on the youth population figure and represent the number of youths accused per 1,000 youth population. During the last quarter (April 2003-March 2004) the number of offenders fell by 5% (15 offenders) on the same period last year, representing an annual youth accused rate of 48.2 offences per 1,000 youth population. Section 40 of the Crime and Disorder Act 1998 requires local authorities, in conjunction with their statutory partner agencies, to put in place an annual youth justice plan. This describes the nature and scale of offending by young people locally and the programmes available to tackle them.
- 1.5 The importance of tackling youth crime as reflected in the Crime and Disorder Act, makes diverting young people away from crime a central priority. Haringey has a high proportion of young offenders and young victims of crime, the figures are set to increase this year. Evidence therefore illustrates that approaches specifically aimed at dealing with youth crime must also deal with preventing future offending. However this must be done within a framework that recognises and links together a variety of agencies, programmes and priorities within an overarching youth crime prevention strategy. The strategy would streamline existing plans and form a central part of the Youth Offending Service's response to this key issue.

1.6 Recent National Development – The Police & Justice Bill

- 1.7 On 10 January 2006 the Prime Minister announced the Respect Action Plan - Give Respect. Get Respect. ¹The agenda covers a wide range of preventative and punitive measures in areas such as parenting, schools, housing, community and local public services. It draws together existing measures and proposals, principally included in the green paper: 'Youth Matters', and November's white paper on education, alongside new initiatives and programmes for parenting and the community. £80 million of new investment is earmarked for the Action Plan.
- 1.8 The Respect Agenda concentrated on increasing the accountability of local authorities to communities – and the Community Call to Action power was the most powerful example of this. The Bill gives more detail on how this will work but stops short of providing the exact timetables it expects from the local authority. The Bill indicates that the Secretary of State is likely to issue guidance on this aspect in the near future.

1.9 The Role of Overview and Scrutiny Committees

- 1.10 Among the suggestions are that ward councillors and scrutiny committees will be able to investigate anti-social behaviour problems reported by local residents. The councillor will then either help to resolve the issue locally or where appropriate refer it to the Council Executive or the Overview and Scrutiny Committee. The Executive, in turn, will either deal with the issue or where appropriate request the Overview and Scrutiny Committee to become involved. The Committee must make a report or recommendations about how to proceed. There will be a new duty on local bodies including the police, to respond to any recommendations made.
- 1.11 Recent briefing from the Local Government Information Unit indicates that the Bill clarifies the procedure for the Community Call to Action, proposed placing the burden of investigating a crime and disorder issue with the Overview and Scrutiny Committee. It tasks the Committee with producing an action report within an as yet undefined timescale.
- 1.12 Whilst the Panel acknowledges the important role envisaged for scrutiny in the local community safety agenda it expects the Council to consider how it responds locally to the Police and Justice Bill, taking account of the implications for the Executive and Overview and Scrutiny Committee.

1.13 Purpose and Scope

- 1.14 The overall objectives of the Review was to assess how efficiently Haringey Council, in partnership with local voluntary groups and the police delivered services for Haringey's young people who have offended and those at risk of reoffending and anti-social behaviour.

¹ Police & justice Bill : Crime & disorder matters: role of overview and scrutiny committees

1.15 The specific objectives were to:

- To look at the services provided by the Council and its partners, the way that they operate and make recommendations for improvements.
- Check whether there are any gaps in provision for the targeted age group.
- To examine the services targeted at Haringey's young offenders.
- To examine the contribution made by those services to the council's strategies (including Haringey Youth Justice Plan) aimed at reducing reoffending behaviour by young people.
- To make recommendations on good practice and on how the delivery of these strategies could be improved.
- In line with the new Corporate Assessment Framework, scrutiny will look at value for money issues arising from the investigation.

1.16 The investigation was conducted under four main sections namely:

1. Prevention
2. Intervention
3. Performance
4. Partnership Working

1.17 Membership of the Panel

1.18 The Review Panel included:

Councillor Matt Davies (Chair)
Councillor Alan Dobbie
Councillor Stephen Gilbert
Councillor Jayanti Patel

1.19 An independent external advisor, Lib Peck (Policy Officer), at the Local Government Information Unit, advised the Review Panel.

1.20 The Panel met between July 2005 and December 2005. During the course of the Review the Panel met with Council officers and external organisations including the Youth Justice Board. We would like to thank all those who spent their valuable time completing our questions and helping the Review Panel to reach its recommendations. Full details of witnesses can be found at appendix one.

2.0 RECOMMENDATIONS

1. That the Youth Offending Service, produces a business case for the Council Executive, identifying areas requiring additional core funds in the next round of the budget making process, showing the likely impact on performance against national targets.
2. That the Youth Offending Service develops a Corporate Youth Crime Prevention Strategy as a matter of urgency, pulling together all current activities ensuring agreed priorities and objectives and effective integration of work in this area.
3. That the Executive explore the feasibility of embedding Multi Systemic Therapy (MST) within the Youth Offending Service as part of its long term strategy for reducing reoffending.
4. That the Youth Offending Service, supported by the Executive Member for Crime and Community Safety, produce a business case for the Youth Justice Board to fund MST programme in Haringey as a strategy to reduce reoffending on a permanent basis.
5. That a Service Level Agreement be produced between the Youth Offending Service, and agencies supporting intervention where appropriate.
6. That the Executive Member for Children & Young People ensure that schools identify young people who are either at risk of bullying/offending or being a victim of bullying or offending and target their extended school activities towards those young people.
7. That the Executive Member for Children & Young People ensures that schools work with the Youth Service and the Youth Offending Service to ensure that young people are encouraged to participate in schools inclusion programmes where appropriate.
8. That the Executive Member for Children & Young People writes to all Headteachers setting out their responsibility to the YOS partnership (following development of the Corporate Youth Crime Prevention Strategy).
9. That the Executive Member for Crime & Community Safety write a letter to the Home Office outlining the consequences for Haringey's Youth Offending Service following the reorganisation of the Probation Service
10. That the role of the Youth Champion (as recommended in the Youth Democracy Scrutiny Review) be extended to include the work of the Community & Police Consultation Group Youth Panel as a mechanism for consulting and canvassing the views of young people in the borough.
11. That the Council ensures ownership of the Supporting People programme at a corporate level to ensure that funding opportunities are enhanced for a longer term approach to attracting Supporting People grant funds for the provision of housing related support.
12. That the post of Accommodation Officer be filled as a matter of urgency in order to assist the Youth Offending Service achieve the target set by the Youth Justice Board for the provision of suitable accommodation and support for vulnerable young people.
13. That suitable supported accommodation for young offenders is identified and particularly to ensure continued and adequate housing provision under the Arms Length Management Organisation arrangements.
14. That the Council considers how it responds locally to the Police and Justice Bill, taking into account the implications for the Executive and Overview and Scrutiny Committee.

3.0 BACKGROUND – THE SCALE OF THE PROBLEM

3.1 Haringey has 224,700 residents, split equally between males and females. The east of the borough has the highest levels of overcrowding, unemployment and poor health. According to the Indices of Deprivation 2004, Haringey is the 10th most deprived district in England in two of the six district level measures of deprivation. Approximately 31% of Haringey's Super Output Areas (spread evenly across the borough) are amongst the 10% most deprived using the crime and disorder measure of deprivation.

3.2 The National Picture

3.3 Nationally overall crime has fallen by 7% since 2003/04. Crimes recorded by the police also decreased by 6% from the previous year.

3.4 There is increasing overcrowding in prisons. There are now up to 77,000 detainees and this figure is projected to reach even greater heights in the next few years.

3.5 In respect of young offenders nationally:

- There is a downward trend in the number of young people who commit a crime. In 2001 there were 59,152 compared with 57,144 in 2003.
- One third of all crime is attributable to juvenile offending.
- Numbers of young people in custody have remained fairly constant with 3,000 in 2002-2003 reducing to some 2,700 by June 2003. There is particular pressure on places available, particularly in Wales, London and the South East.
- Reconviction rates amongst those on higher tariff community sentences, excluding the Intensive Supervision and Surveillance Programme, have remained high at around 60 per cent.

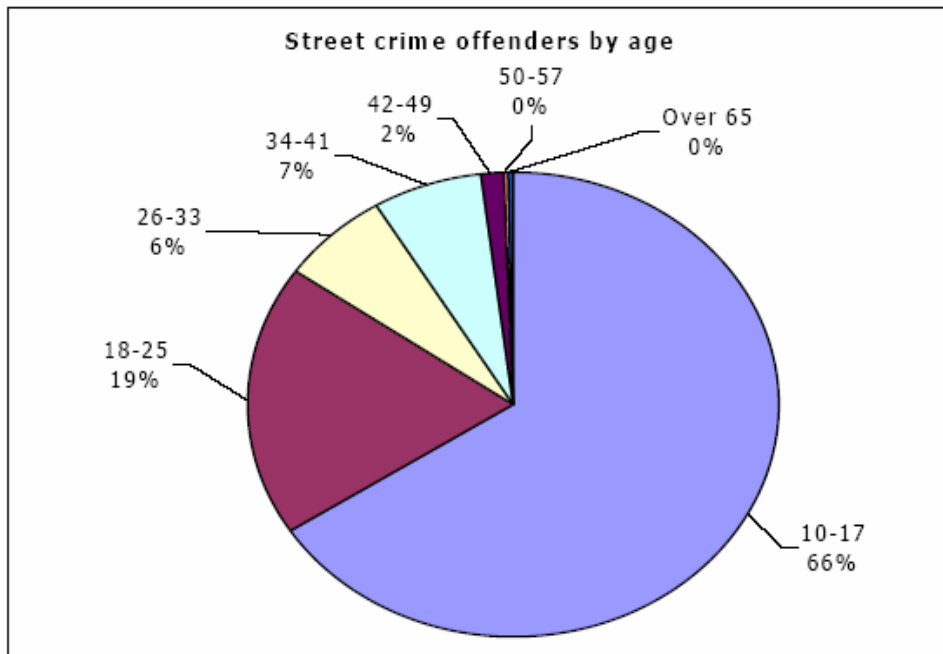
3.6 The Haringey Context

3.7 Youth crime is defined as crime involving offenders aged 10 to 17. Data relating to 'Youth accused' is used as a measure of levels of youth crime. This is generally accepted by the Metropolitan Police Service and crime analysts as a better measure for youth crime.

3.8 According to the 2003 mid year estimate, the youth population in Haringey is 21,428. The youth accused rate figures shown are based on the youth population figure and represent the number of youths accused per 1,000 youth population. During the last quarter (April 2003-March 2004) the number of offenders fell by 5% (15 offenders) on the same period last year, representing an annual youth accused rate of 48.2 offences per 1,000 youth population. On average there are over 4 fewer youths accused every month this year, compared to last year.

3.9 The total number of crimes recorded by the police fell by 3.4% (1,245 fewer offences) compared to last year and by 2.7% (246 offences) compare to the same quarter last year (March 2004 – April 2005).

Haringey's street crime offenders by age.



3.10 Youth crime is defined as crime involving offenders aged 10 -17. According to statistics from Haringey's Crime and Drugs Audit 2001-2004, this age group is responsible for 66% of street crime in the Borough.

4.0 STRATEGIES FOR DEALING WITH YOUNG OFFENDERS

4.1 The Crime & Disorder Act 1998

- 4.2 The 1998 Crime and Disorder Act Section 37 stated that "it shall be the principal aim of the youth justice system to prevent offending by children and young persons." The Act allowed for the setting up of multi-agency youth offending teams whose overarching aim is to prevent and reduce youth offending. It also requires Youth Offending Teams (YOTs) to have representatives from each of the following agencies, Social Services, Probation Service, Police, Health Authority and Local Education Authority. However, the Act is clear that the responsibility for reducing offending lies with each and every agency - "in addition to any other duty to which they are subject, it shall be the duty of all persons and bodies carrying out functions in relation to the youth justice system to have regard for them".
- 4.3 The measurement of re-offending by young offenders is one of fourteen Performance Measures required of Youth Offending Teams by the Youth Justice Board for England and Wales (YJB). This measurement is outcome based and specifically refers to reduction and prevention of re-offending.
- 4.4 In July 2005 the Government published the Youth Green Paper: 'Youth Matters'. It addresses key issues relating to how teenagers are supported and encouraged. Youth Matters represents a reassessment of Youth Services with the objective of ensuring that services are more responsive, better integrated and are focused around the five Every Child Matters outcomes. This is against a background of a lack of coherence and integration of provision that is undermining services.
- 4.5 The issues around providing services for children and young people have been the subject of much national debate and policy development over the last few years, a list of which can be found at appendix two.
- 4.6 Many of these frameworks and policies share similar themes, which have provided a useful context to the work of the Review Panel namely:
- Putting children first
 - Providing services across departmental boundaries
 - Early identification of vulnerability
 - Providing help at key transition
 - Accountability.

4.7 Local Strategies

4.8 While the Council and its key partners are signed up to an overarching Community Strategy, there are a number of specific strategies and plans that deal with services for children and young people. A list of the plans and strategies that the Panel considered is given below:

- Connexions Plan
- 14 -19 Strategy
- Safer Communities Strategy – 2005-2009
- Haringey's Youth Justice Plan – 2005 - 2006
- Neighbourhood Renewal Strategy – 2002-2012

4.9 The plethora of such strategies made it difficult for the Panel to focus on what were the key plans and targets for service delivery and to identify what might need improvement.

4.10 It is widely accepted that within the local child population, at any one time there will be children and young people whose needs are multi-faceted and who therefore require different levels of services and support. The Crime and Disorder Strategy sets a key target of early intervention to prevent young people from offending. All interventions delivered make a contribution to the five key outcomes enshrined in the Green Paper 'Every Child Matters' which sets out the Government's proposals for reforming the delivery of services for children, young people and families. The Youth Offending Service (YOS) has a key role to play in contributing to youth crime prevention across the Borough, although other agencies also have a part to play. The YOS has responded to this in a number of ways, including the establishment of the Prevention Team and the use of the ASSET assessment tool which addresses the causes of offending.

5.0 THE REVIEW

5.1 Youth Offending Teams - The National & London Position

5.2 The Crime and Disorder Act 1998 places a duty on local authorities to establish Youth Offending Teams. The aim of the Act is for the youth justice system and those working with young offenders to prevent offending by children and young people. The key themes in the Act are preventing offending, early effective intervention, reducing delay, reparation, restorative approaches and evaluation of what prevents offending.

5.3 The Youth Offending Service (YOS) is the critical organisation to prevent youth offending and reoffending and is a multi-agency service established under the requirements of the Crime and Disorder Act 1998. The service works with young people between the ages of 10 and 18 years who have been in trouble with the police, providing services to them, their families and victims of youth crime. Its partners are workers from education, health, police, probation, social services and other organisations.

5.4 Haringey Youth Offending Service

5.5 At the outset of the Review the Panel spoke to the Head of Safer Communities who heads up the Youth Offending Service in Haringey. The Service is located in the Safer Communities Business Unit within the Chief Executive Service, and is a multi-agency service established under the requirements of the Crime and Disorder Act 1998.

5.6 Generally the majority of young people deal successfully with the many challenges they face in society and make the transition to adult life without experiencing serious or lasting difficulties. A minority of teenagers however, can face more serious problems. They may have difficulties, which may lead ultimately to leaving or running away from home. They may have health problems, which can affect their ability to achieve and learn. They may become disengaged and disaffected at school and can get involved in causing serious problems for the wider community, including anti-social behaviour and crime. Along with parents and their peers, public funded services also play a central role in influencing their lives. Services for teenagers need to expand opportunities to tackle the range and complexities of problems faced by the minority who are at risk. There is a need to provide the right mix of challenge and support for young people who are involved in crime.

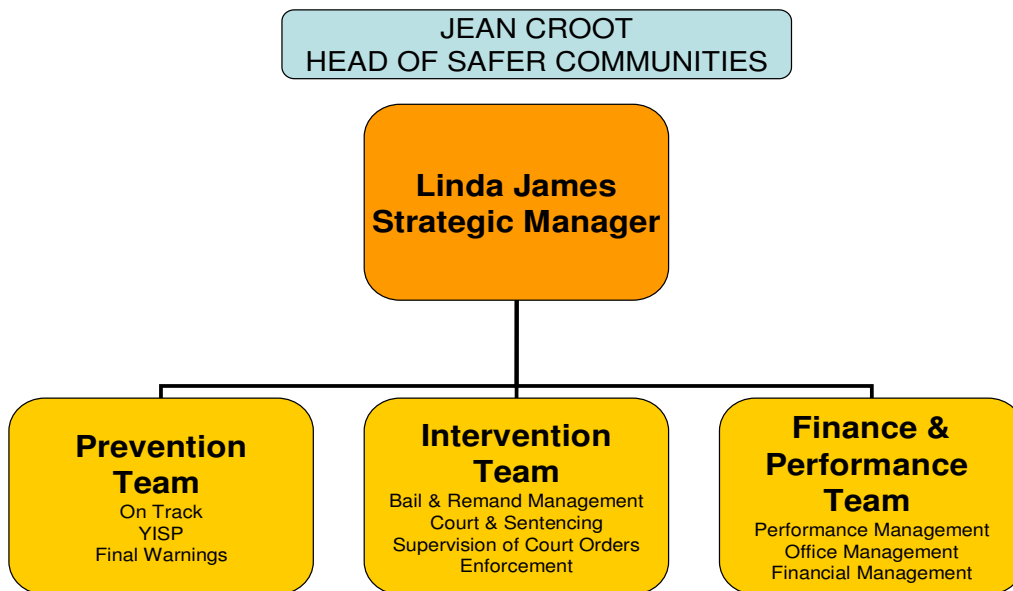
5.7 Haringey's Crime and Disorder Strategy sets an 80% target (2005/2006) for early intervention to prevent young people from offending, and achieved 89% in the 2004/05 outturn performance figure.

6.0 PREVENTION

- 6.1 The Youth Offending Service has a key role to play in contributing to youth crime prevention across the Borough. Prevention work includes working with local organisations to prevent young people from getting into crime, through improving training opportunities and employment prospects.

- 6.2 Haringey’s Youth Justice Plan forms part of the business plan for the Youth Offending Service and is linked to a number of other plans e.g. Young People's Substance Misuse Plan, Behaviour Improvement Plan Children & Young People's Strategic Plan, the annual Business Plan for the Safer Communities Service, and Safer Communities Strategy and Social Services Delivery Improvement Statements (DIS). The Youth Justice Board provides a template that requires the Plan to address the 13 Key Performance Indicators (KPIs) for the Service. This year for the first time a 14th KPI was included, requiring YOS to carry out a race and diversity audit and to produce an action plan to address inequalities. This will be a substantial part of the work of the service in the coming years, as the initial audit carried out to Youth Justice Board guidelines, proved to be too unsophisticated for Haringey. This was due to the fact that the audit was carried out against the 2001 census data and used census classifications which do not accurately reflect the diversity of Haringey's communities. The service identified the need to conduct a more complex audit in order to have better analysis of the areas that need to be addressed.

**HARINGEY YOUTH OFFENDING SERVICE:
ORGANISATION CHART**



- 6.3 Work to reduce reoffending is carried out with young people who have been convicted of an offence and can involve supervision under a court order and through-care for a young person in secure accommodation. The case worker teams (part of YOS) also include a part-time health officer and a teacher (part-time).

6.4 Prevention focused on young people

6.5 The most effective way to reduce crime is to prevent young people from getting into trouble in the first place. The YOS is involved in a wide range of diversionary programmes. Initiatives include the programmes listed below. (Full description on each is included in appendix three).

- On Track
- Youth Inclusion Programme (YIP)
- Youth Inclusion and Support Panels (YISPs)
- Positive Activities for young People (PAYP)
- Positive Futures
- Safer School Partnerships
- Parenting programmes

6.6 The Panel heard from the Youth Service inclusion Manager, Wood Green Area Youth Centre, (one of the key areas focused on by Haringey's Youth Inclusion Programme (YIP). The initiative seeks to reduce offending; truancy and exclusion in disadvantaged neighborhoods by targeting support to at risk 13-16 year olds and in Haringey is targeted on young people who are living in Noel Park, Woodside and Harringay wards. (There are many reasons for selecting these wards for example they run along the side of Haringey's Wood Green Shopping City and statistics indicated that there had been an increase in crime and anti social behaviour by young people in this area). There had also been an increase in tension among young people from various ethnic communities in these wards. Young people are usually referred to the programme through local schools, the Police, YOS, YISP, Social Services, Youth Services, and Positive Futures. Through these referrals the service is able to identify the 50 most at risk young people who fit into the criteria and work is focused on these young people who are the YIP Core 50.

6.7 Young people from the Core 50 are allocated to Key Workers who are able to offer support and guidance, as well as identify needs and interests with the aim of ensuring these activities are delivered through the YIP or young people are referred to projects which deliver these activities. The YIP regularly delivers Personal Development Programmes to the 50 young people. The YIP is overseen by a Steering Group, which is made up of Police, Youth Offending Service, Schools, Drugs and Alcohol Action Team (DAAT) and Youth Service. The Youth Justice Board monitors the project on a quarterly basis and through the Youth Improvement Programme Management Information System (YIPMIS) returns. The information needed to feed into the YIPMIS consists of each young person's details including the offending history 12 months prior to being engaged in the programme. Arrest data is gathered through the police, school attendance and short/long term exclusions, including any authorised or unauthorised absences from schools, every quarter.

- 6.8 The Youth Justice Board sets a target to local YIP schemes of a reduction of offending by 70% in the core 50. The Panel was pleased to know that Haringey YIP has generally exceeded this target and the highest reduction in a quarter has been 96.4%, the lowest at 68.9%, which is still classified as very good. However the service is currently under resourced and there are concerns that there are more young people who wish and need to take up these services than there is capacity for dealing with them.
- 6.9 The Youth Service offers counselling and therapeutic group works to young people who are identified as vulnerable, in need, at risk and experiencing difficulties with a range of issues. Some of these issues include offending behaviour, abuse, violence, disruptive behaviour, mental/emotional distress, drug/alcohol misuse, sexual issues, relationship issues domestic violence, school and social exclusion.
- 6.10 The Youth Service works with a small number of schools in the Borough who approach the service for help where they identified problems with students. The concern of the Youth Inclusion Manager is that the team lacks the capacity to deal with more schools who are not getting the help and intervention they require. The team receives referrals from Victim Support, Safer Schools Police Officers, Young Carers, Young Parents Project, Looked After Children Services.
- 6.11 As part of the investigation the Panel asked whether the Youth Service was satisfied with the level of take-up of services by young people and whether the service was able to identify groups of young people who were not fully engaged with diversionary activities and was informed by the Youth Service Inclusion Manager, of the following:

We are currently under resourced. We have a lot more young people who wish to take up our services than we have the capacity to work with. The Service needs to reflect the communities that are living in the borough; we need to improve on that. For example the Turkish Speaking Communities, the Eastern European Communities, and the Somali communities could be better represented in our service. This will help us in building better links with these communities. We are currently trying to address this problem by advertising, interviewing, recruiting and training volunteers from these community groups. We are also supporting some voluntary groups from these communities who are trying to work with young people. Another way we are trying to engage the hard to reach young people is by designing programmes that they wish to engage in.

6.12 A Corporate Youth Crime Prevention Strategy

- 6.13 The importance of tackling youth crime is reflected in the Crime and Disorder Act, which makes diverting young people away from crime a central priority. Haringey has a high proportion of young offenders and young victims of crime with figures set to increase this year. Evidence therefore illustrates that approaches specifically aimed at dealing with youth crime must also deal with preventing future offending. However this must be done within a framework that recognises and links together a variety of agencies, programmes and priorities within an overarching youth crime prevention strategy. The strategy would streamline existing plans and form a central part of the Youth Offending Service's response to this key issue.

- 6.14 The Youth Offending Service does run preventive projects and there are other preventive and diversionary initiatives run by many agencies often in partnership.
- 6.15 However a Corporate Youth Crime Prevention Strategy would pull together all current activities ensuring agreed priorities and objectives and effective integration of work in this area. Resources would need to be allocated in a more systematic way and evaluation of initiatives would assist these to be more effective. It would also be easier to co-ordinate the efforts of the various agencies to achieve the problem solving approach the Council needs to adopt.
- 6.16 Key agencies recognise that this is a gap in the response to youth crime and agreed that this needs to be tackled as an urgent priority.
- 6.17 The Panel believes that the strategy for children and young people is essential as an overarching strategic framework cutting across a range of departments and the statutory and voluntary sector in Haringey. The Review Panel recommend that a Corporate Youth Crime Prevention Strategy be drawn up as a matter of urgency.

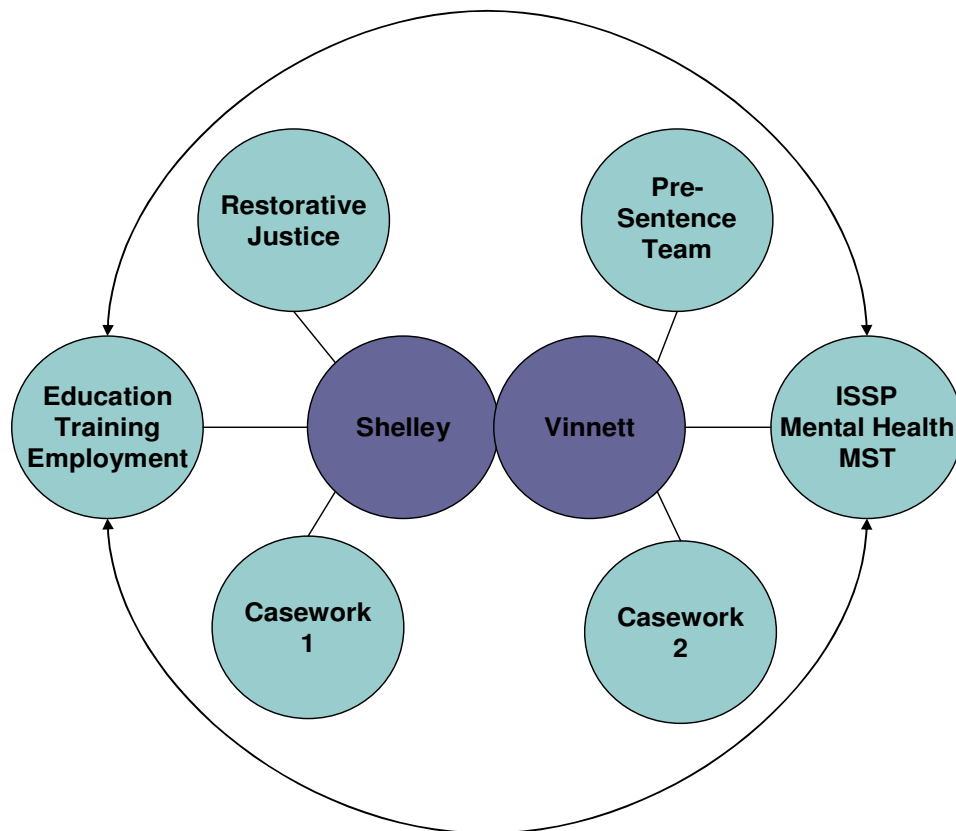
Recommendations:

- That the Youth Offending Service, (YOS) produces a business case for the Executive, identifying areas requiring additional funds in the next round of the budget making process, showing the likely impact on performance against national targets.
- That a Corporate Youth Crime Prevention Strategy be developed as a matter of urgency, pulling together all current activities, ensuring agreed priorities and objectives and effective integration of work in this area.

7.0 INTERVENTION

- 7.1 Vulnerable young people have been targeted by the government as a group in need of additional support. With educational attainment and key placement being the main focus of support, the many challenges faced by young people today, especially those leaving care, are often overlooked.
- 7.2 Intervention tackles the particular factors (personal, family, social, educational or health) that put the young person at risk of offending.

The Intervention Team



7.3 Interventions focused on young offenders

- 7.4 The Panel considered a number of external organisations working in partnership with the Youth Offending Service providing intervention to improve outcomes for young people. Two such organisations were the Brandon Centre and Exposure.

7.5 The Brandon Centre

- 7.6 The Chair of the Review Panel carried out a site visit to the offices of The Brandon Centre for Counselling and Psychotherapy in Haringey, and was extremely impressed by the service. Geoffrey Baruch, Director, explained that the Centre works in partnership with the Haringey's Youth Offending Service and provides help for young people in trouble with the law. With Haringey's Youth Offending Service they are trying out a new type of intervention for young people and their families.

This is called Multi Systemic Therapy (MST) which was developed in the United States, using two significant strands of intervention:

7.7 Multi Systemic Therapy (MST)

- 7.8 This is an intensive family and community based treatment that addresses the multiple determinants of serious antisocial behaviour in young offenders. The approach views the individuals as being nested within a complex network of interconnected systems that include, individual family, and extra familial (peer, school, neighbourhood) factors. Intervention may be necessary in any one, or a combination of these systems. The programme targets chronic, violent or substance abusing young offenders (male and female) between the ages of 12 – 17, at high risk of out-of-home placement, and their families.
- 7.9 The long term goal of MST is to reduce future offending of those young people judged to be at risk of re-offending. MST adopts a social-ecological approach to understanding anti-social behaviour. The underlying belief of MST is that criminal behaviour is multi-faceted; therefore interventions should recognise this fact and address the multiple sources of criminal influence. These not only include the young person's values, attitudes, social skills etc, but also in their social environment; the family, school, peer group and community. It is a key premise of MST that community-based treatment will be more effective than other residential treatments. Research indicates that treating the young person in isolation of the family and community, means that any gains are quickly eroded once they returned to their family, community etc. The family preservation based model of service delivery is home-based, goal oriented time limited and involves the entire family in the process.
- 7.10 Therapists work in close partnership with the Youth Offending Service (the referral source) and work closely with education providers, where they initiate engagement with local schools.
- 7.11 It was noted that MST is not currently embedded in Haringey's Youth Offending Service as it is currently a trial project for five years – unlike Cambridge County Council where MST is part of the Youth Offending Service. The Centre received good feedback from families involved in the process and has a good relationship with the Council. It is the view of the Director that Local Authorities need to decide whether they want MST to be a formal process, (forming part of the Youth Offending Service), or to buy in the service as and when needed.
- 7.12 The Brandon Centre also offers a service for parents who have difficulty controlling the behaviour of their teenage children (12-16 age groups). Practitioners of MST operate on the principle that the most effective way of reducing the chances of young people breaking the law is by helping parents or carers with specific and practical advice and guidance about how to set and apply rules aimed at improving different aspects of the young person's behaviour. The programme includes:
- Behavioural contracts with children
 - Troubleshooting
 - Establishing loving relationship (restoring lost nurturance)

7.13 Approximately 60 young offenders from Haringey have been involved in trials with MST. Half of these received services currently available from the Youth Offending Service and half received MST as well as the usual YOS intervention. Selection was determined randomly, giving everyone an equally chance of selection. All families involved in the project gave their consent and the process was explained to them verbally and in writing. The Panel heard that there were no negative consequences for not being selected for MST. Families not selected continued to receive the services defined in their case management plans.

7.14 Evaluating MST

7.15 Pre and post changes, as well as differences between the MST group and the control groups will be made. Comparison will include looking for differences in offending for up to three years after the MST intervention, including issues such as patterns of offence seriousness and offence frequency. It is anticipated that the clinical aspect of this study will conclude in 2007, when a final report is prepared. It will be compared to services made available by the Youth Offending Service of similar quality.

7.16 Evaluators of MST in the United States have demonstrated the following for serious juvenile offenders:

- Reductions of 25-70% in long-term rates of re-arrest,
- Reductions of 47-64% in out-of-home placements.
- Extensive improvements in family functioning and
- Decreased mental health problems for serious juvenile offenders.

7.17 The Panel is aware that MST has achieved favourable outcomes and cost savings in comparison with more usual mental health and juvenile justice services. In the United States for example the cost is \$4,500 per youth, (£2,700 as at 8/11/05). A recent survey concluded that MST ²(in the United States) was the most cost effective of a variety of intervention programmes aimed at serious juvenile offenders.

7.18 When the Panel spoke to Susannah Hancock of the Youth Justice Board she was asked about the involvement of the Youth Justice Board in this initiative and whether there was any provision for funding. In response, the Panel heard that there was a lot of evidence that MST could work well, but it is very resource intensive. The Youth Justice Board was piloting similar projects across the country based on MST model. In terms of funding YOS and Resettlement and Aftercare Programme (RAP) funds and core grants could be considered. There was a need to consider how resources are used.

7.19 It is the view of the Panel that the Youth Justice Board is keen to find strategies which reduce reoffending and that an effective strategy already exists by way of MST. The Brandon Centre is currently funded by two main funders (charitable donations) and it would be desirable for the Youth Justice Board to fund additional work across the capital, including Haringey's MST on a permanent basis.

² www.brandon-centre.org.uk

7.20 The Panel recommends therefore that the Council explore the possibility of embedding MST in Haringey's Youth Offending Service on a long term basis.

7.21. Exposure Organisation

7.22 Another local external initiative is the ³Exposure Organisation which provides diversionary activities for young people in Haringey and the surrounding Boroughs. Exposure as a charitable organisation is supported through funding raising activities and grants. It is supported by the Council and the Department for Education and Skills. Activities include the following provision:

- a meaningful out-of-school activity which increases self-esteem and rewards commitment;
- a peer information and education service;
- a chance to develop a range of communication skills;
- an independent voice which can contribute to the democratic process at local level
- an incentive to learn about and address issues that affect them to develop their sense of good citizenship;
- accredited training opportunities in journalism, design, desk-top publishing, photography, magazine production, web design, advertising, video production and other forms of media;
- Valuable work experience, which includes creative thinking, working in a team, meeting deadlines, servicing clients in a mature and responsible manner.

7.23 Young people are referred through various routes, including Haringey's Youth Offending Service for training. In terms of the number of young people who access the service, the Panel was informed that there is roughly a 50% split between male and female (males: 93 and 87 females). Of the 180 youths attending 103 are from black and ethnic minority background. The largest representation is those between the ages of 14 – 15 age group closely followed by the 16 and 17 year olds.

7.24 Unfortunately, at the time of the scrutiny the organisation was unable to provide information showing positive outcomes for those who benefited from the programme as they were in the process of collating the figures.

7.25 Young people contribute to the publication of the Exposure Youth Magazine, which contains useful information about young people and issues affecting them. This is available free of charge wherever young people congregate. The organisation has a good relationship with the Council and is proud of its reputation with young people. It is well documented that young people are often the victims of crime, as well as perpetrators and that most are uncomfortable about reporting crime. The Panel learned that Exposure was carrying out a consultation exercise to find out why this is the case and would welcome sight of the result of the consultation.

7.26 The Panel acknowledges the importance of locally based multi-agency partnerships that respond directly to the needs of the community.

³ www.exposure.org.uk

7.27 The Panel was pleased to note that a Service Level Agreement between the organisation and the Youth Service has been agreed.

Recommendations:

- That the Executive explore the feasibility of embedding Multi Systemic Therapy (MST) within the Youth Offending Service as part of its long term strategy for reducing reoffending.
- That the Youth Offending Service, supported by the Executive Member for Crime and Community Safety, produce a business case for the Youth Justice Board to fund Multi Systemic Therapy in Haringey as a strategy to reduce reoffending on a permanent basis.
- That a Service |Level Agreement be produced between the Youth Offending Service and agencies supporting intervention where appropriate.

8.0 PERFORMANCE

8.1 Haringey's performance against other Youth Offending Service

8.2 The Review comes at a time when the emerging national agenda is looking to develop existing services for children and young people. By April 2006 all Councils must have a Children and Young People Plan in place bringing together the plethora of partners and ensuring the plan is child focus by sharing best practice and developing a multi-agency approach. In addition to this the long awaited Youth Green Paper will send positive messages about young people and will deal with services for 13 to 19 year olds.

8.3 The Review Panel found that the performance of Haringey's YOS compares favourably nationally and in London with other Youth Offending Teams (YOTs), particularly with Pre Court and First Tier re-offending. It finished 7th and 11th nationally respectively out of a total of 155 YOTs. (See table overleaf).

8.4 The performance has particular significance considering the demographics of the Borough. There are high levels of crime, deprivation, transience and Looked After Children (children in care) by comparison. This factor is not taken into account currently when publishing YOTs performance in a league table and the Youth Justice Board is looking at ways of weighting the tables in the future.

8.5 The Panel was advised of the performance indicators for reducing reoffending by young people in Haringey and details of how the Council performs against national and regional Performance Indicators in comparison with its ⁴ family group.

8.6 Re-Offending Breakdown

8.7 Recidivism (reoffending) is separated into four categories, which relate to levels of offending i.e. Pre Court, First tier, Community and Custodial penalties. Pre Court penalties consist of Police Final Warning and Police Reprimands. First tier is low-level court sentences: Referral Orders, discharges, fines and Reparation Orders. Community penalties consist of Action Plan Orders through to Intensive Supervision Orders. Custodial sentences are self-explanatory. The table overleaf shows a breakdown by level of intervention and the national and London positions for the 2002 cohort re-offending after 2 years.

8.8 Starting in 2000 and then repeated each successive year, a cohort of young people who received a substantive outcome (i.e. Police Reprimand, Police Final Warning or Court Conviction) between October 1st and December 31st were identified, then monitored and tracked in terms of re-offending over two periods: 12 months and again at 2 years. The figures were analysed between October and December as this would be the most up-to-date information available and was the timescale used by all local authorities.

⁴ Family 2 is one of the 13 Home Office defined Crime and Disorder Reduction Partnership (CDRP) Families. These families consist of boroughs grouped together according to similar demographics in order to facilitate like for like comparisons. There are 11 boroughs in Haringey's Family.

Haringey's reoffending performance targets against other comparable authorities.

2002 COHORT RE-OFFENDING AFTER TWO YEARS						
Reoffending				National position	London position	Family position
Performance	Number in cohort	Numbers who re-offended	% of co-hort that have Reoffended	From 155 YOTs	From 33 YOTs	From 10 YOTS
Pre Court	79	17	21.52	7 th	3 rd	1 st
First Tier	111	43	38.74	11 th	6 th	2 nd
Community Penalties	29	19	65.52	28 th	16 th	5 th
Custodial	13	11	84.62	65 th	20 th	8 th

Performance thus far this year - 2003 Cohort re-offending after 2 years (up to end of August 2005).

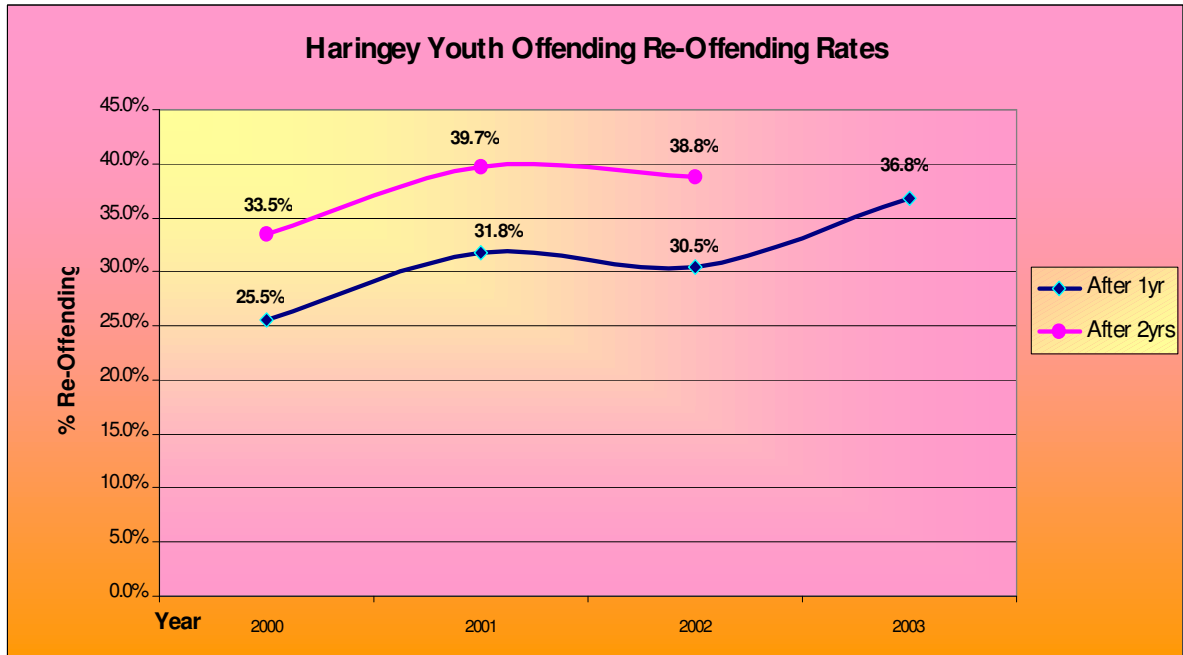
Re-offending performance	Cohort	Reoffended	% of cohort that have reoffended	Target
Pre court	52	16	30.7%	20.9%
First Tier	88	34	38.6%	37.1%
Community penalties	35	24	68.6%	62.7%
Custodial	11	7	63.6%	80.8%

8.9 The table clearly indicates that re-offending occurred more at the higher level of sentencing. Subsequently, it was more likely that a young person released from prison would re-offend than a first time offender that had received a final warning. This is due to the complexities involved in a young person who received a custodial sentence. He/she was far more likely to experience accommodation, substance misuse, education and family issues and the offending behaviour is also likely to be more entrenched.

8.10 Rate of Reoffending in Haringey

8.11 Section 40 of the Crime and Disorder Act 1998 requires local authorities, in conjunction with their statutory partner agencies, to put in place an annual youth justice plan. This describes the nature and scale of offending by young people locally and the programmes available to tackle them.

8.12 The Panel heard that with many of the young people that re-offended, the frequency and seriousness of the offences they are committing have reduced, it is of concern to the Panel to note that the level of re-offending in Haringey will increase this year. The projected figures are 40% re-offending after 1 year and 45% re-offending after 2 years.



8.13 It has been historically proven that most young people are likely to re-offend within the first three months following sentencing.

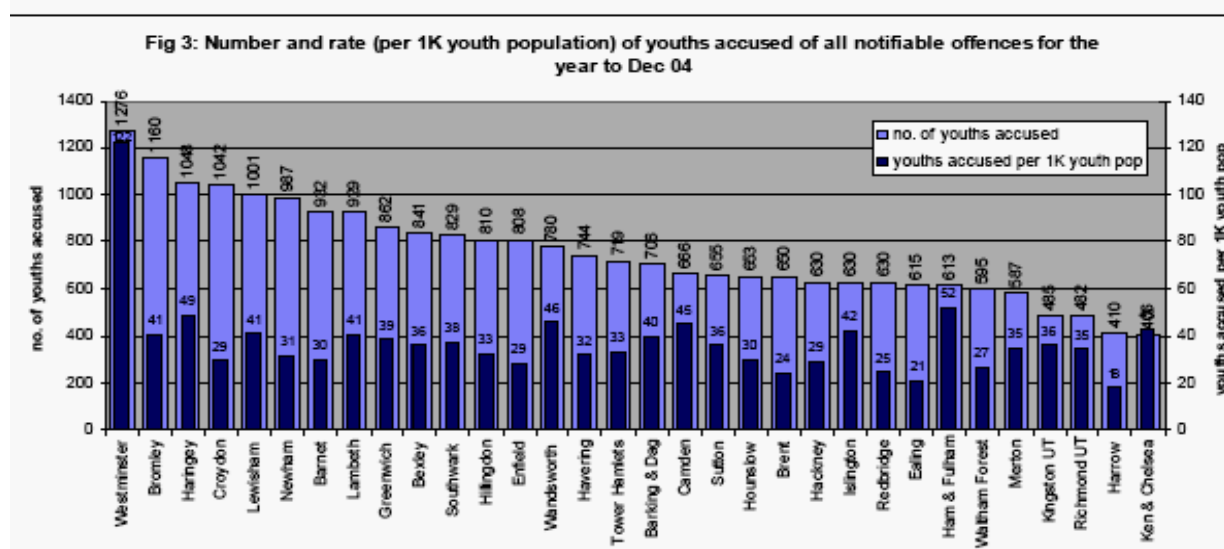
Those most at risk of reoffending are in the following groups:

- Male offenders, age 14-16
- Looked After Children
- Persistent Young Offenders
- Young offenders who are not engaged in Education/ Training /Employment
- Young offenders with unstable and unsuitable accommodation.

8.14 The Youth and Crime Reduction Unit

8.15 The aim of the Youth and Crime Unit (YACU) is to promote and support work across London to reduce youth crime and victimisation. The Unit is focussing on 15 London Boroughs helping them to develop and deliver youth crime reduction strategies. Within this Unit, Haringey has the 2nd highest number of youths accused (1,035) and the 2nd highest youth accused rate of 48.2 per 1,000 youth population. Both of these figures are above the YACU Borough averages of 823 youths accused and 40.9 youths accused per 1,000 youth population.

8.16 Young offenders accounted for just over 21% of all accused of committing crime in Haringey. While there has been an encouraging reduction in young people accused of crime (25% across the YACU), Haringey nevertheless had the second highest numbers of youth accused of crime in London, after Westminster.



8.17 The graph shows the Borough-level figures for youths accused for the 12 month to December 2004 for the 15 boroughs in the YACU. The five Boroughs with the highest numbers of youths accused are Westminster, Bromley, Haringey, Croydon and Lewisham.

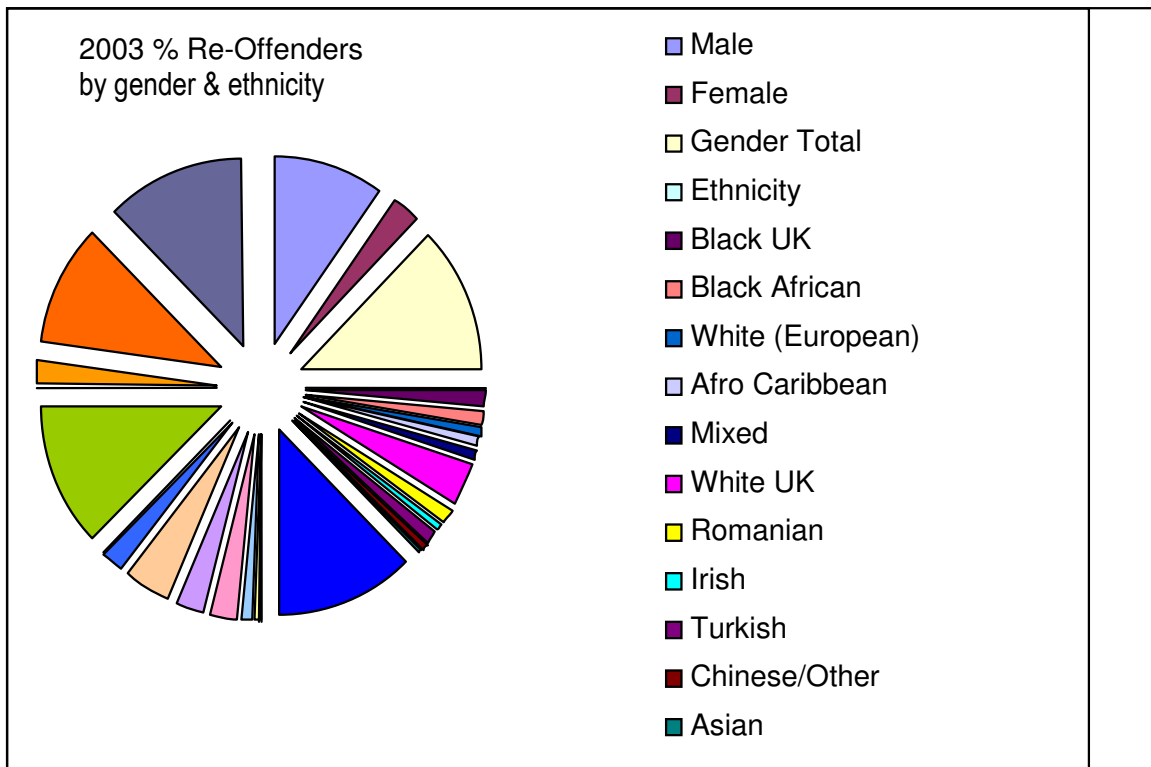
8.18 There are well known characteristics of a young offender. Nationally these include:

- 66% are excluded from education
- 20% are on the child protection register
- 40% have a drugs or alcohol dependency
- 33% have mental health problems
- 43% are looked after by the Local Authority
- 75% of all juvenile offences are by 15-17 year olds.

8.19 A crucial issue considered by the Panel was how the YOS worked with its partners in using data to plan, monitor and evaluate its work particularly in developing a problem solving strategy to intervention. The Panel learned of one example where the Youth Offending Service was able to ascertain that there was an increase in the number of young Romanian Roma people coming through the criminal justice system in Haringey. Many had not previously had any formal education and would not attend school. Funding was secured from Connexions to run numeracy and literacy classes for young people and to support them into mainstream education once they were more confident in their language skills. In conjunction with this, the YOS also ran a group specifically for those from Roma community, which was based around citizenship, explaining the culture and life in the UK, addressing discrimination and oppression and informing them of the laws and the consequences of transgressing them. Similarly, the young women's group and the black, young men's groups arose out of the identification of a need to address issues such as gender, sexuality and identity, the self image the young people had, their aspirations and their limited knowledge of positive role models.

8.20 For example the Panel wanted to check on whether there are any gaps in provision for the targeted group(s) and requested information from the Youth Offending Service giving a breakdown of offending and reoffending in the Borough by age; ethnicity and gender. This is line with the 14th Key Performance Indicator set by the Youth Justice Board. It should be borne in mind however that the information provided shows a snapshot at a specific point in time when the Borough experienced problems with a particular group of young people:

- Very high proportion (44%) of female population re-offended compared to 38% for male population. Surprisingly therefore in Haringey females are more likely to re-offend than males. However the number of girls offending remain very much lower that for males.
- Romanian (73%) and Irish (75%) had the highest proportion of re-offending ethnicities. However, (%s could be misleading due to relatively small numbers it pertains to, particularly with Irish offenders).
- White UK (55%) has a significantly high number of re-offenders
- White European (15%) and Black African (23%) had the lowest number of offenders
- 13yrs (58%) and 16yrs (49%) had the highest number of re-offenders from all age groups.
- Surprisingly 17yr olds (23%) had the lowest % of re-offenders. Partially attributed to the fact that YOS stopped tracking once they are transferred to probation (apart from Detention and Training Orders)
- 63% of Young People who are in care re-offended.



8.21 Therefore, at that time the most likely profile to re-offend was a 13 year old Romanian female in care. The Panel was pleased to note that intervention strategies were devised and implemented to support this group.

9.0 WORKING IN PARTNERSHIP

9.1 Sharing Information

- 9.2 Successful partnership working is vital to providing good services to young offenders. Their needs cut across existing Council departmental boundaries and often require a cross departmental response. A number of external stakeholders including the Metropolitan Police Service, Health Service and the Voluntary Sector and Faith Communities have an inherent interest in young people's lives and it is essential that a good working relationship between these agencies and the Council be developed.
- 9.3 An early conclusion of the Panel is that each Council department must have responsibility for identifying vulnerable children who are in need of support. Budgets to meet this responsibility could be pooled or shared between appropriate departments. Effective clear and accountable strategic co-ordination is essential to provide clarity around strategy, ensure a co-ordinated approach to the mapping of need and identification of targets across all departments, co-ordinate action planning to address the needs identified and co-ordinate the monitoring and evaluation of services provided.
- 9.4 The Panel welcomes the fact that the Green Paper 'Every Child Matters' acknowledges the importance of the promotion of closer working between services and agencies with responsibility for children and young people, including those in danger of offending and re-offending. Local authorities, with lead responsibility for children's trusts arrangements, have an important role to play in ensuring closer co-operation between Youth Offending Teams (YOTs), schools and other agencies. A recent booklet from The Education Network ⁵(TEN)* on the Youth Justice System and Schools highlights some positive practice in re-integrating young offenders into education and training and the need for closer cooperation between YOTs and schools and colleges. The Green Paper promises a consultation on further proposals for those offenders below working age, later in the year.
- 9.5 However, of immediate concern to the Panel was the type of strategies used to determine how information is shared between the YOS and its partners. In response, the Executive Member for Crime and Community Safety informed the Panel that the Council had information sharing protocols in place with all key partners since YOS' formation in 1999 as was laid out by the Crime and Disorder Act. This permits the sharing of information in relation to the prevention, detection and reduction of crime and disorder and to prevent re-offending. These protocols have now been superseded by the Borough wide protocol for information sharing which provides a formal mechanism through which information can be exchanged to support crime reduction in the Borough.

⁵ * TEN publication – Youth justice and schools – is available from TEN's website www.ten.info.

- 9.6 The Panel further learned that the Safer Communities Management Board was made up of representatives from all the key stakeholder partners at a senior level. Any difficulties with effective partnership working can be presented to the Board and a strategy to overcome them developed at a senior level. However, the YOS is represented on a number of other strategic and managing bodies of its partner organisation and this permits representation to be made at varying levels to identify and overcome any barriers to effective working.
- 9.7 In general terms it became apparent that while all agencies are engaged with the YOS, there is a wide variation between the levels of engagement.
- 9.8 The Panel learned that partners' stretched resources did not permit the time or financial contribution to be as generous as the YOS would wish; and that the YOS Management Board was the forum to raise concerns about any gaps in service provision.
- 9.9 One particular problem which was identified by the Panel in making information sharing difficult was the variance in definitions used by different service agencies. For example a 14-year-old who becomes involved with an adult in the sale of drugs may be regarded either as child protection issue or criminal youth offending. The Children Service might feel that it was not a child at risk issue as nothing unpleasant was happening directly to the child. The Youth Offending Service, on the other hand, might take the view that the child is at risk due to the people involved in drug dealing and is therefore vulnerable.
- 9.10 The Panel recommends that the Council works to develop common definitions between service providers to ensure that appropriate action is taken to protect young people.
- 9.11 In general the Panel wanted to ascertain the extent of information sharing in assessment and planning of diversionary activities for young people at risk of re-offending and whether the information was used in targeting specific age groups; gender or target services in specific areas across the Borough.
- 9.12 The Panel learned that some partnership arrangements are working better than others, for example the Youth Inclusion Manager informed the Panel that:

We work very well with the Police, Positive Action for Young People, SPURS and YOS. However the response from some schools, Social Services, and Education Welfare Service departments is very poor. We have to continually remind them of the information required in referring young people as well as monitoring the young people's attendance and exclusions at school. Schools need to acknowledge their responsibility in cooperating with partner agencies, in order to achieve the government's vision. Partnership arrangements with voluntary groups could work well but the problems we are finding is that they do not have the same stringent systems and procedures as we have. We sometimes find that they do not take on board the importance of these systems and need to be regularly reminded of the agreements between us. We involve voluntary groups in partnership work, to either deliver a piece of work with/for us and also by keeping them informed of our activities and promoting any activities they may be doing which might be of interest/benefit for young people.

We try and focus on the outcomes we wish to achieve for each young person and support them in achieving these outcomes by setting short and long term targets. We provide activities for all young people during the known peak times for offending, with the aim of keeping them off the streets. We deliver regular workshops to young people on issues such as, Safety, the Law, Drug Awareness, Sexual Health, Healthy Lifestyles, Conflict resolution, and Communication skills. We encourage young people to plan and be active in the organisation and delivery of some programmes and trips with the aim of empowering them. We work closely with the Police, YOS, YISP, Schools, DAAT, Peace Alliance, and Connexions Positive Action for Young People (PAYP), and share information when necessary.

9.13 Another general theme which emerged during discussions on partnership working, which was not restricted to any one agency, was the view of officers in the Youth Service that youth workers do not receive the acknowledgement and recognition for the contributions they make towards reducing crime in the Borough. Even agencies who receive funds from the Youth Offending Service and are getting a great deal of support from youth workers, fail to acknowledge the support given in their activities or their achievements.

9.14 Working with schools

9.15 The Panel heard that often links between schools and other Council departments could be more effective, particularly in relation to dissemination of information about services on offer. Whilst there has been evidence of innovative partnership arrangements, the Panel has concluded that joint working between schools and other agencies has been a mixed success. There appears to be weak communication between schools and the Youth Service.

9.16 For example the Panel heard that the Extended Schools initiative will bring with it the development of the use of school grounds and facilities to provide a range of local based community services including services for children and young people. However the Youth Service told the Panel that they have not been fully consulted on this important piece of initiative. Officers informed the Panel that there was a need for schools to be more proactive in identifying students who are at risk of offending.

- 9.17 Whilst the majority of schools employed link-teachers, whose responsibilities include working with young people in inclusion projects, there are concerns at the high turn over of staff, failure to acknowledge the need for external support and some are reluctant to provide relevant information to the Youth Service i.e. the pattern in behaviour and level of truancy.
- 9.18 Many young people involved in crime and anti-social behaviour starts at an early age and this is an area where early intervention can achieve good results. Bullying, challenging behaviour and violence within the school setting is one of the main areas of concern for those working in schools. Schools must by law have a policy to prevent all forms of bullying among pupils. The policy needs to set out strategies to be followed, backed up by systems to ensure effective implementation, monitoring and review. Challenging bullying effectively will improve the safety and wellbeing of pupils, show that the school cares and make clear to bullies that the behaviour is unacceptable.
- 9.19 Schools are open to the community beyond normal school hours. The Panel acknowledges that the idea of a multi-professional base operating out of schools is an attractive one. The children are accessible in this one place and parents are often drawn to it simply because their children are there. The facilities schools offers can be used by youth workers, clubs etc. for children and for adults in a way which will make the school more accessible, and useful for local people. The engagement of schools and the engagement of communities should not be two separate processes.
- 9.20 It is the view of the Panel that effective prior consultation and efficient lead-in time for projects are the key to more involvement from schools. Formal and informal networks of communication at the operational level are also required, so that the necessary ongoing adjustments can be made to suit the needs of schools and those providing intervention. Multi agency work brings a new set of care workers into the school environment and there needs to be a way to liaise and tackle problems in a shared way.

Recommendations:

- That the Executive Member for Children and Young People Services ensure that schools identify young people who are either at risk of bullying/offending or being a victim of bullying or offending and target their extended school activities towards those young people. These young people should be encouraged to participate in schools inclusion programmes.
- That the Executive Member for Children & Young People Services ensures that schools work with the Youth Service and the Youth Offending Service ensuring that young people are encouraged to participate in schools inclusion programmes where appropriate.
- That the Executive Member for Children & Young People writes to all Headteachers setting out their responsibility to the YOS partnership (following development of the Corporate Youth Crime Prevention Strategy).

9.21 Working with the Children's Service (Community & Resources)

9.22 The Panel consulted Rob Graham, Assistant Director Children's Service (Community & Resources) about the types of activities available for young people. The Panel notes that the Youth Inclusion Service provide a universal service targeting young people who are at risk by keeping them occupied during times of high risk e.g. school holidays and providing personal development strategies; finding out what they want and teaching them to take responsibility for their action and that output is more important than the type and number of activities offered. The Panel was also informed that the Children's Service deal with severe cases of disaffection and worked with families exploring the types of support they need to get them onto the support ladder. The Children Service also ensures that the communication and network of services work with families to reduce the risk of offending and reoffending. (It is vital to have this level of partnership through young people and teachers talking and listening to each other). Information gathering is one of the strengths in Haringey and teachers are now confident to report issues to the police. The Panel was also made aware of the following:

- There is a need for more targeting of services. The Council is getting universal services sorted out but more specific work is missing especially for older teens.
- It is important that the voluntary sector and the Youth Service work closely together, more adults should be encouraged to volunteer.
- Connexions Services work across four boroughs. One Personal Advisor work within the YOS. Connexions have Personal Advisors in three secondary schools – there is a need for at least 10 Personal Advisors across the secondary schools.
- Recent successes include significant reduction in truancy for a cost of about £3,000 - improvement is measured against assessment after 2 – 3 months; good results have been achieved when compared with the cost of custodial sentence which could be anything between £50,000 to £100,000.
- Additional funds have been received from Positive Futures, Children Services, Youth Justice Board, Neighbourhood Renewal Fund, Connexions and Safer Communities.
- There is some degree of work with extended schools and the youth service – more could be done in terms of linking up and providing personal development workers.

9.23 With reference to how the YOS tracked and monitored offenders it was noted that tracking back was carried out for the most prolific offenders. Activities included looking at the families to find out why a young person becomes a prolific offender. This work could be used as a means for driving future targets.

9.24 New developments in the Borough include the Bruce Grove Youth Centre and the Duke of Edinburgh Award Scheme. It is anticipated that the Youth Centre will be fully operational in the spring of 2006.

9.25 Working with Children's Service (Children & Families)

9.26 The Panel consulted Cecilia Hitchin, Deputy Director, Children's Service (Children & Families), about the role of Children's Services in reducing offending and reoffending and was informed that there are currently 2 Senior Managers and 2 Deputy Managers with responsibility for young people. Children's Services are represented on the Youth Offending Services Management Board and the Deputy Director is the Chair of Young People's Substance Mis-use Group. It was acknowledged that in the main young offenders shared similar characteristics of those who are at risk generally i.e. they are not in education or poorly educated, from a troubled background, experiencing parental difficulties and mental health problems. Children's Services are currently in the process of revising its protocol with the Youth Offending Service and Children and Family Services to examine their working practice. Guidelines were developed about five years ago – these are currently being reviewed and updated. There has been a high turnover of staff in Children' Services Social Workers team.

9.27 The Panel was informed that there are usually gaps in the services - the drivers from central government have pushed services apart and each service works to different agenda and performance indicators. For example workers in Children and Families Services have little knowledge of youth offending work. There is a need for updated training to avoid any risk of confusion in roles and responsibilities.

9.28 The Panel was made aware of the following:

- More working together between Children & Family Services and the Youth Offending Service would benefit vulnerable teenagers and help to develop overall strategies.
- There are challenges around getting young offenders into full-time education, it is already difficult for those who have dropped out of the education system but more difficult for those with a criminal record. Specific strategies to get young offenders back into education include working with Connexions Advisors for 16 plus who work with young offenders at the assessment stage – YOS has a Connexions Adviser based in the Service.
- There is a pilot scheme with the Youth Justice Board, Government Office for London, Rainer and Connexions Services to get them back into education within five days of release and Haringey YOS is part of this scheme.
- The vast number of initiatives from the Youth Justice Board and changes in legislation makes it difficult to keep up.
- Large numbers of young people are sentenced into custody. However reparation and community sentences work better for young people than custodial sentences.
- Insufficient funds are targeted at the older youths, further different techniques are required for the 11 to 12 year olds and parents to help prevent family breakdown, more investment needed from central government.

9.29 Working with the Probation Service

9.30 The Panel acknowledges the heavy workload faced by officers particularly when the service under scrutiny is undergoing an audit inspection, but was nevertheless disappointed that the Probation Service failed to respond to the scrutiny inquiry. The Panel had hoped to receive responses to the following questions:

- What does the Probation Service consider to be the most important factors for reducing re-offending? How effective does it consider Haringey to be? And what are the biggest obstacles to Haringey being more effective?
- How effectively does the Probation Service currently work with its partners? Which council departments does it work with most? How involved is it in the CDRP?
- How successful does the Probation Service consider the Prolific Persistent Offenders initiative to be? What could make it work more successfully and how would this be measured?
- How closely does it work with the Youth Justice Board?
- How adequate is the provision of housing and education for post custody offenders?
- How has the relatively new National Offenders Management (NOM) structures impacted on its work? And what does it envisage to be the main challenges if the proposals in *Reducing Re-offending Restructuring Probation* are implemented? How will affect the relationship between the probation services and local authorities?

9.31 However the Panel is aware of the work of the National Probation Service (NPS) which is currently being transformed to become part of the National Offender Management Service (NOMS), a single service which will combine the work of the prison and probation services, to focus on end-to-end management of offenders. The current function of the service is to protect the public, supervise and enforce court orders and licenses, and to rehabilitate offenders to law-abiding lives. NPS has accelerated the development of effective ways of working with offenders and it has created new central and local structures to support this work. The Panel recommends that the Home Office be made aware of any consequences for Haringey's YOS following the reorganisation of the Probation Services.

9.32 Each year NPS takes on the supervision of around 175 000 offenders; the caseload on any given day is over 200 000. Approximately 90% are male. Just over a quarter of offenders serving community sentences are aged 16-20. Approximately 70% of offenders supervised by the probation service are on community sentences; 30% are imprisoned with a period of statutory licence supervision in the community as an integral part of the sentence.

9.33 All work with offenders combines continuous assessment and management of the risk of both reoffending and harm. This is achieved through risk management structures such as Multi-Agency Public Protection Arrangements (MAPPA) and the provision of accredited offending behaviour programmes designed to reduce re-offending. Enforcement of the order or licence conditions is a priority.

9.34 Specific tasks include:

- Assisting magistrates and judges in their sentencing decisions through the provision of pre-sentence and bail information reports
- Finding and supervising unpaid work by offenders in local communities
- Contributing to decisions about the release of prisoners through the production of reports on the assessment of risk, to the Parole Board and prison service
- Being a responsible authority within MAPPA (along with the police and the prison service). This is set of statutory arrangements operated by criminal justice and social care agencies that seek to manage the risk presented by sexual or violent offenders and protect the public
- Managing one hundred approved probation hostels which provide controlled environments for offenders on bail, community sentences and post custody licenses
- Contacting victims where the offender has been sentenced to 12 months or more in custody for a sexual or violent offence, to keep them informed of key developments throughout the offender's sentence. Victims are also given an opportunity to make representations about the offender's licence conditions, and this liaison also contributes to effective risk management of offenders.

9.35 Some probation staff are seconded to work in youth offending teams, (Haringey has one seconded Probation Officer) prisons and a wide range of other public protection and crime prevention or reduction partnership agencies.

9.36 Working with the Police Service.

9.37 The YOS has three Police Constables and a part-time Inspector seconded to it. The role of the Inspector includes leading on the Safer Schools Partnership initiative, working with schools to improve community safety and to reduce crime in and around secondary schools. The Police Constables are involved in administering final warnings, restorative justice and victim contact.

9.38 The overarching goal for the police service is to help secure a safe and just society in which the rights and responsibilities of individuals, families and communities are properly balanced. Specifically, the police service aims to:

- Promote safety and reduce disorder
- Reduce crime and the fear of crime
- Contribute to delivering justice in a way which secures and maintains public confidence in the rule of the law.
- Deal speedily and transparently with police wrongdoing

9.39 The police service states that information sharing can be an important weapon in the fight against crime, and is essential to the partnership approach to crime reduction set out in the Crime and Disorder Act.

9.40 Community and Police Consultative Group (CPCG)

9.41 The Panel interviewed Enid Ledgister of the Community and Police Consultative Group about its activities and role in the Borough and noted that the main aim of the Consultative group is to:

- a) Undertake local community engagement between the communities and the police within the London Borough of Haringey and to obtain the views of local people to ensure that police decisions reflect their concerns and needs.
- b) To engage with local stakeholders including the local Crime & Disorder Reduction Partnership in order to influence local decisions about community safety and crime prevention in order to bring key local issues to the attention of the Metropolitan Police Authority and the police.

9.42 The Community & Police Consultative Group has a diverse membership list comprising a number of sectors in the Borough.

9.43 Each member of the Executive Committee is tasked to undertake outreach work such as promoting the Group and to identifying potential new members. Travellers, refugee communities and young people are underrepresented on the Consultative Group.

9.44 Youth Panel

9.45 Meaningful engagement and consultation are also key to developing a positive relationship between Haringey's varied communities. Young People are often hard to reach and the Panel learned that the Haringey Community & Police Consultative Group & Partners are planning to hold a Youth Consultation Conference that will give young people living in Haringey the opportunity to express their views on policing issues that affects them. The outcomes of the conference would enable the borough partners to establish consultative systems to address the issues raised in order to make a difference.

9.46 Members of the Panel asked Enid Ledgister how the CPCG aims to incorporate ideas that emerge into mainstream council policy. She responded that the ideas could be adopted in the overall business objectives of the Community and Police Consultative Group as well as fed through to the Metropolitan Police Authority and the Metropolitan Police Service.

9.47 The project will consult and talk with a variety of young people between, the ages of ten and nineteen on youth crimes, the policing of the Borough and other related issues. A number of activity events, in terms of shadowing officers will be hosted between youths, the police and other Identifiable organisations. The Panel encourages the Haringey Community & Police Consultative Group to share the outcome of the consultation with the YOS. This will help to enhance the YOS consultation and engagement with young people about systems, practices and policies.

- 9.48 Each witness interviewed by the Panel was asked to identify gaps in the service. The Community and Police Consultative Group believe that the gaps in the Council's provision for dealing with young offenders are:
- a) Insufficient mentors to provide support and guidance
 - b) And that housing provision for offenders over the age of 17 is in short supply
- 9.49 In response to Members question about how the HCPCG use best practice in other boroughs to inform their own process and procedures, it was noted that a booklet called: ⁶'Active Involvement of Young People in Developing Safer Communities' provided best practices guidance and have been widely used and adopted by Haringey and other Boroughs
- 9.50 The Panel is aware of a recent scrutiny review on Youth Democracy which recommended the appointment of one Executive Member as a Youth Champion and would endorse that recommendation. This would ensure that there is a political focus for young people in Haringey. The Panel would also add that the work of the Police Consultative Forum Youth Panel be included in the remit of the Youth Champion.

Recommendations:

- That the Executive Member for Crime & Community Safety writes a letter to the Home Office outlining the consequences for Haringey's Youth Offending Service following the reorganisation of the Probation Service.
- That the role of Youth Champion (as recommended in the Scrutiny Review of Youth Democracy be extended to include the work of the Community & Police Consultative Group Youth Panel as a mechanism for consulting and canvassing the views of young people in the borough.

⁶ . [Active Citizenship Centre - The active involvement of young people...](#)

10.0 HOUSING ACCOMMODATION FOR YOUNG OFFENDERS

- 10.1 According to the London Resettlement Board, approximately 1,200 ex-prisoners are released into London each month, 54% of released prisoners re-offend within two years and many of these will be prolific offenders. Released prisoners are responsible for 1 million crimes each year nationally. Ex-offenders with a stable home are significantly less likely to re-offend. However; successful resettlement requires an integrated and coordinated response across a broad range of agencies and service providers.
- 10.2 Providing suitable and sustainable accommodation for young people who offend and those at risk of reoffending is critical to reducing reoffending. In their 2002 report, 'Reducing re-offending by ex-prisoners', the Social Inclusion Unit found that the presence of suitable accommodation can mean a reduction of more than 20% in reoffending rates. Being without stable accommodation makes it extremely difficult for young people who offend to engage in a range of programmes that are vital to effective rehabilitation, such as education, training and employment, services to address substance misuse and interventions to address offending behaviour.
- 10.2 The measurement of satisfactory accommodation for young offenders is one of fourteen Performance Measures required of Youth Offending Teams by the Youth Justice Board for England and Wales. Funding for Youth Offending Services is conditional on satisfactory progress being made by the services, against national standards and performance targets set by the Youth Justice Board, as well as the provision of data and a satisfactory plan.

Measure Twelve: Ensure the Youth Offending Team has a named accommodation officer and young offenders have satisfactory accommodation.

- 10.3 Youth Offending Teams have to report on these measures in a consistent, accurate and timely fashion. This will allow the Youth Justice Board to:
- (a) Link the data outcomes for these measures to general funding payments. The quality of the data submitted will determine whether YOTs receive their full grant payments or incur an abatement;
 - (b) Publish the performance achieved by each YOTs against each measure in its annual report;
 - (c) Identify YOTs allocation of resources and service effectiveness in key areas.
- 10.4 At the time of the Scrutiny investigation, the Panel was informed that the Accommodation Support Worker's post in the Youth Offending Service had recently become vacant and efforts were being made to fill the post. The post is used to implement the Youth Justice Board's Accommodation Strategy and is currently funded by Supporting People programme and is subject to short term funding which has been sought on a yearly basis. For people experiencing or at risk of social exclusion, housing related support plays an essential part in preventing or dealing with a crisis situation. It is vital that the post is filled as soon as possible.

10.5 The Supporting People Strategy

- 10.6 This is a national programme which provides funding to help vulnerable people maintain or improve their ability to live independently. It is a cross-cutting programme, enabling support for a wide and diverse range of vulnerable groups. It contributes to the achievement of a large number of key government objectives including:
- Creating sustainable communities
 - Tackling disadvantage and social exclusion
 - Reducing re-offending and through this, reducing the need for custodial sentences and supporting community safety.
- 10.7 One strand of the Supporting People programme relates to ex offenders, particularly where leaving prison or detention (for young offenders), where there is a need to support the individual to develop the necessary skills and make the right connections to resettle and reintegrate within the community. Arrangements for providing such support need to be compatible with, and sit alongside, those put in place for criminal justice supervision. They form part of a broader package which will, ultimately, contribute to community safety through helping to address the triggers of and thereby reduce reoffending.
- 10.8 It is the understanding of the Panel that data is currently being collated about the accommodation needs of young offenders and the gaps in service provision, particularly for those with challenging behaviour or who have committed serious offences. (It's difficult to house violent and sex offenders as this involves high level multi-agency public protection issues). This evidence will continue to be collated and presented to Supporting People or other funding sources, to negotiate the continuation of funding for the post or to attract new funding.
- 10.9 The Panel therefore recommends that the Council ensures ownership of the Supporting People programme at a corporate level to ensure that funding opportunities are enhanced for a longer term approach to attracting Supporting People grant funds for the provision of housing related support.
- 10.10 It is hoped that funding for the Accommodation Officer post will be extended beyond 2006. It is the view of the Panel that the post is crucial in meeting the target set by the Youth Justice Board in terms of supporting vulnerable young people. This will allow the Youth Offending Service to achieve the target set by the Youth Justice Board for the provision of suitable accommodation and support for vulnerable young people and should be filled as a matter of urgency. The Panel would hope to see rapid progress in the development of the Resettlement Strategy for London and improvement in finding suitable accommodation for young offenders following the appointment of the accommodation officer, while accepting that implementation of the strategy will be over a much longer period of time.

Recommendation:

- That the Council ensures ownership of the Supporting People programme at a corporate level to ensure that funding opportunities are enhanced for a longer term approach to attracting Supporting People grant funds for the provision of housing related support.

10.11 Changes to the Housing Strategy and Needs Service in Haringey

10.12 To set the Service into context, the Project Manager outlined the background changes to social housing provision in the Borough. She informed the Panel that in recent years, the Housing Strategy and Needs Service has concentrated efforts on meeting the challenges posed by increasing levels of homelessness and in meeting the government's target of reducing unsuitable temporary accommodation. The changes create a new single housing supply service – combining permanent and temporary housing development teams. The service needs to develop to enable it to effectively respond to the way that the council tackles homelessness, temporary accommodation and re-housing needs also continues to change. Choice-based lettings, long term temporary accommodation and an increased emphasis on prevention, are viewed by the government as imperative. The government views choice-based lettings, long term temporary accommodation and an increased emphasis on prevention as imperative. The Council's homelessness prevention and options project is an example of how Haringey is addressing this. The main benefits of this structure include the creation of a smaller, more effective senior management structure for the Business Unit, with improved weighting for strategic services – replacing a larger more operationally focused housing needs based management team. It puts all frontline client-led services within the one team, allowing single point management of these services.

10.13 Housing Services for young people

10.14 The Panel learned that when a young person presents as homeless, the Accommodation Support Officer will establish the reasons for their homelessness and whether or not mediation could help to resolve the situation. It is made clear to the young person that if their parents/carer agrees to allow them to live at home, it is expected that they will return home. However there are exceptions in cases where the young person is at risk of abuse, violence or because of their bail or release from custody conditions.

10.15 If the young person is unable to return home that will need to be confirmed either in writing by the parents/care, or by the Accommodation Support Officer, or the allocated YOS Worker.

10.16 It is explored with the young person and their allocated YOS worker, whether there are any family members or friends who may be able to accommodate them on either a temporary or permanent basis.

10.17 If no alternative accommodation can be found and the young person is immediately homeless then they must approach the Housing Advice and Homelessness Service. The YOS Accommodation Officer will assist and support them in doing so.

10.18 Young Person in Court with no bail address

10.19 Where a young person appears in court without an address, the Bail and Remand Officer will contact the Accommodation Support Officer and advise at the earliest opportunity when a young person is appearing in court with no address. The officer will contact the Lead Officer informing them of the situation. A temporary address is provided, which can be presented as a suitable bail address to the court.

10.20 Young Person Leaving Custody

10.21 The Panel was informed that there will be occasions when a young person is released from custody but has no suitable accommodation to return to. A pre release visit is arranged with the Accommodation Support Officer and the Youth Offending Service worker who will carry out an assessment of housing need and report to the Lead Officer. If possible suitable supportive accommodation is arranged for the young person's release. A full interview is made within 7 days, allowing the young person time to make a benefit claim. In the event that an Accommodation Support Officer is unable to attend the pre-release interview, the young person will need to present themselves as homeless.

10.22 There were no statistics available for the number of ex offenders currently housed.

10.23 The target set by the YJB for the percentage of young people concluding community sentences assessed as living in suitable accommodation is 100%. Haringey is currently underperforming at 95% as a significant number of young people completing community sentences are housed in Bed and Breakfast accommodation whilst their housing needs are assessed. This type of accommodation is not deemed suitable by the YJB. The Panel was made aware that:

- Young offenders under 16 years of age are referred to Social Services.
- 70% are at home with parents or carers.
- 10% are deemed to be in unsuitable accommodation.
Accommodation standards are stipulated by Youth Justice Board.
- 10% are in foster care or residential units.
- Some ex offenders are also referred to YMCA.

10.24 The Panel was concerned to note that the Council has reduced the number of guaranteed places for housing reoffenders after they have come out of custody (and there have been in one of the ten bed spaces available on a temporary basis) from six to two. Although this has currently not been a problem because Housing Services have continued to accommodate more than this number when necessary. The Panel wanted to know whether guarantees have been made by the Council Executive to ensure that accommodation will continue to be made available for young offenders, by the Arms Length Management Organisation. It would be a major concern if the two bed guarantee was to be enforced as a limit.

10.25 Following inquiry by the Panel, the Executive Member for Housing informed the Panel that:

“The responsibility for all policies relating to lettings and allocations remain with the Council following the creation of the Arms Length Management Organisation (ALMO). Any changes to lettings policy (and indeed any other housing policy or strategy) will be developed and if necessary consulted on by the Housing Strategy and Needs Service. Any significant change would go through the Council’s decision making process, as it would at present.

Move on quotas (from six to two bed spaces) are an important way in which the Housing Service can deliver both housing and corporate objectives. The ‘move on’ quota for ex-offenders is an important example of this. Quotas are reviewed on a regular basis to ensure that they reflect current need and priorities and that best use is made of a limited resource. As noted by the Review Panel, the formal quota number was reduced. The reason for the reduction of the quota was that the Priority Needs Order, which was introduced at the same time as the Homelessness Act, required Councils to consider vulnerable ex-offenders as priority need. We therefore, anticipated an increase in the numbers of ex-offenders who would be assisted via the homelessness route. We were able to assist more people than the move on target and this will remain under review”.

10.26 The Executive Member for Housing Services acknowledged the links between homelessness and reoffending. Research from the Social Exclusion Unit suggests that the provision of stable accommodation can make a difference of over 20%, in terms of the reduction of reconviction. As a result, housing through the homelessness route or via hostel accommodation and move on quotas, are only a part of what the Council aim to offer. The Panel was told that there is a specialist Housing Adviser, who works with adult ex-offenders and the Probation Service to seek sustainable housing solutions. This post will be located in the newly extended Vulnerable Adults Team, which is being introduced as part of the new Prevention and Options Service. The Service places emphasis on delivering solutions for adult homelessness occurring and offer alternative options where this is not possible.

10.27 Resettlement & Aftercare Programme.

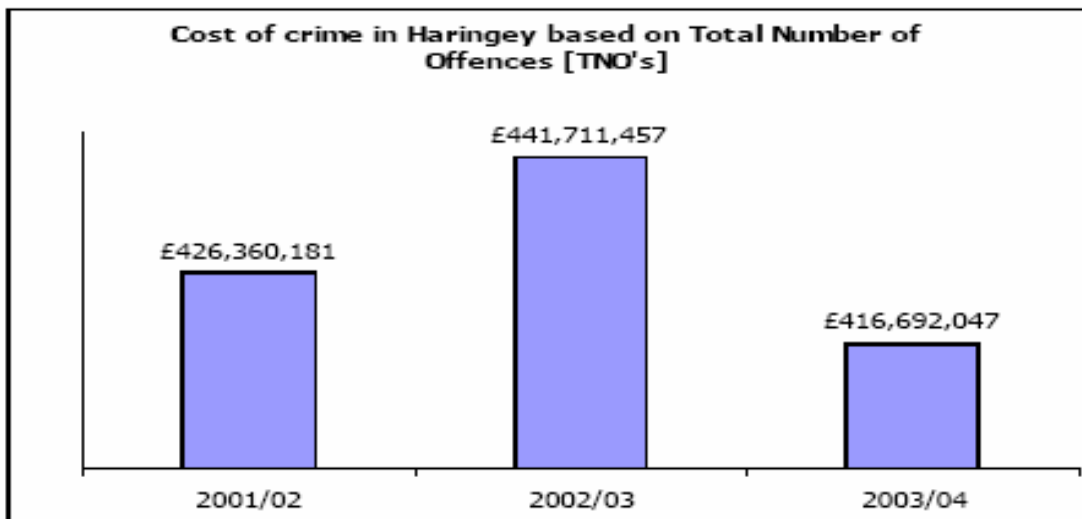
10.28 On a visit to the Youth Justice Board, the Panel asked Susannah Hancock to explain the purpose and aims of the Resettlement and Aftercare Programme (RAP) recently introduced in YOTs and whether this work is being evaluated. The Panel was informed that it is a Department for Health funded project primarily for adults part of which includes research on how substance misuse impacted on offending. The Panel is aware that this programme has recently been extended to young people on community sentences and that the grant funding for Community Substance Misuse and RAP have been combined.

10.29 It is the view of the Panel that appropriate accommodation is a critical requirement in helping young people move into independence, but it needs to be underpinned by a range of supporting services ensuring that they are not set up to fail by losing their tenancies.

10.30 The Panel feels that closer liaison between the Youth Offending Service and Housing Service is needed to strengthen links and identify suitable accommodation. It is important for the YOS and Housing Services to undertake a cost benefit analysis, detailing the cost to the Crime Reduction Partnership in dealing with re-offending rates among young people, against the cost of providing suitable sustainable accommodation as a strategy aimed at reducing reoffending levels.

10.31 Calculating the cost of crime can help decision making and help to monitor the effectiveness of crime prevention and reduction initiatives. From the chart below it can be seen that during the last three years the cost of crime in Haringey rose initially before falling. Broken down per head of the population average crime cost every single person in Haringey £1,978 per annum. (According to Haringey Crime and Drug Audit 2004).

- In 2003/2004 ⁷the estimated cost of crime in Haringey was £416.7 million.
- Over the past three years, this has reduced by 2% down from £426.4 million in 2001/02.
- Violent crime is the most expensive crime in Haringey and cost £348.5 million.



10.32 The cost of crime in Haringey for the year 2003/04 was calculated for the following offences: violent crime, robbery, burglary, theft of motor vehicles and theft from motor vehicles. Young people make up 65% of all accused of street crime, 47% of vehicle crime, 30% criminal damage and residential burglary. A quarter of victims of youth crime are aged 10-25, with 8% aged 10-17.

⁷ (Haringey's Crime & Drugs Audit 2001-2004).

Recommendations:

- That the post of Accommodation Officer be filled as a matter of urgency in order to assist the Youth Offending Service achieve the target set by the Youth Justice Board for the provision of suitable accommodation and support for vulnerable young people.
- That suitable supported accommodation for young offenders is identified and particularly to ensure continued and adequate housing provision under the Arms Length Management Organisation arrangements.

11 CONCLUSION

- 11.1 It is our view that Haringey's YOS is a well functioning service with limited resources achieving exceptionally good value for money based on comparison with its family group. Funding is the biggest barrier to improving the Council's performance in reducing the level of reoffending. Despite having to work under tight budgetary constraints the Service has been able to improve on performance targets from the previous years.
- 11.2 The Service is dependent on short term funding in order to provide not only special projects but also some core services. This poses a significant risk to maintaining the current level of services and improving on performance to date.
- 11.3 There was also a concern expressed to the Panel in some of the discussions, that many of the partner agencies are too stretched trying to do too many things and working to different Performance Indicators. Numerous initiatives from the Youth Justice Board make it difficult to ensure that the right priorities are identified. Whilst some programmes are successful, attention should be given to exit strategies for some of the current projects, identifying funding beyond 2006 and giving consideration to pooled budgets where appropriate to ensure consistent service and adequate funding.
- 11.4 The Government's Police & Justice Bill outline the process whereby a resident can raise an issue of anti social behaviour with a local councillor and expect a response within a given timeframe. There is an assumption that the councillor will then either sort out the issue or refer it to the Council Executive or the Overview and Scrutiny Committee. The Executive, in turn, will either deal with the issue or refer it to the Overview and Scrutiny Committee. The Committee must make a report or recommendations about how to proceed. The authority must then respond to the relevant committee indicating what (if any) action it proposes to take.

Recommendation:

- That the Council considers how it responds locally to the Police and Justice Bill, taking into account the implications for the Executive and Overview and Scrutiny Committee.

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The Executive**On 21 February 2006**

Report Title: **Project and Programme Management – Response to the Audit Commission Review**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Chief Executive**

Wards(s) affected: **All**

Report for: **Non-key decision**

1. Purpose

- 1.1 To present detailed proposals and supporting information for a revised Programme Management framework in response to the 'Review of Project Management' paper published by the Audit Commission in January 2006.

2. Introduction by Executive Member

- 2.1 Following the June 2005 outturn report to the Executive, concern was expressed by members about the need to strengthen programme management processes and procedures within the council. The Executive referred the Tech Refresh project to the district auditor and that report was presented to the Executive in January 2006.
- 2.2 This report outlines the Council's response to the district auditor's report and sets out the new arrangements for programme and project management, highlighting the parts of the current structure which are to be altered.
- 2.3 Whilst the DA's report focuses exclusively on Tech Refresh, programme management generally will benefit from the improved processes put forward in this report.
- 2.4 The report offers clear criteria for what is defined as a major programme which in turn will be clearly reported to members without compromising the constitutional need to not get involved with operational matters.
- 2.5 The report also outlines the timescale setting out three phases for implementing the new programme and project management structure.
- 2.6 This administration has successfully gained three stars from the Audit Commission. Adopting these measures will help strengthen that position and help deliver more efficient services for the residents of Haringey.

3. Recommendations

- 3.1 Agree the detailed action plan in response to the Audit Commission recommendations shown in appendix A.
- 3.2 Agree the new Programme Management structure outlined in Appendix B.
- 3.3 Set up Councillor Steering Groups for each Stream Board to provide strategic direction and political input and steer.
- 3.4 Set up a dedicated Programme Management Office in the Improvement and Performance Team.
- 3.5 Produce a separate report that clarifies the links between change, programme management, policy development and the member decision making process.
- 3.6 Note that a separate Project Implementation Review will be produced for Tech Refresh and reported to the Executive.

Report Authorised by: **Chief Executive**

Contact Officer: **Eve Pelekanos; Head of Improvement, Performance and Scrutiny**

4. Executive Summary

- 4.1 A discussion paper was presented to Programme Board on the 21 December 2005 outlining proposals for a revised Programme Management structure. Programme Board agreed that:
 - ❖ Further consideration should be given to councillor involvement in projects;
 - ❖ That the programme is strengthened to respond to the value for money and use of resources agenda;
 - ❖ A dedicated Programme Management Office should be established.
- 4.2 Subsequently, in January 2006, the Audit Commission published a report examining the Council's arrangements for managing the Tech Refresh project. Their report highlights a number of concerns with the governance arrangements for Tech Refresh and specifically highlights inadequate project and financial management practices. The Council must produce an action plan to address the issues raised by the report and the Audit Commission will carry out a follow-up review in late February/early March 2006.
- 4.3 Concerns about reporting arrangements for high risk, major projects were also highlighted in the Use of Resources Assessment in November 2005.

4.4	This report sets out our response to the Audit Commission report and Use of Resources assessment and outlines new arrangements for programme and project management in Haringey which build on the discussion paper presented to Programme Board in December.
5. Reasons for any change in policy or for new policy development (if applicable)	
5.1	Not applicable
6. Local Government (Access to Information) Act 1985	
6.1	Report to Programme Board, 21 December 2005: 'Programme Management Restructure – Discussion Paper'.
6.2	Audit Commission report, January 2006: Review of Project Management (Technical Refresh)'.

7. Background

7.1 The Programme in Haringey consists of CEMB Programme Board, four Stream Boards and one Project Board, as follows:

- ❖ Assets
- ❖ Customer Focus
- ❖ E-Care (Project Board)
- ❖ Procurement
- ❖ Information Management.

7.2 The Programme encompasses all the Council's major internal projects but there are a number of externally focused projects that report separately to CEMB, for example Better Haringey, Change for Children Programme and the Community Care Strategy

7.3 Programme management is essential to co-ordinate the delivery of a set of projects and ensure that the outcomes of the programme are greater than the sum of outcomes from the individual projects. Therefore, it is key to performance improvement and the realisation of our corporate strategy.

7.5 Over the past year, the Programme has improved the way the Council manages projects corporately and is a key part of our response to the CPA Corporate Assessment. Despite the successes of the first year, the Council was aware that further work is required to ensure that programme management is fully embedded and a discussion paper on restructuring the Programme was presented to CEMB in December 2005. This built on discussions with senior councillors following the June 2005 Outturn report to the Executive. Programme Board agreed that:

- ❖ Further consideration should be given to councillor involvement in projects;
- ❖ That the programme is strengthened to respond to the value for money and use of resources agenda;
- ❖ A dedicated Programme Management Office should be established.

7.6 Subsequently, in January 2006, the Audit Commission published a report examining the Council's arrangements for managing the Tech Refresh project. Their report highlights a number of concerns with the governance arrangements for Tech Refresh and specifically outlines inadequate project and financial management practices.

7.7 Concerns about reporting arrangements for high risk, major projects were also highlighted in the Use of Resources Assessment in November 2005.

8. Arrangements for Programme Management in Haringey

8.1 Revisions to the programme framework were discussed prior to the publication of the Audit Commission 'Review of Project Management'. Since this review has implications for the operation of the Programme a number of changes have been brought forward, which are set out in this section. Section 9 discusses and our response to the main recommendations in the report.

8.2 Councillor Steering Groups

8.2.1 New Councillor Steering Groups leading each Stream Board will be set up to give political steer, strategic direction and democratic oversight..

8.2.2 Councillor Steering Groups will comprise of the Lead Councillor(s) for the relevant portfolio, the Director for the service area and the Project Sponsor(s) for major projects attached to the Stream Board. The role of councillors on these groups will be to:

- ❖ To set strategic direction for projects within their Stream.
- ❖ To monitor reports detailing progress against key milestones and budgets.
- ❖ To scrutinise key risks and issues without involvement in project management.
- ❖ To pick up links and interdependencies with other portfolios.

8.2.3 The purpose of the Steering Groups will be to enable councillors with executive responsibilities to exercise their roles, providing sufficient information about key projects without them getting involved in their day-to-day management which constitutionally is an officer responsibility. This information will require the reporting up of all relevant and key matters and will therefore mean that councillors will not be involved at lower levels in the officer hierarchy.

8.2.4 Executive Councillors, the Leader or the Executive itself may choose to invite other councillors to participate where it is felt appropriate

8.3 New Programme Structure

- 8.3.1 The programme structure will be revised to reflect the Council's corporate priorities and improve the link between policy and projects. The programme will be the key means by which the Council delivers its commitments under the Community Strategy. (Need to mention that more work will be done to examine the councillor decision making structure to ensure the Executive and Scrutiny play their role.)
- 8.3.2 There will be a Stream Board for each key priority plus an ALMO Board and a Well-Being Board to ensure that all major service areas are covered. The 'Excellent Services' theme will be divided into three Stream Boards; two that support the Council's SMART Working objectives and one for 'Value for Money'. The new structure is set out in appendix B.
- 8.3.3 The Member structure and Councillor membership will be examined in June, immediately following the election.
- 8.3.4 The membership of Stream Boards will be altered to respond to the Audit Commission's recommendations. The key proposals are:
- ❖ Members of Management Board will chair the Stream Board relevant to their line management responsibility.
 - ❖ A representative from Corporate Finance will sit on each Stream Board to ensure that Finance has an overview of cost implications of all the Council's major projects. This may have resource implications for Corporate Finance, which will need to be kept under review.
 - ❖ A member of the Change Team will sit on Stream Boards where required.
- 8.3.5 Whilst a core group of staff will be required at every Stream Board, membership of individual meetings will remain flexible and will be tailored to the agenda for each meeting.
- 8.3.6 In addition to the Stream Boards there are a number of pre-existing inter-agency partnership groups that link to and cover some of the same issues that will be discussed at the Stream Boards. Whilst there will be areas of overlap between these meetings, the purpose of the Stream Boards will be to deal specifically with the Council's internal agenda. Any issues arising from the Stream Boards which will impact on partners can then be communicated to the inter-agency meetings.
- 8.3.5 A key aim of the new structure will be to improve benefit tracking across both the projects and the programme as a whole. This will be achieved by creating a single forum for policy development and project delivery, ensuring that our key projects follow our corporate priorities.

8.4 Independent Programme Management Office

- 8.4.1 An independent Programme Management Office (PMO) will be set up in the Improvement and Performance Team. This will enable the Council to exploit the links between programme management, the CPA and performance management and provide strong leadership on the improvement agenda.

- 8.4.2 There is project management expertise in the Improvement and Performance Team, with PRINCE2 qualified project managers. This will ensure that best practice is adhered to and followed through the lifecycle of projects, as recommended by the Audit Commission.
- 8.4.3 Over the past year, good practice in programme management has been developed and the new PMO will work with the IT Programme Management Office and the Change Team to ensure that this good practice is captured and disseminated. It is vital that the Programme Manager has a strategic understanding of the Council's business so that they are able to challenge and police programme projects effectively.
- 8.4.4 The role of the PMO will be to:
- ❖ produce the programme highlight report and monitor progress;
 - ❖ track interdependencies and staff resources;
 - ❖ flag concerns with individual projects to Stream and Programme Boards;
 - ❖ monitor attendance at Project Boards and Stream Boards;
 - ❖ ensure audit trails exist and are easily accessible for all projects;
 - ❖ maintain a library of project documentation and minutes of meetings for programme projects;
 - ❖ capture and disseminate the lessons learned from completed projects;
 - ❖ be a repository of best practice in project management;
 - ❖ track benefits against each of the projects and for the programme as a whole.
- 8.4.5 The composition of the programme office will need to be considered in detail. In particular, the delineation between Change, the IT Programme Management Office and Policy must be identified. This will be the subject of an additional report.

8.5 Implementation of the new structure

- 8.5.1 There will be three phases to implementing the new structure, as follows:
- ❖ By April 2006: the current programme projects will be mapped across to the new structure, major new projects will be identified and the officer meetings will be set up;
 - ❖ By June 2006: the new councillor meeting arrangements will be established;
 - ❖ Between June and September: other new projects will be identified and added to the Programme as a result of councillor input and the revision of the Community Strategy.

9. Response to the Audit Commission's recommendations

- 9.1 The Audit Commission will carry out a follow-up review in late February/early March 2006 to assess the robustness of the Council's remedial action in response to its report. An action plan to address the recommendations is shown in appendix A and the key actions are described below.

9.2 Ensure budgets, in particular the revenue costs associated with large capital projects, are realistic from the outset, and subject to adequate challenge during preparation

9.2.1 Major project expenditure is captured in the Pre-Business Plan Review process and subsequently in Service Business Plans. We will strengthen this further by ensuring that a member of Corporate Finance will sign-off Project Briefs and PIDs and ensure proper consideration of risk is included.

9.3 Ensure project budgets are coherent and that monitoring arrangements are robust at the day-to-day management level, with financial management roles and responsibilities clearly defined and allocated

9.3.1 There will be changes to the programme highlight report to improve monitoring arrangements and ensure that major budget variations are reported.

9.3.2 A covering report will be produced that highlights key risks and issues for each Stream Board and includes comments from the Director of Finance.

9.3.3 The new report will be signed off by the Chief Executive and Director of Finance and will be reported to the Executive in the same way as the current Finance and Performance report. The first report will be submitted to the Executive in March, reporting project highlights from January.

9.4 Review procedure for authorising and controlling change requests for all projects

9.4.1 The Project Sponsor/Board for major projects will be required to report to Stream and Programme Board any significant change requests, classified as:

- ❖ budget changes and adjustments in excess of £25,000,
- ❖ any slippage to the overall timescales and implementation date, or
- ❖ material changes to scope.

9.4.2 The £25,000 financial limit applies to cumulative total of a number change requests as well as individual change requests. Once the project manager has agreed any significant change requests with the Project Sponsor/Board, they must be signed off by Corporate Finance and agreed by the Programme Board.

9.4.3 On a day-to-day basis, project managers will be expected to deal with cost, time and scope pressures. Any change request that is less than £25,000, which can be implemented within timescale and scope, should be handled by the project manager but reported to the Project Board for agreement. There will be a provision for urgent decisions and change requests to be agreed with the Project Sponsor. This procedure applies both to major projects and to those projects which involve external suppliers.

9.4.4 Any significant change requests will be reported to Programme Board and the Executive through the Programme Highlight report.

9.5 Ensure major revisions to project budget estimates are reported, reflected in formal virements and appropriately authorised. It would be appropriate for the Council to review delegated authorisation levels to ensure adequate reporting to members

9.5.1 The Council's financial regulations and standing orders meet best practice. However, the arrangements for reporting projects to councillors will be improved as set out in section 9.2.

9.5.2 All major project will also be required to monitor their risk register closely. If risks are realised and the project is unable to identify corresponding savings, they must be reported to Programme Board and the Executive.

9.6 Establish costs expected to be incurred against key deliverables, and monitor these against actual costs

9.6.1 The Council will profile, monitor and report on costs against key milestones, deliverables or project stages.

9.7 Provide for the representation of Corporate Finance on project boards of major schemes

9.7.1 The membership of Project Boards for major projects will also include a representative from Corporate Finance and the Change Team. This will enable Corporate Finance and Change to have an overview of all the major projects across the Council and ensure that support can be directed appropriately.

9.8 Consider use of subject matter experts to challenge the design of future projects and give independent, external challenge

9.8.1 Independent, external challenge will be a requirement for all major projects and arrangements for challenge will be set out in the project initiation document. Challenge will be achieved in one of three ways:

- ❖ External review at the project design stage
- ❖ 'Gateway' reviews linked to project milestones
- ❖ An independent representative on Project Boards.

9.8.2 Further guidance will be issued on undertaking 'gateway' reviews as part of implementation of these proposals.

9.9 Ensure a robust project board is established with those nominated being able to commit the time and having the appropriate skills

9.9.1 The Project Sponsor for major projects will be a member of Management Board without line management responsibility for the project area. This will provide an additional element of challenge to these projects throughout the project lifecycle.

9.9.2 Generic roles and responsibilities for Stream and Project Boards and their representatives are set out in appendix D. These will be supported by training for

key representatives on how to undertake their roles, to promote accountability and responsibility. For all major projects the Project Board will be trained as a group on their roles and responsibilities as part of project set up. This training will be organised by Organisational Development & Learning.

9.9.3 Attendance at Project and Stream Boards will be monitored by the programme office and any concerns will be reported to Programme Board.

9.10 Introduce a robust mechanism for quality and project assurance which is independent of the project

9.10.1 All major projects will be entered on the Council's corporate risk register to provide visibility and transparency. The corporate risk register will be monitored quarterly by CEMB. All other projects managed within the framework will be entered onto Business Unit, or Departmental risk registers.

9.10.2 The Council's Internal Audit will provide ongoing assurance by reviewing a sample of project risk registers, including all those for major projects. The audit will check that adequate processes are in place to identify risks and include them on the risk register and will test that risk controls are performing as expected.

9.10.3 Internal Audit will also undertake reviews of a sample of projects to ensure that projects adhere to the Councils' project management processes and to verify that the expected outcomes are monitored and reported.

9.10.4 In addition, the programme office will perform a sample check of project documentation to ensure that it meets the Council's standards.

9.11 Ensure project board reports cover project costs against budget for project staff, meetings, expenses, overtime, QA staff, user testing, consultancy, hardware, software, installation, infrastructure, licences and temporary workers

9.11.1 The budgetary reporting section of the project highlight report will be enlarged to cover the significant elements of the project costs, including real costs associated with running the project such as meetings, expenses and consultancy. This requirement will not extend to the opportunity costs of projects such as internal staff time at project meetings.

9.12 Ensure clear audit trails for decision-making within projects

9.12.1 All projects under the programme will be required to follow the Council's project management methodology and produce each of the key project documents. The programme office will maintain a library of all project highlight reports, minutes and project documentation for all programme projects.

9.12.2 Although this requirement exists now, a number of the projects pre-existed the Programme and the requirement has not been applied retrospectively.

9.13 Consider whether a programme or project management approach is most appropriate at the outset of significant future projects

9.13.1 Clear criteria have been developed to classify projects into three categories:

- ❖ Major projects that will be identified separately through the Programme.
- ❖ Programme projects which will be reported through one of the Stream Boards; and
- ❖ Service specific projects that will be dealt with at business unit level.

9.13.2 The criteria have been included in a decision matrix which is shown in appendix C.

9.13.3 The governance arrangements for individual projects will be set out in the project initiation document and will highlight whether there is individual responsibility for different project streams or whether separate Project Boards will be convened to cover these streams.

10. Consultation

10.1 Members of Management Board were consulted about the future programme structure after the initial discussion paper in December 2005.

11. Summary and Conclusions

11.1 As well as responding to the Audit Commission's concerns, the new arrangements will provide a number of benefits for the Council:

- ❖ The risk of over-spend on projects will be reduced through the representation of Corporate Finance at Project Boards and Stream Boards. This role will ensure that budgets, in particular the revenue costs associated with large capital projects, are realistic from the outset and proper challenge will be given to variation orders.
- ❖ There will be more effective mechanisms for challenge to projects with peer review, councillor review and corporate finance attendance at all Boards.
- ❖ This structure will be key in delivering our CPA requirements and corporate priorities with effective controls and safeguards.
- ❖ Meetings will be rationalised through the creation a single integrated programme that will help the Council to deliver its Community Strategy priorities.
- ❖ There will be a clear link between policy development and project delivery. The advantages of this are two-fold: it will enable the Council to project manage policy development and ensure that we only carry out projects that support our policy objectives.
- ❖ The link between the programme, value for money and performance improvement will be firmly embedded.

- ❖ There will be better benefit tracking and improved management of major, high risk projects.

12. Recommendations

- 12.1 Agree the detailed action plan in response to the Audit Commission recommendations shown in appendix A.
- 12.2 Agree the new Programme Management structure outlined in Appendix B.
- 12.3 Set up Councillor Steering Groups for each Stream Board to provide strategic direction and political input and steer.
- 12.4 Set up a dedicated Programme Management Office in the Improvement and Performance Team.
- 12.5 That a separate report is produced that clarifies the links between change, programme management, policy development and the member decision making process.
- 12.6 Note that a separate Project Implementation Review will be produced for Tech Refresh and reported to the Executive.

13. Comments of the Director of Finance

- 13.1 I consider that the proposals in this report adequately address the areas of improvement highlighted by the Audit Commission in respect of strengthening the governance arrangements for the successful management of projects, in particular the project and financial management practices.
- 13.2 The proposals have resource implications for the Council, which can be dealt with in a number of ways.
- 13.3 The setting up of a dedicated Project Management Office and the implications for the Change Team can be managed by reprioritising and reallocating existing resources. Further consideration at a later stage will need to be given to the way that it is structured.
- 13.4 There are additional resource implications for Corporate Finance and Internal Audit arising from the increased input at all levels of the proposed project management structure. It is estimated that £100,000 would be required to facilitate this higher level of involvement. This will be a matter for Council on 20 February to resolve as part of the final budget report.
- 13.5 Training costs have also been highlighted as something that will require attention and it is assumed that this can be contained within the existing approved budgets available.

14. Comments of the Head of Legal Services

- 14.1 The recommended processes and procedures set out in this report reflect good practise, and will both satisfy the Audit Commission recommendations and ensure that the Council's project management and corporate governance improves.

15. Equalities Implications

- 15.1 This report affects the way that we manage major projects many of which have an impact on different sections of our community. Improved management of these projects will therefore improve the services we provide to all sections of our community.

16. Use of Appendices / Tables / Photographs

- 16.1 Appendix A: Action Plan to respond to the Audit Commission's recommendations
- 16.2 Appendix B: New Programme Management Structure
- 16.3 Appendix C: Criteria for Major Projects
- 16.4 Appendix D: Roles and Responsibilities

APPENDIX A

ACTION PLAN IN RESONSE TO THE AUDIT COMMISSION RECOMMENDATIONS

***Key to project levels**
 1 = Major projects
 2 = Programme projects
 3 = Specific projects

Key to abbreviations
 HoCF = Head of Corporate Finance HoOD = Head of Organisational Development
 PMO = Programme Management Office HoIA = Head of Internal Audit
 DirF = Director of Finance PMs = Project managers

	Audit Commission Recommendations	Action	Project Level*	Owner	Time
1.	Ensure budgets, in particular the revenue costs associated with large capital projects, are realistic from the outset, and subject to adequate challenge during preparation	❖ Major project expenditure is captured in the Pre-Business Plan Review process and subsequently in Service Business Plans. We will strengthen this further by ensuring that a member of Corporate Finance will sign-off Project Briefs and PIDs and ensure proper consideration of risk is included.	1	HoCF	Apr 06
2.	Ensure project budgets are coherent and that monitoring arrangements are robust at the day-to-day management level, with financial management roles and responsibilities clearly defined and allocated	❖ Clear budgetary information will be required in each Project Highlight Report.	1,2,3	PMO	Mar 06
		❖ A covering report will be added to the Programme Highlight Report highlighting key risks and issues for each Stream Board and including comments from the Director Finance. The report will be submitted to the Executive each month starting in March (reporting the January project highlight reports).	1,2	PMO	Feb 06
		❖ The Chief Executive and Director of Finance will sign-off Programme Highlight Report each month.	1,2	PMO	Feb 06
		❖ Major programme projects will be separately identified and monitored through the monthly budget management meetings.	1	HoCF	Apr 06

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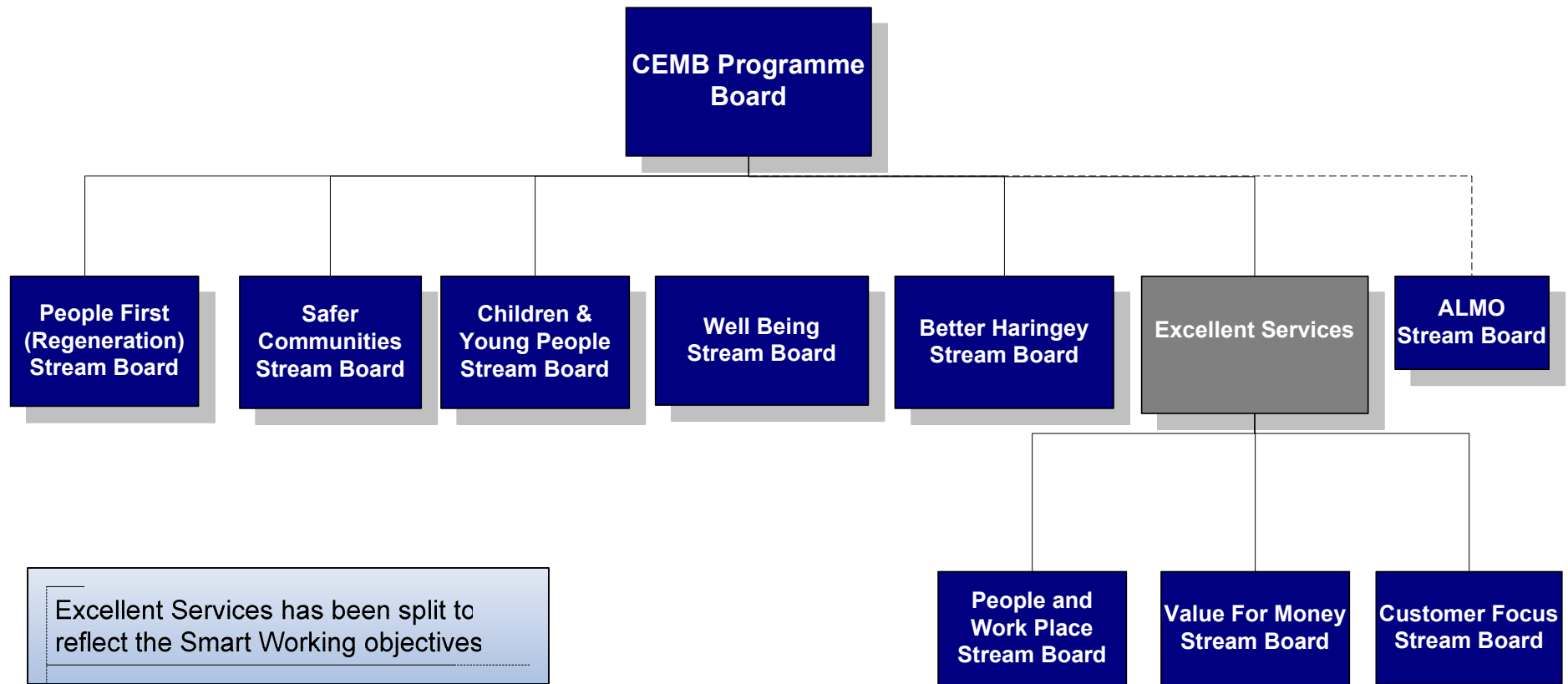
	Audit Commission Recommendations	Action	Project Level*	Owner	Time
3.	Review procedure for authorising and controlling change requests for all projects	<ul style="list-style-type: none"> ❖ The Project Sponsor/Board for major projects will be required to report to Stream and Programme Board any significant change requests, classified as <ul style="list-style-type: none"> ⇒ budget overspends in excess of £25,000, ⇒ any slippage to the overall implementation date for the project or ⇒ material changes to scope. ❖ Significant change requests must be signed off by Corporate Finance and agreed by the Programme Board. ❖ Any change request that is less than £25,000 can be and can be achieved within timescale or scope should be handled by the Project Manager but reported to the Project Board for agreement. There will be a provision for urgent decisions and change requests to be agreed with the Project Sponsor. This procedure applies both to major projects and to those projects which involve external suppliers. ❖ Any significant change requests will be reported to Programme Board and the Executive through the Programme Highlight report. 	1 1 1,2 1	HoCF / PMO	Apr 06
4.	Ensure major revisions to project budget estimates are reported, reflected in formal virements and appropriately authorised. It would be appropriate for the Council to review delegated authorisation levels to ensure adequate reporting to members.	<ul style="list-style-type: none"> ❖ The Council's financial regulations and standing orders meet best practice. However, the arrangements for reporting projects to councillors will be improved as set out in point 2 of this action plan. ❖ Each major project will be required to maintain a risk register. If risks are realised and the project is unable to identify savings to cover the risks, they must be reported to Programme Board and the Executive. 	1,2	PMO	Apr 06

	Audit Commission Recommendations	Action	Project Level*	Owner	Time
5.	Establish costs expected to be incurred against key deliverables, and monitor these against actual costs	❖ The Council will profile, monitor and report on costs against key milestones, deliverables or project stages.	1	PMO	Apr 06
6.	Provide for the representation of Corporate Finance on project boards of major schemes	❖ A representative from Corporate Finance will sit on Stream Boards and Project Boards of major projects. ❖ The Director of Finance can also nominate representatives to sit on level 2 (programme) projects at his discretion.	1 2	HoCF DirF	Apr 06 Apr 06
7.	Consider use of subject matter experts to challenge the design of future projects and give independent, external challenge	❖ Independent, external challenge will be a requirement for all major projects and arrangements for challenge will be set out in the PID. ❖ Independent challenge will be achieved in one of three ways: ⇒ External review at the project design stage ⇒ 'Gateway' reviews linked to project milestones ⇒ An independent representative on Project Boards.	1	PMO	Apr 06
8.	Ensure a robust project board is established with those nominated being able to commit the time and having the appropriate skills	❖ Role descriptions for key personnel have been developed and will be communicated to all. ❖ The Project Sponsor for major projects will be a member of Management Board without line management responsibility for the project area. ❖ A member of Corporate Finance and the Change Team will sit on major project boards. ❖ Attendance at Project Boards will be mandatory and will be monitored by the PMO with concerns reported through the highlight report. ❖ A training programme on roles and responsibilities for key representatives on Project and Stream Boards	1,2,3 1 1 1,2 1,2	PMO CEMB HoCF / PMO PMO HoOD	Mar 06 Apr 06 Apr 06 Apr 06 TBC

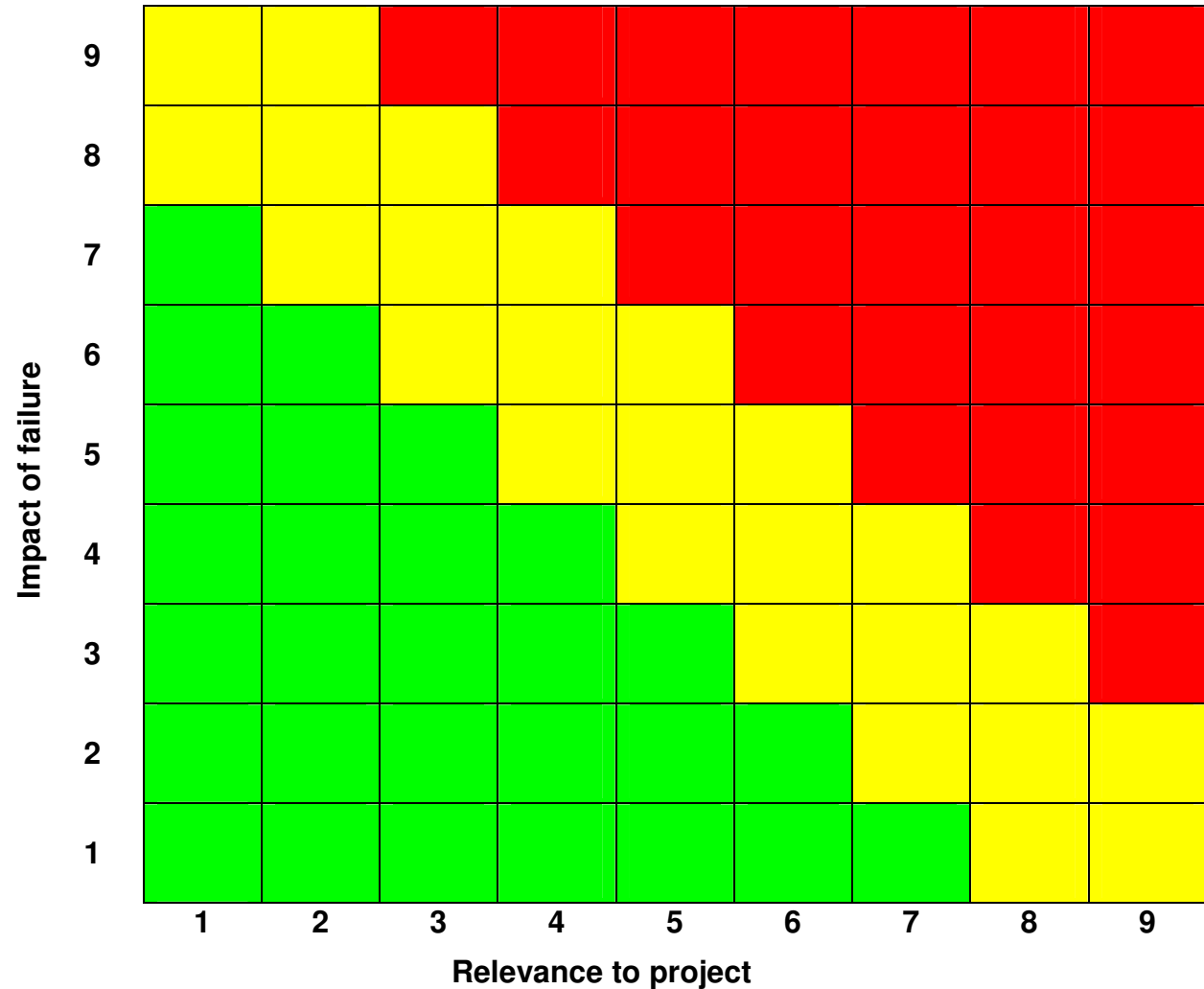
	Audit Commission Recommendations	Action	Project Level*	Owner	Time
		will be developed by OD&L. For all major projects the Project Board will be trained as a group on their roles and responsibilities as part of project set up.			
9.	Introduce a robust mechanism for quality and project assurance which is independent of the project	<ul style="list-style-type: none"> ❖ All major projects will be entered on the Council's corporate risk log to provide visibility and transparency. ❖ The Council's Internal Audit will provide ongoing assurance by reviewing a sample of project risk registers, including all those for major projects. ❖ Internal Audit will also undertake reviews of a sample of projects to ensure that projects adhere to the Councils' project management processes and to verify that the expected outcomes are monitored and reported. ❖ Arrangements for ongoing review will be set out in the PID for major projects. ❖ The PMO will perform a sample check of project documentation to ensure that it meets the Council's standards. 	1 1,2 1,2 1,2	HoIA HoIA PMs PMO	Apr 06 Apr 06 Apr 06 Apr 06
10.	Ensure project board reports cover project costs against budget for project staff, meetings, expenses, overtime, QA staff, user testing, consultancy, hardware, software, installation, infrastructure, licences and temporary workers	<ul style="list-style-type: none"> ❖ The budgetary reporting section of the project highlight report will be enlarged to cover the significant elements of the project costs. 	1,2,3	HoCF/ PMO	Mar 06
11.	Ensure clear audit trails for decision-making within projects	<ul style="list-style-type: none"> ❖ PMO will maintain a library of all project highlight reports, minutes and project documentations for all projects that report through the Programme. 	1,2	PMO	Mar 06

	Audit Commission Recommendations	Action	Project Level*	Owner	Time
12.	Consider whether a programme or project management approach is most appropriate at the outset of significant future projects	<ul style="list-style-type: none"> ❖ Clear criteria have been developed for projects and major projects that will report through the Programme. ❖ Governance arrangements for projects will be set out in the PID and will highlight whether there is individual responsibility for different project streams or whether separate Project Boards will be convened to cover these streams. 	1	PMO	Feb 06
			1,2	PMs	Apr 06

**APPENDIX B: PROPOSED PROGRAMME
RESTRUCTURE – OFFICER STRUCTURE**



PROJECT DECISION MATRIX



Each of the project criteria should be mapped on the matrix. The red section indicates level 1 'major project' criteria, the yellow section indicates level 2 'programme project' criteria and the green section indicates level 3 'service specific' criteria.

APPENDIX C

Project Criteria

- C1: Success or failure of the project may significantly impact on achieving the Council's corporate priorities.
- C2: The project involves expenditure of over £3 million revenue and/or £3 million capital.
- C3: Success or failure of the project would have a significant impact on the lives and/or services provided to residents.
- C4: The project involves significant cultural change / changes to existing ways of working.
- C5: Success or failure of the project is likely to significantly impact on the Council's external reputation.
- C6: The project would have a significant impact on the organisations' structures, functions and daily activities.
- C7: Achieve average financial or efficiency savings greater than 25% with significant impacts for the current year.
- C8: Successful delivery of a project usually involves more than one business unit / all business units in the Council.
- C9: Opportunity to significantly improve staff capability and morale across the organisation.
- C10: The project may be important to the achievement of central government objectives (e.g. PSA, Floor Targets).
- C11: The success or failure of the project is significantly dependent on the contribution of local partners and/or agencies.

WORKED EXAMPLE – Street Lighting Replacement Programme

As an example, the project criteria have been mapped on the matrix below for the Street Lighting Replacement Programme:

Impact of failure	9								
	8								
	7								
	6				C1	C5	C2	C3	
	5		C10						
	4				C11				
	3								
	2								
	1	C4 C6 C9	C8	C7					
	1	2	3	4	5	6	7	8	9
	Relevance to project								

Evidence

C1: The project is an element of Better Haringey and is a visible service to the community.
 C2: The cost of the project is £3m over the next 3 years.
 C3: Street lighting is a high profile service that will directly affect most of our residents.
 C4: The project will not bring about cultural change or new ways of working.
 C5: Any failure in the project would be picked up by the local press and have an adverse affect on residents satisfaction.
 C6: The project will have no impact on the organisations structures.
 C7: The project will reduce maintenance costs and energy costs but will not bring significant efficiencies.
 C8: Delivery of the project will be delivered by Streetscene with little input required from other business units.
 C9: The project does not provide an opportunity to significantly improve staff capability and morale across the organisation.
 C10: The project has no direct impact on central government objectives but will contribute to environmental and community safety concerns
 C11: The success of the project is dependent on the contribution of utility companies.

OUTCOME: Whilst the Street Lighting Replacement programme is a very visible project that will directly affect most of our residents, it will be delivered by one business unit and will not have a wider impact across the Council. This project would be managed as a level 3 project. It would not be classed as a major project.

APPENDIX D

ROLES AND RESPONSIBILITIES

Roles and responsibilities for key elements of the programme are shown below. The general roles and responsibilities for the Programme and Stream Boards and the Programme Management Office reflect those agreed in the report setting up the programme in September 2004.

Further detail has now been added to clarify individual roles and responsibilities under each of the Boards. This clarification reflects PRINCE2 guidance.

Councillor Steering Group

To provide strategic direction and political lead to projects within Steering Groups and to co-ordinate the 'Excellent Services' portfolio of projects.

Lead Councillor(s)

- ❖ To set strategic direction for projects within their Stream.
- ❖ To monitor progress against key milestones
- ❖ To scrutinise key risks and issues without involvement in operational management.
- ❖ To pick up links and interdependencies with other portfolios.

Director & Project Sponsor for major projects

- ❖ To provide councillors with project progress, including risks and issues.

CEMB Programme Board

- ❖ Approve (or advise members) on new projects, PIDs and business cases;
- ❖ Monitor and manage the expected benefits from the programme, based on a monthly progress report prepared by the programme management function reporting on progress against the benefit realisation plan;
- ❖ Resolve (or find a way of resolving) risks, issues and policies escalated to it by stream boards and/or projects. Such resolution to be based on a briefing paper setting out the issues and proposals on the way forward prepared by the relevant project or stream board;
- ❖ Monitor, support and challenge streams and projects based on minutes of the relevant streams and projects, supported by the high light reports prepared for the stream board/project board.

All members

- ❖ To be accountable for the delivery of the Programme.
- ❖ To oversee the Programme, providing strategic insight and providing coherence between projects and streams.
- ❖ To be responsible for overall management and co-ordination of the

Programme of projects.

- ❖ To monitor and respond to risks and issues.
- ❖ To have budgetary control of the Programme of projects.
- ❖ To commit resources across the Programme and ensure sufficiently senior project sponsorship.
- ❖ Monitor and manage the realisation of the expected benefits from the Programme.
- ❖ Monitor progress against Programme Highlight Reports.
- ❖ Management of supplier / contractual relationships.
- ❖ Monitor, support and challenge Streams and projects based on the Programme Highlight Report.
- ❖ Raise the profile of policies and determining whether and how to resolve it.

Stream Board

- ❖ Monitor and manage the portfolio of projects based on a monthly progress report;
- ❖ Resolve (or find a way of resolving) risks, issues and policies escalated to it by projects. This may include references from other stream boards. Such resolution to be based on a briefing paper setting out the issues and proposals on the way forward prepared by the relevant project;
- ❖ Monitor, support and challenge projects based on minutes of the relevant project boards, supported by the high light reports prepared for the project board.

Chair

- ❖ To ensure projects deliver targeted benefits to predefined time, quality and cost constraints.
- ❖ To monitor, manage and provide an effective challenge to projects, resolving risks, issues and policies where possible.
- ❖ Ensure realisation of CPA requirements for that area.
- ❖ To agree change requests that are outside of predefined tolerance levels.

Corporate Finance Representatives

- ❖ Provide independent challenge to projects
- ❖ Sign off PIDs
- ❖ To provide support and direction to projects on budget profiling.

Service / Business Unit Representatives

- ❖ To provide service input to stream activity and facilitate activities within directorates.
- ❖ To feed back information to the services.
- ❖ To communicate with other key organisational representatives.

Project Board for Major Projects

- ❖ Approve the start of the project via the Project Brief and the Project Initiation Document.
- ❖ Agree with the Project Manager on that person's role and responsibilities and objectives
- ❖ Confirm, with programme management the project tolerances
- ❖ Specify external constraints and delegate project assurance role
- ❖ Commit project resources
- ❖ Provide overall guidance and direction to the project
- ❖ Review completed stage plans and authorise change requests
- ❖ Take ownership of specified risks and issues
- ❖ Ensure that the project meets its objectives
- ❖ Approve post-implementation reviews and follow on actions.

Project Sponsor

- ❖ To be accountable for the delivery of the project in accordance with the project brief and/or PID, reviewing progress against expected outputs, timescales and budget and ensuring the project meets agreed standards of time, quality and cost.
- ❖ To ensure the necessary resources are committed to carry out the project.
- ❖ To define the project in conjunction with the project manager.
- ❖ To act as champion of the project.
- ❖ To sponsor the communications programme; to communicate the project's goals to the organisation.
- ❖ To make key organisational/commercial decisions for the project.
- ❖ To approve the budget and decides tolerances.
- ❖ To oversee Gateway Reviews.

Project Manager

- ❖ Plan, monitor and manage the project on a day-to-day basis.
- ❖ Take responsibility for the overall progress and use of resources and initiate corrective action where necessary.
- ❖ To produce change requests and report these to the Project Board.
- ❖ To produce project documentation, such as the PID and monthly project highlight reports.
- ❖ To organise independent external challenge and project assurance.

Corporate Finance Representative

- ❖ To sign-off the Project Initiation Document (PID).
- ❖ To ensure clear budgetary information is reported through project highlight reports.
- ❖ To sign off change requests.

- ❖ Monitor project costs against budgets for project staff, meetings, expenses, user testing etc. and report these through the Project Highlight Report.
- ❖ To advise on budgets and tolerance levels.

Change Team Rep.

- ❖ To co-ordinate change activity across the portfolio of projects.
- ❖ To provide support and training on change management issues to projects as necessary.
- ❖ To drive and manage change.

Other representatives

- ❖ To provide expertise, input, advice and guidance.
- ❖ To monitor (and, where necessary, identify) and resolve risk, issues and policies and/or escalate them.
- ❖ To agree change requests that are within predefined tolerance levels.

Programme Management Office (PMO)

At a strategic level, the ability to:

- ❖ maintain a strategic overview of the programme;
- ❖ monitor overall progress of individual projects as well as to monitor and challenge when appropriate project risks, issues, timescales and budget;
- ❖ join together the projects and project streams and ensure that they remain in the same direction of travel;
- ❖ spot tensions within and between projects and project streams and resolve them;
- ❖ manage the interdependencies and conflicts between projects and project streams;
- ❖ capture and disseminate lessons learnt; and
- ❖ critically evaluate progress.

At a more detailed level:

- ❖ collate project plans;
- ❖ ensure the application of the project management framework;
- ❖ critically evaluate progress;
- ❖ progress chase;
- ❖ monitor change requests;
- ❖ monitor attendance at Project Boards and Stream Boards;
- ❖ ensure audit trails exist and are easily accessible for programme projects;
- ❖ escalate issues; and
- ❖ advise and service the programme board.

Executive

On 21 February 2006

Report title: **Finance & Performance – December 2005**Report of: **The Chief Executive and Director of Finance****Ward(s) affected:** All**Report for:** Key Decision**1. Purpose**

- 1.1 To set out an exception report on the finance and performance monitoring for December 2005.

2. Introduction by Executive Member for Finance (Cllr Richard Milner)

- 2.1 Performance was impacted by the fire at Hemel Hempstead in December. Council Tax and Business rate collection both fell to 91.5% and 97% respectively. However, steps have been taken to ensure that normal service is resumed and that we meet our annual targets.
- 2.2 To meet our agreed Invoice Payment target 91.1% of invoices will have to be paid on time in the remaining months of the year.
- 2.3 We continue to perform well in processing new benefit claims, and are above target for the year to date.

Introduction by Executive Member for Organisational Development and Performance Management (Cllr Takki Sulaiman)

- 2.4 In general, 78% of performance indicators have been achieved or are close to being achieved.
- 2.5 This report highlights continued good performance (on target or exceeding target) in a wide range of services from Housing's continued high percentage of urgent repairs completed within government time limits, to Environmental Services' excellent performance on determining planning applications.
- 2.6 This report also highlights improvements in a wide range of service areas including the rise in the number of items of equipment delivered by Social Services within 7 working

days, Housing's improvement in rent collected of rent due, and the Chief Executive's Service's improvement in the number of member enquires responded to within timescale.

2.7 There remain areas which need improvement, such as Children Services' dealing with complex Children's Act stage 2 complaints, which are receiving support from managers.

3. Recommendations

3.1 To note the report.

3.2 To agree virements set out in section 11.

Report authorised by: Max Caller – Interim Chief Executive

**Contact officers: John Hardy – Head of Finance – Budgeting, Projects and Treasury
Telephone 020 8489 3726**

**Margaret Gallagher – Performance Manager
Telephone 020 8489 2553**

4. Executive Summary

4.1 This report sets out the routine financial and performance monitoring for December 2005.

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

5.1 None

6. Local Government (Access to Information) Act 1985

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

Budget management papers
Service PI returns

7. Background

7.1 This is the regular finance and performance monitoring report for December 2005. It is based on the financial monitoring reports prepared for the budget management meetings held on 18 and 20 January 2006 for period 9 and the service submission of the basket of performance indicators that we are using for 2005/06.

7.2 For 2005/06 the indicators contained within Appendix 1 for the traffic light report include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those included in Haringey's Local Public Service Agreement (LPSA) as well as some key local indicators for the Council.

7.3 Performance data is shown in full in Appendix 1. Progress is tracked on the monthly and year to date position against the target using a traffic light annotation where:

- green: = target achieved / performance better than planned
- amber: = just below target
- red: = target not achieved / below expectation

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 would 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.

8. Service Positions

8.1 Children

8.1.1 The overall revenue budget has improved and now shows a projected underspend of £600k. Part of this is a projected underspend on Standards Fund of £155k and this will be requested as a carry forward at the year end. There continues to be a number of overspending budgets within this net position and actions are in place as part of future years budget proposals to manage this within the approved cash limits.

8.1.2 One of the overspending areas is the commissioning budget for looked after children. The number of children is now 406 compared to the budget figure of 390 resulting in a projected overspend in the region of £130k. The department has reviewed its procedures to ensure that the process is sufficiently robust in terms of decision making. The commissioning strategy for future years assumes that net savings will be delivered as part of revised budget proposals. A further related area is the special educational needs placement budget, which is projected to overspend by £366k. A detailed review of this area has been commissioned with a view to reducing the costs of this service.

- 8.1.3 The asylum position remains broadly as previously reported, that is a gross shortfall of £2.9m to be covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6. The position remains a serious concern for the financial strategy. The Leader wrote to the Home Office Minister and received a response from the National Asylum Seeker Service (NASS) that did not deal satisfactorily with the issues raised. The Leader has written back expressing the Council's concerns.
- 8.1.4 There is a projected capital underspend of £2.99 million. This mainly relates to the 6th form centre construction where an underspend of £3.8 million is projected this year. This is partially offset by £0.8 million of other BSF costs.
- 8.1.5 Performance highlights for Children's services are as follows.
- 8.1.6 No statements of needs were issued in December but performance on both parts of the indicator continues to exceed target.
- 8.1.7 Care leavers engaged in employment, education and training at the age of 19 is an LPSA measure. Our target for 2005/06 is that 65% of these young people are in employment, education or training. Excellent progress has been made in this area with 69% of the children who have turned 19 this year in education, training or employment on their 19th birthday. This exceeds our LPSA target of 65% for 2005/06.
- 8.1.8 All reviews of children on the register due so far this year were completed. (BV162). Excellent performance has been sustained in this area.
- 8.1.9 There have been 11 adoptions in the year to December '05. The target for 2005/06 is 20 adoptions and this is key to delivering the financial savings from the commissioning budget for looked after children.

8.2 Social Services

- 8.2.1 As reported last month it is recognised that there are significant financial pressures within Adults' and Older People's services. The projected net overspend remains at £0.6m. Management action is being taken to try to ensure that these pressures do not result in any additional overspend and include a freeze on vacant posts and reducing agency staff where there would be minimal impact on front line services.
- 8.2.2 In Adults' there are increased costs in physical disabilities partially as a result of growth in the number of clients receiving a service (294 to 346) and where revised NHS criteria means that fewer people qualify for NHS funding.
- 8.2.3 The projected overspend in Older People's is mainly as a result of the impact of the community care strategy. The most significant reason for this is the delay on the sale of Cooperscroft and Trentfield residential homes (as a result of the judicial review) which has resulted in a higher number of beds having to be re-provided on the open market. Together with a rise in external market prices and an increase in the type of care package as people are re-assessed within the moves is resulting in an overall overspend.

8.2.4 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:

- 91% of items of equipment were delivered in 7 working days in December, exceeding the original 80% target. It is expected that performance can be sustained at this level so the Director of Social Services has raised the forecast and target for the end of year performance to 83%. This new target is also now being exceeded.
- In the year to December there were 79 supported admissions or 50.16 per 10,000 population aged over 65 to residential / nursing care in the year. This places us inside the Department of Health "Good" performance banding range. Our LPSA target is to be in the banding of between 70 and 100 admissions per 10,000 population.
- *Acceptable waiting times for assessment- new older clients aged 65+(BV195)*
This indicator is the average of the percentage of clients where time from first contact to beginning of assessment is less than 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. In December for 59% of older clients, the time from first contact to the beginning of their assessment was less than 48 hours and for 69.4% their assessments were completed within 4 weeks. The average of these is 64.3% falling below the target of 70%.

8.2.5 Some areas where we need to improve our performance in Adults' and Older People's services are:

- *Adults and older clients receiving a review as a percentage of those receiving a service.*
The service are now reporting 42% of adults and older clients receiving a review falling well short of the 75% target (BV55). Previously reported figures were much higher.
- 17% of Carers for Adults and Older People received a carer's break or specific carer's service in the last year against a target of 25% set for 2005/06. This indicator was introduced mid year and previous figures were scaled up to calculate performance. We now have a full years data on which to calculate this indicator and although this figure is lower than previously reported figures, there is no comparative performance data available yet on which to gage our performance. The December figure is a two percentage point increase on that reported for November.

8.3 Housing

8.3.1 As reported previously, there is a projected improvement on the homelessness general fund budget of around £2m in addition to the approved budget. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the increasing total numbers of these in the current year.

8.3.2 In the HRA there are pressures on repairs spending mainly due to an increase in demand and therefore increases in the volume of general repairs delivered by the HHBS service. The potential overspend is £2.0m. Options have been prepared on how the budget pressures can be contained within the overall resources available without any significant impact on service performance and these were considered at a Member working group and will now be implemented. These actions will reduce the net overall overspend in 2005/06 to £300k.

8.3.3 The assumptions on rent income include the projected shortfall in collection performance, offset by a reduction in the number of houses sold under the right to buy scheme this year.

8.3.4 Performance issues in Housing are as follows:

Homelessness Assessments

8.3.5 In December '05, decisions on homelessness applications issued in 33 days increased slightly to 80.4% of cases, falling short of the 92% target. The year to date position at 94.48% still exceeds target.

8.3.6 BV183a and BV183b measure the average length of stay in weeks that a household at the point of permanent re-housing have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.

8.3.7 Since 2004, we no longer place any such households in shared facility accommodation for long periods. The definition for this indicator has recently been amended to exclude tenants' historical stays in bed & breakfast prior to April 2004. This was the date from which the Homelessness (Suitability of Accommodation) England order 2003 took effect.

8.3.8 The average length of stay in bed & breakfast accommodation, under this new definition is reported as zero weeks.

8.3.9 The average length of stay in hostels, in December '05 decreased to 70 weeks with the year to date position at 69 weeks above the 40 week target. Improved performance is expected in this area with better inter-departmental working now in place to ensure current tenants in temporary accommodation stay a maximum of 40 weeks.

Average Re-let Times

8.3.10 The average re-let time of local authority dwellings fell by 10 days to 26 days in December, inside our local target of 29 days and only just outside our LPSA target of 25 days. However performance in the year to date at 32.4 days falls short of both targets although the service expects to meet the 29 day target by year end.

Rent Collection

- 8.3.11 Rent collected to the end of December (BV 66a) is projected at 96.6% of rent due for the year, against a target of 97.8%. A case by case review of all cases where the arrears have increased in the last 6 months has recently been completed. It is already apparent that sufficient intervention is not being taken early enough to prevent arrears from escalating. This is also apparent in the steady increase in arrears levels. Whilst there will now be concerted action on these cases, the longer term solution is for dedicated rent recovery teams, which are now being established.
- 8.3.12 The percentage of tenants with more than seven weeks rent arrears at 13.9% remains above our target of 8%.

Repairs

- 8.3.13 In December 91% of appointments were made and kept based on data taken from our IT system. Since October reported performance has been based on Optitime reports rather than customer satisfaction data. The report rules need to be rewritten to take into account cases that are reported as failures but are not i.e. where appointments are kept but follow up works are required. This is being addressed.
- 8.3.14 The average time to complete non-urgent responsive repairs according to the old BVPI definition was 14 days in December and 17.5 days in the year to date against a target of 10 days. These figures include private contractors without any exclusions for planned maintenance, which is a change from previous years explaining the deterioration in reported performance. There is an issue about capturing contractor completion data without established IT links so the service are reliant on manual input based on contractor notification of completion.

8.4 Environment Services

- 8.4.1 A shortfall of £350k is reported this month against the parking income target for 2005/06 based on income performance for the first 9 months. The shortfall may reduce further reflecting improvements over the last few months. This is as a result of a number of actions implemented during the summer. The income recovery rate for parking charges remains at 60%, which exceeds the target by 3%.
- 8.4.2 A number of other budget pressures have also been identified by Business Units but the Directorate is committed to managing these within its approved cash limit for the year.
- 8.4.3 As reported last month, there is a projected underspend on capital of £650k due to slippage on the CCTV project. There is also some slippage on the Lordship recreation project of £90k. A number of other schemes have low expenditure to date but it is envisaged that these will be completed and spent by the year end.

8.4.4 Performance highlights in Environment are:

8.4.5 Household waste recycled or composted in December at 20.5% exceeds the 18% target for the ninth month running ensuring that our statutory target for the year will be met.

8.4.6 Waste Minimisation performance in December was within the CPA upper threshold and the year to date performance remains within the London top quartile although still above our challenging target. Further improvements may be forthcoming in the New Year with the advent of a new home-composting scheme.

8.4.7 Waste collections missed per 100,000 reduced further to 118 in December '05 inside our LPSA target of 130 for the fifth month running. Performance in the year to date is just short of the LPSA target but if the improved level of performance is sustained, we should just hit our LPSA target.

8.4.8 98.8% of Zone 1 streets were of an acceptable standard of cleanliness in December against a 95% target. Performance continues to be above the target. This performance aligns with the improved results from the first tranche of ENCAMS' independent cleanliness survey (BV199). This showed that 23% of our relevant land had significant deposits of litter and detritus compared with 32% in 2004/05.

8.4.9 361 out of 444 minor planning applications (81%) were determined in 8 weeks in the year to December exceeding our 78% target and beating the government target. In addition all but four of the thirty seven major applications processed in the year so far were determined within 13 weeks.

8.4.10 The Parks Cleanliness index at 83.3 in December exceeded the target of 80 for the fourth month in succession. There has been a general improvement in scores on sites across the borough and the yearly cumulative score has increased to 80.1.

8.4.11 The average number of days to repair streetlights was 2.2 days in December and 1.8 days in the year to date, both well below the target of 3.5 days. However, the average length of time to repair faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – at 22 days remains above the target of 10 days. Regular monthly monitoring has enabled dialogue with EDF and mechanisms are being put in place to improve performance in this area.

8.4.12 There have been 57 people killed or seriously injured in the period January to August 2005. Scaled up, this equates to 84 in the full calendar year, against our LPSA target of 145. Although performance to-date looks good against the target set for this year, it must be noted that data is only up to August {latest available from TfL} and predictions must be treated with caution. The CPA uses a three year rolling average to reduce the effect of unrepresentative fluctuations: at August 05 this was 145 and so was out of the lower threshold.

8.5 Finance

- 8.5.1 As reported previously, the continuing drive to improve performance in Benefits and Local Taxation in the context of an on-going recruitment programme has resulted in levels of agency staff remaining at a significant level. Additional costs are projected of around £0.6m. After carrying out a review of all budget areas within Finance it is now expected that this additional cost can be contained within the overall budget of the department.

Council Tax and Business Rates

- 8.5.2 Council tax collected in December fell to 91.5% as a result of the lack of computer system availability after the Hemel fire. Plans are in place to ensure that backlogs created are cleared at the earliest opportunity. 92.9% of Council tax due has been collected in the year to December '05 against a target of 93.5% for 2005/06. To ensure that the annual target is reached there is a focus on improving the collation of key information from customers after a liability order has been obtained.
- 8.5.3 As with Council tax the collection of business rates fell to 97% in December. The position in the year to date is now 98.6% against a target of 99%. The collection rate will continue to be closely monitored to ensure the annual target is achieved.

Invoice payments

- 8.5.4 89.4% of invoices were paid in 30 days in December just short of the 90% target. In order to hit our 90% target for the year, we need to pay 91.1% of invoices in timescale for the remaining months of the year.

Benefits

- 8.5.5 The average speed of processing a new claim increased to 42 days in December as a direct result of system downtime caused by the Hemel fire. The performance in the year to date remains above target and is in line with an excellent score in the benefit performance standards.
- 8.5.6 Performance on other benefits performance measures remains on target with the exception of the percentage of new claims outstanding over 50 days. Third quarter performance at 16% was above the 9% target. The service is identifying ways to reduce the length of time it takes for customers to return proofs to enable their claim to be processed. Similar to new claims mobile processing and improve information collation with customers who visit are being implemented.

8.6 Chief Executive's

- 8.6.1 As reported previously, a budget pressure identified to date is that Local Land Charges income is projected to be below target. The projected shortfall is £188k as a result of reduced activity in the housing market and further losses of business to private sector personal search agencies. Measures to reduce the impact of this are currently being pursued and a saving of £100k has been identified so far which will reduce the projected net overspend to £88k.

- 8.6.2 Members have resolved in principle to continue in-house operation of Broadwater Farm Community Centre through 2006/07 and have noted that there will, in consequence, be an overspend of £282k in the current year, and a sum included in the budget package for 2006/07.
- 8.6.3 Other budgets within Chief Executive's Services are being reviewed such that the overspends can be contained in overall terms. In particular there may be some flexibility in Strategy arising from vacancies in the first half of this year. There are additional costs of approximately £0.4 million in relation to the transition to the new management arrangements, which will be funded from the contingency budget. This is included in the virement request in Section 11.
- 8.6.4 As reported previously, a decision on re-phasing of the roll-out means that there are additional capital costs of £0.5 million on the Tech Refresh project. The programme is now largely complete.

Performance highlights are:

Public Complaints

- 8.6.5 In the year to December 1182 (79%) of complaints at stage 1 (local resolution) were responded to within the 15 working day timescale against a target of 80%. For the more complex service investigation stage, 124 out of 168 (74%) of complaints were resolved within timescale in the year to December falling short of the target. Action is being taken to address poor performance in Housing and Finance.
- 8.6.6 Excellent performance on stage 3 complaints (independent review) has been sustained with all of the 21 complaints received in the year so far, reviewed and responded to within the 25 working day timescale.
- 8.6.7 49% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in December. This information is better than previous submissions because we have improved data collection and excluded bank holidays from reported performance. Nevertheless the performance is still a concern with only 65% of requests processed in time in the year so far against a target of 90%.

Sickness

- 8.6.8 The average number of working days lost to sickness per full time equivalent employee in December '05 increased further to 10.5 days per annum. The year to date position 9.1 days, including late reported sickness, of is now above the target of 8.8 days.

Access Services

- 8.6.9 80% of callers to Customer Service Centres in December were seen within 15 minutes. The year to date position is 68% and falls slightly short of the 70% target. In order to improve the performance at the Customer Service Centres, it is proposed to move staff between the call centre and the Wood Green

Customer Service Centre. It is expected that the target will be achieved by year end.

8.6.10 In December call centre telephone calls answered in 15 seconds increased to 62.9%. Performance in the year to date at 67% of calls answered in 15 seconds is just short of our 70% target.

8.6.11 The number of visits to our libraries reduced in December '05. There were 156,891 visits, the equivalent of 8.4 visits per head of population in a year. However visits in the year to December equate to 9.8 visits per head comfortably exceeding our target for 2005/06 of 9 visits per head.

9. Performance Summary

9.1 In summary the traffic lights for the year to date position as at November '05 show that for 78% of indicators, performance is on target or close to the end of year target. In addition 78% of indicators have maintained or improved performance since the end of last year.

10. Summary - Budget Monitoring

10.1 The aggregate revenue projected position in 2005/06 is as shown in the following table. The variation shown under non-service revenue relates to the likely non-achievement of part of the budgeted savings in relation to the Programme Board and specifically the Procurement savings. There is a target of £1 million in respect of Procurement savings in 2005/06 and to date only £200k from the renewal of the Insurance contract is likely this year.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children	202.0	(0.6)
Social Services	52.0	0.6
Housing	(0.2)	(2.0)
Environment	49.0	0.4
Finance	12.8	0
Chief Executive's	18.8	0.8
Non-service revenue	11.5	0.8
Total	345.9	(0.0)

It is proposed that a formal budget virement is approved to fund the overspending areas for 2005/06. This will be met from the £4 million contingency agreed at Executive on 14 June 2005. This is included as the first item in the table at paragraph 11.4.

10.2 As reported last month, in the HRA there are pressures on repairs spending mainly due to an increase in demand and therefore increases in the volume of general repairs delivered by the HHBS service. These are offset by other identified savings and the net potential overspend is estimated to be £0.3m.

10.3 The aggregate capital projected position in 2005/06 is as shown in the following table. Net underspend on Children is projected at £2.99 million. This mainly relates to the 6th form centre construction where an underspend of £3.8 million is projected this year. This is partially offset by £0.8 million of other BSF costs.. The CCTV project in Environment is projected to slip by £0.7m. There are also additional costs on the Tech Refresh project within Chief Executive's Service as a result of the decision to re-phase.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	43.6	24.6	(3.0)
Social Services	4.7	1.2	0
Housing – General Fund	4.4	2.1	0
Housing – HRA	24.5	14.0	0
Environment	22.1	10.2	(0.7)
Finance	6.7	2.3	0
Chief Executive	19.7	7.7	0.5
Total	125.7	62.1	(3.2)

11. Financial administration

11.1 Financial regulations require proposed budget changes to be approved by Executive. These are shown in the table below. These changes fall into one of two categories:

- budget virements, where it is proposed that budget provision is to be transferred between one service budget and another. Explanations are provided where this is the case;
- Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

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

- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

11.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the

variation takes effect for a part of the current year but will be in effect for the whole of future years.

11.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
9	Chief Executives, Childrens, Environment, Housing, Social Services, NSR	Rev*	2,520		Chief Executives 282 BWFCF 88 Land charges 400 Management 770 NSR 800 Procurement Social Services 600 Adults & O.People Environment 350 Parking Total 2,520 Met from contingency
9	Chief Executives	Rev	81		Skills for Care Training Forum funding.
9	Finance	Rev	7		Additional SRB income re West Green and JUNP.
9	Chief Executives	Rev	231		Additional SRB income re North London Strategic Alliance £138k, Milton Road community activity scheme £30k, Environmental visioning event and action plan £25k, Young people and parents project £10k and various smaller schemes.
9	Chief Executives	Cap	149		Additional SRB income re Finsbury Park Partnership - Green Lanes Bridge £88k. NDC police kiosk slippage £6k and NDC sports & play equipment £55k.
9	Chief Exec /Social Services	Rev*	320		Reallocation of some investment fund monies to Social Services aids & adaptations.
9	Chief Exec	Rev	50		Safer Communities funding for employee seconded to Youth Justice Board.

12. Recommendations

12.1 To note the report.

12.2 To agree the virements set out in section 11.

13. Legal Comments

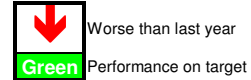
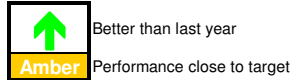
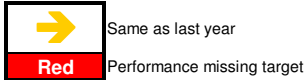
13.1 There are no legal implications.

14. Use of Appendices

Appendix i. December Performance summary

Appendix ii December Telephone answering performance

Key:



Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06	
Children's Services Monthly indicators																	
BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice. 8 cases in Nov, 76 in April to Nov.																
	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	no cases				100%	99%	
BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice. In April to Nov, 76 cases were done on time out of 91. In Nov 8 out of 10.																
	74%	64%	86%	100%	83%	100%	83%	82%	80%	no cases					84%	80%	
BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year. CPA Key Threshold We remain in the top performance banding for this indicator (<13%)																
	14.7%	14.7%	14.7%	13.2%	10.6%	10.4%	11.60%	11.8%	10.40%	12%				Green	Green	12.3%	13%
BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 LPSA Indicator Target 65% based on 60-70 clients We have made excellent progress in this area and have exceeded the target set for the year																
	47%	68%	40%	100%	50%	67%	100%	60%	80%	60%					69%	65%	
BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed CPA Key Threshold We have remained in the top performance banding and have maintained 100% each month this year																
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				Green	Green	100%	100%
BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. CPA Key Threshold It is still expected that Haringey will achieve its target of around 20 adoptions for the year.																
	5%	0	1 adoption	0	1 adoption	1 adoption	3 adoptions	2 adoptions	3 adoptions	no adoptions					11 adoptions 3.3%	20 adoptions or 6%	
L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Good performance maintained, with visits remaining over 90%. Data not available for July as report unavailable on new client system.																
	92%	94.2%	92.3%	95.1%		91.5%	95.8%	96%	94%	91%					91%	95%	
Local	Children's act complaints - Stage 1 responded to in 14 days																
	39%	80% 4 out of 5	100% 1 out of 1	0% 0 out of 1	50% 1 out of 2	100% 1 out of 1	50% 1 out of 2	75% 3 out of 4	67% 2 out of 3	0% 0 out of 1					65% 13 out of 20	50%	
Local	Children's act complaints - Stage 2 responded to in 28 days None of the 7 cases since April completed on time, 5 of which were completed within 90 days. Stage 2 complaints involve the appointment of two external specialists, an investigating officer and a dedicated person for the child or young person. The consequence is that progress on these complaints is particularly susceptible to the availability of people outside the Council. Once appointed the investigating officer and the independent person meet the complainant to clarify the exact nature of the complaint and get them to sign it off. Only after the complainant has signed do they proceed with the investigation. Following a survey of practice in other London Boroughs the timescale for stage two complaints is now being counted from the time the complaint is signed off. It is hoped that this will improve the performance on these timescales, though discussions with other Boroughs has revealed a general widespread difficulty in responding to stage two complaints within the timescales.																
	20%	0%	0%	0%	0%	0%	None	None	None	0% 0 out of 2					0% 0 out of 7	20%	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
Environment Monthly indicators																
BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)															
	<i>CPA Key Threshold</i> 5 out of 7 in Dec, beating Government target. 33 out of 37 in Apr-Dec.													Red	Green	
	78%	100%	100%	100%	100%	none determined	86%	83%	100%	71%					89%	77%
BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)															
	<i>CPA Key Threshold</i> 33 applications on time in Dec (out of 44). In April to Dec 361 out of 444.													Green	Green	
	79%	86%	77%	82%	81%	86%	76%	84%	83%	80%					81%	78%
BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)															
	<i>CPA Key Threshold</i> In Dec, 137 applications done on time out of 144. In Apr to Dec 950 out of 1034													Green	Green	
	86%	92%	91%	89%	93%	89%	93%	93%	93%	95%					92%	86%
BV 204	% planning application appeals allowed against the authority's decision to refuse.															
	<i>New for 2004/05</i> Appeals continue to cause the council concern. No cases in Dec, 26 out of 84 in Apr-Dec.														Green	
	38%	33%	21%	9%	20%	42%	33%	44%	42%	no cases					31%	35%
BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)															
	<i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> Excellent performance again: Despite the number of faults we had and the heavy workload with Christmas decorations the focus remained on getting the repairs carried out.													Green	Green	
	tbc	1.86	1.95	1.54	1.09	1.54	1.36	3.02	2.29	2.19					1.83	3.50
BV 215b	Average days to repair street lighting power supply related faults (these are handled by our District Network Operator - currently EDF)															
	<i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The performance this month is slightly better than November, but this is still below the target level. Although performance is not meeting target, monitoring this on a monthly basis has enabled dialogue with EDF in putting in place mechanisms to improve. Colleagues from other boroughs suggested our performance is better.													Red	Red	
	tbc	10.50	3.00	20.33	38.30	18.31	29.69	17.80	27.33	17.26					22.05	10
BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification															
	<i>New starting in 2005/06</i> Excellent performance and the level of achievement continues to be above target.													Green	Green	
	tbc	96.8% (393 out of 406)	99.6% (224 out of 225)	96.2% (379 out of 394)	92.0% (333 out of 362)	96.3% (336 out of 349)	93.0% (334 out of 359)	98.7% (392 out of 397)	94.5% (69 out of 73)	94.8% (165 out of 174)					96.1% (2774 out of 2887)	85%
BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)															
	<i>New starting in 2005/06</i> Performance continues to be above the required target. December was only 2% above the target because of the Christmas holiday. It is anticipated that the monthly performance will exceed 90% from January 2006.													Green	Green	
	tbc	81.5% (128 out of 157)	90.0% (45 out of 50)	94.5% (121 out of 128)	96.4% (107 out of 111)	94.1% (111 out of 118)	99.2% (120 out of 121)	96.2% (101 out of 105)	98.6% (218 out of 221)	87% (87 out of 100)					92.3% (889 out of 963)	85%
BV 82ai +bi	% of household waste which has been recycled or composted															
	<i>CPA Key Threshold</i> Good performance in December. The recycling rate achieved this month remains above 20%. It is anticipated that YTD actual performance would be more than 20% by the end of the financial year.													Green	Green	
	14%	18.1%	18.6%	19.95%	19.2%	19.3%	20.5%	21.03%	20.2%	20.5%					19.70%	18%
BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent)															
	<i>Amber is awarded if performance is top quartile (London 2004/05). CPA upper threshold is 355</i> Performance has improved slightly in December. It is expected that the new home composting waste minimisation scheme will have positive impact in the fourth quarter.													Amber	Amber	
	354	371.3 (actual 30.5)	378.7 (actual 32.1)	357.5 (actual 32.3)	341.2 (actual 30.4)	372.0 (actual 31.2)	371.6 (actual 31.8)	385.6 (actual 31.4)	365.2 (actual 32.0)	354.7 (actual 27.1)					366.3 (actual 278.8)	345

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
BV 99a	Number of casualties - All killed or seriously injured (KSI). Seasonally adjusted annual equivalent.															
	<p>Figures here are for calendar year 2005. Performance of less than 139 in 2005 would take us across the lower CPA threshold (because it would reduce the 3 year rolling average as used by the CPA to less than 153.6)</p> <p>Provisional figures indicate that the casualties did not exceed the annual target for 2005. August's is the latest data received from TfL. The data should be used with caution.</p>													↑		
	2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				Green	Green	2005
	131	Jan: 70 (actual: 6)	Feb: 105 (actual: 8)	Mar: 83 (actual: 7)	Apr: 103 (actual: 8)	May: 88 (actual: 8)	Jun: 59 (actual: 5)	Jul: 91 (actual: 9)	Aug: 76 (actual: 6)	not yet available					Jan to Aug: 84 (actual: 57)	145
Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)															
	<p><i>LPSA Indicator</i></p> <p>December showed improved performance. Provided performance continues at 121.4 or below, the council will meet the overall target by the end of the financial year.</p>													Green	Amber	
	190	149	150	149	148	128	116	119.8	120.5	117.6					132.9	130
L	Incidents of dumped rubbish reported to the Accord Call Centre (seasonally adjusted annual equivalent).															
	<p><i>LPSA Indicator</i></p> <p>December has (unadjusted) been the best month for the year so far. The combination of measures taken to reduce the number of dumps reported by residents appears to be having the desired effect.</p>													Green	Green	
	10,859	6,142 (actual: 474)	5,636 (actual: 429)	4,799 (actual: 484)	4,420 (actual: 423)	4,311 (actual: 426)	5,169 (actual: 504)	4,688 (actual: 405)	4,967 (actual: 410)	4,765 (actual: 394)					4,954 (actual: 3,949)	8,246
L 790	Zone 1 Streets of an acceptable standard of cleanliness (Accord)															
	<p>December remains above the target level of 95% as it has done over the year to date. This demonstrates a consistent level of high performance in keeping main roads clean.</p>													Green	Green	
	97.7%	98.3%	98.5%	99.2%	98.8%	99%	98.2%	98.9%	98.2%	98.8%					98.7%	95%
L	Sports & Leisure usage (seasonally adjusted annual equivalent)															
	<p>Figures seasonally adjusted to a profile supplied by Recreation, and revised wef the October report.</p> <p>Performance for December is above the revised target for the third month running. If the third quarter performance is kept up we are on track to meet the annual target.</p>													Green	Amber	↓
	876,581	878,270 (actual: 71,349)	801,226 (actual: 81,274)	882,069 (actual: 94,960)	848,447 (actual: 87,331)	808,001 (actual: 76,013)	850,795 (actual: 80,781)	964,117 (actual: 69,584)	938,285 (actual: 67,295)	1,010,364 (actual: 49,665)					874,785 (actual: 678,252)	883,908
	Parks cleanliness Index															
	<p>December's performance is above target for the fourth month in succession. The YTD score has increased to 80.07, thus hitting the target. Improvement has been achieved on sites across the borough.</p>													Green	Green	↑
	79.20	73.2	76.9	81.11	79.46	79.81	83.52	82.30	83.6	83.3					80.07	80
Housing Monthly indicators																
Ex. BV 185	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.															
	<p>Data for Qtr3 taken from new IT systems rather than customer care returns which was previously the case. Gap is for Card left/Follow on jobs not booked in Optitime - will be addressed to ensure target met by year end.</p>													Red	Red	↓
	99%	96.36%	95.9%	98%	96%	96%	97%	90%	90.5%	91%					90.4%	99%
BV 183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (Amended definition applied wef Apr)															
	<p><i>CPA indicator</i></p>													Green	Green	
	19.1 (old definition)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00					0.00	4
BV 183b	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.															
	<p>Temporary Accommodation and Rehousing Teams have implemented procedure to ensure families in hostels cannot exceed the 40 week period. However, retrospective nature of PI will mean figure remains high.</p>													Red	Red	↑
	79.34	69.64	25	41.33	74.55	56.33	153.00	57.86	140.33	69.78					69.11	40.00
BV 212 LHO 4	Average relet times for local authority dwellings let in the financial year (calendar days)															
	<p>Reintroduced for 05/06 - Ex. BV 68</p> <p>On track to meet the 05/06 target of 29 days.</p>													Amber	Red	↓
	29.6	32.78	30.83	34.29	33.73	27.53	31.03	25.89	36.34	26.04					32.38	29 LPSA 25
BV 66a	Local authority rent collection and arrears: proportion of rent collected															
														Amber	↓	
	97.6%	91.84%	96.11%	96.65%	96.95%	97.05%	96.71%	96.73%	97%	96.6%					96.6%	97.8%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
BV 66b	Percentage of tenants with more than seven weeks rent arrears <i>New from 2005/06</i>															
	9%	N/A	N/A	11.8%	12.2%	11.89%	13.02%	13%	13.6%	13.9%				Red	Red	8%
was BV 67	Decisions on homelessness applications made in 33 days 05/06 target of 92% on track															
	81.10%	100%	97.04%	97.83%	94.16%	96.67%	98.9%	95.0%	78.53%	80.36%				Red	Green	92%
LHO 6 (BV 73)	The average time taken to complete non-urgent responsive repairs (calendar days) Need to agree basis for data collection- these figures include private contractors without any exclusions for planned maintenance, which is a change from previous years, hence deterioration. Issue is about capturing accurate contractor completion data in the absence of IT links.															
	21	-	-	19.96 (Q1)	-	16.60	17.86 (Q2: 17.80)	14.89	13.67	14.18				Red	Red	10
LHO 5	The % of urgent repairs completed within Government time limits. Excellent progress continues to be made. Reflection on success of BPR improvements including introduction of Optitime.															
	97%	100%	99.7%	98%	98.8%	98%	96.4%	97%	98.3%	98%				Green	Green	97%
Social Services Monthly indicators																
BV 54 C32	Older people helped to live at home per 1000 population aged 65 or over Decemblers' information is based on the updated Framework-i reports.															
	121	122	121	116	120	122	131	115	145	116				Amber	116	127
55 D40	Adult and older clients receiving a review as a percentage of those receiving a service <i>This is a joint (older people and adults) indicator.</i> Since Framework -I went live we have monitored a combination of FI and Client Index reports to obtain meaningful outturns. However as data quality on FI has improved and migration and report issues have been fixed this method pushed the figures artificially high. This month we are relying on FI reports only to provide a more accurate outturn.															
	61%	53%	61%	62%	62%	58%	64%	66%	72%	42%				Red	42%	75%
BV 56 D54	% of items of equipment & adaptations delivered within 7 working days <i>CPA Key Threshold</i> December's performance exceeds target															
	70%	72%	87%	70%	73%	91%	93%	90%	86%	91%				Green	Green	80%
BV 58 D39	% of people receiving a statement of their needs and how they will be met. <i>Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06</i>															
	89%	87%	88%	95%	95%	95%	95%	95%	95%	95%				Green	95%	95%
BV 195 D55	Acceptable waiting time for assessment - average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i>															
	62.5%	62%	62%	62%	62%	63%	65%	66%	70%	64%				Amber	64%	70%
BV 196 D56	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i>															
	89.9%	89%	88%	88%	88%	89%	84%	88%	88%	88%				Amber	88%	91%
Paf C26	Supported admissions to residential/nursing care per 10,000 population over age 65 [annual equivalent] <i>CPA Key Threshold (using 2003 mid year estimate population of 21,100)</i> The new SR1 definition now states that temporary to permanent transfers should also be included. This has increased the overall performance of C26. Novembers performance equates to 72 admissions since April scaled up to the end of the financial year															
	56.10	97.10	74.30	64.80	61.40	58.30	54.30	53.10	51.43	50.16				Green	50.16	50.5
Paf	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service This indicator was introduced mid year and figures were previously scaled up to calculate performance. We now have a full year's data from which to calculate PAF C62 and these figures suggest a lower level of performance. As this is a new indicator there is no comparative data to benchmark. However December's performance shows improvement on November.															
	24%	25.7% scaled up	24.0% scaled up	22.43% scaled up	22% scaled up	20.4% scaled up	18.2%	18%	15%	17%				Red	17%	25%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
Local	Percentage of all identified carers of older people aged 65+ receiving an assessment															
	LPSA Based on 248 Assessments of Older People from 363 known carers.													Red		
	N/A	82%	82%	82%	82%	82%	84%	83%	83%	68%					68%	90%
PAF D43	Number of new clients (adults and older people) where time from first contact to first service is more than 6 weeks													Red		
	The figure for this indicator is currently being determined by two systems. Currently we rely on a combination of Client Index and Framework I data to calculate the outturn. As each month passes and we rely more on FI data the outturn will rise. Due to the way the new report works it will not be possible to calculate December's figure until February.													Red		
	301	280	284	272	366	460	497	661	762						762	125
BV 201 C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)													Green		
	CPA Key Threshold Performance continues to improve month on month and the likelihood is that the target of 120 will be met by the end of the financial year (March 06). The month's target of 111 for Dec 05 has been exceeded. The mortality rate has pushed the performance down this month.												Green	Green		
	86	84.66	86	95	102	109	107	117	118	117					117	120 by Mar
Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days													Red	Amber	
	Under the act, subject to agreement between the complainant and the I.O, the response time can extend to 90 days. This is the case in the current situation													Red	Amber	
	62%	50%	100%	86%	50%	75%	80%	90%	50%	25%					69%	70%
Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days													Red	Red	
	Both responses sent this year have been late but within 90 days. Under the Act, subject to agreement between the complainant and the investigating officer the response date can extend to 90 days. This is the case in the current situation.													Red	Red	
	0%	N/A	N/A	N/A	N/A	0%	N/A	N/A	0%	N/A					0%	30%
Finance Monthly indicators																
BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority													Amber	Amber	
	CPA Key Threshold Three way matching is generally working well for those purchasing groups (particularly as experience is gained) that have so far been moved to this process - with more being added every week.													Amber	Amber	
	85%	90.3%	88.4%	89.5%	90.4%	89.1%	88.7%	90.7%	90%	89.4%					89.6%	90.0%
BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.													Amber	Amber	
	CPA Key Threshold Performance has remained steady during the year but has fallen in December. This can be attributed to the lack of computer system availability after the Hemel fire. Plans are in place to ensure that backlogs created are cleared at the earliest opportunity. Furthermore, to ensure that the annual target is reached there is a focus on improving the collation of key information from customers after a liability order has been obtained.													Amber	Amber	
	93%	92.8%	93.9%	93.2%	93.2%	93.4%	93.3%	93.3%	93.3%	91.5%					92.9%	93.5%
BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.													Amber	Amber	
	CPA Key Threshold Performance has remained steady during the year but has fallen in December. This can be attributed to the lack of computer system availability after the Hemel fire. Plans are in place to ensure that backlogs created are cleared at the earliest opportunity. The collection rate will continue to be closely monitored to ensure that the annual target is achieved.													Amber	Amber	
	98.6%	98.6%	98.9%	99.1%	98.8%	98.8%	99.3%	99.1%	99.1%	97%					98.6%	99%
PM1	Performance Indicator for average speed of processing new claims (Standard 36 days)													Amber	Green	
	Measured in days The performance has remained above target and is now in line with an excellent score in the benefit performance standards. A revised process for submitting improved proofs with claims to customer services and mobile claim processing being implemented. This will reduce the number of days to process claims and enable continuous improvement.													Amber	Green	
	48	47	44	44	44	40	40	36	36	42					41	42
PM5	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review)													Red	Red	
	Measured in days The Department of Works and Pensions has introduced a revised calculation for this indicator. Work is being undertaken to estimate a revised annual position and the target will require amending. A recent DWP circular states that the standard will be revised from April 2006.													Red	Red	
	14	20	18	17.6	17	18	18	18	29	33					38	18

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
Chief Executive's Monthly indicators																
BV 12 CPA	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent</i>															
	The YTD progress includes late reporting of sickness inevitably missing from monthly figures													Red	Red	
	9.53	0.64 Annual Equivalent 7.7	0.72 Annual Equivalent 8.6	0.75 Annual Equivalent 9.0	0.75 Annual Equivalent 9.0	0.61 Annual Equivalent 7.3	0.68 Annual Equivalent 8.2	0.76 Annual Equivalent 9.1	0.79 Annual Equivalent 9.5	0.82 Annual Equivalent 10.5					6.04 Annual Equivalent 9.3	8.8
BV 117	The number of physical visits per 1,000 population to public libraries <i>Deleted as BVPI from 05/06</i>															
	Deleted as BVPI from 05/06													Red	Green	
	9,032	871 Annual Equivalent 10,448	829 Annual Equivalent 9,944	813 Annual Equivalent 9,754	814 Annual Equivalent 9,765	767 Annual Equivalent 9,205	821 Annual Equivalent 9,850	903 Annual Equivalent 10,836	825 Annual Equivalent 9,898	699 Annual Equivalent 8,394				7,341 Annual Equivalent 9,788	9,000	
Local	Members Enquiries, percentage responded to within 10 working days															
	2,633 Members enquiries have been responded to within timescale. MEs performance for 04-05 was 71%.													Red	Red	
	71%	82%	82%	84%	83%	89%	85%	87%	82%	84%				85%	90%	
Local	Local Resolution complaints (stage 1) responded to within 15 working days															
	Action is being taken to address poor performance in Housing and Finance. 1,182 responded to on time since April.													Red	Amber	
	75%	79%	80%	81%	81%	83%	76%	82%	78%	67%				79%	80%	
Local	Service investigation complaints (stage 2) responded to within 25 working days															
	124 completed on time so far this year													Green	Red	
	76%	75%	47%	92%	78%	76%	65%	87%	72%	82%				74%	80%	
LCE1	Independent review (stage 3) public complaints responded to within 25 working days															
	25 out of 25 in year to Date.													Green	Green	
	86%	100%	100%	100%	N/A	100%	100%	100%	100%	100%				100%	90%	
L	Freedom of information act replies within 20 day time scale															
	This information is better than previous submissions because we have improved data collection and excluded bank holidays from reported performance. Nevertheless the performance is still a concern.													Red	Red	
	N/A	60%	68%	72%	65%	53%	73%	74%	70%	49%				65%	90%	
L	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes															
	Additional staffing resources are being put into the CSCs to return this service level to the target at outturn.													Green	Amber	
	77%	74%	56%	67%	67%	75%	68%	67%	62%	80%				68%	70%	
L	Switchboard- Telephone answering in 15 seconds															
	Actions are in place to return this service level to a more cost effective level.													Green	Green	
	92%	98%	98%	99%	98%	98%	98%	97%	96%	98%				98%	90%	
L	Council Wide Position- Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls)</i>															
	Performance in line with target													Green	Green	
	67%	N/A	N/A	81%	81%	83%	80%	81%	80%	83%				85%	75%	
Call Centre Totals																
	Calls answered in 15 Secs as % of calls presented															
	Service level is still being affected by IT instability. It is unlikely that the target will be achieved.													Red	Amber	
	43.0%	84.0%	61.9%	67.8%	66.6%	67.6%	78.3%	64.9%	51.2%	62.9%				67%	70%	
	Calls answered as percentage of all calls presented															
	Performance above target													Green	Green	
	65.3%	97.34%	92.11%	94.52%	89.20%	95.32%	94.94%	94.87%	90.45%	93.58%				93.6%	85%	
	Average queuing time <i>Min:Sec</i>															
	Year to date is still well within target and has improved over November.													Green	Green	
	01:02	00:13	00:37	00:29	00:35	00:24	00:16	00:26	00:51	00:35				00:29	40 Secs	
Children's Services Other indicators																
38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.															
														Green		
	43.7%													47.7%	42%	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
Local LPSA	Average points score of Black African pupils at Key Stage 2														↑	
	Good progress on this target. Needs to be maintained for 2006.														Amber	
	25.50															26.00
Local LPSA	Average points score of Black Caribbean pupils at Key Stage 2														↑	
	Some progress has been made- but there is a danger that this target will not be met in 2006.														Amber	
	25.50															25.80
Housing Other indicators																
Local LPSA	The number of under-occupied tenancies re-housed														↑	
	LPSA													Green	Amber	
	45	1	7	3	6	7	12	9	12	14						71
DMT 10	Tenancies re-housed under the Moving out of London Scheme														↑	
	LPSA													Green	Green	
	Making steady progress in this area - confident that the revised target of 45 moves will be met by Mar 06															
	23	1	4	2	7	4	8	6	6	5					43	45 LPSA target 50
LHO 7	% of permanent social lettings which are made through the choice-based lettings processes														↓	
	LPSA													Red	Red	
	61%	27%	51%	22%	33%	43%	43%	37%	36%	41%					36%	80%
Environment other indicators																
BV 100c	Local street and environment cleanliness (litter)														↑	
	New from 2005/06														Green	
	This result is the best result yet with only 23% of roads with significant levels of litter & detritus, a significant improvement on our Tranche 1 score of 40% in 2004/05. The average of the last three tranches including this latest score is 26% which is above the London average for 2004/05 and below the new CPA threshold of 28%.															
	32%				23%											30%
BV 100b	Local street and environment cleanliness (Graffiti)															
	New from 2005/06															
	At present there is no London wide comparison data available for this element of the PI. However 5% is considered to be a very good level of performance and when comparative data is available, we believe this will compare favourably with other London boroughs.															
	n/a				5%											
BV 100c	Local street and environment cleanliness (Fly - posting)															
	New from 2005/06															
	At present there is no London wide comparison data available for this element of the PI. However 2% is considered to be a very good level of performance and when comparative data is available, we believe we will compare favourably with other London boroughs.															
	n/a				2%											
Social Services other indicators																
Local LPSA	Number of people placed in long term extra care sheltered housing places, excluding step down provision														→	
	LPSA													Green		
	60			60			60			60						60
Finance Services other indicators																
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people														→	
	Adaptation works are in hand to meet the target of 25% by the end of this financial year													Green		
	22%			22%			22%									22%
PM2	Percentage of new claims outstanding over 50 days (Standard 10%)															
	Although this is classified as a 'good' score for CPA ratings an improvement is required. The service is identifying ways to reduce the length of time it takes for customers to return proofs to enable the claim to be processed. Similar to new claims (BVPI78a) mobile processing and improved information collation with customers who visit are being implemented.													Amber		
				19%			10.8%			16%						15%
PM10	What is the percentage of interventions when review action commenced in the last quarter against the annual target?															
	The target for the third quarter is 56 and 84 has been achieved. This equates to an 'excellent' score for CPA purposes and on target to reach 100% for the year.													Green		
				16%			38.5%			83.7%						84%
PM12	What is the percentage of visits carried out against the annual target?															
	The target for the third quarter is 56 and 94 has been achieved. This equates to an 'excellent' score for CPA purposes and on target to reach 100% for the year.													Green		
				33%			63%			94.4%						94%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Monthly Progress	YTD Progress	Target 05/06
Chief Executive's Other indicators																
BV 14	Employees retiring early (excluding ill-health retirements) as a % of the total work force <i>Annual equivalents shown</i> None in first quarter, 3 in the year to date.													Green	Green	
	0.37%			0.00%			0.12%								0.10%	0.20%
BV 15	Employees retiring on grounds of ill health as a % of the total workforce <i>Annual equivalents shown</i> 5 ill health retirements													Green	Green	
	0.35%			0.17%			0.04%								0.14%	0.30%
BV 17a	The percentage of staff from minority ethnic communities													Green	Green	
	40.8%			41.7%			41.6%								41.5%	40.8%
BV 11a	The percentage of top 5% of earners that are women													Green	Green	
	49.7%			50.0%			52.4%								56%	50%
BV 11b	The percentage of top 5% of earners from ethnic minority communities													Amber	Amber	
	23.6%			24.7%			25.4%								23.5%	25%
BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition <i>New for 2005/06</i>													Green	Green	
	4.5%			4.9%			5.0%								4.9%	

Monthly Perf. Req. to
Maintain Performan ce
Maintain Performan ce
Maintain Performan ce
Maintain Performan ce
Maintain Performan ce
2.5 per month
Unlikely to hit target
Maintain Performan ce
80%

Monthly Perf. Req. to
Maintain Performance
Maintain Performance
Maintain Performance
Maintain Performance
Maintain Performance
Maintain Performance
Unlikely to hit target
Maintain Performance
Maintain Performance
Maintain Performance
282

Monthly Perf. Req. to
Maintain Performance
121
Maintain Performance
Maintain Performance
911,277
Maintain Performance
Unlikely to hit target
Maintain Performance
Unlikely to hit target
18.86
Unlikely to hit target

Monthly Perf. Req. to
Unlikely to hit target
Maintain Performance
Unlikely to hit target
Maintain Performance
Net gain of 3 per 1000 each month
Unlikely to hit target
Maintain Performance
Maintain Performance
88%
100%
Maintain Performance
49%

Monthly Perf. Req. to
Unlikely to hit target
Unlikely to hit target
Maintain Performance
73.00%
Unlikely to hit target
91.11%
95.30%
Unlikely to hit target
Maintain Performance
Unlikely to hit target

Monthly Perf. Req. to
7.21
Maintain Performance
Unlikely to hit target
83.00%
98.00%
Maintain Performance
Unlikely to hit target
75.70%
Maintain Performance
Maintain Performance
79%
Maintain Performance
Maintain Performance

Monthly Perf. Req. to
8

Maintain Performance

Unlikely to hit target

Maintain Performance

Maintain Performance
-0.09
Maintain Performance
Maintain Performance

Monthly Perf. Req. to

Maintain Performan ce
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0.2956
Maintain Performan ce



Procurement Strategy 2006 - 2009



EXECUTIVE SUMMARY



'Procurement' is the process by which the Council obtains the goods, works, and services it requires in support of service delivery to the community of Haringey. The process is all encompassing, ranging from the acquisition of stationery to the design, build and management of schools. In 2004/5 Haringey procurement spend was approximately £264 million.

Purpose

The Haringey Procurement Strategy is primarily concerned with detailing how procurement will support the attainment of the **Haringey Vision** as contained in the **Community Strategy**¹.

Haringey Vision

'To measurably improve the quality of life for everyone in the borough – putting people first, being bold in dealing with issues for the benefit of all.'

The Haringey vision translates into five overarching **priorities**:

- **Achieving Excellent Services**
- **Building Safer and Stronger Communities**
- **Better Haringey**
- **Raise Educational Achievement**
- **Putting People First**

¹ Haringey's Community Strategy 2003 -2007

Procurement Vision

As a fundamental local authority function, with an associated spend equating to approximately 62 % of the Haringey budget, procurement is a powerful tool by which to achieve the vision and drive improvement. Officers and Members at Haringey acknowledge this importance, as is expressed below in the Procurement vision.

***“To ensure a Procurement Service that contributes to the attainment of priorities contained in local and national strategies. The Haringey Procurement Service will deliver procurement excellence, value for money and give full consideration to Haringey’s diverse community.*”**

Haringey will achieve the vision for procurement by focusing on areas instrumental to delivering an effective procurement service. The Haringey vision translates into five key procurement objectives that each relate to our corporate priorities:

ACHIEVING EXCELLENT SERVICES

OBJECTIVES: Deliver Value for Money, Collaborative Procurement

Aims

- Council suppliers will be selected on the basis that they have demonstrated an in-depth understanding of and ability to meet community needs.
- In specifying service requirements, the Council will apply the principles of **whole-life costing** and **‘paying the necessary cost to secure the best possible outcome’** for the local community.
- Support services in identifying areas in which improvements vis-à-vis procurement can be made.
- Support services to become intelligent clients by increasing and maintaining market knowledge.
- Adopt a joined-up approach to service delivery so that where opportunities for **aggregation** exist these are taken.
- Innovative procurement solutions will be used to develop those areas of the Borough in most need of regeneration.
- Support the local economy by engaging with the voluntary community sector and the small business community of Haringey to work together to deliver services across the Borough.

BUILDING STRONGER AND SAFER COMMUNITIES

OBJECTIVE: Improve construction procurement

Draft for Consultation

Version 2.5

2



Aims

- Develop and train officers to understand construction best practice principles in order to ensure that all construction procurements are optimised in terms of best value for money for the whole life of the facility.
- Ensure that all construction projects are designed to deliver sustainable facilities that will enrich Haringey's built environment.
- Ensure that consultation with all community stakeholders forms part of the procurement process.
- To evaluate all suppliers appropriately to ensure they understand and are able to deliver the Council's Community Strategy.

BETTER HARINGEY

OBJECTIVE: Develop and embed sustainable procurement practices

Aims

- Ensure that 'Sustainability' is an express feature of all procurement be it by way of our contractors ability to demonstrate sustainable working practices or by way of community benefit via the delivery of services in Haringey.
- Ensure that waste disposal methods and associated costs are express elements of our suppliers' proposals to deliver goods and services to the Council.
- Monitor our use of non-renewable sources of energy with a view to seeking alternate methods of supply.
- Ensure e-procurement is deployed to reduce the use of paper in the purchase to pay process.

RAISE ACHIEVEMENT IN EDUCATION AND CREATE OPPORTUNITIES FOR LIFELONG LEARNING

OBJECTIVE: Use procurement as a tool to achieve social and economic benefits.

Aims

- Encourage our contractors' (where it is reasonable to do so) to provide training and development opportunities that support education and learning in Haringey.
- Support The Children's Services in the procurement of school buildings, goods and services to ensure an educational environment that is fit for purpose and of the required quality standard.
- Use the procurement process itself as a tool for encouraging market appreciation that may develop into career opportunities.

PUTTING PEOPLE FIRST

OBJECTIVE: Capacity building

Aims

- Ensure robust and transparent procurement
- Develop and embed training and development.
- Implement e-procurement solutions



Collectively, this Procurement Strategy, the Corporate Procurement Unit's Business Plan (available from Haringey's Best Value Performance Plan) and associated strategies represent the route-map for achieving our aims and objectives.

This executive summary is one of three documents that make up the Procurement Strategy Pack. It is accompanied by a detailed document entitled 'Strategy Context', which provides additional detail as to how the Council is seeking to achieve its aims and objectives for procurement. It specifies the necessary actions required to deliver the strategy. The 'Action Plan' is the third and final document within the pack.

For further information on this strategy or supplying the Council please refer to our 'Selling to the Council' web pages at www.haringey.gov.uk/business/sellingtothecouncil.htm or contact Dionne Knight in the Corporate Procurement Unit on 020 8489 2178.

Procurement Strategy 2006 - 2009

STRATEGY CONTEXT

Author: Dionne Knight – Senior Procurement Manager
Draft for Consultation

Version 2.5

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1 Overview

1.1 Overview

The 'Procurement Strategy Executive Summary' provides the strategic framework within which the Council will pursue procurement excellence. This document is a companion to the strategy and seeks to provide additional detail on how the Council intends to meet the aims and objectives for procurement. It expresses:

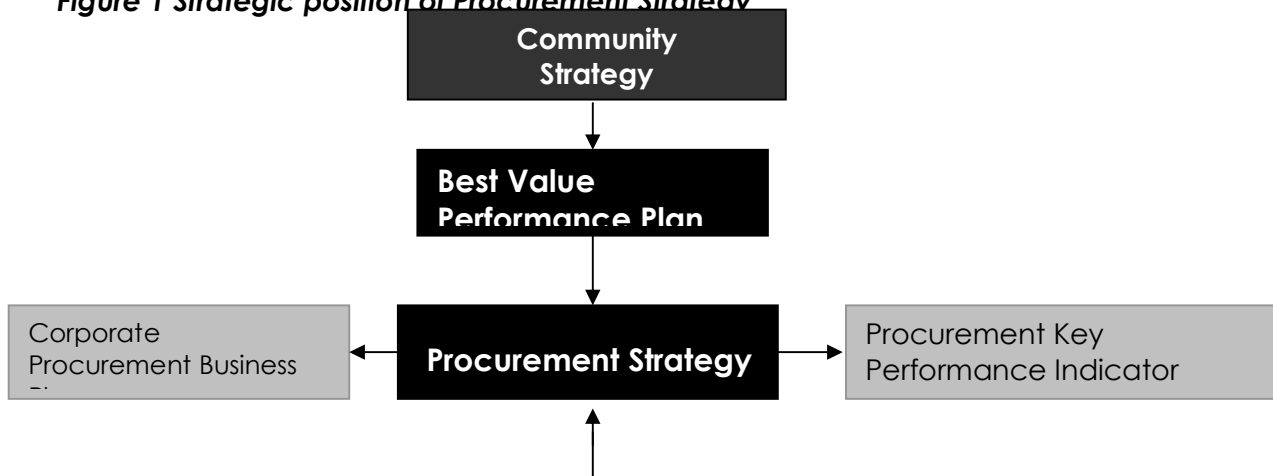
- The development of areas underpinning procurement within the Authority.
- The Authority's mid-long term approach to procurement.
- Key actions for delivering the Procurement Strategy with named roles and responsibilities.
- Measures for monitoring performance against the deliverables in this and associated strategies.

The strategy expresses the role of procurement in supporting delivery of Haringey's corporate priorities and refers to the position of dependent plans in detailing our approach. Figure 1 illustrates the interdependencies. The first action of the strategy is to ensure delivery of its action plan.

Action – Delivery of the Haringey Procurement Strategy

- 1.1 Monitor delivery of this Strategy.
- 1.2 Report progress to PSB² and CEMB³ annually

Figure 1 Strategic position of Procurement Strategy



² Procurement Stream Board

³ Chief Executives Management Board



1.1.1 Document structure

The remainder of this section focuses on the Haringey procurement context, giving careful consideration to some of the key drivers influencing local authority procurement. It then considers some of the specific areas where procurement is supporting and will continue to support outward service delivery in Haringey.

Section II – Haringey Procurement - Delivering Policy Objectives

This section sets out next steps and the position of Haringey Procurement in relation to:

- The authority's last Best Value inspection
- Progress against the implementation of the milestones contained in the National Procurement Strategy
- The role of procurement in delivering efficiency
- Comprehensive Performance Assessment (CPA).

Section III – The Haringey Procurement Framework

Section three summarises the procurement framework and reviews it in relation to supporting the delivery of an effective and compliant procurement service.

Section IV – Achieving the Vision

This is the most detailed in that it presents key actions for developing the Authorities existing approach to procurement. Maximising the Authority's potential as an organisation with huge purchasing power is essential if the Council is to become an authority excellent at delivering **value for money**, quality services with positive outcomes and an intelligent client into the markets it procures from. Accordingly actions required to develop the capacity of officers to intelligently procure within a market economy are detailed here. The section also considers the output of internal reviews, particularly those focused on construction and sustainability and details the activities required to take each of these areas forward. Following the work of the Trade Local and SME Procurement Pilot projects, and the lateral contribution made to achieving the objectives of



the **Haringey City Growth Strategy**, this section of the strategy also sets out the ongoing development necessary to support the local economy, social enterprises and voluntary community sector within the Borough.

Document Summary

Each section will identify key actions for maturing the Procurement Service. For ease of reference these actions are numbered and presented in grey shaded text boxes. (An action plan summarising all actions is available as a separate document.) Due to the cross-cutting nature of some of the work programmes discussed, readers of this document may find that reference to a particular area is made several times.

1.2 Key Drivers

Local authority procurement is big business as every day it facilitates the delivery of services to the community. Councils do not have the resources, capacity and in some cases, skills to provide all these services directly, hence the requirement to purchase from third party providers. This creates a competitive climate where councils are under pressure and reliant on others to deliver timely, quality services that are affordable and meet the needs of customers.

The **Byatt Review**⁴ highlighted the poor state of local government procurement and also brought to the fore the significance of procurement in contributing toward improved community services. The review has been the basis on which local government procurement has undergone a significant transformation. Since the publication of Byatt, Haringey has developed and established an effective procurement service that drives strategic direction, operational practice and Member/Officer involvement. The launch of **The National**

⁴ DTLR, 'Delivering Better Services for Citizens', Sir Ian Byatt, June 2001



Procurement Strategy⁵, and the emergence of '**Gershon Efficiency**',⁶ along with the greater than ever before focus on procurement within the **Comprehensive Performance Assessment (CPA)** serve to demonstrate the evolving nature of public procurement. Haringey is in a prime position to embrace the pace of change and our Procurement Strategy is a tool by which the Service will meet the expectations of stakeholders.

The local government community is one that promotes the notion of development and improvement from within. The recent establishment of nine regional Centres of Excellence, serves to support the improvement process and also to disseminate emerging best practice. In specifying actions for improving the Procurement Service at Haringey this document also briefly summarises the areas where the Service has and continues to support the Council's overall improvement journey. The Procurement Strategy and related documents are expressions of continuous improvement and it is therefore important that in delivering this strategy the Procurement Service shares and embraces the lessons learned during the life span of the strategy.

Action – Dissemination and sharing best practice

- 1.3 Establish and maintain relationship with London Centre of Excellence and other bodies supporting improved procurement within local government.

⁵ ODPM/LGA, 'The National Procurement Strategy for local government', Oct 2003

⁶ HM Treasury, 'Releasing resources to the front Line',

2

Haringey

Procurement

Delivering Policy

Objectives

2.1 Best Value – Haringey Procurement Service

Haringey's last Best Value Inspection⁷, concluded that the Haringey Procurement Service was a 'good service that had excellent prospects for improvement.' The finding was reflected in the award of a two-star rated service. The review specifically covered the acquisition of goods and services by the Council from third parties. The review panel identified many areas of strength in the Haringey Procurement Service, but also identified areas for potential development. Areas within the latter category are addressed below.

2.1.1 Forward Planning with explicit links to Business and Financial Planning

Haringey's annual pre-business and business planning process is effective at capturing council-wide information on planned procurements exceeding £250,000. This exercise dovetails into that of financial planning. The Corporate Procurement Unit (CPU) currently uses data from business plans to prepare and publish an annual procurement plan with a view to prioritising resources required to support services. In order that the authority may achieve greater procurement value from business plan submissions the annual exercise should be preceded by a related activity of developing Directorate/Service procurement plans based on analysis indicating new opportunities for achieving value for money and procurement efficiencies.

Action – Integrated Business and Financial Planning

2.1 The CPU is to make co-ordinated use of procurement and savings information submitted during the business planning process and informed by strategic spend data to recommend cross-cutting strategies for achieving:

Strategic

- Collaboration across services.
- Economies of scale.
- Aggregation in the supply chain.
- Reductions in the duplication of effort.

⁷ Audit Commission, Haringey Procurement, January 2003. The Council must show that Challenge, Comparison, Competition and Consultation have been applied in the delivery of the inspected service.

Service Specific

- The provision of advice to services on packaging work programmes so as to achieve value for money and sector-specific efficiency targets.
- Map savings and embed within Directorate/Service procurement strategies.
- Review progress as part of PBPR

2.1.2 Performance Management

In April 2005, Haringey, led by the CPU, developed a framework of performance indicators (PIs) to assist with monitoring the Council's progress against national and sector specific procurement objectives/standards. The PIs are taken from a range of sources and include locally developed indicators. The framework will serve as an important means for improving the Haringey Procurement Service and is therefore a tool central for measuring progress of the deliverables within this strategy. Other benefits include:

- Assistance with measuring progress towards achieving corporate objectives and targets.
- The promotion of Haringey accountability to the public and other stakeholders.
- The comparison of Haringey performance with that of other authorities.
- Promotion of service improvement by publicising performance levels.

Action – Performance Management

- 2.2 The Corporate Procurement Unit is to monitor performance against PIs within the agreed framework and will report performance on a quarterly basis to the Procurement Stream Board, Chief Officers and the lead Member for Resources.
- 2.3 Share information on a regional basis via the London Centre of Excellence.

2.1.3 Sector and Service Reviews

The Council operates in a broad range of markets that in turn enable the delivery of local services. The Best Value framework requires that Haringey, like all



local authorities, **challenge** existing approaches to service delivery and test the **competitiveness** of these approaches. Thus a key measure for assessing the effectiveness of Haringey's procurement is the extent to which the organisation understands what shapes a given market and the manner in which it responds to market changes. The Council has made steady progress toward improving market knowledge, which is evident by a series of sector specific reviews, namely Recruitment and Resourcing, Energy and Construction. Our experience informs us that markets are forever changing, and are quite often beyond the influence of the Council. It is therefore incumbent upon Haringey to ensure a knowledge base that is able to respond to market shifts and inform strategic decision-making.

Action – Sector Reviews.

2.4 The Corporate Procurement Unit is to lead a programme of specific reviews with a view to improving the Authority's market knowledge in the various sectors of which it is a client. Areas identified for review during the three-year period of this strategy are:

- Highways
- Health and Social Care
- Children's Service
- IT and Telecoms
- Retail and support services
- Facilities Management
- Housing in-house repairs service

***Completion of Energy and Utilities**

2.1.4 Service Inspections

The Audit Commission regime of inspections and the Council's programme of Business Process Re-engineering reviews provide the framework within which to pursue service improvement. The recommendations arising from the above often



make evident the role procurement has in contributing toward service improvement. This is of significance vis-à-vis market knowledge and sector reviews (discussed in the preceding subsection) as the outputs of these inform service contracting strategies which influence the improvement process.

Action - Service Reviews

2.5 The CPU is to liaise with services on the outcomes of inspections and service reviews to inform action plans for service improvement.

2.2 'Gershon' Efficiency

Haringey has long recognised the importance of efficiency. Since the authority's corporate assessment in 2002, the Council has been working toward becoming a more 'efficient' organisation: placing greater emphasis on the methods used to achieve value for money and streamline business processes. This commitment was first expressed in the 2003 Best Value Performance Plan and has since then developed into a key theme for improving capacity to deliver services fit for purpose and of the requisite quality standard. It is in this respect that Haringey welcomes the recommendations of the Gershon review.

In contributing to the attainment of the Central Government efficiency target, the Authority has set about developing an approach that realises the 2.5% year on year saving required.

2.2.1 Haringey Efficiency Strategy

The approach is one that facilitates the delivery of the Council's aims and priorities as expressed in the Community Strategy, Local Public Service Agreement and Best Value Performance Plan. The strategy for securing the gains is in Haringey's **Annual Efficiency Statement (AES)** – Forward Look 2005, an excerpt of which is immediately below.

Our strategy for securing efficiency gains is managed through our annual business planning process. There are two elements to this:

- 1. a detailed review of each business unit against a standard template setting out strategy objectives, performance expectations, investment requirements, and opportunities for efficiency savings. At officer level, this is subject to detailed specialist assessment and peer review. At Member level, this is subject to Overview and Scrutiny review and forms the basis for considering the Executive's budget package; and*
- 2. a crosscutting efficiency programme covering asset management, corporate services, procurement, productive time, e-government, and process review. This programme is designed to deliver both front-line service improvement and cashable efficiency savings. At officer level, six work streams report to the Management Board meeting as a programme board. At Member level, the programme is defined and overseen by the Executive.*

Our strategy for efficiency is underpinned by investment in the capacity of our people to deliver this agenda. Our corporate approach involves a leadership programme for our managers and each business unit has a 'people plan' to ensure full participation. Our crosscutting efficiency programme is promoted within the organisation under the banner of 'Smart working' ...

Haringey acknowledges the challenges presented by Gershon Efficiency, but also recognises the important role procurement has in ensuring the authority's annual savings target is achieved. The AES sets out a summary of those savings expected from procurement.

Action – Efficiency

- 2.6 Establish a clear methodology for all business areas to ensure that savings arising specifically from procurement are identified, logged and built into service procurement plans.

2.7 The CPU is to use information produced from spend analysis data to identify opportunities for efficiency savings. Develop and implement strategies for delivery of savings identified.

2.3 National Procurement Strategy

Launched in October 2003, the National Procurement Strategy is the joint response of the Office of the Deputy Prime Minister (ODPM) and the Local Government Association (LGA) to the Byatt review of Local Government Procurement. The Strategy, separated into four themes⁸, contains 24⁹ milestones to be achieved within the three-year period 03-06. The CPU has overall responsibility for ensuring the NPS milestones are achieved. The Authority's approach to ensuring the attainment of the milestones is to entrench actions for achieving them within the Procurement strategy, CPU Business Plan, and associated sub-strategies. The performance management framework is the means, *inter alia*, for monitoring progress against each deliverable and the NPS strategy as a whole. At an officer level this is subject to review via the performance framework of work plans, appraisals and one-2-ones. Haringey's overall position is summarised in Table 1.

Table 1 – National Procurement Strategy – Haringey Progress

Year	Red	Amber	Green	Total
2004	1	6	7	14
2005	0	2	6	8
2006	0	1	1	2
Total	1	9	14	24

⁸ NPS Themes: Providing Leadership and Building Capacity, Partnering and Collaboration, Doing Business Electronically and Stimulating Markets and achieving Community Benefits.

⁹ This figure will vary according to authority type i.e. District or London Borough.

Action – Implementing the National Procurement Strategy

- 2.8 Appoint an officer responsible for the attainment and ongoing maintenance of each milestone.
- Identify and agree actions for ensuring that any milestone with a status other than green are built into the appropriate programme areas, work plan objectives and is continually reviewed via the performance framework.
- 2.9 Report progress to Procurement Stream Board and London Centre of Excellence.

2.4 CPA

The framework revised in 2005 is a more rigorous test of local authority performance¹⁰. Combined, the Corporate Assessment and Use of Resources Judgement take a broad community perspective on the Council's performance. Both elements of the framework make explicit reference to procurement as an area contributing to Council improvement. In particular, the Value for Money self-assessment, specifically sets out the expected contribution procurement should have in delivering effective and efficient services to the community.

CPA is just one of a wider set of processes and initiatives designed to support continuous improvement, and quite clearly there is a consensus within and across government that procurement is key to shaping local authority improvement planning.

Action – Improvement Planning

- 2.10 The Corporate Procurement Unit is to liaise with Improvement & Performance to ensure an active role into the input of the Council's improvement planning process.
- 2.11 Conduct periodic assessment of the Procurement Service against CPA key lines of enquiry.

¹⁰ 'CPA The harder test', June 2005, Audit commission



2.12 Document positive progress.

2.13 Develop and agree actions for improving areas in need of development.

3

The Haringey Procurement Framework



Procurement Framework

The term 'Procurement Framework' is used to define the organisational infrastructure within which procurement activity is undertaken. The framework is a range of accessible resources, in people and tools, used to deliver effective and compliant procurement across the Council. It includes European and National legislation and the rules, processes and protocol developed and agreed locally.

3.1 Corporate Procurement Unit

The Corporate Procurement Unit (CPU), a service within the Finance Directorate, is the corporate centre and professional lead for procurement. The unit, established in 2001, pursuant to the recommendations of the Best Value inspection of Procurement in the same year, is a team of 47¹¹ officers whose overarching objective is to support delivery of the Community Strategy via procurement. At a strategic level this is best observed by the development of and input to corporate strategies aimed at improving the Haringey organisation. At a programme level, CPU input is discernible via the provision of advice to officers and members on complex-strategic, efficiency and routine procurement. Support at this level is complemented via a cross-functional team of officers, who provide professional advice on procurement matters with attached financial and legal issues. CPU officers also lead on developing and embedding the systems and processes required to deliver effective procurement. Figure 2 illustrates the CPU's division of work.

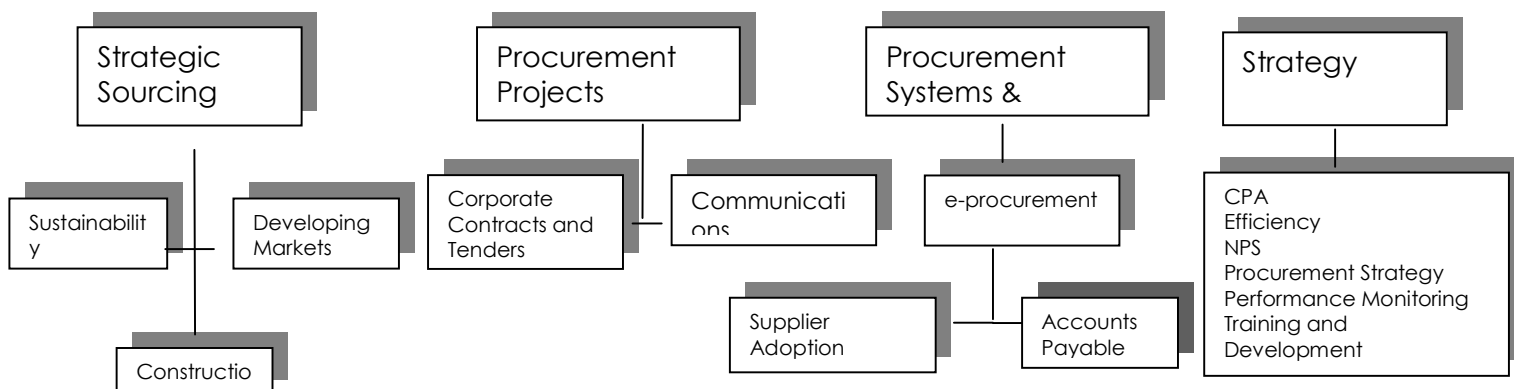
Since the establishment of the procurement central function in 2001, the business unit has undergone considerable change in terms of structure, staff and numbers. As a corporate function it is essential that Members and officers are aware of the services provided by the unit. The unit's business plan goes part way to defining customer service objectives but there are related tasks of better understanding: how the service can support other Council services, particularly

¹¹ This figure includes officers from Construction Procurement Group and Accounts Payable which were subsumed into CPU in 2005.



those that are outward facing, ensuring the promotion of the service and ongoing customer engagement.

Figure 2 – CPU division of work



As previously stated, the Corporate Procurement Business Plan specifies objectives for the business unit along with the actions and measures required for delivering an effective service. The unit's Improvement Plan (contained within the Business Plan) sets out actions identified for achieving service improvement.

Actions - Delivering the Improvement Plan and raising customer focus

- 3.1 Ensure actions identified in the CPU Improvement Plan are incorporated into relevant programme streams and individual work plans.
- 3.2 Continually monitor progress via the performance management frameworks of performance appraisal and PIs.
- 3.3 Raise officer and Member awareness of procurement roles and responsibilities via Intranet and publications.
- 3.4 Define and publish service levels based on consultation with service users.

3.2 Directorate Procurement

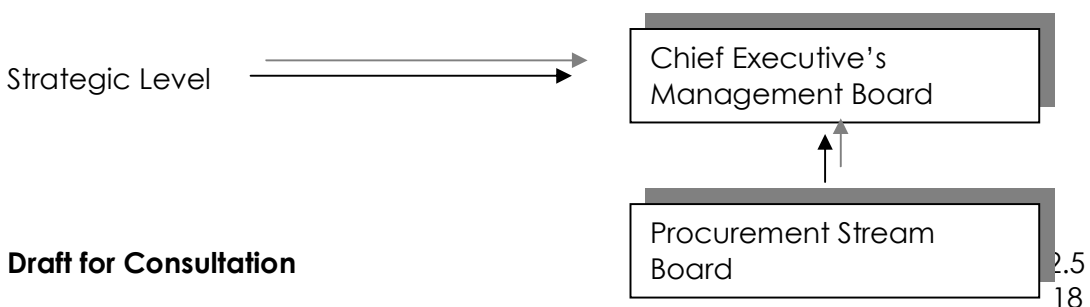
With a network of contract managers and purchasers, the majority of procurement activity takes place in the business units of the Council's nine departments. One advantage of such devolved procurement is the ability of services to make responsive decisions based on customer feedback and specialist service knowledge. A clear disadvantage is weakened central co-ordination, which has sometimes resulted in the loss of efficiency, poor risk management and the duplication of effort. The Council has taken steps to

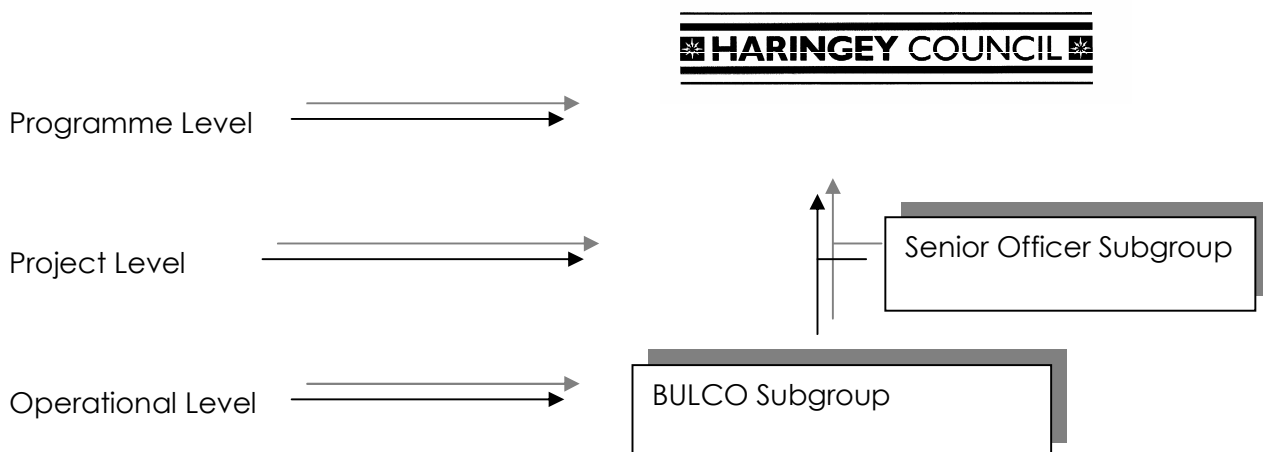
overcome these weaknesses by focusing on skills development, introducing business processes and systems that produce management information and introduce corporate protocol and guidance.

3.2.1 Business Unit Lead Contract Officers (BULCO)

As the name suggests the BULCO network, established in 2003, is a group of departmental officers from across the Council that meet with a lead officer from the CPU on procurement matters of corporate significance. To date the BULCO network has been an effective means of managing operational change issues and creating synergy across services otherwise absent due to the devolved nature of procurement. Because of the changing nature and scope of procurement, the role of the BULCO's has become somewhat immersed and less effective as a means for understanding departmental priorities and how procurement can help in realising these. As previously discussed, the Business Planning Framework is a proven systematic tool for capturing departmental procurement information, specifically that detailing procurements by value and spend. To exploit the full potential of information within business plans (ref action 2.1) the process ought to be supported by a systemic organisational method for ensuring the delivery of procurement that supports the micro objectives of service departments as well as realises corporate and community wide benefits. This is achievable by cross-functional team working via the alignment and introduction of a sub-group structure to the existing operation of influencing the strategic direction of procurement. The Council's Stream Board structure currently has the purpose of overseeing strategic direction and procurement is scrutinised and managed via Procurement Stream Board at the highest level and the BULCO network at the lowest. Figure 3 illustrates the proposed model.

Figure 3 – SMAR+ER Procurement Delivery





Action – SMAR+ER Procurement Delivery

3.5 Review the effectiveness of BULCO network with a view to revising Terms of Reference and establish the group as a sub-group of Procurement Stream Board.

3.6 Assess the effectiveness of introducing a subgroup structure to PSB.

3.3 Contract Standing Orders and Procurement Guidance

The regulatory framework within which procurement activity is undertaken is governed by a system of locally agreed rules and law established at a national and European level. The Authority’s Contract Procedure Rules and Contract Standing Orders is an embodiment of all.¹² They continue to be fundamental components of a broader system that has the purpose of managing risk and ensuring compliance, probity and transparency in procurement decisions and subsequent activity. Since the drafting of the Authority’s last Procurement Strategy the framework has changed to include the revision of European legislation and the introduction of a suite of ‘equalities’ and environmental legislation. Haringey must begin a process for ensuring that all officers are abreast of these changes and able to apply them in their daily procurement activity.

¹² Section G3 of the Haringey Council Constitution

3.3.1 Procurement Protocol

The Council, via CPU, has recently strengthened the regulatory framework by publishing a procurement manual. The manual is a companion document to Contract Standing Orders and has the primary purpose of increasing officer confidence in managing the entire procurement cycle. Launched in July 2005, the manual is the first of its kind; observance of the guidance within must be supported by an action to ensure the manual becomes an intrinsic tool for delivering effective procurement.

3.4 Risk Management

Risk management is a major facet of effective corporate governance. The above subsections detail some of the control mechanisms in place for ensuring procurement at Haringey is delivered within a coherent framework. The task of risk management vis-à-vis procurement is to ensure the Council makes cost-effective decisions based on a risk process that has well-defined steps and will support better decision-making through a good understanding of procurement risks and their likely impact. The Council has a four-tiered approach to the management of risk and procurement controls exist at each level. Table 2 illustrates the specific controls and the level of each within the framework.

Table 2 – Risk Management Framework

Level of Risk	Ownership	Controls	Tools	Procurement Specific Controls
Strategic	CEMB	Chief Executive's Management Board. Executive Committee Overview and Scrutiny	Risk Management Policy, Business Planning Framework, Committee reports, Overview and Scrutiny, Statement of Internal Control	Procurement Committee
Programme	Appointed Chief Officer	Executive and Management Team Reports	Stream Board	Procurement Stream Board



Project	Project Sponsor	Project Board	Project Management Framework	Procurement Reports
Operational	Heads of Service. Budget Holders	Annual audit plan. SAP Authorised signatories	Procedural Rules, Manuals, Audit Inspection, Risk registers	Procurement audit plan SAP <ul style="list-style-type: none"> • SRM 4 • CMS Procurement Manual Contract Standing Orders

3.4.1 Strengthening Procurement Risk Management

Risk management in the context of procurement is particularly concerned with managing those issues that may adversely affect the outcome of the procurement. As the above table illustrates, Haringey is effective at managing issues arising internally but weaker at managing those influenced by external factors. The acquisition life cycle, illustrates the decision-making process in relation to procurement and the extent to which procurement decisions are influenced by external factors. When aligned with the risk framework it is apparent that procurement risk occurs largely at the project and programme levels. In order to minimise the degree of procurement risk the Council must strengthen the existing management of risk at these levels. This can be achieved by publishing the framework and the controls within along with increasing the skills levels of staff to better able them to identify and manage risk with rigour at each stage of the cycle.

3.5 Equalities

Haringey has invested dedicated resources to ensure compliance with the legislative framework safeguarding equalities. The investment has extended to that of developing national guidance on the subject matter. Haringey Council, via the in-house Equalities and Diversity Unit, has long been involved in the UK wide Equalities in Service Provision Group¹³. The group is responsible for the

¹³ A subgroup of the Commission for Racial Equality.



development of the 'Common Standard' – the National pre-qualification questionnaire for procurement equalities and CRE local government guidance.¹⁴ The Corporate Procurement Unit has established a strong link with the Equalities and Diversity Unit to ensure equalities are considered at every stage in the procurement cycle. The 'Equalities and Procurement Training Pack' is a direct output of this relationship and contains information pertinent to ensuring compliance and adherence to corporate policy.

The legislative framework governing equalities has increased in scope and all such changes must be reflected in corporate policy and guidance issued in relation to procurement.

Action – Equalities

- 3.7 The Corporate Procurement and Equalities and Diversity Units are to undertake periodic assessments of the Equalities Framework against prescribed national and legislative standards to ensure compliance with statutory obligations.
- 3.8 Both units are to respond to changes by employing appropriate methods for revising / re-issuing guidance to Council officers

3.6 Capacity Building

In summary section three has highlighted the continual need to ensure officers and Members at Haringey operate within and are aware of all that constitutes the Procurement Framework, as it underpins all procurement decisions and related activity. The required level of knowledge, understanding and skills of officers will vary according to their individual role in managing Council Procurement. The various tools such as the Procurement Manual and Haringey Project Management Framework assist in the development of procurement skills, but these must be used as part of a wider corporate approach for ensuring an

¹⁴ Commission for Racial Equality, 'Race Equality and Procurement in Local Government', July 2003



adequate skill/knowledge base for the effective management of procurement within the Authority.

Action - Building Capacity

3.9 Develop and deliver a tailored programme of procurement training and development.

Ensure fit within the SMAR+ Working framework.

4 Haringey Procurement Achieving the Vision

4.1 Freedoms and Flexibilities

Central government and LGA have developed a package of freedoms and flexibilities designed to remove the unnecessary controls that stifle local innovation and that may inhibit effective procurement models. The Local Government Act 2003 is the instrument for awarding increased flexibility to authorities and will assist greatly in moving the policy context for procurement forward. The freedoms and flexibilities introduced through the Act vary according to CPA rating. In relation to procurement they include:

- A prudential capital finance system, which will enable councils to borrow for capital investment without central government consent, as long as they can afford to service the debt.
- Power for the Government to authorise councils in the fair, good and excellent performance categories to trade in relation to any of their ordinary functions.
- New powers for all councils to charge for discretionary services.

4.1.1 Well-Being Powers

The use of the above freedoms ought to be considered in view of the Local Government Act 2000 'Well-Being Power'. This power enables local government to promote the economic, social and environmental well being of their areas. Section 2 of the act provides local authorities with the power to undertake activities that are considered to have a positive impact on the lived experiences of the people in their area. In exercising this power local authorities are authorised to incur expenditure, provide financial assistance, establish a range of co-operatives or facilitate relationships with organisations and individuals, and to provide benefits in kind, including staff, goods, services or accommodation.

4.1.2 New opportunities

Combined, these powers present new opportunities for Haringey, particularly where limited financial resource is a barrier to the development and implementation of innovative procurement solutions. Assessment of the use of these powers will identify the potential benefit use could offer Haringey. In the



procurement context, particular thought should be given to the specific power to form companies and other corporate bodies, provided that such bodies are likely to achieve the promotion or the improvement of the economic, social or environmental well-being of the Haringey area.

Action – Freedoms and Flexibilities

4.1 The Corporate Procurement Unit, Corporate Finance and Legal are to produce a joint feasibility paper on the benefits to be acquired by Haringey from the use of the well-being and freedom powers.

4.2 Contracting Strategies

Understanding the Council's spend profile in terms of; who supplies the Council and to what degree, i.e. regularity and the market categories spend is associated with is fundamental to any approach taken to achieve Gershon Efficiency. Information of this type is best acquired through periodic spend analysis¹⁵. Such analysis facilitates the review of contract priorities balanced by the need to address high-risk areas.

4.2.1 Haringey's Spend Profile

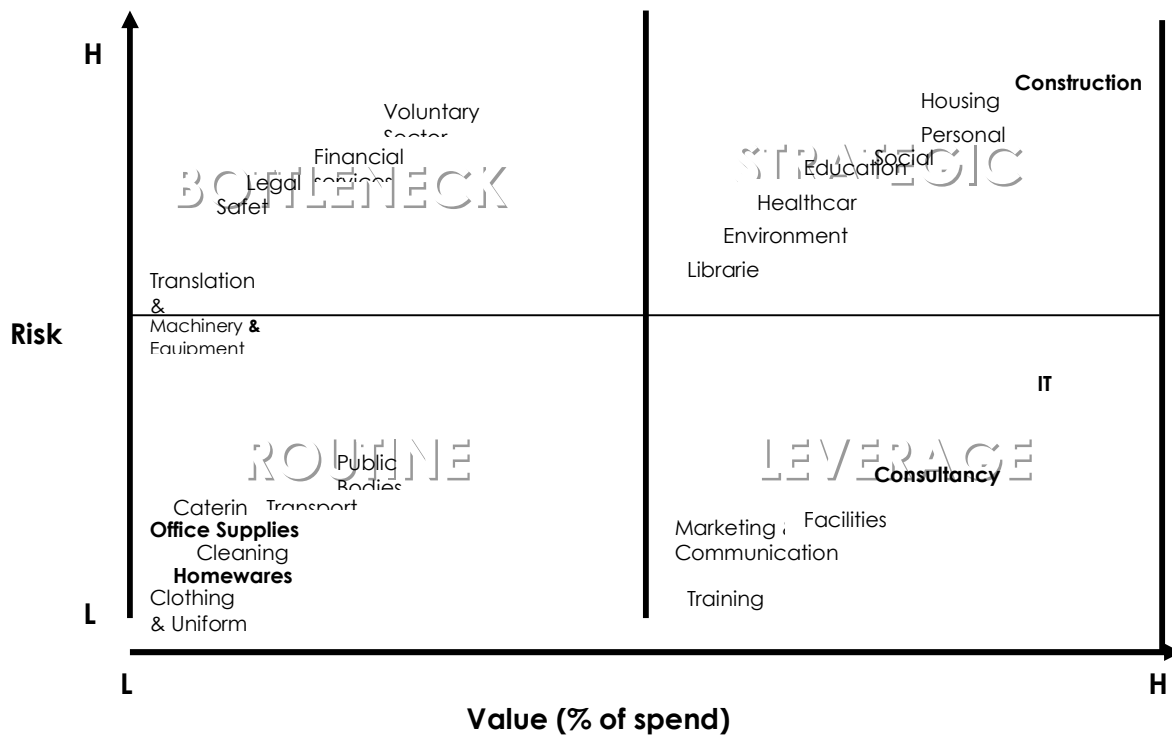
In July 2005, the CPU commenced a spend analysis of the Council's procurement spend covering the financial period 04/05. The analysis revealed the Council's procurement spend of £264m was spent amongst 6500 suppliers in 27 categories. These categories have been analysed and placed into a risk matrix (figure 4) in order to map potential savings.

¹⁵ Ideally spend analysis should be conducted every two-three years.

Figure 4 – Category Positioning by risk

The position of each category in the risk profile is demonstrated below. The profile uses four levels for positioning each product/service area. These are as follows:

- **Strategic** - High Risk/High Value
- **Leverage** – Low Risk/High Value
- **Bottleneck** – High Risk/Low Value
- **Routine** – Low Risk/Low Value





4.2.2 Strategy

The Council will determine each procurement route on a case by case basis to achieve Best Value by one of the following:

Consortia – procuring with other boroughs or making best use of consortia arrangements. These arrangements lend themselves particularly well to routine purchases such as stationery.

Partnerships – The Council has successfully used partnering as a mean of working with organisations towards achieving shared business aims so as to realise mutual benefits in the community. This is a model that has been effective at managing risk and achieving positive outcomes over the longer term. The Northgate IT Partnership, BSF and ALMO are examples of effective partnering arrangements.

Framework Agreements – Accessing and or set-up Framework Agreements.

4.3 Construction Procurement

The Borough has attracted a great deal of investment particularly in the area of Children's Service via the DfES¹⁶ **Building Schools for the Future (BSF)** programme, which has granted £100 million to Haringey for the improvement of Secondary School buildings. In addition to this Haringey residents have voted in favour of an **Arm's Length Management Organisation (ALMO)** to manage local housing, to include the implementation of the Decent Homes standard valued at £250m over a five-year period. These multi-million pound investment programmes along with the existing programmes of regeneration projects are key to improving the Borough of Haringey. Effective **Construction Procurement** and **Capital Management** are key levers and integral elements of the improvement process.

¹⁶ Department for Education and Skills



4.3.1 Strategic Review of Construction

In April 2005 the CPU completed a '**Strategic Review of Construction**' that critically examined the position of Haringey as purchaser of construction related services, against the external factors driving the construction market.

The Council spends in excess of £100 million annually on construction and related services and is therefore a significant client of the sub-regional market. The review undertook a comparative analysis of the Council's existing approach to construction procurement and examined this against best-practice construction procurement methodologies with a view to identifying steps to achieving greater value for money, improve construction performance and attain greater efficiency.

Review Findings

The review highlights the fact that the Council operates within a sellers' market, and therefore needs to become a better client particularly when managing the tendering process. Good practice was evident but only in particular services which culminated in the loss of opportunities for savings via aggregation. The absence of project management skills amongst officers managing capital projects was cited as a problem contributing to poor project management and loss of efficiency. The review also identified the lost opportunities for supporting the local economy and sustainable development because of the absence of forward planning.

In June 05 Members and Chief Officers agreed to the recommendations set out in the Strategic Review of Construction and its accompanying plans. The recommendations amount to the adoption of a standard construction procurement methodology – 'Future Haringey Construction' - based on tried and tested best practice intended to provide a specific project management framework for construction procurements.

4.3.2 Whole Life Costing

A significant recommendation of the review and not just specific to construction, although very particular to it, is the adoption of whole life costing. Whole life cost procurement is pivotal to achieving value for money and benefits for the community of Haringey over the longer term. The Council has accepted the principle of whole life costing in that both officers and Members are agreed that all costs associated with procurement must reflect the costs associated with design right through to those apportioned to disposal of a given product, service or construction. There is evidence from within the Council that whole life cost methodologies are being applied to procurement projects but this is an area needing improvement so that the practice is one that becomes common place across all procurement projects regardless of nature and scope.

Action – Whole Life Costing

- 4.2 Establish Whole Life Costing methodology and incorporate into all protocol, guidance and regulatory rules and procedures.

4.3.3 Construction Strategy – the way forward

The Construction Strategy is a myriad of planned projects varying in nature. It includes the establishment of a construction framework agreement, regard to the Council's Asset Management Plan as well as the ALMO and BSF partnerships, and the provision of specialist construction advice from within CPU. The outputs of the strategic review influence to a large degree the extent to which each of these construction projects will deliver value for money and improved performance. It is therefore essential to this Procurement Strategy and to Haringey construction that the methodology becomes the way of managing all construction within the Council.

Action – Embedding 'Future Haringey Construction'

- 4.3 Project manage the Strategic Review of Construction's Construction Management Action Plan as a step integral to the adoption of 'Future Haringey Construction'.

4.4 Scope specialist training requirements and ensure incorporation within Procurement Training and Development Programme.

4.4 Developing Markets

Haringey by its very nature is a diverse borough representing over xxx ethnic groups. This is one amongst many reasons for which supporting the local economy is of paramount importance, to the Council, as SME's (a majority of which are BME businesses), represent **xxx** of all businesses in the borough. The Council also values greatly the contribution the voluntary sector and social enterprises make in supporting the needs of its diverse community. The Haringey City Growth Strategy articulates in part the Council's aims for supporting development in the local economy and acknowledges the role procurement plays in delivering support. The Trade Local and SME¹⁷ Procurement Pilot Projects are evidence of the huge progress made by the Haringey procurement service in providing support to the local business community.

This work is set to continue as part of a broader scheme of national, regional and local projects Haringey is leading. The Council has received approval from the London **Regional Centre of Excellence**, to lead on two¹⁸ of the work streams linked directly to the attainment of objectives within the National Procurement Strategy. As a maturing service, the Council objectives for this area extend beyond that of business support and include greater use of the voluntary sector to deliver community benefits, the adoption of fair trade practices and acceptance of the principle of fair pay amongst the staff of contractors.

4.4.1 Engaging the Voluntary Sector

To date the work of procurement has been focused on providing support to local businesses. This engagement with local business has allowed the service to acquire an in-depth insight into some of the specific barriers faced by small

¹⁷ Small to Medium sized Enterprises.



businesses when attempting to enter the local government market. Recently published reports and dialogue with HAVCO¹⁹ confirmed similar experiences for community-based organisations. Toward the end of 2004, the Council set about developing a Local Compact between Haringey and the local voluntary sector to act as an instrument for removing the barriers that prevent community based and voluntary organisations the opportunities for delivering local services on the Council's behalf. The Compact currently under development will be an express commitment of the Council to working with the voluntary sector to deliver positive outcomes in the community.

The experience of the Corporate Procurement Unit in managing Trade Local²⁰ and the SME Procurement Pilot²¹, is instrumental to the approach the procurement service has in supporting the Council's objectives for supporting the voluntary sector. The Corporate Procurement Unit has informed and continues to inform the approach of the Voluntary Sector Team in developing the Compact. By sharing the lessons learnt from the Trade Local and SME Procurement Pilot projects, the CPU is able to inform the development of the Compact and seek to address some of the procurement issues specific to this sector.

Action – Engaging the Voluntary Sector

- 4.5 Liaise with the Voluntary Sector Team to ensure continual input into the development of the Haringey Compact.
- 4.6 Assess the usefulness of 'Trade Local' style workbooks as a resource for supporting organisations in the sector.
- 4.7 Extend the operation of the Trade Local database to ensure Voluntary Sector organisations can appear as a category within their own right and ensure appropriate linkage to the Contract Management System.

¹⁸ Modernisation of Energy Procurement and SME/BME Exemplar Project

¹⁹ Haringey's Association of Voluntary and Community based Organisations

²⁰ The supply side project instrumental in increasing SME capacity to enable them to become 'fit to compete' for tendering opportunities.

²¹ The demand side project focused on increasing organisational awareness about the use of SMEs

- 4.8 Baseline and monitor use of VCOs and SMEs with a view to developing existing support to the local economy.
- 4.9 Implement the recommendations contained in the Haringey Compact.

4.5 E-Procurement

4.5.1 SAP Realisation of Benefits Programme

The SAP Realisation of Benefits Programme is being applied by Haringey Council to effect a transformation in the way the Council can achieve an improved and consistent use of the SAP system.

Corporate Procurement has held a series of Council-wide workshops with key users of SAP that resulted in a report that identified the main barriers to using SAP for effective procurement. Further analysis of these issues contributed to the blueprint stage of the new SAP procurement module SRM4 and the Quick Wins project.

4.5.2 Procurement Quick Wins

The Procurement Quick Wins project specifically aims to improve the purchase to pay process from end to end by improving the quality of supplier data held in SAP, introducing efficiencies in the ordering process and identifying how management information can be obtained from the current system in the absence of bespoke software. Implementation of the project will also facilitate the achievement of R9 of the ODPM e-government targets for 2005.²²

Since the beginning of the project the following milestones have been achieved:

1. Implementation of SAP SRM4 (Supplier Relationship Management) which is a procurement focused module that allows for category management

²² Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.



2. As part of the ongoing improvements to procurement within SAP, changes have been made to the way that purchase orders are sent to suppliers, resulting in a paper-less ordering process.

The Council intends to build upon the above achievements by extending purchase order transmission using autofax and email ensuring that early supplier involvement will result in a preferred method of communication.

The Council already pays 50% of invoices to trade suppliers by BACS. The aim is to increase this figure to 70% in 2006/7 and over 80% in 2007/8.

Action – Electronic invoicing

- 4.10 A Strategy for sending purchase orders and receiving supplier invoices electronically will be developed in 2006/7

4.5.3 Next Steps

Reporting

The implementation of BIW (Business Information Warehouse) will provide a robust management information-reporting tool, capable of extracting data held in procurement and producing reports for strategic procurement and performance indicators.

Purchasing cards

Assuming a successful trial of 7 government purchasing cards, GPC's will be rolled out in Q1 / 2006 to other users in the Council on a business needs basis and for low value occasional spend.

Market Place



Haringey Council will also evaluate and consider implementing a "Marketplace" solution in 2006/7. This will enable total business document interchange with initially at least 3 key suppliers in order to achieve process efficiencies.

Contract Management System

Once implemented the CMS will enable officers to conduct tendering, award, maintenance and management of all council contracts over £5000 and make these contracts visible and available to buyers across the council. Contract expiry dates will be flagged to officers well in advance thereby improving the renewal process.

4.6 Sustainable Procurement

The Authority is committed to improving the well-being of all those that live and work in, as well as visit the Borough. The aim of creating a '**sustainable**' Borough is not only expressed in the **Community Strategy** but is evidenced by the '**Be++er Haringey**' improvement programme. The Borough's commitment to developing sustainable communities transcends local boundaries and 'Haringey Procurement' plays a pivotal role in the process. The adoption of recommendations within the suite of 'Sustainability' strategies produced by the Greater London Authority is a key output for this strategy as this will contribute significantly to attainment of a sustainable Haringey.

A collective approach to sustainability is required if Haringey is to produce positive outcomes for the community. Sustainability, like equalities, must become a firm pillar in the foundation of procurement at the Council. To realise this aim actions are required that embed sustainability as a factor to be considered in developing Council processes and inform decision-making.

4.6.1 Sustainability Audit

In the period January – March 2005 the CPU led a Council-wide sustainability audit to establish the Council's position in terms of sustainable development and



environmental management practice and standards. The review particularly assessed:

- officer and Member awareness
- the degree to which risk was managed in order to minimise pollution and breach of legal obligations
- the identification of environmental aspects and impacts when scoping business and service requirements
- procurement practice and contract specifications.

The audit revealed some good but disparate practice and is evidence of an organisational requirement to adopt a holistic approach to sustainable development wherein such development is driven from the corporate centre. Together recommendations arising from the audit and external drivers such as those contained in regional and national policy on Sustainability provide the lever to bring about the required step-change. The Corporate Procurement Unit in conjunction with the Environment Directorate has begun a tactical programme of work to ensure the Council is a sustainable organisation'.

4.6.2 Sustainability Strategy

The strategy for delivering sustainable development within the Council, in the community and the London region is to develop and embed actions required to make tangible improvements within strategic and operational policy. To achieve this the Council must:

1. Strengthen corporate capacity via skills development and increasing awareness amongst staff.
2. Align policy objectives with those at a community and regional level
3. Educate external stakeholders

4.6.3 Short-term Goals

In May 2005 a specific sub-group²³ of Procurement Stream Board was established to ensure achievement of the Council aims in this area. The

²³ Sustainable Council Project Board



Group has identified and agreed seven priority areas for bringing about an immediate change within the organisation.

1. Better Construction design with linkage to 'Future Haringey Construction'
2. Green travel
3. Energy efficiency
4. Compliance with legislative obligations
5. Improved recycling both internally and across the Borough
6. Sustainable procurement to include whole life costing with linkage to 'Future Haringey Construction'
7. Waste minimisation.

4.6.4 Medium to long term objectives

The Sustainable Council Project Board acknowledge that a long term approach to ensuring sustainable development is also required

Actions - Sustainability

- 4.11 Actions arising from the Sustainable Project Board are fed into this Procurement Strategy.
- 4.12 Benchmark Haringey sustainability practice against regional and national objectives with a view to developing Haringey's long-term approach to sustainable development.
- 4.13 Develop and embed policy for sustainable development,

Procurement

Strategy

2006 - 2009



ACTION PLAN

Procurement Strategy Action Plan

Ref	Action	Responsible Officer	Status	Linkage
Theme				
Delivery of the Haringey Procurement Strategy				
1.1	Monitor delivery of this Strategy.	Head of Procurement		
1.2	Report progress to PSB and CEMB.	Head of Procurement		
Dissemination and Sharing Best Practice				
1.3	Establish and maintain relationships with London Centre of Excellence and other bodies supporting improved procurement within local government	CPU Officers		
Integrated Business and Financial Planning				
2.1	<p>The CPU to lead on the analytical use of procurement and savings information gathered as part of the annual Business-Planning exercise to develop cross-cutting strategies for achieving</p> <ul style="list-style-type: none"> • Collaboration across services. • Economies of scale • Aggregation in the supply chain • Reductions in duplication of effort. • Efficient use of resources. • The provision of advice to services on packaging work programmes so as to achieve value for money and sector specific efficiency 			

	targets.				
Performance Management					
2.2	The Corporate Procurement Unit to lead on monitoring procurement performance against PIs within the agreed framework and report performance on a quarterly basis to Chief Officers and Procurement Stream Board.				
2.3	Share performance information on a regional basis via the London Centre of Excellence.				
Improving Market Knowledge					
2.4	The Corporate Procurement Unit is to lead a programme of specific reviews with a view to improving the Authority's market knowledge of the various sectors of which it is a client. Areas identified for review during the three-year period of this strategy are: <ul style="list-style-type: none"> • Highways • Health and social care • Education • IT and Telecoms • Retail and support services. • Housing repairs and maintenance service. 				
Responding to Service Reviews					
2.5	CPU to liaise with services on the outcomes of inspections and service to inform action plans for service				

	improvement.				
Efficiency					
2.6	Establish a clear methodology for all business areas to ensure that savings arising specifically from procurement are identified, logged and built into Service procurement plans.				
2.7	The CPU is to use information produced from spend analysis data to identify opportunities for efficiency savings. Implement strategies for delivery of savings identified.				
Implementing the National Procurement Strategy					
2.8	Appoint an officer responsible for the attainment and ongoing maintenance of each milestone. Identify and agree actions for ensuring that any milestones with a status other than green are built into the appropriate programme areas, work plan objectives and are continually reviewed via the performance framework.				
2.9	Report progress to Members, Stream Board and London Centre of Excellence.				
Improvement Planning and CPA					
2.10	The Corporate Procurement Unit is to liaise with Improvement & Performance to ensure an active role in to the input of the Council's				

	improvement planning process				
2.11	Conduct periodic assessment of the Procurement Service against CPA key lines of enquiry.				
2.12	Document positive progress				
2.13	Develop and agree actions for improving areas in need of development.				
Delivering the Improvement Plan and raising Customer Focus					
3.1	Ensure actions identified in the Corporate Procurement Unit improvement plan are incorporated into relevant programme streams and individual work plans.				
3.2	Continually monitor progress via the performance management frameworks of performance appraisal and PIs.				
3.3	Raise officer and Member awareness of procurement roles and responsibilities via Intranet and publications.				
3.4	Define and publish CPU service levels based on consultation with service users.				
SMAR+ER Procurement Change					
3.5	Review effectiveness of BULCO network with a view to revising terms of reference and establish the group as a subgroup of Procurement Stream Board				

3.6	Assess the effectiveness of introducing sub-group structure to PSB.				
Equalities					
3.7	CPU and EDU are to jointly undertake periodic assessment of the Haringey Equalities Framework against prescribed national and legislative standards to ensure compliance with statutory obligations				
3.8	Both units are to respond to changes by employing appropriate methods for revising / re-issuing guidance to Council officers.				
Capacity Building					
3.9	Develop and deliver to a tailored programme of procurement training and development. Ensure fit with SMAR+ Working framework.				
Freedoms and Flexibilities					
4.1	CPU, Corporate Finance and Legal are to produce joint feasibility paper on the benefits to be acquired by Haringey from the use of the well-being and freedom powers.				
Construction Procurement					
4.2	Establish Whole Life Costing methodology and incorporate into all protocol, guidance and regulatory rules and procedures.				

4.3	Project manage the Strategic Review of Construction Management action plan as a step integral to the adoption of 'Future Haringey Construction'.				
4.4	Scope specialist training requirements and ensure incorporation within Procurement Training and Development Programme.				
Developing Markets					
4.5	Liaise with the Voluntary Sector Team to ensure continual input into the development of the Haringey Compact				
4.6	Assess the usefulness of 'Trade Local' style workbooks as a resource for supporting organisations in the voluntary sector.				
4.7	Extend the operation of the Trade Local database to ensure voluntary sector organisations can appear as a category within database and ensure appropriate linkage to CMS.				
4.8	Baseline and monitor use of VCOs and SMEs with a view to developing existing support to the local economy.				
4.9	Implement the recommendations contained in the Haringey Compact.				
e-Procurement					

4.10	Develop a strategy for sending purchase orders and receiving supplier invoices electronically				
Sustainable Procurement					
4.11	Actions arising from Sustainable Council Project Board are fed into this Procurement Strategy.				
4.12	Benchmark Haringey sustainability practice against regional and national objectives with a view to developing Haringey's long-term approach to sustainable development				
4.13	Develop, agree and embed policy for sustainable development.				

Executive on 21.02.2006

Report Title: Haringey Council Procurement Strategy	
Report of : Director of Finance	
Wards(s) affected: All	Item for: Discussion
<p>1. Purpose</p> <p>1.1 The Procurement Strategy along with its dependencies provide the route-map for achieving improved procurement performance across the council and the delivery of community services dependent upon procurement.</p>	
<p>2. Introduction by Executive Member</p> <p>2.1 This report steps up Haringey's commitment to effective and efficient procurement by developing our position from the previous strategy which expired in 2005</p> <p>2.2 With the CPA placing greater emphasis on the role of procurement within the overall corporate assessment, this report is timely and prudent, setting the council on a strong footing by noting the need to place procurement at the heart of good service delivery.</p>	
<p>3. Recommendations</p> <p>3.1 Agree the attached Haringey Council Procurement Strategy for the period 2006-2009</p>	
<p>Authorised by: Anne Bristow – Director of Social Services – Chair of Procurement Stream Board</p> <p><i>Anne Bristow</i></p>	
Contact Officer: Dionne Knight – Senior Procurement Manager	
<p>4. Executive Summary</p> <p>4.1 The document details how Council procurement will assist in the delivery of services and the attainment of corporate and community priorities. It considers future procurement performance against, previous inspection of the service, national policy and local objectives.</p>	

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

5.1

6. Local Government (Access to Information) Act 1985

6.1

7. Background

7.1 Haringey Council's Procurement Strategy for the period 2002 -2005 expired in July 2005.

7.2 Since the publication of the 02-05 strategy local government procurement has been subject to transformational change in that the National Procurement Strategy for local government was published, providing a benchmark for all local authority procurement functions, and the revised CPA framework places a greater emphasis on procurement in demonstrating value for money.

7.3 The period between August 2005 and October of the same year was spent reviewing achievements against the strategy and scoping the actions required to mature the Haringey Procurement Service.

7.4 In producing a strategy for the period 06-09 consideration has been given to the aforementioned policy drivers as well as the changing priorities of the Council.

7.5 The 06 -09 strategy was subject to internal consultation with services and received endorsement and sign-off from Procurement Stream Board in December 2005 and CEMB in January 2006.

8. Present position

8.1 The CPA value for money key lines of enquiry express the importance of procurement in demonstrating value for money. The Procurement Strategy provides the framework within which to achieve this and is therefore an integral document for the authority.

8.2 The strategy consists of three sections as follows:

8.2.1 Executive Summary – Sets out high level objectives for Council Procurement.

8.2.2 Strategy Context – Details the position of Haringey procurement and details plans for maturing the service with regard to national, regional and local drivers. This section also considers the procurement framework and recommends actions for building capacity.

8.2.3 Action-Plan – Summarises the actions, required to deliver the strategy. PSB is yet to agree responsibilities and timescales for delivering the action-plan.

9. Recommended action

9.1 Recommend approval by Executive

10. Financial Implications

10.1 The financial implications are fully addressed in the strategy document.

11. Comments of the Head of Legal Services

11.1 The Head of Legal Services notes the contents of this report and has nothing to add.

12. Conclusion

12.1 The following are areas of particular focus during the three-year period of the strategy:

12.1.1 Policy objectives

- Forward Planning linked to Business Planning so as to map efficiencies and demonstrate value for money.
- Performance Management.
- Best Value Reviews/BPR – Increase sector/market knowledge so as to optimise the Councils purchasing power.

12.1.2 Procurement Framework

- Strengthening relationship of corporate centre with services.
- Strengthen systems and processes for recording procurement information.
- Periodic review of protocol and guidance.
- Training and Development.

12.1.3 Purchasing strategies.

- Consideration of powers acquired as a result of improved CPA rating.
- Contracting Strategy with regard to value and risk.
- Construction Best Practice.
- Socio-economic benefits in terms of sustainability, and building capacity of voluntary sector.

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Agenda item:

Full Executive**On 21st February 2006**

Report Title: Development and Implementation of Haringey's Compact	
Forward Plan reference number (if applicable): [add reference]	
Report of: Development and Implementation of Haringey's Compact	
Wards(s) affected: All	Report for: Key Decision
<p>1. Purpose</p> <p>1.1 To present the Compact agreement (see attachment A) to the Executive Board</p> <p>1.2 To request that Executive to endorse the Compact on behalf of Haringey Council</p>	
<p>2. Introduction by Executive Member</p> <p>2.1 This Council recognises the importance of voluntary sector organisations in delivering local services, building community cohesion and encouraging civic pride throughout our area.</p> <p>2.2 Their work within the community, fostering engagement, driving forward local initiatives and campaigning for local projects is invaluable to our vision of an effective and working society and achieving the Council's objectives</p> <p>2.3 This Council believes that in order to ensure both the Council and the third sector are able to compliment each other to the best of their abilities there must be a clear partnership framework</p> <p>2.4 This report presents the draft Compact for consideration and approval and outlines how the Compact will positively impact on the way that Haringey works in partnership with the Voluntary and Community Sector</p>	
<p>3. Recommendations</p> <p>3.1 That Executive endorses Haringey's Compact agreement.</p> <p>3.2 That Executive supports the effective implementation of Haringey's Compact within Haringey Council and key partnerships including the Haringey Strategic Partnership.</p> <p>3.3 That the Chief Executive and the Leader of the Council agrees the Compact with other key partners involved in the process including Haringey Association of Voluntary and Community Organisations (HAVCO) Haringey Strategic Partnership and the Teaching Primary Care Trust (TPCT) at the public launch of the Compact scheduled to be held in March 2006.</p>	

3.4	That Compact Link Officers ^[1] are appointed across the Council directorates reporting to the relevant directors involved in partnership working.
Report Authorised by: David Hennings, Assistant Chief Executive, Strategy	
Contact Officer: Susan Humphries, Manager, Corporate Voluntary Sector Team Tel 020 8489 6902 Email: susan.humphries@haringey.gov.uk	
4. Executive Summary	
4.1	This report outlines how the Compact will positively impact on the way that Haringey works in partnership with the Voluntary and Community Sector.
4.2	The Council has been developing Haringey's Compact in partnership with key public agencies and the voluntary, community and faith sector.
4.3	The Compact once in place will be a key partnership tool and a mechanism to strengthen the relationship with the VCS to effectively meet the needs of Haringey's Communities.
5. Reasons for any change in policy or for new policy development (if applicable)	
5.1	N/A
6. Local Government (Access to Information) Act 1985	
6.1	Other Local Authorities Compacts; National Compact and codes of good practice; www.thecompact.org.uk www.idea.gov.uk Strengthening Partnerships: Next Steps for Compact, A consultation document, March 2005

7. Background

- 7.1 Local Compacts follow on from the National Compact between the government and Voluntary, Community and Faith Sector (VCS). A Compact is set of principles and undertakings that provide a framework for partnership and relations between the public sector and the VCS.
- 7.2 The Compact will enhance the Council's community leadership role and will ensure more effective working with partners to deliver the Council's strategic objectives. The Council recognises the importance of voluntary sector organisations in delivering services, building community cohesion and encouraging civic pride throughout Haringey.

^[1] Compact link officers have the responsibility for making the Compact known, understood and used within their individual organisation, or through local partnerships, forums and events. Compact Champions have a vital role to play in raising awareness of the Compact in Haringey internally within an organisation and externally.

- 7.3 The Compact will assist Haringey's Local Area Agreements (LAA) which will locally integrate funding and through that services. Strong partnerships are a pre requisite for a functioning agreement.
- 7.4 Based on the Corporate Peer Review Benchmark, which was devised to reflect changes in the new Corporate Performance Assessment, the Compact can make a real contribution to the Council becoming an excellent Council. Therefore the Council needs to be committed to work in partnership with the VCS to compliment each other to the best of their abilities. To enable this there must be a clear partnership that supports the VCS ability to deliver services to the community at the highest level which include:
- Leadership and Governance
 - Customer focus and community engagement
 - Communication and community empowerment
 - Delivering through partnerships
 - Performance management
 - Resource management
- 7.5 The Compact also support this agenda by:
- Ensuring the delivery of more high quality accessible services by using partners' mutual strengths. A valuable strength of the voluntary and community sector is its responsive, flexible and innovative approach to delivering services and the sector often enables access for service users where statutory services cannot.
 - Strengthening and facilitating local dialogue centred on two way communications between the Council and its communities and it provides a mediation mechanism when disputes arise.
 - Securing Community empowerment by increasing representation, and acting as effective advocates for the interests of all the sections of the communities, including under-represented and disenfranchised groups
 - Engaging the VCS in meaningful opportunities for policy and decision making and setting priorities.
 - Delivering sustained added value in defined areas through partnerships.
 - Improving outcomes through effective processes that create clear links between corporate and community objectives.
 - Allowing a greater role for the VCS in the planning, design and development of services.
 - Ensuring the best use of resources, reducing duplication and securing value for money to deliver the Council's strategic objectives.
 - Creating a shared understanding of our partners.
 - Improving the quality of consultation and developing joint working protocols which facilitate and build upon efficient and effective services
 - Promoting effective referrals and providing more choice for Haringey's communities.

8. Haringey's draft Compact Development Process

- 8.1 The Compact is a result of a 20 month development process managed by a multi-agency steering group. Over 300 representatives from statutory, voluntary, community organisations have participated in the process. The process included a 13 week consultation period on the Compact. The Compact document has been reviewed by the Legal Service, and the Communications and Equalities Team to ensure that Haringey Council can confidently sign up to the agreement.

- 8.2 The Compact was presented at the Haringey Strategic Partnership (HSP) on 7th November 2005. The Metropolitan Police, Teaching Primary Care Trust and the Mental Health Trust have in principle endorsed the Compact at an organisational level and through the Haringey Strategic Partnership (HSP) level. The Executive Voluntary Sector Committee has endorsed the process and values the development of Haringey's Compact.
- 8.3 Further engagement and signatories particularly from VCS organisations to the Compact will be forthcoming once Haringey Council, have endorsed their commitment to the agreement.
- 8.4 It is anticipated that a public launch of the Compact will take place at the end of March 2006.

9. Taking the Compact agenda forward

- 9.1 There will be further revisions to the Compact agreement which will include:
- The Compact dispute resolution procedure cannot be used within contract disputes.
 - To our best endeavours wherever possible partners will work towards meeting the commitments of the Compact agreement.
- 9.2 The finalised agreement will be supported by a 3-year Work Plan on how the principles will be implemented. It also outlines the areas identified as objectives and targets within the agreement. Partners to the Compact will be invited to state how they will work towards and achieve the objectives and targets.
- 9.3 The effectiveness of the Compact will be reviewed, monitored and evaluated by a steering group who will report the outcomes annually to the HSP.
- 9.4 The Council as a whole needs to be seen to be delivering the Compact in the spirit of partnership and demonstrating that it is committed to securing a mutually advantageous agreement. Therefore, such involvement needs to be encouraged across other Council departments at all levels.
- 9.5 In order to move this forward it is recommended that Compact Link Officers ^[1] are appointed across the Council directorates involved in partnership working reporting to the relevant director for a time limited period for no longer than 6 months during the implementation period. A timetable will be put in place to support this.
- 9.6 This recommendation is supported by the Executive Voluntary Sector Committee held on the 29th November 2004 who resolved that the 'Council be requested to actively support and engage in the development of Haringey's Compact agreeable to the voluntary and community sector and to this end the Executive advisory Board to ensure that all outstanding appointment of Directorate link officers were made'.
- 9.7 To ensure that the Council uses a standardised approach in implementing the Compact will be mainstreamed partnership training courses and officers encouraged to attend any

^[1] Compact link officers have the responsibility for making the Compact known, understood and used within their individual organisation, or through local partnerships, forums and events. Compact Champions have a vital role to play in raising awareness of the Compact in Haringey internally within an organisation and externally.

other relevant training through the Council or partner agency. Joint Compact and Champion training, workshops and support will be organised by the HCWG.

10 Consultation:

- 10.1 The commitments included within the draft Compact are a reflection of the extensive consultation process. The process that was implemented was flexible to ensure a good level of commitment was achieved and that smaller and the hard to reach agencies were able to participate (i.e. newly emerging organisations), ultimately producing a Compact that works in practice. There has been significant activity both in terms of engagement and communication. An equalities impact assessment has now be done.
- 10.2 To date over 300 representatives from the statutory, voluntary, community and faith sector have actively participated in the Compact development process. The partners that have participated in the process have included:
- Haringey Strategic Partnership
 - Teaching Primary Care Trust (TPCT)
 - Mental Health Trust (MHT)
 - College of North East London (CONEL)
 - Learning Skills Council
 - Fire Brigade
 - Ambulance Service
 - A wide range of voluntary, community and faith groups

11. Funding and Resources

- 11.1 Future funding for the Compact will be contained within the Corporate Voluntary Sector Team budget. Funding is also been sought from partners to develop appropriate engagement tools and to support the successful implementation of Haringey's Compact after it has been launched.

12. Summary and Conclusion

- 12.1 The Executive is asked to support the recommendations and approve Haringey's draft Compact and its implementation for the reasons outlined in this Report

13. Recommendations

- 13.1 With the official consultation ending we are now requesting:
That Executive endorses Haringey's Compact agreement and support the effective implementation of Haringey's Compact within Haringey Council and key partnerships including the Haringey Strategic Partnership.
- 13.2 That the Chief Executive and/or the Leader of the Council agrees the Compact with other key partners involved in the process including Haringey Association of Voluntary and Community Organisations (HAVCO) Haringey Strategic Partnership and the Teaching Primary Care Trust (TPCT) at the public launch of the Compact scheduled to be held in March 2006.

- 13.3 That Compact Link Officers^[1] are appointed across the Council directorates reporting to the relevant directors involved in partnership working. Refer to 10.4

14. Comments of the Director of Finance

- 14.1 The largest resource for 2006/07 will be support to voluntary groups around them developing the Compact. Financial support to cover staff and running costs within the voluntary sector HAVCO will be contained within the Voluntary Sector Team, LBH budget. Additional funding is being sought from partners such as TPCT & Police to further support development after implementation.

15. Comments of the Head of Legal Services

- 15.1 The Head of Legal Services notes the contents of this report and has no specific comment but should be consulted in relation to any revisions to the Compact agreement and on the individual projects/ initiatives set out in the report.

16. Equalities Implications

- 16.1 Traditionally, Haringey's minority ethnic communities are well represented in the use of the services of the Voluntary Sector Unit, including, advice, support and in grant aid and in consultation on the how the Council should and work better with the local voluntary sector.

The Compact is a protocol developed to govern the way the Council and other public sector agencies work together with the local voluntary and community sector organisations and the private sector to improve services to local people.

The compact involves a wide range of local organisations and has specific focus on involving groups from all equalities strands, including:
Black and Ethnic minority community organisations;
Women's organisations
Faith groups
Organisations representing young people;
Older People, and
Disability organisations.

Among the key aims and values of Compact are the promotion of inclusiveness and cohesion in Haringey; sustainability of communities through capacity building; addressing inequality in service provision, and recognition for the role and contribution of local groups in helping to make Haringey a better place to live and work.

The Compact Working Group, which itself is widely representative of the diversity of the borough, has consulted extensively and the equalities issues raise during consultation

^[1] Compact link officers have the responsibility for making the Compact known, understood and used within their individual organisation, or through local partnerships, forums and events. Compact Champions have a vital role to play in raising awareness of the Compact in Haringey internally within an organisation and externally.

(e.g. remaining issues of representation, for example, the inclusion of domestic violence) have been addressed. The Draft document has broad agreement across the diverse groups in Haringey, and has the concurrence of the Equalities Unit, which has been part of the working group.

Its implementation will be monitored for its effectiveness and for its equalities impact and changes made in light of experience.

17. Comment of Head of Social Services

17.1 Social Services have studied the compact carefully. It would appear to be a model of good practice and mirrors practices already in place within Social Services

18. Use of Appendices / Tables / Photographs

18.1 Draft Haringey's Compact. Please note that this documents needs to go to communications for design.

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DRAFT

“Working BETTER Together” – Haringey’s Compact

1. FOREWORD

“Working **BETTER** Together” is a new starting point for the voluntary and community, public and private sectors in Haringey to work together for services which meet the social, economic, health, and environmental needs of all our citizens.

Our central goal is to encourage better partnerships that fundamentally value diversity and equality.

In this way, with clear, fair decision-making arrangements in place, we believe that together we can not only sustain but also improve local services, benefiting all sectors and improving the wellbeing of all of Haringey’s residents.

signatures

2. INTRODUCTION

What is a Compact?

A Compact is an agreement between the local council, other public sector agencies, and local voluntary and community sector organisations. It can also include the local private sector.

It lays down a set of principles or values governing the way we work together, and the commitments or promises we are making to promote positive engagement and good working relations between and across the sectors.

The Haringey Compact - “Working **BETTER** Together” - provides a new starting point and approach to partnership working, based on shared values and mutual respect.

“Working **BETTER** Together” has the following key objectives:

- To set out the principles by which future partnering relations and arrangements will be assessed;
- To promote equality, strengthening voluntary activity throughout the Borough;
- To recognise and support the vital and unique role that voluntary and community groups play in the lives of Haringey’s residents;
- To give the voluntary and community sector a real voice in decision and policy making, and service delivery;
- To develop a consistent approach to the funding of local voluntary and community organisations;
- To assist local public sector organisations to develop meaningful partnering arrangements with local communities;
- To simplify public sector processes and procedures, encouraging effective ways of joint working;
- To put in place a robust and trustworthy mediation process to sort out disagreements when things go wrong.

What the Compact means in practice

“Working **BETTER** together” is not just a piece of paper. It is a working document which will be continuously developed over time, ensuring that all the sectors work together towards the improvements in services and quality of life that Haringey’s people need and deserve.

The main voluntary sector and public sector organisations in Haringey represented on the Haringey Strategic Partnership (HSP) have signed up to the Compact and will work towards the commitments and principles contained in the agreement.

Who should be involved?

All organisations in the borough which work in conjunction with other groups are also considered as partners and are invited to sign up as well. For the voluntary and community sector, this covers professional, regulated organisations, those that are more grass-roots based and local, including faith-led groups, and the growing social or community enterprise sector.

Public sector organisations which can sign up are those institutions that receive core funding from Government, with statutory duties to deliver key services locally. As well as the council and local NHS trusts this includes the emergency services and a wide range of educational, employment and housing agencies.

Private sector organisations also increasingly work in partnership with the voluntary, community and public sectors, providing services, funding and other support, and it is envisaged that many private sector businesses will also endorse the commitments and principles of the Haringey Compact.

Becoming part of “Working **BETTER** Together” means sharing the compact commitments, but most importantly it means becoming part of a new framework for equal rights and mutual respect across the sectors, backed up by a clear disputes procedure.

Contents of “Working BETTER Together”

This document sets out the key commitments partners have signed up to, and then outlines the six important principles for working better together that partners will follow. It also outlines the new procedure for resolving disputes between partners, and details how the agreement will be monitored and reviewed.

“Working BETTER Together” in action

A three-year Work Plan accompanying this document sets out some clear objectives and targets. The effectiveness of the compact will be reviewed, monitored and evaluated by a Compact Evaluation Group reporting annually to the Haringey Strategic Partnership (HSP).

3. “Working BETTER Together”: OUR COMMITMENTS

JOINT COMMITMENTS

- Working together for a safe and cohesive community, where diversity is valued and respected, with opportunities for involving under-represented groups.
- Promoting effective working relationships by consistently developing and adhering to good practice between local public agencies and the voluntary and community sector.
- Being aware of power dynamics and the imbalances of power that often exist among and between the sectors.
- Recognising the value of working together towards common aspirations by developing a better understanding and knowledge of the differing sectors and organisations.
- Developing, implementing and supporting high standards and best practice managerial procedures within and across the sectors.
- Valuing volunteering as a vital aspect to the well being of Haringey’s community; providing regular access to training and support for volunteers, as well as promoting best practice in the deployment and management of volunteers.
- Supporting and recognising the fundamental independence of each sector, irrespective of existing partnerships and funding arrangements.
- Ensuring that ‘Working **BETTER** Together’ is incorporated into everyday business. Public bodies, and, where applicable, voluntary organisations should support training to ensure that the ethos of Haringey’s Compact is fully understood locally; for example training Haringey’s Compact Champions.
- Developing and maintaining high standards of governance, accountability and professionalism in accordance with legal obligations and guidance.

VOLUNTARY AND COMMUNITY SECTOR COMMITMENTS

- Effectively representing Haringey’s communities and local people; acting as their advocate at local and national level, as appropriate.

PUBLIC SECTOR COMMITMENTS

- Valuing and respecting the work of organisations in the voluntary and community sector as partners in service delivery.

- Actively involving and working with the voluntary and community sector in decision-making to ensure the views of local communities help influence policies.
- Where a decision is likely to affect the voluntary sector and/or another public body, consulting widely, allowing enough time for sectors to obtain feedback from their service users.
- Investing where possible in the infrastructure of the voluntary and community sectors, and assisting groups to secure sustainable funding.

PRIVATE SECTOR COMMITMENTS

- Ensuring that community cohesion is high on the agenda, particularly when engaging with the public and VCS.
- Engaging where applicable with the public and VC sector, for example through the Haringey Strategic Partnership.
- Commenting on public policy, when appropriate.
- Being innovative in re-investing in the community, where appropriate, through funding and local employment.

4. KEY PRINCIPLES

PRINCIPLE 1: PROMOTING PARTNERSHIPS

Introduction

Haringey's public and voluntary sector organisations share many aspirations; dedication to public life, delivery of high quality public services, and the promotion of a cohesive community, to name three.

Increasingly, the sectors are working together, formally or informally, to achieve these aspirations and other common goals. Haringey's Community Strategy and Neighbourhood Renewal Strategy fully support partnership working as a way to produce results greater than can be achieved through individual efforts.

This partnership, based on shared priorities and mutual respect, is at the heart of "Working BETTER Together"

Making it work

There are many different sorts of partnership arrangements, at strategic and operational level. The Compact sets out some general principles for better partnership working which need to be set alongside the particular arrangements appropriate for specific partnerships.

This will mean:

- Recognising the expertise of the voluntary and community sector as an important component of mainstream service provision, contributing to better outcomes and stronger, more cohesive local community;
- Recognising and respecting partners' separate structures, restrictions and accountabilities;
- Building voluntary and community organisations' infrastructure where possible through training and support, to improve engagement and empower voluntary organisations, residents and service users to be part of Haringey's decision-making processes;
- Acknowledging that working with the voluntary and community sector is not always easy, and requires constructive engagement.

Key Principles affecting Partnerships and how these principles will be addressed:

Principle	How we will deliver it
Inclusiveness & Representation	
<p>Haringey's Partners to be broadly inclusive of the interests in the Borough appropriate to the role of the partnership.</p>	<ul style="list-style-type: none"> • Ensure VCS groups are represented throughout the Borough's decision-making structures, e.g. HSP and Executive Boards. • Engage with appropriate stakeholders.
<p>Ensure representation is appropriate.</p>	<ul style="list-style-type: none"> • Recognise when not to be a partner. • Partners should have the necessary authority within their own organisation or sector to be able to influence and contribute to decision-making processes. • Partners representing specific sectors need to be responsible for reporting and updating their sector and acknowledge their accountability.
Joint Working	
<p>Develop good working relations and joint ownership between Haringey's partnership – without specific groups dominating partnerships.</p>	<ul style="list-style-type: none"> • Partnerships should have a clear remit, agreement and/or constitution; being clear about roles, priorities, expectations and targets. Review and evaluation should be built into the partnership. • Partners should act in a manner that develops and maintains good relations between partners, such as respecting each other's views. • Create trust by partners being responsible and open about their actions and intentions. • Promote public acknowledgment of Haringey's partners' achievements and the added

Principle	How we will deliver it
	<p>value of partnership working and community leadership.</p> <ul style="list-style-type: none"> Recognise that partnership is a skill that all partners need to develop through training where necessary.
<p>Develop joint goals, objectives and agreed actions</p>	<ul style="list-style-type: none"> Used shared information. Agree outcome and performance targets – particularly for longer-term strategies. Ensure that joint working arrangements are clearly defined and understood and that any barriers to effective joined-up working are clearly identified with a strategy to overcome them. Be clear whether acting as an advocate, or a service provider. Agree methods of reviewing partnership and monitoring performance.
<p>Where a joint bid for external resources is made all relevant partners should be included at all stages of the bid's process.</p>	<ul style="list-style-type: none"> Ensure that VCS agencies receive training in areas such as writing funding bids so that they are equipped to apply. See page XX, funding relationships.
Partnership Responsibilities	
<p>Work together to deliver clear and realistic expectations in relation to partnership.</p>	<ul style="list-style-type: none"> Haringey's partners to share information about best practice to enable appropriate linkages between the sectors to develop. Where possible documentation of this type of information should be made available to public and VCS partners. Haringey's partners to inform each other about their key priorities. Provide advance notification of when major new policies are going to be developed and when major

Principle	How we will deliver it
	policies are going to be reviewed to enable partners to engage and comment.

PRINCIPLE 2: IMPROVING VOLUNTEERING

Introduction

More than three-quarters of voluntary organisations are entirely volunteer-run; many would not exist without the support and dedication of volunteer workers, management committee members, advisers and trustees. Public sector organisations also increasingly work with volunteers, from counsellors and community police officers to hospital 'friends', prison visitors, day centre helpers, youth activity helpers and mentors.

"Working BETTER Together" defines volunteering as: "an important expression of citizenship and essential to democracy. It is the commitment of time and energy for the benefit of society and the community, and can take many forms. It is undertaken freely and by choice, without concern for financial gain."

Haringey's partners are committed to promoting volunteering, developing good practice and increasing volunteering opportunities - bringing new skills and energies and helping to address social exclusion as well as contributing to social and economic regeneration.

Key Standards

Standards are important so that volunteers are treated fairly and their contribution recognised. This means:

- Individuals must choose to volunteer freely. Volunteering should be open to all, with proper equal opportunity policies in place;
- Volunteers should be able to benefit from their contribution, for example by gaining a sense of worthwhile achievement and enjoyment, new skills, experiences, training and contacts;
- The immense value that volunteering adds - to organisations, the community, the social economy and wider social objectives – must be recognised at strategic policy level;
- Volunteers should benefit from clear, common standards covering mutual responsibilities and duty of care, health and safety, expenses, insurance, support, supervision and systems for consultation and tackling problems.

Key Principles affecting volunteering and how these principles will be addressed:

Principle	How we will deliver it
<p>Developing Good Practice</p> <p>Haringey's Partners to ensure that good practice volunteering systems are put in place within their organisations, directorates, groups etc.</p>	<ul style="list-style-type: none"> • Organisations must develop Volunteering Terms of Reference (TOR) that identify what level of commitment it is fair to ask for on a voluntary basis and at what level the commitment required needs to be carried out by paid staff. • Where applicable integrate volunteering issues into the general development of quality standards. • Partners will publish their policies for involving volunteers when requested. • CRB (police) checks must be undertaken for volunteers working with vulnerable members of the community including children.
<p>Promoting Volunteering</p> <p>Actively promote volunteering opportunities in Haringey and publicise the nature, scope, positive contribution and importance of voluntary and community activity through information exchange.</p>	<ul style="list-style-type: none"> • Volunteering should be encouraged amongst those working in public and private organisations; recognised by employers as a valued activity and be supported. • Use all forms of publicity channels to promote volunteering opportunities such as web-sites, newsletters, leafleting, public venues such as libraries, schools, stalls at community events. • Be flexible and innovative when attempting to involve young people in volunteering opportunities.

Principle	How we will deliver it
Valuing Volunteering	
Haringey's Partners to demonstrate commitment to volunteering and community activity and the levels needed to achieve policy aims and objectives.	<ul style="list-style-type: none"> • Identify volunteering resources as fundamental to the development of policies, community strategy, business plans etc.
Recognise the value of unpaid work undertaken by volunteers as equivalent to paid work.	<ul style="list-style-type: none"> • Develop staff awareness of volunteer contributions to departmental aims and objectives by outlining how these aims and objectives link in with Active Citizenship, Social Exclusion, Lifelong Learning, Work-Life Balance and social policies, etc. • Where match funding is required, auditable records of volunteer time donated should be accepted as of equal status to money.
Volunteering Co-ordination	
Keep proper records of volunteers and volunteering.	<ul style="list-style-type: none"> • Ensure that volunteer policy/TOR is included as part of staff recruitment, induction. • Staff to ensure that volunteer support is included in work plans, etc. • Records of volunteers and volunteer banks to be kept in orderly systems.

PRINCIPLE 3: VALUING THE ROLE OF BLACK AND MINORITY ETHNIC VOLUNTARY AND COMMUNITY GROUPS

Introduction

Black and minority ethnic (BME) communities, and BME voluntary and community organisations, commonly suffer discrimination and disadvantage due to a number of factors, including institutional racism.

Haringey has a strong BME voluntary and community sector (including faith groups), working for race equality and providing specialised services for large numbers of the community still too often “missed” by the mainstream.

Haringey’s partners recognise the invaluable contribution that BME groups play in community leadership, service delivery, promoting diversity, addressing the needs and issues of BME communities and empowering them in areas such as active citizenship. The partnership is committed to new levels of support to enable local BME voluntary and community organisations to grow and strengthen long-term.

Key Objectives

- Identify realistic mechanisms to ensure that BME VCS organisations are involved in local strategic decision-making.
- Make a positive difference in the relationship between the public sector and BME groups.
- Promote the values of a socially inclusive and diverse community; recognising the contribution BME voluntary organisations make to a cohesive local community and community regeneration.
- Recognise the specific contribution, expertise and needs of the BME voluntary and community sector and how this impacts upon funding, capacity and sustainability.
- Improve support and resources where possible for the BME voluntary and community sector such as financial assistance for training and consultation, when appropriate, to reflect the sector’s role in addressing public service inequalities.
- Support groups to achieve their potential and maximise funding and resources so that organisations in the sector can develop an equitable relationship with public sector and mainstream sector partners.

Key Principles affecting BME voluntary & community sector and how these principles will be addressed:

Principle	How we will deliver it
Racism and Equality	
Acknowledge that institutional racism can exist; work with BME groups to develop and continuously monitor policies and services to eradicate discriminatory practices.	Haringey's partners to work with BME sector, such as Haringey's Racial Equality Council and REJCC to enhance policy development monitoring mechanisms.
All partners to comply with the Race Relations (Amendment) Act 2000.	<ul style="list-style-type: none"> • Promote equal opportunities and eliminate discrimination in service delivery and employment by ensuring race equality is implemented as a key aspect of service provision, commissioning and management.
Partnership Working with BME Groups	
<ul style="list-style-type: none"> • BME groups will be supported to participate as partners and not merely as delivery agents for mainstream/statutory agencies. 	<ul style="list-style-type: none"> • Public sector partners to actively work with the BME sector to identify unmet and emerging needs at grass roots level. • Public sector organisations to work jointly with VCS to ensure organisations in the BME sector have meaningful engagement in development, consultation, review and evaluation of local policies, from the beginning of the process where possible. • Public sector should consult BME organisations on the design and evaluation of funding programmes. • Be more proactive in communicating and building relationships with the BME sector to ensure that these organisations have access to available funding, training opportunities, policy changes, etc. in good time – well before decisions are made.
<ul style="list-style-type: none"> • BME voluntary and community sector to play a full and active part within the wider voluntary and community sector. 	<ul style="list-style-type: none"> • Use and adhere to the commitments and principles outlined in the "Working BETTER Together" agreement to foster

	<p>partnerships with other voluntary and community organisations and the public sector.</p> <ul style="list-style-type: none"> • Make use of mentoring and training opportunities, including support and training for trustees.
<p>Supporting BME Groups</p>	
<p>Support the development of an infrastructure for BME voluntary and community organisations.</p>	<ul style="list-style-type: none"> • The public sector should work with BME organisations to look at how BME groups can get better access to available resources. • Undertake research and develop initiatives jointly with voluntary and community organisations to deliver projects, such as on levels of funding of BME sector, on services to BME communities and on employment and volunteering within the BME sector. • Public sector to publish annual figures on the proportion of funding allocated to BME organisations. • Public sector to support the BME sector, so that Haringey has culturally sensitive services for its communities. For example, assisting the BME sector in their acquisition of premises through capital grant schemes as appropriate. • Voluntary and Community sector to seek ways of formalising mentoring of BME groups.
<p>Respond to the needs of service users by providing culturally sensitive services.</p>	<ul style="list-style-type: none"> • Voluntary and community sector organisations to identify needs as they arise, but they should also seek to use existing consultative forums to avoid duplication. • Voluntary and community sector organisations to recognise and respond to the needs of groups for whom English is not the first language. Costs for these services should be built into funding bids.

- Public sector bodies to ensure literature is available in different languages and that where possible, interpreters are used to communicate with minority ethnic groups when necessary.
- Umbrella voluntary organisations to work with BME groups to inform and present community concerns to public sector and other mainstream voluntary organisations.

PRINCIPLE 4: RECOGNISING THE ROLE OF YOUNG PEOPLE

Introduction

All young people in Haringey deserve the best opportunities and chances in life to succeed – and the borough's public, voluntary and community organisations have a key role to play.

It is also important to ensure that young people have a say about services and that services are tailored to their needs: An investment in young people is an Investment in Haringey's communities and our future.

Our challenge is set in the Children's Act 2004 and the government's Every Child Matters policy, with its five key outcomes for children and young people:

- Being healthy,
- Staying safe,
- Enjoying and achieving,
- Making a positive contribution
- Intervening and providing support to families when they need it and before children reach crisis point.

To achieve these outcomes effectively Haringey's public sector organisations will need to develop integrated services and formalised partnerships with the local community, VCS and BME organisations.

Key Objectives

- Promote engagement with young people, particularly those from deprived areas and black and minority ethnic communities, empowering them through citizenship programmes so that they are able to help shape the services they receive and engage in decisions that affect them directly and in decisions that affect the wider community;
- Promote involvement with a wide range of organisations from the public, voluntary, community and private sectors to increase choice and make services more responsive to what young people want;
- Support agendas that help young people to extend their aspirations, breaking the cycle of poverty, low achievement and unemployment that can ruin their communities;
- Promote joined-up working between the voluntary and community sector, private and public sectors that benefits the aspirations and well-being of young people.
- Build on the best of what currently exists.

Key Principles affecting young people and how these principles will be addressed:

Principle	How we will deliver it
Understanding Young People's Agenda	
Develop a clear understanding of issues affecting young people.	<ul style="list-style-type: none"> • Haringey's partners to draw on local expertise in youth work from all sectors, when developing services that involve and affect young people. • Commission research, where applicable, to learn how to engage with young people. • Council's new Children's Service, in line with Children's Act, to co-operate with Haringey's partners such as the Teaching Primary Care Trust (TPCT), to improve opportunities and outcomes for children and young people following the vision and principles outlined in the <i>Every Child Matters</i> policy.
Information & Communication	<ul style="list-style-type: none"> • Haringey's partners to ensure that literature for young people is available in accessible formats and is produced in a variety of languages. • Children's Service and education departments to consider investing in new technologies, to increase young people's access to ICT, so that there is greater flexibility in their learning and access to a wider range of information. • Public sector to work with established voluntary and community sector organisations that specialise in working with young people and media.
Leadership & Youth Engagement in Decision-making mechanisms	
Engagement with HSP structure	<ul style="list-style-type: none"> • Consider establishing a Young People's Parliament locally and electing a Young People's Mayor – ensuring that the Parliament has a place on Haringey's Strategic Partnership.

Principle	How we will deliver it
Youth Board Activity	<ul style="list-style-type: none"> • Where applicable Haringey's partners to explore the involvement of young people in their organisation as Trustees.¹
Young People's Accountability/ Responsibility	<ul style="list-style-type: none"> • Sectors to involve children and young people in the development and evaluation of policies and services that affect them where this is appropriate.
Young People's Well Being	
Addressing Health Issues	<ul style="list-style-type: none"> • Key public sector partners, such as Teaching Primary Care Trust (TPCT) to work with and commission relevant voluntary and community sector organisations to provide specialist services for young children and young people and their families, on issues such as sexual health, sexuality, pregnancy and nutrition.
Safer Young Communities	<ul style="list-style-type: none"> • Key public sector partners to work with relevant voluntary and community sector partners to develop programmes where young people are involved in crime prevention.
Citizenship	
Cohesive Communities	<ul style="list-style-type: none"> • Haringey's partners to support the development of <i>Active Citizens in Schools</i> schemes and, where appropriate, use in their business plans/ activities relating to community cohesion factors the findings from pilots which test approaches to encouraging young people to become active

¹ Akpeki, T., (2001) Guide to Board Development: Involving Young People. NCVO. This booklet offers detailed advice regarding such issues as Finding & supporting young board members, giving young people a voice in Governance, case studies of the experience of young board members. The booklet is available from the NVCO or via loan from HAVCO.

² The task set for JUNP is to develop a sustainable community in Northumberland Park and Tottenham Hale. Residents are deeply committed, love living in Tottenham, and want the area to thrive. They are actively involved in tackling the environmental and social problems facing their area and in bringing about real improvements.

Principle	How we will deliver it
	<p>citizens.</p> <ul style="list-style-type: none"> • Volunteering programmes to consider the role of Young People and Volunteering. • Continue funding strategies that provide a joined-up approach and service to young people such as the Joining Up Northumberland Park (JUNP) initiative.²
<p>Education</p> <p>Positively increase access to education, training opportunities and employment for young people who are disenfranchised.</p>	<ul style="list-style-type: none"> • Haringey's partners to work together to close the gap in GCSE results between young people in the east and west of the borough. • Haringey's partners to work with schools to reduce the levels of exclusions. • Haringey's partners to continue links with schools, colleges and local employers and develop work-based learning. Haringey's Education Business Partnership (HEBP) has already established progress in this area.
<p>Leadership</p>	<ul style="list-style-type: none"> • Further mentoring opportunities particularly for African-Caribbean boys.

PRINCIPLE 5: Using Resources Effectively

Introduction

Funding, whether through contracts or grant aid, is an important aspect of the relationship between the public and voluntary and community sectors.

Although, contracts and grant aid have a different legal basis, similar principles underlie both: The delivery of services to the community; value for money; effective management and accountability; and tangible outcomes. Monitoring procedures are therefore an essential feature of the funding relationship.

It is a reality that public agencies have insufficient resources to support all voluntary and community groups. Changing funding priorities can also affect the availability of funding to individual groups. A strong partnership is therefore essential so that funding relationships can be managed in an open, transparent and supportive way.

Cash, premises and support needs

Voluntary and community groups have a number of support needs, in fund-raising support, financial management and access to key information resources, which can be addressed through the Compact partnership.

Extensive good practice guidance has also been developed around funding and procurement, including Treasury guidelines for moving towards more stable funding relationships. This good practice is the foundation of the funding principles incorporated below.

Provision of suitable premises is another central resource issue. In the context of a shortage of premises at reasonable rent, it will be important to look at options for sharing space, or possibly developing a resource centre that would provide access to desk space, office equipment and meeting space as well as serving as a focus for voluntary activity in the borough.

The section below is divided into two. The first part sets out undertakings with regard to funding and procurement, designed to open up opportunities for all, remove some of the barriers faced by voluntary and community groups, and build effective relationships.

The second part sets out specific commitments with regard to premises. These commitments cannot solve all the current issues around premises, but can provide a clear framework for increasing understanding between partners and improving relationships.

Key Principles affecting resources and how these principles will be addressed:

1. Funding and Procurement

Principle	How we will deliver it
<p>1. Funding Relationship</p> <p>All partners to commit to being clear, open and transparent in the funding relationship.</p>	<ul style="list-style-type: none"> • To work in partnership with organisations and groups in the VCS and enterprises among SMEs where appropriate, to develop policies and practices relating to the provision of resources and to ensure that they are appropriate, fair, effective, consistent and transparent. • Public sector undertakes to inform organisations and enterprises on changes in funding levels, especially when funding support is reduced, • The organisations and groups in the VCS should develop effective systems to monitor, manage and account for all funding and resources, including submitting realistic budget and business plans. • Where a joint bid for external resources is made all relevant partners should be included at all stages of the bid's process and partners will undertake to have clear lines of responsibility. . • Comply with relevant legislation, regulations and guidance in relation to the management of funds.
<p>2. Funding and procurement processes</p> <p>Follow good practice, where appropriate, and develop funding criteria against which funding assessments can be made and monies awarded, so the planning process both draws on current capabilities of organisations in the VCS and introduces to the sector opportunities for the development of new services complementing those</p>	<ul style="list-style-type: none"> • Programme design should consider how the outcomes of a programme can best be sustained and contribute to long-term sustainability. • Funding and service provision should be based on an independent ongoing assessment of needs across the borough with awarding of funds meeting the

Principle	How we will deliver it
<p>provided by other sectors, which process acknowledges and recognises the role that the VCS plays in meeting needs in the borough.</p>	<p>priorities identified in the analysis of needs.</p> <ul style="list-style-type: none"> • Working collaboratively with the service users and other partners as appropriate, to ensure that the focus is maintained ultimately on the public interest at all times. • Focus on outcomes rather than process. • Partners should consider how they can help deliver Haringey's Community Strategy. • VCS organisations seek to provide services which target need and meet identified demand, and where possible join up with other services and organisations to reduce duplication.
<p>Reduce the bureaucracy associated with the application, qualification, monitoring and reporting, and auditing processes, and introduce joined-up monitoring and reporting, and auditing arrangements to increase accessibility.</p>	<ul style="list-style-type: none"> • Expand the Council's Internal Voluntary Sector Officers Group (VSOG) to include other public sector agencies and local funders. • Through the VSOG, funders and purchasers should consider: <ul style="list-style-type: none"> ➤ Standardising, co-ordinating and joining up processes, including the development of universal application forms and monitoring and evaluation procedures, parts of the funding or procurement chain across departments and sectors. ➤ Creating a single information point on funding ➤ Reviewing monitoring and evaluation procedures in line with best practice. ➤ Ensure focus on delivery. • When requesting information in grant and/ or bidding processes ensure that it is relevant to deciding who will be awarded funding or a contract. • Fund organisations if they are a registered charity or able to demonstrate active steps to

Principle	How we will deliver it
Public bodies aspire to simplify the tendering process and the pre-qualification questionnaires (PQQ) and streamline procurement processes across organisations.	<p>become one, except where alternative arrangements can be developed.</p> <ul style="list-style-type: none"> • Assess potential suppliers against published pre-qualification and tender evaluation criteria. The criteria should be proportionate to the risks of the individual contract process. • Simplify the tender process, where possible, to minimise bureaucracy and cost to the supplier and to make it more accessible.
Development of procurement and funding strategies.	<ul style="list-style-type: none"> • When developing commissioning strategies and inviting tenders for contracts, give consideration to the potential of the voluntary sector to undertake the work and remove any barriers preventing voluntary and community groups from becoming suppliers of services. • Purchasers and funders should detail the benefits and costs of working for the public sector, and provide realistic assessment of what and where SMEs and the VCS could work. • Work to develop funding strategies that support and enable local community development.
Work together to develop funding strategies that support and enable local capacity building.	<ul style="list-style-type: none"> • Identify levels of locally managed funding to disenfranchised groups, when allocating locally managed funding. • Review all locally managed funding criteria and priorities ensuring that they do not disadvantage disenfranchised groups.
3. Sustainability	
Funders should recognise that it is legitimate for voluntary and community organisations to include the relevant element of overhead costs.	<ul style="list-style-type: none"> • The organisations and groups in the VCS will be more explicit about the nature of their core costs and how they have been allocated. • For projects funded by a grant, public bodies should give a

Principle	How we will deliver it
	<p>legitimate proportion of funding for overhead costs where appropriate.</p> <ul style="list-style-type: none"> • Umbrella groups where applicable to work towards ensuring that organisations and groups in the VCS have a real understanding of full cost recovery, diversifying funding and information about financial management.
<p>Recognise the important role played by voluntary and community groups and their need for financial stability in order to achieve long term objectives.</p>	<ul style="list-style-type: none"> • Invest in the infrastructure of organisations and groups in the VCS and, where possible, assist them to secure sustainable funding. • Recognise the diverse funding needs that voluntary, community and faith groups have, such as start up funding, project funding, core funding, development funding, and 'capacity building' funding. • The public sector should implement multi-year funding models where possible and make payments promptly where this represents good value for money. • The organisations and groups in the VCS should maximise income by seeking it from a variety of sources.
4. Barriers to accessing funding and contracts	
<p>Ensure that new information about availability of new and existing funding (including financial support in-kind, premises and provision) with its criteria eligibility, conditions of funding, grant size and application procedures, is made widely available, in good time and in formats accessible to all; particularly to under – represented groups, to allow a fair chance in accessing funds.</p>	<ul style="list-style-type: none"> • The public sector should promote procurement and funding opportunities widely and give as much notice as possible. • Information should be clear and accessible and include all relevant information so that organisations in the VCS and enterprises among SMEs can make an informed choice. • All local funders will advertise their funding opportunities on the Council's specific funding website. • Organisations in the public sector will seek to place their procurement opportunities on their websites with guidance on how organisations and groups in the VCS and enterprises

Principle	How we will deliver it
	<p>among SMEs should do business with them, including the provision of contact details.</p> <ul style="list-style-type: none"> • Use umbrella and second tier agencies to disseminate information on funding opportunities • Funders should give organisations in all sectors, public, private and voluntary, as much notice of grant decisions as possible. • Have a named officer and representative that organisations can contact.
<p>The public sector seeks to influence external funders at regional or national levels, but the borough acknowledges that many of the organisations in the VCS, providing services in the borough, are local bodies who claim that external funding deadlines are often set by external funders at regional or national level and that they as local bodies have limited influence on these deadlines.</p>	<ul style="list-style-type: none"> • The public sector in recognising the difficulties that organisations and groups in the VCS may have in meeting tight deadlines, should continue to influence other local and national funders to advertise funding in good time. • Develop a shared understanding of the terms used to define funders' expectations and the terms and conditions of the grant or contract.
<p>Buy in local expertise to deliver community-based services and consider joint delivery through sectors.</p>	<ul style="list-style-type: none"> • Purchasers should work closely with business support agencies to ensure that local opportunities are widely advertised.
<p>Improve the participation of organisations and groups in the VCS and enterprises among SMEs in public contracts.</p>	<ul style="list-style-type: none"> • The public sector to encourage and promote e-procurement strategies among local SMEs increasing the take up of new technologies. • EU public procurement directives to be explained clearly to local and regional funders and to service providers in the voluntary and community sectors (VCS) and among small and medium enterprises (SMEs). • Recognise the need to build the capacity of organisations and groups in the VCS and of enterprises among SMEs for them to fulfil the legal requirements of service

Principle	How we will deliver it
<p>Where, enterprises among SMEs, and organisations and groups in the VCS and social enterprises may not be in the position to be prime contractors, there should be opportunities for them to be sub-contractors, particularly where they provide specialist products or services.</p>	<p>contracts.</p> <ul style="list-style-type: none"> • Work with strategic partners to establish the contribution that small firms, social enterprises and providers from the VCS can play in the supply chain.
<p>3. Communication</p> <p>Improve co-ordination of information and best practice.</p>	<ul style="list-style-type: none"> • Each public sector agency undertakes to record centrally what funding is being distributed and make this publicly available. • The public sector seeks to provide opportunities to discuss procurement and applications processes. • Good practice needs to be disseminated widely, e.g. through networking events.
<p>Work together to deliver clear and realistic expectations on what each other can do in relation to funding issues and on who takes responsibility for initiating action.</p>	<ul style="list-style-type: none"> • Small and medium enterprises (SMEs) and organisations and groups in the VCS seek to develop their trading relationships with public agencies. • Through on-going dialogue get to know the VCS, their organisations and their capabilities.
<p>4. Contract Management</p> <p>Agree terms from the outset and be aware of risks and who are responsible for managing them.</p>	<ul style="list-style-type: none"> • Involve all parties in planning and in negotiating contracts or grant aid agreements within a sensible timescale ahead of the start date of the contract agreement. • The duration of the funding agreement should be agreed at the outset and subject to the process of review • As appropriate, offer a minimum three months notice period of grant reductions, unless there are serious breaches in funding terms and conditions, and give organisations and groups a reason for withdrawing funding.

Principle	How we will deliver it
	<ul style="list-style-type: none"> • Acknowledge that funders need to act when voluntary and community groups do not abide by terms and conditions and deadlines. • Set out clear outcomes and performance targets which a service is intended to deliver. • Organisations and groups in the VCS undertake to plan in good time for different situations to reduce any potential negative impact.
<p>Following good practice and internal procurement guidelines to managing contracts</p>	<ul style="list-style-type: none"> • Deliver grant-aided and contract payments according to stated schedules, offering payments in advance of expenditure to organisations wherever appropriate. • All public bodies should consider signing up to and adopting the small business concordat: http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_035776-03.hcsp • All procurement processes should be competitive and notified as appropriate.
<p>Be clear about what we expect from a project, make a proper assessment of risks and opportunities and build-in constructive support to overcome them.</p>	<ul style="list-style-type: none"> • Put in place an agreed action plan to meet the requirements of the contract to improve service delivery. • If funding or a contract has to be terminated a public statement should be issued to state that funding has been withdrawn. • If a provider has taken steps to address key concerns after funding has been withdrawn then this should be recognised when the provider applies for future funding or contracts.
5. Monitoring and Evaluation	
<p>Ensure that monitoring arrangements are relevant and proportionate to the size and nature of both the funding provided and the funded group, and consistent with the need for the effective protection of, and proper</p>	<ul style="list-style-type: none"> • Recognise the complexity for voluntary and community groups in satisfying the requirements of several funders. • Monitor the outcomes and outputs of the service being delivered.

Principle	How we will deliver it
accountability for, public money.	<ul style="list-style-type: none"> • Request simple monitoring information negotiated between the funder and provider, which allows the funder to make a proper assessment of performance whilst providers do not have to submit the same information in different ways. • Involve the provider in the evaluation of the service being provided, visit the organisations and work towards continuous improvement; don't just request information on paper.
6. Quality, Performance and Development	
VCS should work towards a quality standard scheme.	<ul style="list-style-type: none"> • Work in partnership to develop a list of quality mark standards that could be used in the monitoring and evaluation of future grant programmes. • If there are sufficient resources, organisations and groups in the VCS undertake to work towards an appropriate quality standard and performance measure. • Provide meaningful feedback to providers following the procurement or application process in order to improve systems.
Build tendering skills and capacity into local enterprises (SMEs) and organisations and groups in the VCS as suppliers of goods and services to enable them to compete successfully for local authority and other public or private sector contracts.	<ul style="list-style-type: none"> • Small and medium enterprises (SMEs) and organisations and groups in the VCS should seek support from business support agencies or appropriate second tier agencies such as the Haringey Association of Voluntary and Community Organisations (HAVCO) and the Haringey Community Empowerment Network (HarCEN). • Establish local suppliers' consortia and networks to encourage joint tendering. • Jointly develop self evaluation tools for organisations building on the workbooks developed through the 'trade local' project.
The support and development of the	<ul style="list-style-type: none"> • Offer support (including on-line

Principle	How we will deliver it
VCS is the responsibility of all partners.	<p>support and referrals to appropriate agencies) where groups are having funding problems or where funding is removed and withdrawn.</p> <ul style="list-style-type: none"> • Encourage initiatives from support and infrastructure agencies. • Provide strong co-ordination between infrastructure groups in Haringey through the ChangeUp programme.
Training	<ul style="list-style-type: none"> • Where possible agencies should share access to training • Staff involved in procurement or the allocation of grants at all levels should be offered appropriate training and support. • Staff and volunteers in organisations and groups in the VCS should seek to attend appropriate training to deliver quality support.

2. Premises

Principle	How we will deliver it
1. Improved access to information relating to property	
Work together towards a better understanding of other partners in relation to premises issues.	<ul style="list-style-type: none"> • Jointly develop a community premises information service. • Public and private sector bodies will place information and guidance about premises for rent or hire on their websites.
2. New Developments	

<p>Assess needs for premises for organisations in the VCS and for enterprises among SMEs providing local services, and make commitment that the borough will set out to provide premises for such VCS and SMEs and community use in development schemes where appropriate; for example provided by regeneration programmes, private sector developments, local improvement finance trust (LIFT), Arms Length Management Organisation (ALMO), Registered Social Landlords (RSL).</p>	<p>In partnership:</p> <ul style="list-style-type: none"> ➤ Consider proposals regarding voluntary sector premises. ➤ Explore and develop a variety of funding options for community premises. ➤ Affordable office space of high quality construction, often with multi-functional use, is increasingly required by black and minority ethnic groups and enterprises (BMEs) to deliver essential services. To guarantee self –sustaining growth in this sector, capital grant schemes should be considered for support for the acquisition of premises.
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<p>3. Managing buildings and leases effectively</p>	
<p>Maintain buildings to improve functionality and sustainability.</p>	<ul style="list-style-type: none"> • Organisation and groups in the voluntary and community sector(VCS) will take reasonable responsibility for: <ul style="list-style-type: none"> ➤ The upkeep of buildings, within the constraints of the lease and other agreements. ➤ Health and safety ➤ Developing skills within the VCS regarding premises management. ➤ Ensuring that all the necessary licences and inspections are in place. <p>The public sector wherever appropriate will invest in community premises to improve functionality and sustainability (e.g. by improving accessibility, energy efficiency and re-usable resources).</p> <ul style="list-style-type: none"> • The public and private sectors recognise: <ul style="list-style-type: none"> ➤ That for organisations to attract capital funding for building improvements it is necessary to have a lease that gives cost benefit for investment of potential funding and; ➤ Will endeavour to take this into consideration when negotiating

	<p>contracts to put the organisation in the best possible position to attract alternative funding.</p> <ul style="list-style-type: none"> • Management of community buildings should make the best use of available space and ensure that it is being fully utilised.
<p>Agree terms from the outset and be aware of risks and who are responsible for managing them.</p>	<ul style="list-style-type: none"> • Public bodies will state clearly its processes for accessing, extending leases and maintaining premises. • The duration of the lease should be agreed at the outset and subject to the process of review. • Involve all parties in planning and negotiating the lease within a sensible time scale ahead of the start date of the lease. • Develop a shared understanding of the terms used to define expectations and the terms and conditions of the lease. • Ensure that all partners understand each others' responsibility in carrying out the lease agreement and managing the building. • In partnership with the VCS, the public and private sector should establish a formal system which enables the future of all community buildings to be reviewed when the lease expires in a timely way. • Organisations and groups in the VCS undertake to plan in good time for different situations, such as maintenance and repair of damage to the building, to reduce any potential negative impact. • The organisations and groups in the VCS recognise that if the lease is not adhered to, action will be taken to rectify the situation.
<p>Follow good practice in letting, managing and maintaining accommodation.</p>	<ul style="list-style-type: none"> • The Public and private sector will follow good practice in line with the Royal Institute of Chartered Surveyors(RICS) good practice statements for letting space to third parties: www.rics.org/

- The organisations and groups in the VCS will be properly constituted and have sufficient financial and legal information to undertake any accommodation commitments.
- The public and private sector and voluntary sector will jointly ensure that all buildings comply with DDA regulations.
- The sectors will ensure proper maintenance in line with best assets management practice.
- Public sector undertakes to consult and inform on changes of use in community buildings.

PRINCIPLE 6: Improving Liaison

Introduction

Effective communication and consultation is a vital element of “Working TOGETHER Better” – ensuring mutual understanding and helping services meet the needs of their users most appropriately.

Better consultation will come about through a commitment to sharing information, forward planning, and adherence to recognised good practice.

This includes a recognition that voluntary and community groups are seeking a clearer role in planning, co-ordinating, facilitating and responding to public sector consultation, and that voluntary organisations need time to consult effectively.

It is also important to recognise that voluntary and community organisations have links to local communities that can complement those in the public sector.

Finally, inclusion is a key factor in good consultation, reaching out to all sectors, and using a wide range of consultation methods appropriate to the target audience.

This section is divided in two parts. The first part sets out a number of broad undertakings with regard to information and communication. The second part sets out specific commitments on improving consultation in Haringey, supported by general principles for planning and managing consultation.

PART 1: INFORMATION AND COMMUNICATION

Principle	How we will deliver it
1. Community Engagement	
Create clear lines of information and communication.	<ul style="list-style-type: none"> • Public and voluntary sector organisations should consider developing and resourcing a multi-agency information sharing group. • By using established networks and umbrella organisations. • Partners to develop a protocol for communication and information sharing.
Effectively signpost and initiate easy access to public sector departments and information.	<p>Public sector bodies should:</p> <ul style="list-style-type: none"> • Providing a list of relevant names and contact details of liaison officers in public bodies or should have a central point of contact with good referral to relevant department. • Encourage customer feedback and where appropriate work with VCS organisations to assist this.
Be clear why you are communicating	<ul style="list-style-type: none"> • Plan and research your communication beforehand. • Decide the purpose of your communication and its outcomes. • Think about how the target audience will respond to your communication, ensuring that key messages are clear.
Engage Haringey's Communities groups	<ul style="list-style-type: none"> • Recognise the diversity of the community by providing documentation in different languages, when and where applicable. • Use an integrated approach to actively engage community groups to ensure that information is precise and complete. • When planning communication activities consider whom you want to reach and how they would like to receive information. • Use a range of communication methods to reach the target audience. • Evaluate your communication activities. • Listen to and address feedback. Providing clear explanations when feedback suggestions cannot be accommodated.
2. Increased knowledge and understanding of partners	
<ul style="list-style-type: none"> • The VCS needs to understand the legal requirements on public 	<ul style="list-style-type: none"> • Engage in the relevant VCS themed forums across Haringey to increase understanding and address issues of mutual concern.

<p>agencies to collect information and public agencies should give an explanation why it is needed.</p> <ul style="list-style-type: none"> • Understand that large public agencies are not homogeneous organisations, and that practices may vary between different departments. 	<ul style="list-style-type: none"> • Improve and disseminate information available on structures of public agencies, decision-making, policies and procedures, strategies, project and funding sources. • VCS organisations and groups should produce and disseminate information about the nature and range of their work.
<p>3. Information sharing</p> <p>Improve information sharing mechanisms.</p>	<ul style="list-style-type: none"> • Effectively maintain records • To the best of your ability provide factual information where applicable. • Key information should be posted on your organisation's web-site and updated regularly. • Communication with the VCS via email should not include large attachments: summaries should be provided with information on how to obtain paper copies. • Ensure that timely information is given on key initiatives and developments. • Develop a communications strategy for information sharing between the public and VCS organisations, identifying information that needs to be made available and effective methods of providing information. • Where possible VCS umbrella organisations will co-ordinate newsletters and information being distributed to organisations in the voluntary, community and faith sector. • Ensure that information is updated at regular intervals and be clear who is responsible for maintaining information.
<p>Making relevant information, including key documents available in common and accessible formats.</p>	<ul style="list-style-type: none"> • Share relevant information with partner agencies in a number of formats including electronic versions and leaflets • Use straight forward language in written documents. • Explain abbreviations, acronyms and avoid jargon • By using plain English. • Audiotape, Braille, large print versions, community languages and provide hard copies for those who don't have internet access.

PART 2: CONSULTATION

Principle	How we will deliver it
1. Forward Planning, Co-ordination and Joint Consultation and Research	
<p>Our objective is to have advance notification of planned policy changes and consultation exercises. This will encourage wider involvement at the early stages of policy development. Organisations planning consultation can get timely advice on the best way to consult. Steps can be taken to avoid consultation fatigue, duplication of effort, and overlap.</p>	<p>Public and voluntary organisations will:</p> <ul style="list-style-type: none"> • Provide advance notification when major new policies are going to be developed and when major policies are going to be reviewed. • Encourage VCS representation on strategic planning groups where appropriate. • Aim to publish a quarterly calendar of forthcoming consultations. • Include consultation in business planning. • Co-ordinate consultations with other organisations to avoid duplication of topic, consultation fatigue and to make the best use of available resources.

2. Inclusion and Engagement

The VCS and the public sector, working together to actively engage relevant partners in involving individuals in consultation.

- Always have ways for the partners being consulted to find out more information, clarification etc. during and after the consultation period, and have the resources to reply without delay.
- Where VCS organisations represent the wider sector in consultations these groups, within available resources, should pass on information and consultation to other VCS groups, in particular to small under-represented groups using a variety of ways to involve them.
- Support VCS organisations consulting with the users of their services by making a contribution to their costs, such as for phone and translation, if possible.
- Strategies for the involvement of users of services should be in place.
- Organisations require time and resources for written responses to enable them to consult their members and, service users and to obtain agreement from their management committees.
- The public sector recognises the needs of the VCS and when feasible, will lengthen consultation periods. This could be negotiated through the proposed mechanism for forward planning and co-ordination (see point 1 above).

4. Actively engaging the whole community

- Recognise the barriers that stop partners from participating in consultation and be creative in over coming them, e.g. don't always rely on written communication.
- Where VCS organisations represent a section of the sector they should, within available resources, pass on information to other VCS groups, in particular the small under-represented groups.

5. Responding to Consultation

- When responding to consultation the VCS and public bodies should state who they have consulted with e.g. service users, members, management board etc.
- All organisations responding to consultation will adhere, as far as possible to specified remits and timescales

	<ul style="list-style-type: none"> • When responding to consultation organisations will be proactive, but they can reserve the right to choose not to be involved in consultation • Challenge consultations that do not allow enough time and try to negotiate a longer time period.
<p>6. Providing Feedback</p>	<ul style="list-style-type: none"> • Aim to provide written and if necessary oral feedback to respondents and those who will be affected by the decision within 12 weeks of completing the consultation (recognising that the final decisions may still not be taken). • State how the consultation process influenced the decision including decisions for no change.
<p>7. Monitoring and Evaluating Consultation</p>	<ul style="list-style-type: none"> • Evaluate consultations, build on the lessons learned and encourage good practice.
<p>8. Quality</p>	<ul style="list-style-type: none"> • Organisations conducting consultation should comply with good practice and legal requirements.

5. DISPUTES PROCEDURE

Introduction

The purpose of this chapter is to explain how partners who have signed up to “Working BETTER Together” can raise concerns when they think that partner(s) have not adhered to agreed commitments and principles or have not acted in the spirit of the Compact.

The process for raising concerns is outlined below and in a diagram on page xx (to follow).

Disputes unrelated to Compact commitments and principles

Organisations should not use the Compact Disputes Procedure if their concern;

- Is a complaint against an individual employee or elected officer. In the first instance such concerns should be dealt with by the organisation’s formal complaints and code of conduct procedures;
- Involves issues of funding, unrelated to the key principles outlined in the chapter: ‘Using Resources Effectively’;
- Is a complaint about goods or services received. In the first instance such concerns should be dealt with by the organisation’s formal complaints procedures.

If such disputes are not resolved, organisations may pursue external processes as appropriate.

Disputes related to Compact commitments and principles

If a partner organisation from the public, voluntary or private sectors believes that a partner with whom it is working has not adhered to the agreed commitments and principles, or has not acted in the spirit of Haringey’s Compact, it should follow the three stage Compact Dispute Procedure.

Stage One: face to face

In the first instance, partner organisations should seek to resolve the issue between themselves. Partners must agree to respect each other’s right to raise concerns, give time to hear them, and respond positively.

When disputes are resolved at this stage the parties to the dispute will agree a joint statement on the resolution, including a statement of any wider issues identified in the dispute.

Stage Two: third party mediation

If agreement cannot be reached face to face, Compact partners may agree to seek mediation from a third party, while reserving the right at any time to take the dispute directly to Stage Three.

A mediator acceptable to both partners will aim to resolve the dispute within three weeks. If this is successful, the parties to the dispute will agree a

statement outlining the nature of the dispute and its resolution, prepared by the mediator, including a statement on any wider issues identified in the dispute.

Stage Three: mediation by Haringey Compact Evaluation Group

As a last resort, if mediated agreement cannot be reached within three weeks, any party involved in the dispute may take the matter to the Haringey Compact Evaluation Group (HCEG).

In this case, the process to resolve the dispute will be chaired by a member of the Haringey Compact Evaluation Group, or, if agreed by both parties to the dispute, by a third party acting for the Evaluation Group.

The HCEG member or mediator appointed by the Evaluation Group will carry out the following tasks:

- Identifying the key issues of the complaint and the dispute between the partners;
- Considering the complaint and making a judgement;
- Writing and despatching the decision to both parties in the dispute within 30 working days;
- Making recommendations on ways to resolve the problem;
- Reporting on how the dispute was resolved, and any wider issues, to the Haringey Strategic Partnership (HSP).

Whatever the reasons for the dispute, it is essential that the partnership identifies the key issues underlying the dispute, to prevent them from recurring. Learning from errors and disagreements, is probably the most important part of the process.

If appropriate the HSP will therefore report on the dispute and its outcome in the annual review of the Compact, reporting how the dispute was handled, the nature of the resolution, lessons learnt and any wider issues identified.

Haringey's Compact Evaluation Group contact details here

6. MONITORING AND REVIEW

Introduction

For the success of “Working BETTER Together” it is important that the compact is effectively monitored. The responsibility for monitoring the outcomes of “Working BETTER Together” rest with the Haringey Compact Evaluation Group (HCEG) which will be established in April 2006.

The HCEG will replace the Haringey Compact Working Group and will be endorsed by the Haringey Strategic Partnership (HSP). It will comprise an equal number of voluntary and community sector members, and public sector members. Those responsible for setting up the Group should seek membership from the private sector.

Responsibilities of the HCEG

- To ensure that the principles of “Working BETTER Together” remain on the local agenda;
- To monitor and to evaluate the development and implementation of
- “Working BETTER Together” – identifying milestones, seeking information and opinions from partners, monitoring complaints of non-compliance with compact principles, and producing an annual report;
- To consider how existing policies and strategies of the HSP need to be adapted to meet the requirements of “Working BETTER Together”;
- To produce an annual report on the outcomes of “Working BETTER Together”, ensuring that the report is presented to the HSP and published widely in the borough;
- To conduct dispute resolution where applicable under the compact disputes procedure and to ensure that outcomes are made widely available;
- To ensure that Compact Champions are recruited and trained;
- To ensure that Haringey’s partners are trained in the “Compact way of Working”;
- To make suggestions to the sectors on how the Compact should be implemented in their services. This information should be reported to the HSP.

Annual Review Meeting

In the first year of implementation, a special HSP meeting should be set up to consider the effectiveness of the compact.

HARINGEY COUNCIL

Agenda item: **[No.]**

Executive Meeting

On 21 February 2006

Report Title: Consultation Paper on a new Planning Policy Statement 3 – Housing

Forward Plan reference number:

Report of: Anne Fisher, Director of Environmental Services

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose

1.1 To consider and agree the Council's response to the consultation paper.

2. Introduction by Executive Member

2.1 This report is brought to the Executive Committee's attention to gain approval for the response to the consultation paper on a new Planning Policy Statement (PPS3). The proposed response answers a number of specific questions put forward by the ODPM.

2.2 The Planning Policy Statement PPS3 will set out the national planning policy for delivering the housing objectives of central government, which the council will need to take into account for future housing developments

3. Recommendation

3.1 That the responses to the consultation paper on a new Planning Policy Statement 3 (PPS3) – Housing, as set out in Appendix 1, be agreed and submitted to the Office of the Deputy Prime Minister.

Report Authorised by: Anne Fisher

A.F. *R.L. W.A.*

Contact Officer: Ciara Whelehan, Planning Policy Officer (extension 5516)

4. Executive Summary

4.1 In December 2005, the Government published for public consultation its draft revision to PPS3. The consultation period ends on 27 February 2006. The new

PPS3 will set out the national planning policies for housing, which regional planning bodies and local authorities should take into account in developing regional spatial strategies and local development frameworks. Its objective will be to deliver new homes at the right time in the right place. The national policy framework will reflect the need for flexibility in planning between urban and rural areas, and in areas experiencing high or low demand. The aim is that the planning system is used to its

maximum effect to ensure the delivery of decent homes that are well designed, make the best use of land, are energy efficient, make the most of new building technologies and help to deliver sustainable development.

- 4.2 The proposals set out in draft PPS3 are generally welcomed. The Council's emerging UDP accords with the new guidance and the Council is already taking a proactive approach to housing development by preparing planning briefs and masterplans and working in partnership with developers and landowners.
- 4.3 However there are some concerns with the new guidance and how it will work in practice. The draft PPS3 places great emphasis on increasing the supply of housing, raising densities and providing housing according to regional and sub-regional housing needs. This may make it difficult for Haringey to focus on the local housing market and housing needs. There is a strong emphasis on housing delivery, but little mention of the impact of new development on infrastructure, other land uses and existing communities. This is weakness in the guidance. It fails to adequately mention how the need for necessary infrastructure (for example education, health, open spaces) will be assessed when identifying sites and applying policies.
- 4.4 The Government have promised further guidance on delivering mixed communities, the use of planning obligations and the delivery of affordable housing and the preparation and use of design codes. This is welcomed.
- 4.5 The ODPM have asked a number of questions in the consultation paper. The responses are set out in Appendix 1 of this report and form the basis of the Council's response to the Government. The Council's Housing Department has made comments that have also been incorporated into Appendix 1.

5. Reasons for any change in policy or for new policy development

- 5.1 The consultation paper on a new PPS3 seeks to respond to the challenges of the housing market and sets out the national planning policy framework for delivering the Government's housing objectives.

6. Local Government (Access to Information) Act 1985

- 6.1 The following document was used in the preparation of this report;-

- Consultation Paper on a New Planning Policy Statement 3 (PPS3) – Housing (OPDM, December 2005)

7. Background

- 7.1 PPS3 sets out the national planning policy framework for delivering the Government's housing objectives. These policies are firmly based on the principles of sustainable development (set out in PPS1 *Delivery Sustainable Development*) and seek to provide for housing in the most sustainable way. The Government's key objective for planning for housing is to ensure that everyone has the opportunity of living in a decent home, which they can afford, in a community where they want to live. To achieve this objective, the Government is seeking to:
- (a) ensure that a wide choice of housing types is available, for both affordable and market housing, to meet the needs of all members of the community;
 - (b) deliver a better balance between housing demand and supply in every housing market and to improve affordability where necessary; and
 - (c) create sustainable, inclusive, mixed communities in all areas. Developments should be attractive, safe and designed and built to a high quality. They should be located in areas with good access to jobs, key services and infrastructure.

8. Description

- 8.1 The consultation draft sets out new policy guidance under a number of key headings. Outlined below are the principal components of the guidance.
- 8.2 **Local Development Frameworks**
Local development frameworks should set out a strategy for housing provision and managing land for housing within the context of the relevant Regional Spatial Strategy (the London Plan) and have regard to other local strategies, in particular local housing strategies. The Local Development Framework should allocate land for housing over a 10 year period, set out density ranges, set out an affordable housing target and policy threshold (and targets for social rented and intermediate housing) and include policies which address the particular accommodation needs and demands of specific groups, for example gypsies and travellers.
- 8.3 Implications for Haringey
The draft PPS3 provides concise national guidance. The London Plan and the Council's Local Development Framework should conform to the new guidance. The Council's emerging Unitary Development Plan includes density ranges and an affordable housing target and policy threshold. The UDP will include the altered London Plan housing target for Haringey.
- 8.4 **Allocating and releasing land for housing**
The site allocation Development Plan Document (DPD) should include at least five years supply of land for development. The five year supply should be allocated land that is developable. To be developable the site must be available, suitable and viable. To determine which sites to include in the five year land supply, regard should be had to the sustainability appraisal of the site allocation DPD. In areas of high housing demand, local planning authorities should not phase land supply unless a sustainability appraisal suggests that growth above planned levels would have unacceptable impacts.

8.5 Implications for Haringey

The demand for housing in Haringey is high and the Council would not look to restrict the supply of land unless it would have an unacceptable impact on existing and planned social, utility and transport infrastructure. The Council will continue to identify and allocate land for housing in its UDP and Local Development Framework and will bring forward land for development through planning briefs and proactive work with developers and landowners. The amount of unplanned 'windfall' development is difficult to predict and there are concerns regarding setting an over ambitious windfall allowance which maybe unachievable and unsustainable.

8.6 **Efficient Use of Land**

The priority for development is developable brownfield land. The guidance states that 60% of additional housing is to be developed on brownfield land. Both regional and local planning authorities should set out brownfield targets in their development plan documents.

Local planning authorities should develop density policies for their plan area. Annex C of the draft policy statement sets out the following indicative density ranges:- City Centres above 70 dwellings per hectare; in urban areas between 40 – 75 per hectare; and in suburban areas between 35 – 55 dwellings. The efficient use of land is closely related to design and environmental issues. Paragraph 36 of the draft statement acknowledges the need to balance intensification of existing built-up areas against the need to protect certain urban land, such as residential gardens.

8.7 Implications for Haringey

Haringey is a predominately built-up urban area. In 2004, 100% of completions took place on previously developed land, which exceeded the Government target of 60%. According to Annex C of the draft PPS3, Haringey would be defined as a mix of 'central' and 'urban' areas. The density ranges in the Council's emerging UDP accord with the indicative national density ranges. Annex C refers to factors, which should be taken into account to assess density, such as public transport accessibility and design. However, it does not refer to housing type and in Haringey a market assessment may identify strong demand for family suburban housing and the need to protect gardens as valuable amenity space.

8.8 **Household Type**

Plans should specify the range of household types that are required across the plan area, for example for family housing to single person and multi-person households. Allocated large sites should be developed for a broad range of household types. In planning at site level, it is important that a broad mix of housing suitable for different household types is provided for on larger sites. For smaller sites, the mix of housing should contribute to the creation of mixed communities.

8.9 Implications for Haringey

Haringey will shortly jointly commission a housing market assessment with sub regional partners. It will identify the mix of households anticipated in the area and the corresponding housing needs. Further Government guidance is required on

delivering mixed communities to ensure that all groups in housing need are addressed, for example students, those on low incomes and the elderly.

8.10 **Affordable Housing**

In setting affordable housing targets local planning authorities need to take into account all relevant regional, sub-regional and local strategies. The targets also need to take into account the anticipated levels of finance available for affordable housing including public subsidy and the level of developer contribution that can realistically be sought on relevant sites. Separate targets should be set for social rented and intermediate housing where appropriate. Local planning authorities should set a minimum site-size threshold for affordable housing, which can be less than the indicative national minimum threshold is 15 dwellings, if justified. Local authorities should balance the need for affordable housing against the viability of sites in their area. A companion guide sets out an approach that local planning authorities may use if the assumed level of finance available for affordable housing is not forthcoming. The presumption is that affordable housing should be provided on site. However, there may be circumstances where off site provision or a financial contribution in lieu of provision may be acceptable.

8.11 Implications for Haringey

Haringey's emerging UDP accords with the guidance in draft PPS3. A companion guide is welcomed, as more advice is required on the use of planning obligations and the delivery of affordable housing. Draft PPS3 concentrates on sub-regional markets. Market prices and conditions vary between and within regions. This may make it difficult for local planning authorities to focus on local housing markets and local housing needs.

8.12 **Designing for Quality**

New development should be of high quality inclusive design and layout, having regard not just to neighbouring buildings but to the townscape and landscape of the wider locality. Detailed design guidance such as urban design guidelines, design codes, detailed masterplans or site briefs should be used to help improve the quality and value of residential development.

8.13 Implications for Haringey

Guidance acknowledging the importance of good design is welcomed. The Council has established a design panel and along with planning briefs and masterplans it seeks to improve the quality and value of residential development in the borough. Future practice guidance on the preparation and use of design codes is promised.

8.14 **Greening the residential environment**

Local authorities should encourage applicants to apply principles of sustainable and environmentally friendly design and construction to new developments. New dwellings should have easy access to sufficient open space (including play space) of good quality.

8.15 Implications for Haringey

This section of draft PPS3 is welcomed. The Council is currently preparing a Green Building Guide and its emerging UDP policies seek to protect the existing residential environment and to promote sustainable design and construction.

8.16 Managing delivery and development

Draft PPS3 encourages pre-application negotiations for housing developments. Local authorities must provide information on housing policy and performance and should produce housing trajectories demonstrating how policies will deliver in their area. Trajectories should then be annually updated as part of the annual monitoring report. Housing development might also be appropriate on sites where land allocated or previously used for industrial and commercial use is no longer needed as demonstrated by an up to date review of employment land.

8.17 Implications for Haringey

Haringey undertakes pre-application discussions and produces planning briefs and masterplans for major housing developments. As part of its Annual Monitoring Report, it has provided information on housing policy performance and has produced a housing trajectory. There is a strong emphasis on housing delivery, but little mention of the impact of new development on infrastructure, other land uses and existing communities. This is weakness in the guidance. The guidance fails to adequately mention how the need for necessary infrastructure (education, health, open space etc) will be assessed when identifying sites and applying policies. Current guidance in PPG3 provides useful guidance (at paragraph 31) to assess the potential and suitability of development. This is not repeated in the new draft PPS3.

9. Consultation

9.1 The Office of the Deputy Prime Minister is responsible for consultation on the new PPS3 paper. Consultation of the paper will close on 27 February 2006.

10. Summary and Conclusion

10.1 PPS3 sets out the national planning policy framework for delivering the Government's housing objectives. The proposals set out in draft PPS3 are generally welcomed. However, there are some issues of concern. The ODPM have asked a number of questions in the consultation paper. The responses are set out in Appendix 1 of this report and form the basis of the Council's response to the Government.

11. Recommendation

11.1 That the responses to the consultation paper on a new Planning Policy Statement 3 (PPS3) – Housing, as set out in Appendix 1, be agreed and submitted to the Office of the Deputy Prime Minister

12. Comments of the Director of Finance

12.1 The response highlights the need for Government to recognise the on-going financial impact increased housing development has on necessary infrastructure, e.g. additional costs of education, health, transport and roads, open space, play areas, etc. These need to be properly taken into account in the Government's future grant funding allocations to local authorities.

13. Comments of the Head of Legal Services

13.1 The new Planning Policy Statement 3 and accompanying guidance constitutes Government guidance and provides national policy framework for planning for housing. It will in due course replace Planning Policy Guidance Note 3: Housing (PPG3) published in March 2000 and Planning Circular 6/98: Planning and Affordable Housing. PPS3 will be a material consideration in determining planning applications and in formulating future local development documents.

14. Equalities Implications

14.1 Planning Policy Statements are the responsibility of the Office for the Deputy Prime Minister. The new PPS3 addresses equalities and diversity.

15. Use of Appendices / Tables / Photographs

15.1 Appendix 1 – Responses to the consultation paper on a new PPS3

Appendix 1 – Responses to the Consultation Paper on a New Planning Policy Statement 3 (PPS3) – Housing

Question	Summary	Council's Response
<p>1. Do the policies set out in draft PPS3 deliver the Government's housing objectives (set out in paragraph 1)?</p>	<p>The Government is seeking to:</p> <ul style="list-style-type: none"> (a) ensure that a wide choice of housing types is available for both affordable and market housing, to meet the needs of all members of the community; (b) deliver a better balance between housing demand and supply in every housing market and to improve affordability where necessary; and (c) create sustainable, inclusive mixed communities in all areas. Developments should be attractive, safe and designed and built to a high quality. They should be located in areas with good access to jobs, key services and infrastructure. 	<p>Yes. The draft PPS3 provides concise national guidance, which will help deliver the Government's housing objectives.</p>
<p>2. Are the arrangements for delivering PPS3 clearly set out in relation to:</p> <ul style="list-style-type: none"> (a) working in sub-regional housing markets 		<p>The guidance concentrates on sub-regional markets. Market prices and conditions vary between and within regions. This may make it difficult for local planning authorities to focus on local housing markets and local housing needs.</p> <p>The proposed PPS3 talks about the importance of local authorities undertaking housing market assessments as a way of determining the level of need for affordable housing. Haringey is about to jointly commission one of these with our sub regional partners. While the findings of this will undoubtedly help improve our knowledge of housing need within the borough it remains that we are already aware of a pressing need to meet the</p>

Question	Summary	Council's Response
(b) determining the regional level of housing provision and its distribution	<p>Regional planning bodies should plan to distribute housing provision so that housing need and demand are met within the sub-regional housing market area in which they are generated and should make decisions about the level and distribution of housing provision in both urban and rural areas, and between sub-regional housing market areas.</p> <p>The site allocation Development Plan Document (DPD) should include at least five years supply of land for development. The five year supply should be allocated land that is developable. To be developable the site must be available, suitable and viable.</p>	<p>housing requirements of 5,500 households which we have a statutory duty to rehouse who are currently in temporary accommodation. Housing policy is therefore influenced by this situation.</p> <p>Regional planning bodies are expected to estimate housing need and demand for specific groups for at least a decade ahead and also determine the range of development. Further detailed guidance is required on how PPS3 will actually operate.</p>
(c) allocating and releasing land for housing	<p>The site allocation Development Plan Document (DPD) should include at least five years supply of land for development. The five year supply should be allocated land that is developable. To be developable the site must be available, suitable and viable.</p>	<p>Agree with proposed mechanisms to allocate and release land for housing. However, there are some concerns over the provision of sites through a windfall allowance. Local planning authorities would be unable to accurately predict the market changes given the predictable nature of the housing market. This will be difficult for local planning authorities to implement. In addition, market conditions and prices may not be picked up locally in sub-regional assessments. It is not clear how this will work at a local level.</p> <p>The Council will be undertaking an assessment of land availability as part of the LDF and identify sites within this as being suitable for housing. The Council is able to plot suitable sites and publish details of those in Council ownership that can be brought forward for development. It is also important to note that those sites in the private</p>

Question	Summary	Council's Response
(d) making the efficient use of land	The priority for development is developable brownfield land. The guidance states that 60% of additional housing is to be developed on brownfield land.	<p>sector can also be brought forward for development through planning briefs and proactive work with developers and landowners.</p> <p>Agree to the priority for housing on brownfield land and to the proposed density ranges. However, the sub market assessment may identify strong demand for family suburban housing.</p> <p>Densities in terms of dwelling numbers is useful however another guide could be to use habitable rooms or to use both measures. Using habitable rooms makes it easier for LA's to seek percentages of development for affordable housing.</p>
(e) planning for mixed communities		<p>Guidance is set for delivering mixed communities. However, little mention is given to housing for those who need it e.g. students, those on low incomes and the elderly. The guidance concentrates on first time buyers (paragraph 25: 'a sufficient supply of intermediate housing can help meet the needs of key workers and those seeking to gain a first step on the housing ladder...').</p> <p>The Government's desire is to reduce the number of households in temporary accommodation by 50% by 2010 and to provide sustainable tenancies. The new guidance does not give local authorities any more power in helping deliver these.</p> <p>Further guidance is needed to ensure that all those groups who contribute to creating sustainable communities are accounted for.</p>
(f) planning for rural housing		Not applicable to Haringey

Question	Summary	Council's Response
(g) designing for quality	New development should be of high quality inclusive design and layout, having regard not just to neighbouring buildings but to the townscape and landscape of the wider locality. Detailed design guidance such as urban design guidelines, design codes, detailed masterplans or site briefs should be used to help improve the quality and value of residential development.	Agree.
(h) greening the residential environment	Local authorities should encourage applicants to apply principles of sustainable and environmentally friendly design and construction to new developments. New dwellings should have easy access to sufficient open space (including play space) of good quality.	Agree.
(i) managing delivery and development	PPS3 encourages pre-application negotiations for housing developments. Local authorities must provide information on housing policy and performance and should produce housing trajectories demonstrating how policies will deliver in their area. Housing development might also be appropriate on sites where land allocated or previously used for industrial and commercial use is no longer needed as demonstrated by an up to date review of employment land.	Agree to pre-application negotiations and producing housing trajectories. There is a strong emphasis in draft PPS3 on housing delivery, but little mention of the impact of new development on infrastructure, other land uses and existing communities. This is weakness in the draft guidance. It fails to adequately mention how the need for necessary infrastructure (education, health, open space etc) will be assessed when identifying sites and applying policies. Current guidance in PPG3 provides useful guidance (at paragraph 31) to assess the potential and suitability of development. This is not repeated in the new draft PPS3. The Government must assess the on-going additional costs associated with increased housing development and take account of those in future (grant) funding allocations to local authorities.
3. Are the definitions set out in		Yes.

Question	Summary	Council's Response
<p>Annex A clear?</p> <p>4. ODPM is committed to producing policy that promotes equality of opportunity and good relations between people of different racial groups and eradicates unlawful discrimination. We are in the process of completing an equality impact assessment and would welcome views on whether the policies set out in draft PPS3 will impact differently on people from different ethnic groups, on people with disabilities and on men and women?</p>		<p>Draft PPS3 will impact differently on the following groups:</p> <ul style="list-style-type: none"> - elderly - black & minority ethnic groups - students - those people living in unsuitable housing - homeless households - Gypsies and travellers. <p>There is insufficient detail in the draft PPS3 to make an assessment of its impact of equality. The Council will be carrying out equality impact assessments of its own planning policies and procedures.</p>

Agenda item:

Executive		On 21st February 2006
Report Title: Association of London Government – Proposed Arrangements for the Setting of Fixed Penalty Notices Levels		
Forward Plan reference number (if applicable)		
Report of: Director of Environmental Services		
Wards(s) affected: All	Report for: Key Decision	
<p>1. Purpose</p> <p>1.1 To seek Member Executive approval for proposed arrangements relating to the setting of fixed penalty notices provided by London Local Authority Acts.</p>		
<p>2. Introduction by Executive Member</p> <p>2.1 I welcome the London Local Authorities Act 2004 and the Transport for London Act 2003, that give further powers to local authorities to issue fixed penalty notices. Issuing FPNs is essential to improve enforcement activity. FPNs are a useful enforcement tool to make our streets cleaner, greener and safer. The offences in the Act refer to key abuses of the highway, skip permission infringements, street trading, fly posting and noise nuisance that have been highly prioritised by our residents as matters of concern. It is important that the level of FPN is harmonised in London. I welcome the leadership of the Association of London Government in setting the level and ensuring that enforcement activity is carried out equitably across all boroughs.</p>		
<p>3. Recommendations</p> <p>3.1 That the Executive approves the proposed variation of agreement with Association of London Government Transport and Environment Committee (ALGTEC) providing authority for it to act on its behalf as a “joint committee” for the purposes of the London Local Authorities and Transport for London Act 2003 (2003 Act) and the London Local Authorities Act 2004(2004 Act).</p> <p>3.2 That the Executive authorises the Director of Environmental Services or the Head of Legal Services to sign the proposed variation to ALGTEC agreement in accordance</p>		

with the Constitution.

Report Authorised by: **Anne Fisher, Director of Environmental Services**

Contact Officer: **Robin Payne, Assistant Director of Enforcement**

4. Executive Summary

4.1 This report outlines proposals for the ALGTEC to be authorised to support coordinated action in relation to offences provided by 2003 and 2004 London Local Authority Act. Specifically it will allow for London Council's to have the same levels set for a range of fixed penalty notices relating to Highways, Street Trading and Environmental Protection issues. The setting of fines will release these powers for authorised officers to use in Haringey.

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

4.1 The Association for London Government is a specified authority for "joint functions" prescribed by London Local Authority Acts. It has consulted on arrangements and is now seeking authorisation from London Local Authorities in relation to joint functions including the setting of certain fixed penalty notice levels.

5. Local Government (Access to Information) Act 1985

5.1 ALG Transport and Environment Committee - Consultation on Fixed Penalty Levels under the London Local Authorities (LLA) Act 2004, 9 December 2005

5.2 ALG Transport and Environment Committee - Consultation on Levels of Penalty for Traffic Contraventions, Highway Obstruction Offences and other Additional Parking Charges in London, 27 January 2004.

5.3 The London Local Authorities and Transport for London Act 2003

5.4 The London Local Authorities Act 2004(2004 Act).

6. Background

6.1 The London Local Authorities and Transport for London Act 2003 (2003 Act) and the London Local Authorities Act 2004(2004 Act) provide for local authorities to use fixed penalty notices in relation to the offences listed in Appendix 1. The offences included relate to abuses of the highway, skip permission infringements, street trading, fly posting and noise nuisance.

6.2 Both Acts provide a duty on local authorities to set the level of fixed penalty notices but provide that this shall be exercised by a joint committee established under section 101(5) of the Local Government Act 1972. In 2001 London boroughs established

arrangements that discharged certain functions to a joint committee known as the ALGTEC.

- 6.3 The Association of London Government is proposing that the existing agreement for ALGTEC is varied so that on behalf of participating boroughs it can exercise the joint functions established under both the 2003 and 2004 Acts. Specifically this will include the setting of fixed penalty fine levels for offences listed in Appendix 1 and other functions such as the publishing of relevant codes of practice.
- 6.4 The 2003 and 2004 Acts prescribe arrangements for fines to be limited by the Secretary of State and the matters to be considered in the setting of fines. The ALG has consulted on the levels of fines that may be set under the 2003 and 2004 Acts. In January 2004 it approved in principle consultation findings that established £100 as the appropriate level for fixed penalty notices arising from the 2003 Act. In October 2004 ALG initiated the first of two consultations on the 2004 Act; Haringey was one of only six London Boroughs that responded. The fines proposed are provided in Appendix 2 and were endorsed by the ALGTEC in December 2005. It is probable that the fines listed here will reflect those levels the ALGTEC will set under the varied agreement.
- 6.5 In Part H4, Section 1 at paragraph 1.01(b) of Haringey's Constitution it states that the full Executive Meeting shall have the power "to enter into new, or confirm existing, joint arrangements with the Executives of other local authorities." This would include authorising any new powers to be exercised through ALGTEC.
- 6.6 Any failure to authorise the ALGTEC for the setting of fixed penalty notice fines would be a breach of s.10 of the 2003 Act and s.17 of the 2004 Act as both sections impose a duty on London borough's to set fixed penalties levels by joint committee.

7. The Use of Fixed Penalty Notices

- 7.1 The Council has delegated the Assistant Director of Enforcement with authority to authorise officers to investigate and enforce matter referred to in Appendix 1. Currently the only fixed penalty notices routinely used as an alternative method of disposing of a criminal offence are for littering offences under the Environmental Protection Act.
- 7.2 Powers contained in this report and additional powers due to be established under the Cleaner Neighbourhoods and Environment Act 2005 will substantially increase the availability of fixed penalty notice options. A further report proposing a revised enforcement policy will be brought to the Executive outlining a decision making framework to be adopted in the use of fixed penalty notices.
- 7.3 Since September 2005 the Enforcement business unit has been operating a borough wide uniformed Street Enforcement service supported by additional investment provided for 2005/6. These officers have been trained and authorised to serve fixed

penalty notices and have been further authorised to enforce all offences listed in Appendix 1 except in relation to noise nuisance. Noise nuisance is currently investigated by a dedicated team also operating within the Enforcement service.

8. Summary and Conclusions

8.1 Authorising the ALGTEC is required to release fixed penalty notices that will enhance street enforcement and noise nuisance enforcement. Failure to authorise would be a technical breach of the 2003 and 2004 Acts.

9. Comments of the Director of Finance

9.1 The issuing of fixed penalty notices is a useful and necessary tool in the enforcement of a variety of offences within an active enforcement policy. Income raised from fixed penalty notices is unlikely to be significant in relation to costs but will nevertheless be a useful contribution towards costs particularly any increased legal costs.

10. Comments of the Head of Legal Services

10.1 The Head of Legal Services has been consulted in the preparation of this report. The legal implications are fully explained in the paragraphs above

11. Equalities Implications

11.1 There are no equalities implications raised by this report. The use of fixed penalty notices will be discussed in a further report.

12. Appendices and Tables

12.1 Appendix 1 - Offences under the 2003 and 2004 Acts for which penalty notices can be used.

12.2 Appendix 2 proposed for fixed penalties under The London Local Authorities Act 2004.

Appendix 1

Offences under the Highways Act 1980 in respect of which fixed penalty notices may be served under section 8 of the London Local Authorities and Transport for London Act 2003 schedule 4.

Section	Description of Offence
132(1)	Painting or otherwise inscribing or affixing picture etc. upon the surface of a highway or upon a tree, structure or works on or in a highway
137(1)	Wilful obstruction of highway
138	Erecting a building, fence or hedge on highway
139(3)	Depositing builder's skip on highway without permission
139(4)(a)	Failure to secure lighting or other marking of builder's skip
139(4)(b)	Failure to secure marking of builder's skip with name and address
139(4)(c)	Failure to secure removal of builder's skip
139(4)(d)	Failure to comply with conditions of permission
140(3)	Failure to remove or reposition builder's skip
141(3)	Failure to comply with notice requiring removal of tree or shrub
147A(2)	Using of stall etc. for road side sales in certain circumstances
148(a)	Depositing material etc. on a made-up carriageway
148(b)	Depositing material etc. within 15 feet from centre of made-up carriageway
148(c)	Depositing anything on highway to the interruption of user
148(d)	Pitching of booths, stalls or stands or encamping on highway
151(3)	Failure to comply with notice requiring works to prevent soil or refuse escaping onto street or into sewer

152(4)	Failure to comply with notice requiring removal of projection from buildings
153(5)	Failure to comply with notice requiring alteration of door, gate or bar opening outwards onto street
155(2)	Keeping of animals straying or lying on side of highway
161(1)	Depositing things on highway which cause injury or danger
169(5)	Erecting scaffolding or other structure without licence or failing to comply with terms of licence or perform duty under subsection (4)

Offences in respect of which fixed penalty notices may be served under section 15 of the London Local Authorities Act 2004 schedule 2.

Act	Section	Description of Offence
Environmental Protection Act 1990 (c. 43)	80(4)	Contravention or failure to comply with requirement or prohibition imposed by abatement notice
Town and Country Planning Act 1990 (c. 8)	224(3)	Displaying advertisement in contravention of regulations
London Local Authorities Act 1990 (c. vii)	34(1)	Contravention of condition of street trading licence or temporary licence
	34(2)	Making false statement in connection with application for street trading licence or temporary licence
	34(3)	Resisting or obstructing authorised officer
	34(4)	Failure to produce street trading licence on demand
	38(1)	Unlicensed street trading

Appendix 2**Levels proposed for Fixed Penalties under The London Local Authorities Act 2004.**

(1) Act	(2) Section	(3) Description of Offence	Proposed Fixed Penalty Levels
Environmental Protection Act 1990 (c. 43)	80(4)	Contravention or failure to comply with requirement or prohibition imposed by abatement notice	£100 (Residential) £250 (Industrial/Trade/Business)
Town and Country Planning Act 1990 (c. 8)	224(3)	Displaying advertisement in contravention of regulations	£80
London Local Authorities Act 1990 (c. vii)	34(1)	Contravention of condition of street trading licence or temporary licence	£100
	34(2)	Making false statement in connection with application for street trading licence or temporary licence	£125
	34(3)	Resisting or obstructing authorised officer	£100
	34(4)	Failure to produce street trading licence on demand	£100
	38(1)	Unlicensed street trading	£150

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Agenda item:

The Executive**On 21st February 2006**Report Title: **Houses in Multiple Occupation (HMO) Licensing**

Forward Plan reference number (if applicable):

Report of: **Director of Environmental Services**Wards(s) affected: **All**Report for: **Key Decision****1. Purpose**

- 1.1 To outline new legal requirements on the licensing of HMOs.
- 1.2 To seek Executive approval of the recommended fees and administrative arrangements for the licensing of HMOs.

2. Introduction by Executive Member

- 2.1 The Housing Act 2004 recognises the need to regulate HMOs and introduces mandatory licensing for larger HMOs as from 6th April 2006. Although this is hugely welcomed, and it is considered that it is overdue reform in the private housing sector and key to establishing sustainable communities, it is unfortunate that the Act only applies to HMOs of 3 or more storeys and 5 or more residents who constitute more than one household. In Haringey the Act will not affect the majority of small, unlicensed HMOs, particularly in the East of the borough, that are a great concern to many of our residents.
- 2.2 It is welcomed that the Act gives discretionary powers to councils. In Haringey we are committed to piloting and testing the discretionary powers that are outlined in the Act. This will better regulate and control HMOs that are crucial to create reliable, well-established and sustainable communities, as well as furthering the key objectives of Better Haringey. A further report will be brought to the Executive looking into the powers, including the discretionary ones, in detail.

3. Recommendations

- 3.1 That the Executive approves proposed HMO licensing fees as outlined in section 10.3 and arrangements to support the HMO licensing provision.

3.2 That Executive agrees that a further report on the wider provisions of the Act and the implications for Haringey is brought back to a future Executive meeting.

Report Authorised by: **Anne Fisher, Director of Environmental Services**

Contact Officer: **Robin Payne, Assistant Director of Enforcement**

4. Executive Summary

4.1 The Housing Act 2004 received Royal Assent on 18th November 2005. This is a wide ranging Act, which the Government intends will implement long overdue reforms in the private housing sector and contribute towards establishing 'sustainable communities'.

4.2 Among many provisions, the Act introduces mandatory licensing for larger HMOs as from 6th April 2006. Licences will operate for up to 5 years before requiring renewal. This report outlines the costs associated with this activity and proposes a charging regime that will offer full Council cost recovery.

4.3 This report details the proposals for the introduction of HMO licensing in Haringey and seeks approval for the proposed fees.

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

5.1 New arrangements required by introduction of new legal powers and responsibilities for the licensing of certain types HMOs.

6. Local Government (Access to Information) Act 1985

6.1 The Housing Act 2004 - ODPM

6.2 The Stock Condition Survey Report (May 2002) – Haringey Council

6.3 Licensing in the Private Rented Sector: *Consultation on the implementation of HMO Licensing (July 2004)*. ODPM

6.4 Cost analysis paper – Held by Robin Payne, Assistant Director for Enforcement

7. Background

7.1 The Housing Act 2004 is a wide ranging Act, which the Government argues will implement long overdue reforms in the private housing sector and contribute towards establishing 'sustainable communities'.

7.2 It is recognised that the private rented sector makes a valuable contribution to the housing market and the Act seeks to provide additional powers to regulate the market. The Provisions include:

- Replacement of the current housing fitness standard with a new Housing Health and Safety Rating System (HHSRS).
- Introduction of mandatory licensing for certain larger HMOs, which the remainder of the report will concentrate on.
- Local discretion to apply additional licensing to other types of HMOs.
- Introduction of selective licensing

- New enforcement powers following the HHSRS
- Changes to the Right to Buy
- Additional powers to take over the use and management of empty properties

- 7.3 The Act seeks to enable landlords in managing their properties in a professional manner but also to improve the quality and status of the sector by providing stronger powers to deal with bad landlords and poor tenants who cause problems to others.
- 7.4 Haringey Council welcomes the introduction of the Act, as the new powers will enhance our successful private sector work and will help us to deliver our Private Sector Housing strategy objectives. The provisions fit well with our existing work on Landlord Accreditation, empty properties and area based intervention.
- 7.5 The remainder of this report will concentrate on the implementation of HMO licensing, but it is proposed to return with a report on the broader provisions at a later date.
- 7.6 The Housing Act 2004 introduces a mandatory licensing scheme for certain categories of Houses in Multiple Occupation (HMOs) and discretionary powers to extend licensing to other types of HMOs through additional licensing schemes. Mandatory HMO licensing is to commence borough-wide on the 6 April 2006. Haringey's existing HMO registration control schemes will cease. HMO registration scheme currently operate in the Hornsey Park Renewal Area and in an area of the West Green ward.
- 7.7 Mandatory licensing will apply to HMOs of 3 or more storeys and 5 or more residents who constitute more than one household. It will therefore not affect a majority of the HMOs in Haringey and particularly not those found in the east of the borough. It will be the intention of officers to bring a further report on the potential of additional licensing to better regulate and control the operation of HMOs in the east of the borough and in smaller premises. These powers are unlikely be released until mandatory licensing has been completed.
- 7.8 The Act imposes a duty on the Council to:-
- a) effectively implement a HMO licensing regime;
 - b) ensure that all applications for licensing are determined within a reasonable time; and
 - c) to satisfy itself as soon as is reasonably practicable (within 5 years maximum) that inspections to identify and remove serious hazards have been carried out.

A licence may therefore be granted prior to an inspection.

- 7.9 The Act provides that a Council may charge a fixed fee for an application, and provides for secondary legislation in the form of regulations which may specify maximum fees (either by amounts or calculation methods), fee exemptions, or refunds. In fixing the fee, the Act allows the Council to take into account all costs incurred in carrying out HMO licensing functions and also all enforcement costs incurred in relation to HMO Management Orders, where the costs of the latter are not recoverable elsewhere.

7.10 The resources required to support mandatory licensing are in addition to existing responsibilities relating to HMO enforcement. Whilst there is some limited potential for the absorption of field time spent on assisted applications and of management costs within the existing establishment, some growth from fee income is required.

8. HMO Licence Fees

8.1 Licensing is to be managed so that it is self-financing and the fee should reflect the number and nature of the HMOs in the local area and the resources needed, including staffing levels. Guidance indicates that all costs must be justifiably covered but also that fees are not set so that they are perceived as an additional tax on landlords. Whilst each authority must justify and set their own fees, it is expected that there will be some consistency for landlords operating across neighbouring authorities.

8.2 Whilst it is recommended that licences be for the full five year period, the Government is committed to review HMO licensing after 3 years. It proposed that we therefore aim to have completed mandatory licensing within this period. Cost recovery has therefore been planned to reflect this.

8.3 Based upon the most recent stock condition survey, it is believed that there are currently around 480 licensable premises with an average of between 5 and 6 lettings per premises. A letting here would be a room or collection of rooms capable of being let for use by a separate household within a premises. This figure is subject to error and could potentially be up to 640 premises. Over the 3 year programme an estimated 160 premises will need to be licensed each year. Of these approximately one third are believed to have no record of enforcement activity or are otherwise unknown to us and are expected to need additional levels of assistance. These assisted applications will require officers to visit the applicants and help draft the applications and supporting documents. Unassisted applications will be where all applications are properly drafted and supported on receipt.

8.4 Based on estimated processing time for assisted and unassisted HMO applications, the staffing resources required is an estimated 3.3fte. This will provide on average an estimated 3.5 hours of field officer time per letting application. In the case of assisted applications, these will require an estimated 6 additional hours per HMO.

8.5 Set up and running costs are expected to be £50,750. This includes costs associated with the recruitment and training of staff, service design and project initiation. Within these costs we have also allowed for potential legal costs associated with disputes that may occur over the 3 year period.

8.6 The table below shows the expected breakdown of service costs based on 3 year programme.

	£
• Total Salary costs based on 3.3 fte (£124,919 x 3)	374,757
• Set up and running costs	50,750
• Total 3 year cost	425,507
<u>Total cost per year</u>	<u>141,836</u>

8.7 Based upon an average of 5.4 lettings per HMO and 160 properties licensed per year, an average of 864 lettings will be licensed each year. In reality such an even flow will be difficult to manage and some provision has been made from within existing resources to accommodate expected peaks in workload.

8.8 To encourage early take up of applications, an option of a discounted rate is proposed. This will help to facilitate targeted and steady work flow. It is proposed that properly completed applications received prior to October 2006 will receive a 10% reduction on the total cost per HMO.

8.9 HMO licensing provides an opportunity to increase the take up of landlord accreditation. It is therefore proposed that a 20% discount should be offered to any accredited landlord for an application received at any time. This will encourage landlords to adopt higher standards of accommodation and increase the availability of good quality short stay accommodation.

9. Consultation/Policy document

The service has consulted its landlords on licensing fees and proposed discounts. Proposals and a questionnaire were posted on the Haringey website in October and the documents were also mailed to 370 landlords. Twenty two completed questionnaires were returned and just over half said the proposals were fair. Negative comments received emphasised that fees were seen as a financial burden. Comments received that could be considered can be summarised as follows:-

Comment Response

- Fees should be per property not per letting

The cost to the Council of administering licences will be affected by the number of lettings per property.

- Fees should be nominal to encourage compliance

This would mean that the Council would not recover its costs.

- There should be a cap on fees for larger HMOs.

The price per letting will reflect the income potential of the property.

10. Proposed Fees

- 10.1 Based on a total service cost per year of £142k and an average expected throughput of 864 lettings, the average cost per letting would need to be £164. This equates to a cost per letting over 5 years of 63p per week.
- 10.2 Assuming that all known HMOs attract early application discounts at 10% and that only 1 in 10 landlords is accredited, the projected cost of discounts over the 3 years would be £39,000. This cost, will be recovered through increased rates aimed at assisted applications. There may also be efficiency savings through increased volumes achieved in years 1 and 2.
- 10.3 Proposed HMO licensing fee rates are as follows:

Unassisted applications

A. Fixed standard fee per letting	£164
B. Full application received pre 30/9/2006 10% discount	£148
C. Application from accredited landlords 2006-2008 20% discount:	£131
D. If both B and C	£115

Assisted applications (no discounted rates will apply)

E. An additional charge per HMO	£230
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11. Benchmark studies

- 11.1 The council has collaborated on it fees with its North London sub region partners; Islington, Barnet, Westminster, Enfield and Camden where there is a monthly lead officer HMO licensing group meeting. The ALG is currently collating responses from the 33 London boroughs on their fee structures. It is understood that the LGA are devising an on-line fee toolkit to go live at the end January 2006.
- 11.2 The NLSR are using the same rationale in setting fees. The ALG have had responses from 17 of the 33 boroughs. It is still at an early stage and much of the some data provided is provisional. The structures generally indicate a unit fee per

letting or per room to which discounts are applied.

- 11.3 The West London sub-region proposes a similar fee across the five boroughs. £400.00 basic fee per HMO plus £25.00 per habitable room to which discounts are applied.
- 11.4 Otherwise other responding boroughs propose their own local fees. These are in the range of £110.00 to £150.00 per letting/room with discounting provisions that are similar to Haringey's.
- 11.5 The study shows that some authorities are considering capping fees. In Haringey a maximum cap may be relevant to a very few, very large HMOs. It is recommended any such decision be considered on an individual basis and authorised at Director level or Director delegated authority.

12. Summary and Conclusions

- 12.1 The mandatory licensing of HMO will provide an opportunity to set a fees structure that will promote safe and decent short term housing provision, reward responsible landlords and promote landlord accreditation. The proposals outlined will ensure that the full costs of HMO licensing are met and that the costs for Haringey are consistent with other benchmarked London authorities.
- 12.2 Arrangements put in place to initiate HMO licensing are additional to the existing responsibilities for HMO inspection and registration where it continues. Fee income through licensing needs to be traceable to the new and reasonable costs of licensing.
- 12.3 Based on the benchmarking data, the Haringey fee structure, fee levels and discounting provisions compare favourably with that of other London boroughs.

13. Recommendations

- 13.1 It is recommended that a HMO licensing fee structure as provided in 10.3 above is introduced and which reflects discounts aimed at promoting early applications and encouraging landlords to become accredited.
- 13.2 In relation to maximum capping, that extraordinary cases of are reported to the relevant Director for approval of decision.
- 13.3 That a further report on the wider provisions of the Act is brought to Executive at a later date.

14. Comments of the Director of Finance

- 13.1 The proposed fees for HMO licensing have been constructed in accordance with regulatory guidelines on the basis of full cost recovery including the estimated impact of proposed potential discounts. The fees should be subject to annual reviews to ensure they remain competitive, consistent with neighbouring boroughs and continue to recover the full cost of the HMO licensing function.

15. Comments of the Head of Legal Services

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

- (1) The proposed regime of licensing fees as outlined in 10.3 of the report are appropriate and proportionate and are thus in accordance with the requirements of the Housing Act 2004 and the implementation guidance relating thereto.
- (2) The wider provisions of the Act are subject to a further report: it is recommended that the report provides consideration of any further secondary legislation which may further define the requirements of the Act.

16. Equalities Implications

- 16.1 It is possible that some landlords seek to recover the costs associated with licensing through increased rents. The true additional cost for reputable landlords is actually very low but any actions by less reputable landlords would impact on more economically vulnerable tenants. This impact needs also to be seen in the context of improved housing standards for all HMO tenants.

Agenda item:

The Executive**On 21st February 2006**

Report Title: **Response to Supporting People Consultation (Government's proposals for a future National Supporting People Strategy)**

Report of: **Anne Bristow – Director of Social Services**

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose

- 1.1 The Government have released a consultation document - *Creating Sustainable Communities Supporting Independence*, which sets out it's thoughts and ideas on a future national strategy for the Supporting People programme. This document also includes discussion on how future Supporting People allocations might be determined, although there is a separate technical consultation document on the Government's proposed Funding Distribution Formula.
- 1.2 This report summarises the key points of the consultation document(s) and sets out some key questions and thoughts, from both Council officers and partner agencies. These are intended to inform the Executive's discussion of the Government's suggestions on how the Supporting People programme might develop in the future. The purpose is to help the Executive formulate a Council response to the consultation.
- 1.3 The deadline for responses on both the national strategy consultation and the Supporting People Funding Distribution Formula is the 28 February 2006.

2. Introduction by Executive Member

- 2.1 There have been wide ranging discussions between officers, partner agencies and Executive Members about these proposals which are reflected in this report.

I am proud of the difference our Supporting People Programme has made to the lives of so many Haringey residents over the last few years. We must therefore ensure that the future funding arrangements allow these high quality schemes that support some of our most vulnerable residents to continue.

3. Recommendations

- 3.1 In the light of discussions at the Executive in response to this report, the Director of Social Services be delegated to produce a formal response for consideration by the Executive Member for Social Services and Health and the Leader of the Council.
- 3.2 The Executive Member for Social Services and Health and the Director of Social Services to consider with other statutory partners a joint response to the consultation.

Report Authorised by: **Anne Bristow, Director of Social Services**

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4. Executive Summary

- 4.1 The first part of this report provides a brief overview of the development of the Supporting People programme since its inception in April 2003 and some basic facts about how much is being spent on Supporting People services at national and local level. The background also details the requirements the Government imposed on local authorities regarding decision making and planning, contract and performance management and the review of services. The background provides details of how Haringey has implemented these requirements including how local Supporting People decisions are made. This offers a context to the Government's consultation on its future national Supporting People strategy.
- 4.2 The report provides a detailed summary of the key suggestions and proposals the Governments set out in their national consultation document *Creating Sustainable Communities Supporting Independence* and the key issues the Government have identified with regard to the future management and funding of Supporting People services for vulnerable households: The key issues are:
- The better integration of Supporting People strategic planning, commissioning and service delivery with other planning frameworks
 - Identifying three key groups of vulnerable household around which joint planning arrangements and more flexible funding could be arranged, which include highly vulnerable people requiring care and support; households who are independent but who need some support and households who are socially excluded including homeless households
 - The possibility of removing the ring fencing around SP decision making and funding and allowing greater flexibility, possibly within the context of Local Area

<p>Agreements</p> <ul style="list-style-type: none"> - A move towards a needs based formula framework for allocating Supporting People funding and the redistribution of SP funds between au6thorities based on the formula <p>4.3 The summary and conclusions to this report are essentially concerned with what the Authority’s own response might be to these proposals and considers to what extent Haringey is already moving towards some if not all of the key proposals set out in the consultation document. The report doesn’t set out a definitive set of recommendations on how the Authority should respond but instead provides some thoughts to inform the Executive’s debate and which enable it to formulate it’s own opinion on the Government’s proposals on the future direction of the Supporting People programme.</p>
<p>5. Reasons for any change in policy or for new policy development (if applicable)</p> <p>5.1 Not applicable</p>
<p>6. Local Government (Access to Information) Act 1985</p> <p>6.1 Haringey’s Supporting People Five Year Strategy 2005 – 2010.</p> <p>6.2 Creating Sustainable Communities: Supporting Independence’ – the Government’s Consultation Document on the National Supporting People Strategy. This is available at:</p> <p>http://www.spkweb.org.uk/Subjects/ODPM+Supporting+People+Strategy/Creating+Sustainable+Communitites+-+Supporting+Independence.htm</p>

7. Background

- 7.1 The Supporting People Programme came into effect on 1st April 2003. It is a Government programme concerned with the funding, planning, quality and performance of housing related support services. These services are intended to help vulnerable and socially excluded households access and maintain a home and to promote their greater independence, life options and choices. They are also intended to prevent highly vulnerable households from breaking down and potentially needing higher care services and/or hospital admission and to prevent homelessness amongst a wide range of other groups who are at risk of crime/offending, substance misuse, domestic violence and exploitation (including young people at risk). Overall, the intention of the programme is to offer practical advice, help and support that helps all of these groups achieve social inclusion.
- 7.2 In 2003 several public funding sources for housing related support were replaced by a single Supporting People grant paid to Local Authorities. Prior to the programme’s introduction there were no formalised planning, contracting or performance frameworks in place for these services. As a condition of receiving Supporting People funding Local Authorities were obliged to put these frameworks in place in

accordance with Government Grant Directions, Conditions and Guidance. A key requirement has been for Local Authorities to make all Supporting People decisions in partnership with NHS PCTs and the Probation Service, with each agency having one equal vote on a Supporting People Commissioning Body (required under grant directions).

- 7.3 The Council Executive agreed in January 2002 to delegate the Supporting People Commissioning Body Function to the Health and Social Care Partnership Executive (HSCPE). This body included chief and senior officers from the Council (including the Directors of Housing and Social Services and the Assistant Director for Child and Family Services), Haringey NHS TPCT and London Probation and was responsible for overseeing the commissioning of health and social care services for all vulnerable client groups. At that time this included services for adults, older people and children. This enabled decisions affecting Supporting People services and funding to be made within the context of other commissioning decisions affecting social care and health services. It also allowed for the effective consideration of cross agenda issues. The HSCPE established a Supporting People Management Board chaired by the Director of Housing, which dealt with many of the detailed issues and decisions concerning the administrative management of the programme and which advised the HSCPE on the development of the Supporting People strategy.
- 7.4 With the reorganisation of the Strategic Partnership and the winding up of the Health and Social Care Partnership Executive, it was agreed by the Director of Housing, Chief Executive of the NHS TPCT and the Assistant Chief Probation Officer that the SP Management Board would assume the commissioning function as a temporary arrangement. However, the intention is for the Well Being Theme Board to take over the responsibility for all strategic and major funding decisions for the Supporting People Programme, with the Supporting People Management Board being responsible for detailed commissioning decisions and for overseeing the Programme's administrative management. This will be the subject of a separate paper for the Council Executive.
- 7.5 It should be noted that the SP Management Board's membership includes the Deputy Director for Child and Family Services, the Assistant Director for Adult Social Services, the Assistant Director for Housing Strategy and Needs, the Head of the Safer Communities Unit and the Principle Equalities Officer with responsibility for Domestic Violence.
- 7.6 Local Authorities were also obliged to enter into interim contracts with all providers and services that had been funded through the former funding streams and would require continued funding from the Supporting People grant from 1st April 2003. The Government requires all these contracts and services to be reviewed by 31st March 2006. Once a review is complete it is then up to Local Authorities with their NHS and Probation partners to decide whether the service should continue, should be changed (including changes in provider, contract values and capacity) or should be decommissioned.

- 7.7 There are 153 services funded from Haringey's Supporting People programme and these are delivered by 84 external contractors and 20 Council run providers. These services support 8,000 vulnerable households. The reviews are now nearly complete and we are on target to complete them by 31st March deadline. The reviews have achieved an annual saving of £1.1 million and further savings are likely. An increase in the capacity of floating support services by 500 units worth a nominal value of £1.9 million per annum has also been achieved since the review programme got underway. A number of very poor quality services have already been decommissioned and there is evidence of a steady and good progress in improving other services that did not meet all of the required standards.
- 7.8 In March last year all Local Authorities were required to submit a Five Year Supporting People strategy and again this needed to be agreed by NHS PCTs and Probation via local SP Commissioning Bodies. The Council Executive formally agreed Haringey's strategy at it's meeting on the 22 March 2006 and good progress is being made on the first year of it's implementation. A rolling programme of re-commissioning and procurement was agreed as part of the strategy starting with mental health services, offender and substance misuse services in 2006/07; learning disability and older person services in 2007/08 and all other services in 2008/09, including the large floating support services.
- 7.9 The Government is committed to spending £1.7 billion on Supporting People services in 2006/07 and 2007/08 and this is funding 6,000 support services for over 1 million households. However, it should be noted that the Government reduced this from the £1.84 billion that was spent in 2003/04 and this followed a Treasury Review that concluded that not all of this spending and the services funded by the programme represented value for money. The Government also concluded that local allocations based on what was being spent on SP services, via the former funding streams, prior to 1st April 2003 was not an equitable means of distributing Supporting People funding and that a new formula based funding framework was needed. The Government have attempted twice to devise such a formula based on population and various needs based and social economic drivers. In late 2004 it released an initial model of a potential distribution formula, which it used to inform the levels of reductions and increases in local Supporting People grants in 2005/06. However, it capped reductions to no more than 5% and increases to no more than 10%.
- 7.10 Haringey's Supporting People Grant is now worth £22.15 million this year but this has been reduced from it's 2003/04 level of £23.7 million and it will be reduced again to £21.7 million next year. This results from a combination of efficiency savings imposed by the Government on all Supporting People allocations and the affects of the interim model of the distribution formula.

8. Description

- 8.1 The Government has recently (15th November 2005) released a consultation document setting out it's thoughts on what the future national Supporting People strategy might include and setting out the possible direction of travel for the whole Supporting People programme. The deadline for comments is 28th February 2006.

Focusing and Integrating

- 8.2 The Government are discussing whether the Supporting People programme should be broken down into three key areas of commissioning in order to enable better integration of services, improved choice for service users and better alignment of Supporting People funding and services with other commissioning and strategic frameworks.
- 8.3 The three areas are as follows:
- People in receipt of care and support (essentially those receiving substantial packages of care from Health and Social Services)
 - People living independently with support (older people in sheltered housing or households receiving community alarms and no other services are examples as are people with low to medium mental health problems and/or a mild learning disability who live in ordinary social housing with floating support)
 - People at risk of social exclusion (essentially the homeless, survivors of domestic violence, teenage parents and young people at risk, offenders, people involved in substance misuse and similar groups)
- 8.4 For households in receipt of care and support the Government are raising the possibility of allowing SP funding and services to be commissioned with other services for these client groups - Ring fencing might be removed to allow the full integration of SP, health and social care services.
- 8.5 It's worth noting that there are already plans locally to join up the commissioning of social care and supported housing services for people with mental health problems and that similar discussions are underway with regard to older person services – In essence local thinking is starting to align with Government thinking in this area.
- 8.6 There is a very big emphasis in the consultation document on the potential to use '*individual budgets*' to enable service users to both directly manage and pay for the care and Supporting People services they receive and the Government has committed itself to including SP services in the piloting of '*individual budgets*'.
- 8.7 The Government's thoughts on individualised budgets are discussed more fully in '*Independence, Well being and Choice*'.
- 8.8 For people who do not receive high level health and social care and who live independently with support, the use of 'Individual Budgets' is explored as a viable option to enable improved service user/tenant choice and access to services.
- 8.9 The strong emphasis in the consultation document on 'Individual Budgets' for both these groups indicates that it is a very real possibility.
- 8.10 The Government indicate that they believe that there is an imbalance between low level support linked to particular accommodation (sheltered housing) and those

services that offer support to vulnerable people no matter where they live and regardless of whether they are owner occupiers, social housing tenants and private tenants.

- 8.11 The emphasis on the imbalance and the focus in the document on the advantages of using more flexible floating support services indicates that the Government may strongly encourage more development in non accommodation based services.
- 8.12 The consultation document is not clear on the Government's thinking as to where the commissioning lead for low level support services for those already in independent accommodation might be placed.
- 8.13 With regard to socially excluded households the consultation document emphasises that Supporting People has for the first time given Local Authorities a clear strategic responsibility for planning services for this group. However, it also notes that some LAs are still failing these groups and haven't grasped the opportunity SP provided to deliver the support they needed.
- 8.14 The Government raise the possibility of Homelessness services and other agencies such as Drug Action Teams taking a stronger strategic and commissioning lead for socially excluded groups, including how SP services might be better integrated with other services these groups receive. The possibility of Children's Trust providing an integrated commissioning lead for services for vulnerable young people is also raised.
- 8.15 The Government seems to be particularly concerned by the fact that many Local Authorities have started imposing 'local connection' criteria and thereby restricting access to people not from the local area. It has already indicated that it may take punitive action against these authorities.
- 8.16 The Government are placing a very strong emphasis on LAs collaborating with each other, to ensure that access to support services for socially excluded and transient populations such as the single homeless and survivors of DV are not restricted and that a good range of services remain available.
- 8.17 The Government is encouraging the good practise that already exists in some areas (including Haringey), of using SP funded support services to address anti social behaviour and to tackle the behaviour of high-risk households.

Funding

Move towards a Formula Based SP Funding Allocation and Pace of Change

- 8.18 As part of the last spending review the Government committed itself to spending £1.72 billion on Supporting People services in 2005/06 and the £1.7 billion in both 2006/07 and 2007/08. However there are no clear indications at this stage of national funding levels beyond 2007/08.
- 8.19 The Government is wanting to move to a formula based approach to allocating local Supporting People funding and to move away from the current pattern of allocations,

which were largely determined by the levels of spending on supported housing via the demand led transitional housing benefit.

- 8.20 The Government has spent the last three years trying to develop a Supporting People funding formula that it believes would provide a more equitable allocation of future SP funding based on need. However, concerns over the technical robustness of the formula have delayed it's introduction.
- 8.21 The latest version of the distribution formula was released last year. This attempts to create a target population for each vulnerable client group area based on existing ONS census and other similar data for each Local Authority area. These are then subject to a local deprivation index that may include measurements of housing density and ethnicity. The target populations are then used to determine target allocations for each client group and these then determine the overall target allocation for each authority.
- 8.22 The Government has released a separate technical consultation document on the formula, with the same timeframe for comment as the one on the national strategy – 28th February 2005. This is also available from the Supporting People Team and at:
<http://www.spkweb.org.uk/Subjects/Distribution+Formula/SPDF+Stage+2/Supporting+People+Distribution+Formula-+Technical+Consultation+paper.htm>
- 8.23 The formula causes substantial changes in some allocations with some authorities substantially gaining and others who substantially lose (ranges from 187% gain to 64% loss).
- 8.24 The funding formula consultation document raises the issue of pace of change and the dampening needed to manage the effects of the increases and decreases of funding that will avoid the sudden and unexpected loss of services or the ineffective or inappropriate use of new funding.
- 8.25 In last years settlement the Government committed itself to a limit on decreases of no more than 5% and increases of no more than 10% between 2005/06 and 2007/08. Example models of the formula were used to determine which LAs would receive a decrease and increase in 2005/06 and at what level.
- 8.26 The Government are now raising the question as to whether the dampening should be made less severe (e.g. 4% and 8%) and whether some decreases/increases should be capped to take account of the performance of the effected authorities, including outcomes of Audit Commission Inspections.
- 8.27 The Government have questioned the inclusion of an ethnicity indicator in the formula as it has been argued by some authorities that ethnically diverse populations do not place additional demands on services and that their needs are picked up through other need indicators included in the formula. It should be noted that this indicator is critical to Haringey's allocation and would substantially decrease it if left out.

- 8.28 There are also questions about the inclusion of a density indicator (these usually benefit urban areas) and what measurement of density should be used. Again this affects Haringey's allocation.
- 8.29 The model that was used last year to inform this years allocations included both the ethnicity and density indicators and this gave Haringey a Target allocation of between £19 and £20 million per annum (19% reduction). However, a model released this year excluded ethnicity and changed the indicator used for density, reducing Haringey's target grant to £12 million per annum (42% reduction).
- 8.30 It is also worth noting that a cost of services indicator is used in the formula and whereas Haringey is treated in the formula as an inner London borough, for this particular indicator it is treated as an outer London borough (the cost indicator for inner London is usually higher than the one for outer London). This again reduces Haringey's allocation.
- 8.31 The national strategy consultation document does ask what approach should be taken to the future allocation of funding and to what extent redistribution should take place between authorities. Even though the Government seems to be committed to the use of a re-distributive formula, this does seem to suggest that it may be possible to convince them that there are other approaches.
- 8.32 A technical response to the consultation on the formula is being prepared by the Council.
- 8.33 The Government intend announcing the final approach to future SP funding allocations next Summer and they have reserved the right to start using the formula in 2007/08 but with a guarantee that all authorities will receive 95% of what they received in 2006/07.

Future Structure of Decision Making

- 8.34 The Government are now seeking views on whether many of the controls around decision making and on the use of SP funding should be removed.
- 8.35 Current grant directions and conditions require decisions to be made by an SP commissioning body that must include the Council, NHS PCT and Probation, with only these agencies being able to exercise a vote. There are also very tight definitions around what support services and tasks can be funded through SP and pooled/joint funding is specifically prohibited.
- 8.36 The key thing to note is that the consultation document places a strong emphasis on the potential to link Supporting People programmes and funding into Local Area Agreements (LAAs). These are new and are intended to provide a more flexible relationship between the Government and local agencies, including local government, on the setting of local targets. They also allow for the better integration of local funding streams.

- 8.37 The Government is already piloting the inclusion of SP in five of the first LAAs. The Government plan to produce a toolkit to guide authorities through including SP in LAAs based on these pilots.
- 8.38 The Government strongly indicates that it believes that the Pooling of SP in LAAs will provide flexibility and the potential to integrate SP funding and services in with other statutory programmes.
- 8.39 As mentioned elsewhere in this briefing the Government have raised the possibility of Health and Social Care Commissioners leading on the commissioning of SP funded services (also presumably taking the funding as well) for the high dependency client groups. The Government are also raising the potential for SP funded commissioning of young person and teenage parent services to move to the Children's Trust.
- 8.40 An example of good practise that the consultation document particularly emphasises is Kent's LAA where they are considering delegating the commissioning lead for all social exclusion groups (homeless, offender, DV, substance misuse etc.) to the Safer and Stronger Community Partnership. These groups make up 36.2% of Haringey's current SP spend.
- 8.41 There is some discussion about routing the SP fund through the Local Authority Revenue Support grant or to continue to pay it as a separate grant but take off the ring fence. This is the approach used with regard to funding for homelessness services.
- 8.42 The key issues that need to be resolved are around determining what outcomes are desired from SP within the context of an LAA and what work needs to be done either to consider where SP already measurably contributes to a particular objective/target or how to develop reliable outcome performance measures linked to key objectives agreed with the Government, where these do not already exist.
- 8.43 It's worth noting that developing outcome performance measures linked to Local Authority and partner organisation targets is a key feature of Haringey's SP five year strategy and that early work is already underway to develop a framework. The Government are also in the process of developing reliable outcome performance measures and the Council will be discussing it's potential involvement in developing these at a meeting with ODPM.
- 8.44 The Government are now working on including the monitoring of local SP programmes against outcome measures in grant conditions and are now wanting to explore creating investment incentives linked to these.
- 8.45 They have particularly emphasised the potential to link these to encouraging effective cross authority working.

9. Consultation

- 9.1 The Well Being Theme Board was consulted at its meeting on 19th December 2005. There was also consultation with providers and other local non statutory organisations at a Forum on 23rd January 2006.

10. Summary and Conclusions

- 10.1 The Government's proposals potentially offer significantly greater flexibility and by combining the commissioning and funding of social care and Supporting People services for the highly vulnerable, this may offer opportunities for achieving improved efficiencies, improving integration of service delivery and to deliver services in a much more holistic way. For example, there is the potential to combine homecare and supported housing services and even intermediate care for older people, to offer more seamless and better coordinated care and support. It also offers the opportunity to improve on the consistency of the monitoring of both quality and performance across all the services a highly vulnerable service user receives. Potentially service users may also be able to exercise greater flexibility in how their services are delivered to them.
- 10.2 The key concern is that the arrangements for commissioning for those who receive low level support and no other packages of care e.g. sheltered housing tenants not involved with Social Services, are very ill defined and there is a risk that their needs may not be prioritised. This is a particular concern for a London Borough such as Haringey where Health and Social Care resources are under significant pressure and given the Local Government funding settlement for London are likely to come under increasing pressure. Before any changes are made in the ring fencing arrangements for Supporting People, Local Authorities will need to fully assess and understand the benefits of the low level support their local programmes currently deliver. However, in line with the more holistic approach the Authority is increasingly taking with its partners in developing local services e.g. the plans set out for the over 60s in Experience Counts, there is clearly already a local commitment to innovative low level interventions that prevent the need for high level care and that offer choice.
- 10.3 The development of individualised budgets both for the highly vulnerable and for households with low level need would seem to be consistent with the Council's own commitment to offering choice and a broader range of options. Therefore it would be consistent with this commitment to welcome the introduction of individualised budgets for some groups, although it will need to be made clear to the Government that this may not be appropriate for some highly vulnerable groups. The key challenge is how to maintain and sustain what might be effective and good quality local services, where a number of the tenants/service users may want to opt out and purchase services elsewhere. This is certainly going to be a challenge for the Council's traditional model of sheltered housing services for older tenants. There will also be a need to put in place robust systems that will be able to advise service users on their options, support them in purchasing the services they need and which are able to effectively monitor what they receive.
- 10.4 The greatest concern is what will happen to the resources and services targeted at those groups in the social exclusion category, which includes the homeless, survivors of domestic violence, people recovering from substance misuse, refugees

and offenders. It is worth noting that many of the people in this group may also potentially fall into the other two groups and may require a broad and complex package of support, care and other services. It is also worth noting that the programme was specifically designed to promote the social inclusion of these groups and to ensure that their services were protected, given that their needs have traditionally not been a priority for many local authorities. The other key factor is that many of these households are highly transient and may be accessing services in various locations and this particularly applies to London where we know there is a very high level of transience. They very often don't approach or are unable to access statutory services, particularly Local Government and primary care services and their only access to support is very often via the voluntary sector and SP funded services.

10.5 The Council does have a good track record in using the SP programme and using other Government programmes to deliver support to marginalised groups and the community strategy has a clear commitment to improving the life chances of the most deprived and socially excluded households in the Borough. It should be noted that £6 million (27%) from Haringey's SP programme is committed to low level floating support services that are directly accessible to these groups and which are designed to promote social inclusion. This has been a major feature of the programme since its inception and the Five-Year Strategy includes a commitment to preserving these services. The Council has also been recognised by the Government for the support it offers to small community based organisations that deliver support to BME and refugee communities. The Council is also doing a considerable amount of work on sustainable communities and neighbourhood development and this includes tackling the issues presented by the groups that fall in the social exclusion category.

10.6 There is clear evidence from a number of sources that Black and Minority Ethnic communities experience particular problems in accessing mainstream services and that the Supporting People programme has an important part to play in addressing this. Supporting People services are designed to help the most socially excluded access mainstream services. A report commissioned by the Mental Health Task Force in 2003 – *Improving Mental Health Services for BME communities in England*, found that BME communities regularly experience the following:

- problems in accessing services;
- lower satisfaction with services;
- cultural and language barriers in assessments;
- lower GP involvement in care;
- inadequate community-based crisis care;
- lower involvement of service users, family and carers;
- inadequate support for Black community initiatives;
- higher compulsory admission rates to hospital;
- higher involvement in legal system and forensic settings;
- higher rates of transfer to medium and high secure facilities;
- higher voluntary admission rates to hospital;
- lower satisfaction with hospital care;
- lower effectiveness of hospital treatment;
- longer stays in hospital;

- higher rates of readmission to hospital;
 - less likelihood of having social care/psychological needs addressed within care planning/treatments processes;
 - more severe and coercive treatments;
 - lower access to talking treatments.
- 10.7 Given the ethnic diversity of the Borough's population it is not unreasonable to assume that there are a large number of vulnerable BME households, experiencing much of the above and that they require a specialist support services to help them access the services they need. This supports the view that ethnically diverse populations are likely to place additional demands on Supporting People programmes and funding.
- 10.8 The local solution to how to commission and plan support services for this group may lie in developing better integration between Supporting People and the Council's neighbourhood management services and through the Safer Communities Partnership taking a much greater lead in driving the Supporting People programme. Certainly one of the solutions is a continued commitment by the Executive and the Local Strategic Partnership to maintaining a broad base of easily accessible low level support services that don't require a statutory assessment and which accept self referral.
- 10.9 This may be a good time for key Executive Members and Council Officers to come together with partners in other statutory services and the voluntary sector in a conference or seminar, to consider what we are currently doing to tackle the needs of the most marginalised. It would be within this context that decisions on how to align and prioritise the Supporting People programme could be made.
- 10.10 In overall terms the Authority can demonstrate it's strong strategic leadership of the Borough and it has managed to put in place some highly effective community and statutory partnerships, which cover a broad range of agendas and interests. This particularly applies to it's work around safer and stronger communities and the Authority's development of community involvement in decision making, as recognised by the Beacon status award. Within this context it could certainly be argued that the introduction of greater flexibility in the Supporting People programme, could be managed very successfully by the authority. This would be welcome in terms of enabling the Council to devise more innovative and joined up approaches in delivering on it's community strategy objectives, as they relate to deprived and socially excluded households and communities.
- 10.11 There is certainly a need to continue developing sub regional and London wide approaches to providing services and again the authority has a good track record in working with it's partners in the North London Sub Region. There are groups with particularly specialist needs e.g. mentally disordered offenders or the need to access services in other Boroughs e.g. survivors of DV, where it makes sense for authorities to work together. There is also an increasing recognition from the Government and the National Offender Management Service that an early intervention in maintaining and opening up housing and support while offenders are in prison significantly reduces the risk of re-offending. However, it is evidently impossible for every Local Authority to keep track of which offenders are likely to return to their areas or for

them to establish a presence within the prison Service. Therefore it makes sense for London Authorities to work together with NOMS and London Probation and for them to develop a range of coordinated housing and support services that enable successful resettlement. It's worth noting that the authority was a leading agent in the development of the London Resettlement Strategy for offenders.

- 10.12 Given the way in which some services have developed to tackle the housing and support needs of highly transient vulnerable groups such as the single homeless and rough sleepers, it would be highly undesirable if the decisions affecting these services were left entirely to the authorities in which the services are located. A decision to close or restrict access to a service may have fundamental implications for other Local Authorities. It's also worth considering that if Authorities work effectively together in monitoring where people accessing these services originate from, this could be used in the planning of more localised services and in enabling the sharing of the responsibility for resettlement and move on accommodation.
- 10.13 There are potentially significant benefits in Authorities working together to procure and monitor certain services across the sub region or indeed across London. Certain groups as explored already may benefit from the development of single services across several authorities and this may enable better and more flexible access to services. There are also potential efficiency savings to be made through reductions in administration costs, which include the cost of monitoring contracts and services and some overhead costs.
- 10.14 Overall the Council should welcome the flexibility the consultation document suggests in both funding and decision making and oppose any continuation of the ring fencing of the programme. The Council should also support incentives for Local Authorities to work together across regions and sub-regions to meet the needs of some socially excluded and transient populations. This may take the form of extra funding being allocated to a regional development investment fund. However, given the Authority's potential support for greater planning and funding flexibility, the Authority should oppose any suggestion to ring fence funding for any groups and have the planning for their services managed by regional and sub regional bodies/groups.
- 10.15 However, given some of the uncertainties around the commissioning of services for the socially excluded groups and the need to be certain that robust planning frameworks are in place to support the greater flexibility, the Supporting People Executive Management Board are suggesting that shadow arrangements should be put in place first to run alongside the existing structure. The existing structure could then be gradually phased out over 3 years.
- 10.16 The authority should oppose the Government imposing centrally determined outcome performance indicators on local programmes. Given the relative newness of the programme, there is currently a lack of reliable methodologies that would enable local programmes to determine what contribution Supporting People services are making to central Government BVPIs, PAF indicators and other similar PIs. This would be particularly difficult for groups that are likely to be receiving a complex package of services from a number of agencies. There is, however, a wealth of locally held qualitative information on the impact of SP services on individuals and

other services and many local authorities (including Haringey) are working on local outcome performance frameworks.

- 10.17 Haringey's Five Year Supporting People strategy highlights the Council's innovative approach to developing frameworks measuring outcomes. In 2004 the Council worked in close partnership with the Epic Trust (part of the Circle 33 Housing Group), one of the larger providers of low level floating support, to assess the benefits achieved by the HARTS service for families against Community Strategy objectives. The methodology used and the results are described in more detail in Appendix 1 to this report.
- 10.18 This illustrates that the Council's policy of using the Supporting People programme, to achieve good social inclusion outcomes for the most disadvantaged households in the Borough paid off. This includes supporting low income families in accessing jobs and training and in finding good quality and low cost childcare; tackling the underlying causes of unemployment for the worst off households and tackling anti social behaviour and poor school attendance for children coming from highly challenged families. Some of the case studies included in the appendix illustrate the personal successes the local Supporting People programme has achieved. The other key fact of Note from this work is that the nominal annual savings achieved on other public services is £9.2 million per annum against the Supporting People investment of £2.8 million.
- 10.19 The survey is being repeated this year and is being extended to other low level preventative services and this now offers the potential for benchmarking on outcome performance measures.

Analysis of the Funding Formula and Recommended Response

- 10.20 Our detailed analysis of the formula suggests that there are some significant technical flaws in the model proposed. It is also apparent that some highly judgmental assumptions have been applied to some of the factors and weightings used in the formula, where there is little justification offered to support them. Much of the data used for the formula is based on existing Local Authority returns and a detailed look at the data for some authorities suggests that some of this is inaccurate. This has the effect of significantly over inflating some target allocations while at the same time inappropriately deflating others. A good example of this is the comparison of the population at risk index used for the single vulnerable category for Bexley, which is higher than that of Haringey. A comparison has also been done with Islington whose adult population is lower than that of Haringey and which has a similar socio-economic profile. However, for the single vulnerable categories their target allocations are significantly higher and their overall target allocation will be £19 million per annum compared to Haringey's £12 million.
- 10.21 The formula uses the same population at risk data used for the single homeless and substance misuse client groups for the mental health and mentally disordered client groups. This takes no account of the much higher costs of delivering support services to people with significant and complex mental health problems. It's worth noting that there are some significant variations in target allocations between the model released in 2004 and the one released in November 2005 and this particularly

applies to some inner and outer London Boroughs. This also supports the view that the formula is far from robust.

10.22 A key issue for Haringey would be the pace of change and the potential capping of excessive reductions. Given that a 5% reduction in grant would represent a £1 million reduction per annum in Haringey's allocation and the fact that Haringey would not be the only authority likely to face this level of annual reduction, we would probably be able to successfully argue for a dampening that is substantially less than 5% (may be no more than 2%).

10.23 Overall due to the problems identified in this report, Haringey's response to the consultation paper should be that the distribution formula should not be implemented at this time. The Supporting People framework is still new, and the results of implementing Supporting People Strategies and policies are yet to be realised. It is essential that until such a time as the full impact of any such policy changes are identified, the Supporting People framework should be left to run its course with no major changes imposed in the meantime.

10.24 Some additional arguments we might want to include in our response might be:

- The Government should allow the current programme of Audit Commission Inspections of SP programmes to complete and examine outcome performance measures (currently being set by ODPM) and consider allocations in light of who are the excellent/good performers and who are the fair/poor
- The Government should carry out more detailed research into local allocations, particularly with regard to those who substantially gain or lose and assess whether existing allocations are both appropriate and are being effectively used
- That a bottom up approach is adopted based on the Government's assessment of Local SP five year strategies and robust local spending plans that can demonstrate good quality needs analysis and delivery on outcomes

10.25 The Supporting People Executive Management Board is proposing that a much broader approach is needed that includes a robust strategy of political lobbying and the engagement of all partner agencies to mitigate the effect of the formula on Haringey's allocation. At a recent Supporting People conference organised by the Local Government Association Phil Woolas MP - Local Government Minister, suggested that the Government are already considering the possibility of not implementing the formula or limiting it's application.

11. Recommendations

11.1 In light of discussions at the Executive in response to this report the Director of Social Services be delegated to produce a formal response for consideration by the Executive Member for Health and Social Care and the Council Leader. However, the response should include:

- The funding Distribution Formula should not be implemented at this time
- The planning and funding flexibility suggested in the consultation document and the removal of all ring fences should be welcomed and supported

- The greater encouragement of Local Authorities to plan services regionally and sub-regionally backed by investment incentives should also be supported but any proposals to regionally ring fence the planning and funding for certain groups should be opposed
- Outcome and other performance measures should be developed and determined at the local level in agreement with the Government and the Government should not pursue a top down approach

11.2 The Executive Member for Health and Social Care and the Director of Social Services to consider with other statutory partners a joint response to the consultation

12. Comments of the Director of Finance

12.1 The Supporting People programme is a key service delivery function for the Council with a grant funded spend of £22.1m. Haringey's allocation has been reduced by 1.7% for 2006/7 and a maximum of 5% in 2007/8. This level of reduction was not unexpected and can be managed within the commissioning plans for the programme over the financial planning period.

12.2 There are a number of problems with the proposed distribution formula. If it were applied without dampening, the current programme would be reduced from £22.1m to £12.8m. The technical details included within the formula are being worked through and will provide the basis for the Council's formal response. Nevertheless, it is clear that the funding for the Programme will continue to reduce in size as the Government pursues its targets for efficiency and resource distribution and the Council will need to plan accordingly.

13. Comments of the Head of Legal Services

13.1 The government has issued Proposals for a Future National Supporting People Strategy for consultation as required by section 93(11) of the Local Government Act 2000. Although it is not mandatory for the local authority to provide a response, it is desirable because once the Secretary of State has made determinations or given guidance or directions in relation to supporting people grants, the local authority will be required to comply with any grant terms and conditions or directions made and to have regard to any guidance issued with respect to the administration and application of those grants.

14. Equalities Implications

14.1 The omission of ethnicity factors in the formula used for allocating Supporting People grants can have serious consequences. It seems that authorities with a high number of "other European" and new communities such as Haringey and Camden are particularly adversely affected and may be able to lobby against such a decision.

15. Use of Appendices / Tables / Photographs

15.1 Appendix 1 - Summary and Extract from the Report on the Value for Money of the HARTS Floating Support Service for Families

Response to Supporting People Consultation (Government's proposals for a future National Supporting People Strategy)

Appendix 1 - Summary and Extract from the Report on the Value for Money of the HARTS Floating Support Service for Families

1 Overview

1.1 The HARTS service is run by the Epic Trust, which is the support and care arm of CircleAnglia Housing Group (previously Circle 33). The service was established in 2002 in partnership with the Council. The service targets vulnerable families and offers low level practical support and advice. The service can support 700 families at any one time and it takes referrals over the telephone from local residents and all professionals and agencies. The service was set up to provide a support staff team able to speak all of the principle languages spoken in the Borough and at the last count 29 languages were spoken. The service employs 60 support staff. The service is worth £2.8 million per annum and is entirely funded through Supporting People grant.

1.2 In 2004 the service was asked to assess the outcomes it achieved for service users against 27 of the Borough's Community Strategy Objectives and sub objectives. This was done by looking at the support objectives agreed with 5% of those using the service (30 families) and mapping these to the Community Strategy targets. Reviewers then looked at the individual case file notes and assessed whether a successful outcome had been achieved against the objectives, through the work undertaken by the HARTS support worker. When the Authority reviewed the service under the ODPM programme, the Council's own reviewing officer then validated this information and assessed a further random sample of cases to assess the robustness of the data and the approach. On both counts they assessed both to be robust.

1.3 The reviewers also gathered the average cost of factors such as hospital admission, cost of eviction etc. and assessed the costs saved on the 5% sample and then extrapolated up across the services 700 caseload.

1.4 The following is a sample of the results:

Support initiatives to help particular groups get better access to services	30/30
Ensure that demand for public services is managed by taking appropriate Preventative measures	24/30
Challenge the greater deprivation experienced by particular communities	18/30
Improve the range and provision of childcare options to enable people to work	10/30
Tackle the underlying causes of differential employment rates and incomes rates of the worst off groups	25/30
Improve multi agency service to vulnerable people and effectively support victims (create safer communities)	20/30
Increase the use of recreation facilities particularly for under represented	13/30

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groups	
Encourage greater parental involvement (Education)	16/30
Tackle behaviour and attendance issues (Education)	10/30
Make learning more accessible	21/30
Help young people and adults progress further and higher in education and work	21/30
Improve Basic Skills (jobs and training)	24/30

1.5 The following factors were considered with regard to the savings on other public funding streams achieved by the service:

- Eviction prevented
- Accessed free childcare
- Family supported off the Child Protection Register
- Savings on translation services
- Potential criminal damage
- Free Counselling
- Care placement avoided
- Mental mental health hospital admission avoided
- Truancy stopped
- Prevention of ASB order
- Prison avoided
- Foster placement avoided
- Court costs

1.6 The nominal saving extrapolated up to 700 households amounts to £9.22 million per annum against the £2.8 million SP investment in the service.

2 Case Studies

2.1 The following are a selection of case studies that further illustrate the successful outcomes achieved by this service.

Case Study One

ISP/Assessment Needs	
Income maximisation	Overcrowding
To move out of London	Mice infestation
Harassment from family	Children on at risk register
Relatives charged with murder- revenge attacks likely	Education access

ISP Aims	
Get maximum benefit entitlement	To move to more apt housing
Get rid of mice infestation	Harassment from family to stop
Removal of children from at risk register	

Contact Log – Results

Transpired that family had large rent arrears and were facing eviction. SC able to negotiate with housing and work out repayment schedule regarding arrears- eviction therefore halted. SC Liaised with housing department re repair issues and these were dealt with. After intensive support provided around family issues by FWA children de-registered. SC closely liaised with special needs teacher at child's school and child now receiving additional support at school. SC accessed nursery provision for youngest child. SC was successful in gaining a grant from a local charity which assisted with purchasing of children's clothing. Close liaison with local police by the SC has enabled the family to live without fear of harassment thus withdrawing the need for a housing transfer.

Case Study Two

ISP/Assessment Needs	
Income	
Situation	
Estranged husband taken savings book	Translation Needed
Rent arrears accrued - no housing benefit claim	Overcrowding
Service user in receipt of no income	
Advice on benefits, utilities and bank	

ISP Aims	
Get Child benefit paid to service user	Claim housing benefit
Claim income support	Claim child tax credit
Stop family tax credit being paid to husband	To get 2/3 bedroom accommodation
Open post office account	
To manage and understand all correspondence without SC help	

Contact Log – Results

SC was able to prevent potential eviction by setting up housing benefit and welfare benefits payments. SC also accessed payments from estranged husband for the children via the child support agency. SC provided language assistance and the service user was able to open a bank account, register with GP and enrol on an ESOL course at the local college. The SC advocated on the SU's behalf with the housing department and the SC moved into 3 bed accommodation. The SC made a successful charitable application which enabled the SU to purchase furnishings for the new property.

Case Study Three

ISP/Assessment Needs	
Repairs	Employment/Training
Rent Arrears	
Situation	
Single parent	Family in Portugal/ Strong friend support network
Independent	Studying

ISP Aims	
To get into full time employment and off benefits	Continue to meet new people
Steadily pay off arrears and reduce total sum to be paid	

Contact Log – Results

SC was able to negotiate with the housing department regarding large rent arrears and worked out repayment schedule thus preventing potential eviction. The SC accessed affordable childcare for the SU. The SU with the assistance of the SC accessed training via the local college. After the training was complete the SC helped the SU gain full time employment. The family had run up large debts- the SC negotiated with creditors and some debts were written off. The SC also applied for a charity payment enabling the SU to purchase furniture and children's clothing.

Case Study Four

ISP/Assessment Needs	
Housing	Child Support Issues
Rent Arrears	
Situation	
Mother and three children – 2 boys 1 girl 14,11,3	Needs more bedroom furniture
Son staying out late night (14 years old)	Son bullied at school- refuses to attend
Son aggressive towards sister	Son has severe mood swings
Youngest son's speech development below standard	

ISP Aims	
Improved storage facilities and bedroom furniture	Return child to child psychologist
Allow structured outlet for his feeling/emotions	Liaise with education welfare/school re non attendance
Improve relationship between son and mother - Creating boundaries to respect	Youngest son to have contact with other children to improve speech/speech therapy if necessary

Contact Log – Results

SC provided intense support to family around parenting skills and son's truancy and referred son to young persons counselling service- son no longer truanting/staying out. SC accessed nursery provision for younger child and referred the SU to the lone parent advisor-the. SU is now attending the local college with a view to accessing full time employment once college course is completed. SC worked closely with the health visitor and helped refer the child to a speech therapist. SC successfully applied for charitable payment to purchase furniture and specialist books/equipment for child's developmental needs.

Case Study Five

ISP/Assessment Needs	
Education/Training	Childcare
Counselling & Support	Housing
Situation	

Would like to get back into employment to attend college to do a nursing or childcare course	Needs info on childcare for youngest child while she studies – 4 children
Previous “destructive relationship” with partner who had mental health and alcohol issues.	Children placed on protection register

ISP Aims	
Start college and then seek employment	Attend counselling sessions to talk over life experiences
Furnish home with essential items – beds, wardrobes, flooring	Removal of children from register

Contact Log – Results

<p>SC provided emotional support to family and was able to help build up confidence of SU- referred SU to free counselling service. Accessed college course for SU in childcare with a view to accessing full time employment when course completed and was successful at accessing free childcare. SC helped the SU to access legal services re custody of children. SC has close liaison with social services regarding the welfare of the children and future de-registering of the children imminent. SU accessed charity money for purchase of furniture and white goods</p>

Case Study Six

ISP/Assessment Needs	
Housing / Tenancy	Mental health
Situation	
Single mother	Needs DLA
Bereavement	Acute mental health issues
Rent arrears	
ISP Aims	
To re-train	To stay out of hospital
To avoid eviction	

Contact Log- Results

<p>Intense mental support re mental health- no hospital admissions. SC closely liaised with psychiatric and social services re medication compliancy. Liaised with housing department around rent payment schedule and eviction proceedings halted. Liaised with police as guns found in flat- helped SU avoid custodial sentence.</p>
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Case Study Seven

ISP/Assessment Needs	
Child Support Issues	Employment/Education/Training

Mental Health	Income / Benefit
Situation	
Depression(clinical)	Son having problems learning

ISP Aims	
To manage depression	Take greater care of self – eating properly
Exercise, try new activities.	Get out of the house – leisure activities
Go swimming with son	Start & complete interior design course leading eventually to employment.
To improve son's abilities in maths before he enters secondary school	Son to make smooth transition from primary to secondary school.
Would like to get relevant benefits(child tax credit)	Son to achieve his full potential

Contact Log – Results

With assistance of SC accessed further education- interior design course with a view to employment. SC accessed emotional support by referring to specialist counselling service. Son's development greatly improved due to input from parental outreach worker- accessed by SC. Also referred son to Break Free project- for child to talk through issues. Assisted with gaining family tax credit. Case closed as all areas progressed and SU independence greatly increased

Case Study Eight

ISP/Assessment Needs	
Relationship Breakdown	Temp to Perm Accommodation
Finances	Domestic violence
Service user affected by clinical depression	
Situation	
Living in two bed flat – too small for service user & three children	Stressed & depressed

ISP Aims	
To move to a larger property	To bid on the Fastlets scheme
Put in contact with counselling service at St. Anne's hospital.	To avoid future mental health admission

Contact Log – Results

SC provided intense emotional support and referred to counselling service re depression, also referred to domestic violence counselling. Through ongoing support of HARTS SU is now working full time-SC worked with SU at debt repayment schedule- now relatively debt-free. Children's behaviour stabilised.

Case Study Nine

ISP/Assessment Needs	
Housing / Tenancy	Eviction
Immigration	Advocacy
Situation	
Possession order	SU's mother given permission to join her in UK
Situation will put pressure on mother's arrival	Doesn't speak English

ISP Aims	
To discover why she is being evicted	How many housing points allocated.
Be allocated permanent accommodation	Access childcare
To learn English to communicate with public / help children/talk to teachers	

Contact Log – Results

SC allocated spoke same language- language difficulties greatly overcome. SC advocated on SU's behalf and was able to access accommodation via the homeless persons' unit after Housing association sought property back- and SU was fleeing domestic violence. SC provided emotional support regarding the SU's previous experience of domestic violence. With the assistance of the SC it was determined that the SU had ILR status. The SU commenced an ESOL course at the local college with the assistance of the SC.

Case Study Ten

ISP/Assessment Needs	
Housing / Tenancy	Eviction
Physical Health	
Situation	
Mother and two children.	Son has heart murmur & internal hernia.
Living in temp accommodation and facing eviction from LBH for making herself intentionally homeless(rent arrears due to problems with HB claim)	

ISP Aims	
Avoid eviction	To be re-housed by LBH
To be seen and assessed by specialist re health issues	

Contact Log – Results

Unfortunately case referred to HARTS too late for intervention regarding eviction notice. However SC liaised with social services to attain deposit for private rented accommodation thus preventing homelessness and assisted with temp move to SU's parents. SC provided intense emotional support and helped liaise with hospital around son's heart operation.

Case Study Eleven

ISP/Assessment Needs	
Mental Health	Education/Training/Employment
Relationship Breakdown	
Situation	
Unhappy with current area housed in.	Moved due to relationship. Relationship broke down – Very difficult to cope with
Mental health issues	Would like to start course in interior design.
ISP Aims	
Move back to Barnet	Attend counselling session to address feeling
Find & complete interior design course	

Contact Log – Results

Long term emotional support provided by the SC and a referral made to appropriate counselling service which has led to the SU's mental health stabilising. With the assistance of the SC the SU accessed further education with a view to gaining full time employment upon commencement of course. The SU no longer wants to move from a/c and due to the input of the SC all repair issues dealt with.

Case Study Twelve

ISP/Assessment Needs	
Housing	Repair issues
On probation	Emotional distress
Family difficulties	Daughter - long term truancy
SU pregnant	
ISP Aims	
Maintain tenancy	Help with forms/benefits
To have repair issues resolved	To avoid any more trouble with police and serve community service
To receive help around emotional issues	To resolve family difficulties
For daughter to go back to school	For pregnancy to go well

Contact Log – Results

SC assisted with the family's move into permanent a/c- form filling, utilities etc. The SC was successful in attaining a grant from a charity to help with redecoration and furnishings. SC advocated for SU with housing maintenance and was successful at having all repairs completed. SC liaised

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closely with the probation service and supported the SU through her community service ensuring the SU did not receive a custodial sentence. Long term emotional support given by SC and SC referred SU and daughters to counselling service, MIND, family mediation service, Parentline Plus and Opendoor. After much advocacy from SC and support from additional services daughter now regularly attending school, with assistance from SC other daughter accessed college course in mechanics. SU recently had baby- SC assisted with appointments etc- liaises with health visitor.

Case Study Thirteen

ISP/Assessment Needs	
Overcrowding	Benefits
Abuse from ex-partner	Physical health issues

ISP Aims	
Find out benefit entitlement	Contact relevant agencies
Owes £13000 debt- investigate why/how	To sell current property
Escorted visits when has to visit ex-partner with child	

Contact Log – Results

SC investigated debt issues liaised with creditors, referred to debt counselling service and negotiated debt repayment schedule. SC provided emotional support regarding previous experience of domestic violence and arranged for ex-husband to have supervised access to children in local contact centre. Application for DLA successful.

Case Study Fourteen

ISP/Assessment Needs	
Income & Benefit	Mental health
Housing / Tenancy	
Situation	
Owner Occupier	Believes has squatters in loft who have flooded her home – worried they will fall threw the ceiling onto her
Stealing her belongings – Have access to her accounts	Worried about physical violence
Asthmatic	Unhappy with GP
Request info from Scotland Yard re her criminal records	SU informed that DLA & Incapacity Benefit is to be stopped as SU did not attend recent review

ISP Aims	
Try to resolve issue of DLA & IB	To apply for Income Support
Wishes to change to another GP who can provide treatment/support she feels is best for her	Get report back as well as her personal documents

Contact Log – Results

Long term enduring mental health issues- delusional disorder (were no squatters in loft) SC closely liaised with psychiatric services to ensure mental health monitored- intense emotional support given- no hospital admissions since HARTS input. SC input has ensured SU regularly attends outpatients and SU's harassment of neighbours has diminished helping prevent criminal proceedings.

Case Study Fifteen

ISP/Assessment Needs	
Domestic Violence	Housing Tenancy Issues
Mental Health	Income & Benefit
Isolated, need to get out and about more	Training, education
Wants to quit smoking	Transfer to new flat – away from scene of DV and harassment
Situation	
Adopted as baby and at 11. Adoptive parents put her back into care until coming of age. Numerous foster families and care homes. 8 year old Child at paternal grandmother's. Fights for access. Has son living with her. Took recent overdose and on anti depressants before son born but reluctant to be on them again as wishes to deal with her issues. Wants to do law/social work degree. Has social worker and health visitor but health visitor never visits only at core group meetings	

ISP Aims	
To be out with 4 year old son more and spend less time in flat	Refer SU to Haringey Homestart by may 2003
Get some counselling and support to help SU with her issues	Place on to a access course as no necessary qualifications – Forward prospectus attend entry interviews
Go to GP if necessary to monitor anti depressant situation	Tell about quit smoking schemes
To move out of flat	To be paid back rent overpayment error £500 as soon as possible
To feel more supported	

Contact Log – Results

SC has provided intense emotional support and provided support to SU even when SU moved for a short period of time to Margate in the form of home visits. SC referred the SU to specialist counselling service and liaised closely with psychiatric services ensuring SU's mental well being. SC referred SU to Homestart- SU now coping with life skills and has additional support regarding child welfare issues. SC closely liaised with social services and health visitor around child welfare issues. SC liaised with housing advocated for SU and SU re-housed. SC accessed education for SU with a view to employment which has helped with mental health stability. SC liaised with housing and gained repayment of over charged rent. No hospital admissions since SC involvement- several admissions prior. SU given up smoking with support and advice from SC

Case Study Sixteen

ISP/Assessment Needs	
Bathroom shower unit needs replacing, and flat needs to be redecorated following flood from flat above 3 years ago. Ruined most of furniture.	Damp affecting health
All year round allergies	
Situation	
Spends most of her time at Grandmothers.	Concerned not a stable environment for her two boys
Registered as disabled	

ISP Aims	
Disabled shower unit to be replaced with bath and shower head	Whole flat redecorated and Haringey to recompense or replace ruined furniture or transfer to a suitable flat/house
To claim Incapacity Benefit and DLA	Make claim for grants from various charities

Contact Log – Results

SC provided emotional and practical support regarding mobility issues. Maximised benefits re DLA payments. Referred to occupational health and home partially adapted-SC assisted SU to register on the Homeswap scheme for a more suitable form of a/c. SC has closely liaised with the hospital regarding SU's medical treatment for spina bifida. SC assisted with getting rent arrears sorted (back dated housing benefit payments) and helped stop potential housing eviction.

Case Study Seventeen

ISP/Assessment Needs	
Mental Health	Housing / Tenancy
Income / Benefit	
Situation	
Suffers agoraphobia	Depression
Sleep disorder	Phobia of baths
Receiving help from Community Support Team (LBH) but service being withdrawn due to lack of funding. Support being help with shopping and accompanied visits to Canning Crescent(every 6 months) & Whittington Hospital(every 3 months). Monthly appointments with GP. If support withdrawn health could deteriorate	Kitchen flood caused lots of damage. Beehive on balcony. Lots of damp. Lounge ceiling caving in- health & safety issue.

ISP/Aims	
Find an organisation that can provide mental health to Asian women	Repairs to be completed

Submit claim for compensation	Help SU to utilise moving options
Gain more control over finances	Help SU with depression
Overcome/manage sleep problem	Provide regular emotional/practical support through variety of services
Help with visits	

Contact Log – Results

Accompanied visits outside to help overcome agoraphobia. Repairs completed. Budgeting plan drawn up- more control over finances. Emotional support- available in crisis. Referred to Asian women's support group and a day centre- regularly attends. Assisted with language (SC speaks same language). Taken SU to CAB re advice re repairs. Gained freedom travel pass for SU. DLA received. Regular liaison via meetings/calls with mental health services. Compensation claim re flood damage completed. SU sleeping better and more independent. Registered with Homeswap scheme. Been no hospital admissions since HARTS involvement.

The Executive*On 21 February 2006*

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item number 21 (2005-6) has not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Max Caller, Interim 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;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at Civic Centre, N22.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2005-06

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
21.	Housing	02.02.06	S.Clarke 01.02.06	I.Diakides 01.02.06	♦Purchase of Deployment Infrastructure for Computerised Report Running in Housing Services: Request for Waiver of Requirement to Tender	Approval to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the procurement and implementation of a deployment infrastructure to support the use in Housing Services of the corporate standard computerised reporting tool. Departure from Contract Standing Orders on the grounds of the specialist nature of the goods and services to be purchased and that it was therefore in the Council's overall interests.

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The Executive*On 21 February 2006***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Executive of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers in January 2006. 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: Max Caller, Interim 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 Civic Centre, N22.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (Access)

Significant decisions - Delegated Action January 2006

◆ denotes background papers are Exempt.

1.	04/01/06	Web GIS (Graphical Information System) Request for Waiver of CSO 6.04 (requirement to tender) under CSO 7	Agreed
2.	04/01/06	Milton Road Estate Phs. 3 – Miller & Barker House Storage and Associated Works	Agreed
3.	04/01/06	Web GIS (Graphical Information System) Approval for award of contract under CSO 11.02	Agreed
4.	10/01/06	Creation of new post – Business Manager, Service Improvement Delegated Powers	Agreed
5.	12/01/06	Approval to appoint Consultant to provide specialist support and training to Neighbourhood Management Service on funding bids. project and programme monitoring and claims for external funding with English Heritage, European Regional Development Fund and Heritage Lottery Fund, grant aided and regeneration projects	Agreed
6.	12/01/06	Regeneration and Building Conservation Project Management Consultancy for Bruce Grove Town Centre, HLF TH1 and English Heritage HERS	Agreed
7.	12/01/06	Hartington Park Improvement Project (N17) Mosaic	Agreed
8.	23/01/06	Green Lanes Bridge Project	Agreed
9.	26/01/06	People's Pathways to Northumberland Park research project	Agreed

Assistant Chief Executive (Strategy)**Communications Business Unit and Voluntary Sector Team****Waivers of Standing Orders and Contracts Let [Communications]**

Contract for	To	Amount	Period	Lead Officer
CONTRACT Bay Media	Display Lampposts mounted banners	Bay Media specialise in supply of such media to a range of authorities on a no-cost to the council basis. They make their profit by selling the reverse side of each banner to commercial advertisers and the Council will receive a per- centage of that.	15 years from 6/12/05	LESLEY GORDON

Waivers of Standing Orders and Contracts Let [Voluntary Sector]

Contract for	To	Amount	Period	Lead Officer
Capacity building programme in Haringey	CEMVO	£15,000	One Year	Susan Humphries

Grants above £5,000 [Voluntary Sector]

Grant for	To	Amount	Period	Lead Officer
New Initiative Development fund 2005/2006	Various organisations – 26 in total	£41,802	One off costs	Susan Humphries

Assistant Chief Executive (Strategy)**Economic Regeneration Division****Significant Decisions and Delegated Action – January 2006****Waivers of Standing Orders and Contracts Let**

Contract for	To	Amount	Period	Lead Officer
Social Enterprise	J4B	£2000	January 06- March 06	Seema Manchanda
Wood Green Film Festival (Fringe)	Film & Video Workshop	£6000	March 06	Liz Holford
Innovation	Andrew Rumfitt	£2684	January 06	Seema Manchanda
Daycare Research	Daycare Trust	£20000	December 05 – March 06	Martin Tucker waived by David Hennings
CLICK4TV	Artikal Films	£10000	January – March 06	Karen Galey waived by David Hennings

Grants above £5,000

Grant for	To	Amount	Period	Lead Officer
CLICK4TV	Artikal Films	£15000	September 05- February 06	Martin Tucker agreed by Cllr Lister
More Than A Roof	Positive Employment	£15000	September 05 – January 06	Martin Tucker agreed by Cllr Lister
Paralegal Skills Escalator	Paralegal Charity	£20000	December 05 – March 06	Martin Tucker agreed by Cllr Lister
Ethical Loan Fund	Enterprise Credit Union	£10000	December 05- March 06	Liz Holford agreed by Cllr Lister

Assistant Chief Executive (Strategy)**Safer Communities Business Unit****Significant Decisions and Delegated Action – January 2006****Grants above £5,000**

Grant for	To	Amount	Period	Lead Officer
Target Hardening	Houses in Multiple Occupation	50k	to March 2006	Sean Sweeney
Door Entry Schemes	Housing	41k	to March 2006	Souad Akbur
MM2PC	Bruce Grove youth Centre	41k	to March 2006	Souad Akbur
Xmas Robbery (Wood Green) Publicity	Metropolitan Police Service	21k	to March 2006	Sean Sweeney
Anti-Violence	Metropolitan Police Service	15k	to March 2006	Andy Davies
Borough Wide Burglary 11	Metropolitan Police Service	15k	to March 2006	Sean Sweeney
Burglary Publicity	Community Safety Team (CST)	13k	to March 2006	Sean Sweeney
Target Hardening	Crime Prevention Officers	10k	to March 2006	Sean Sweeney
Strategy Launch & LBH 'Taking a Stand Awards'	CST	10k	to March 2006	Susan Doran
ISP Training	CST	6.5k	to March 2006	Rachael Cole
ASB publicity/marketing	CST	6k	to March 2006	Rachael Cole
'What's the Point' comics	Haringey Peace Alliance	5k	to March 2006	Susan Doran
Leaders in Training	Youth Inclusion Programme	5k	to March 2006	Rachael Cole
Crime Prevention Training	CST	5k	to March 2006	Sean Sweeney
Personal Alarms	Age Concern	5k	to March 2006	Susan Doran
Xmas Youth Project	Broadwater Farm	5k	to March 2006	Glenn Tilney
Sports Academy	Metropolitan Police Service	20K	to March 2006	Rachael Cole

DIRECTOR OF ENVIRONMENT

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

1.	18 / 01 / 06	Open Spaces Infrastructure Improvement Programme – Macadam Resurfacing	Contract for the Macadam Resurfacing was awarded to Southern Landscape Limited (approved list) to the sum of £146,417.00 for a completion of works estimated at March 31 st 2006.
2.	18 / 01 / 06	Open Spaces Infrastructure Improvement Programme – Fencing and Railings	Contract for the Fences and Railings was awarded to Metalcraft (Tottenham) Ltd (approved list) in the sum of £211,145.00 for a completion of works estimated March 31 st 2006.
3.	05 / 01 / 06	Restructure of Streetscene Business Improvement Team	To allow the restructure of the Business Improvement Team with additional costs of £78,541 being charged to the 3 main sections within the Streetscene Service.
4.			

Delegated Action

CSO's	5
Creation of New Posts (Decision under delegated authority)	2
Service Restructure (Decision under delegated authority)	2
School Travel Plan Schemes (Decision under delegated authority)	2
Award of Powers (Decision under delegated authority)	1

DIRECTOR OF HOUSING

Significant decisions - Delegated Action 2005/06 (January 2006)

◆ denotes background papers are Exempt.

1.	13 January	Commerce Road Estate Lighting Improvements Better Haringey Estates Improvement Programme	Award of contract for street lighting replacement and improvement to Seeboard Contracting Services in the sum of £56,875
2.	16 January	Acacia/Winkfield Estate Lighting Improvements Better Haringey Estates Improvement Programme	Award of contract for street lighting replacement and improvement to Seeboard Contracting Services in the sum of £53,796.
3.	16 January	Love Lane Door Entry Works Better Haringey Estates Improvement Programme	Award of contract for the provision of new controlled entry systems and work to existing systems to C J Bartley in the sum of £67,564.
4.	16 January	The Sandlings Lighting Improvements Better Haringey Estates Improvement Programme	Award of contract for street lighting replacement and improvement to Seeboard Contracting Services in the sum of £103,967
5.	19 January	Remington Road/Pulford Road Environmental Works	Award of contract for environmental works to T E Beach Ltd in the sum of £222,035.
6.	19 January	Fiadbury Road Environmental Works	Award of contract for environmental works to T E Beach Ltd in the sum of £243,233
7	19 January	Fiadbury Square Environmental Works	Award of contract for environmental works to T E Beach Ltd in the sum of £249,266
8	23 January	Carlton House, Moore House, Mildura Court Door Entry Works Better Haringey Estates Improvement Plan	Award of contract for the provision of new controlled entry systems and work to existing systems to Dennis Johns in the sum of £106,924

DIRECTOR OF HOUSING

Significant decisions - Delegated Action 2005/06 (January 2006)

◆ denotes background papers are Exempt.

9	23 January	The Sandlings/Commerce Road Door Entry Works Better Haringey Estates Improvement Plan	Award of contract for the provision of new controlled entry systems and work to existing systems to Cartel Security Systems PLC in the sum of £141,645
10	30 January	Rothbury Walk, Broad Lane, Cordell House Door Entry Works Better Haringey Estates Improvement Plan	Award of contract for the provision of new controlled entry systems and work to existing systems to Eversafe Security in the sum of £170,208.
11	30 January	Bracknell Close Lighting Improvement Better Haringey Estates Improvement Plan	Award of contract for lighting improvement work to Seaboard Contracting Services in the sum of £85,000
12	30 January	Howfield Place Door Entry Works Better Haringey Estates Improvement Plan	Award of contract for the provision of new controlled entry system and work to existing system to Cartel Security Systems plc in the sum of £108,754.

Delegated Action

Award of contract	28

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MINUTES OF THE BUILDING SCHOOLS FOR THE FUTURE STRATEGIC MANAGEMENT BOARD**25 JANUARY 2006**

Councillors *Meehan (Chair), Dillon, *Harris and Santry

Chairs of Governing Bodies, Head Teachers of all BSF Secondary Schools, Blanche Neville and Vale Special Schools, and Pupil Support Centre:

Arthur Philips, *Tony Burton, *Tony Hartney, *Denise Tunstall, Neil McAllister, Peter Walker, Sue Panter, *John Abraham, Clive Menzies, *Margaret Sumner, *Mike McKeaveney, *Keith Davidson, Edgar Neufeld and *Mark Rowland

Learning & Skills Council: *Victor Candlish.

Diocesan / Church Representatives: -

Place representatives: R Wilkins, A. Andersson and *Rob Carter.

*Present

Also present: Councillor Gail Engert, Paul Guenault, Alex Atherton, Peter Drinkwater, Lisa Townsend, J. McVito, Humphrey Walters, June Alexis, Martin Doyle, Pauline Ashbee, Andy Varron and Michael Clayden.

Officers: Ian Bailey, Jon Hiscock, Chris Parr, Rob Graham, David Williamson, Phil Di Leo and Victoria Cooper.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
BSF28.	APOLOGIES FOR ABSENCE (Agenda Item 1): Apologies for absence were submitted on behalf of Councillor Dillon, Peter Walker, Janette Karklins, Pat May, Ros Hudson, Jean Forsyth, David James, Colm Hicker, Clyde Menzies and Sharon Shoesmith.	
BSF29.	MINUTES OF MEETING HELD ON 19 OCTOBER 2005 (Tabled): RESOLVED: That the minutes of the Building Schools for the Future (BSF) Strategic Management Board held on 19 October 2005 be approved and signed.	HMS
BSF30.	GENERAL UPDATE ON BSF (Agenda Item 2 and Tabled Addendum on Procurement Programme): We received a report from the Director of the Children's Service which informed us that Iain MacDonald had been appointed as the Programme Director and would take up this position at the end of March 2006. The	

**MINUTES OF THE BUILDING SCHOOLS FOR THE FUTURE STRATEGIC
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25 JANUARY 2006

	<p>report also updated us on the following aspects of the programme –</p> <ul style="list-style-type: none"> • Overall Progress and Programme • Procurement • Gateway Review • Funding • ICT • Communications • New School • Sixth Form Centre <p>We also received a tabled addendum which set out the proposed procurement programme.</p> <p>We noted that confirmation was still awaited from the Department for Education and Skills of the Council's total funding envelope although it seemed likely that the minimum investment of £160 million might be increased. Pending confirmation of the final figure consultation was taking place with schools about facilities management issues and a seminar for Head Teachers and Chairs of Governing Bodies about the facilities management contract would be arranged. In response to questions about the involvement of schools in the design selection stage and in the selection of contractors, we were informed that regular updates would be submitted to our meetings and that there appeared to be no reason why individual schools should not be consulted in these processes.</p> <p>In response to a further question about development control, we noted that planning and sustainability issues would need to be addressed and that the Council's Planning Service were aware of the programme.</p> <p>RESOLVED:</p> <p>That the report be noted and that the tabled addendum be appended to the minutes for circulation.</p>	HMS
BSF31.	<p>OUTLINE MARKETING AND COMMUNICATIONS PLAN</p> <p>(Report of the Director of the Children's Service - Agenda Item 3):</p> <p>We received the report of the Director of Children's Services on the outline marketing and communications plan and noted that the overarching aim for marketing was to ensure that all relevant stakeholders remained informed and aware of the BSF project. We also noted that the communication objectives were -</p> <ul style="list-style-type: none"> • To promote an understanding of the planned developments under the BSF initiative and the supporting investment; • To ensure all relevant stakeholders were aware of the benefits of those developments and their impact on achieving the aims of the 	

**MINUTES OF THE BUILDING SCHOOLS FOR THE FUTURE STRATEGIC
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	<p>'Bright Futures' strategy.</p> <ul style="list-style-type: none"> To ensure all relevant stakeholders recognise that improving Haringey's schools was not solely about investing in buildings and new facilities but transforming the experiences of every young person. <p>Concern was expressed that although the BSF was, generally, very good news for Haringey there might be an element of disappointment felt by certain schools when the announcement about the overall envelope agreed.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> That the report be noted. That Board Members be asked to consider the outline Plan and feed comments back to the Director of the Children's Service following consultation as necessary. That the prior agreement of our Chair, in his capacity as Executive Member for Children and Lifelong Learning, be obtained to any press release it was proposed to issue on this matter and also to the content of any web page it was proposed to create on the Council's web site in this connection. 	<p>DCS</p> <p>DCS</p>
<p>BSF32.</p>	<p>STRATEGIC LEADERSHIP OF ICT IN SCHOOLS</p> <p>(Report of the Director of the Children's Service Agenda Item 4 and Tabled Addendum Developing a Change Management Programme through the Strategic Leadership of ICT (SLICT)):</p> <p>We noted that the report aimed to inform all stakeholders at our meeting of the key deliverables, progress and next steps in the ICT strategy for the BSF and of the main issues and participants in that strategy.</p> <p>We also noted that, broadly speaking the milestones were being achieved according to our own projected time and were ahead of projected time compared to other local education authorities in the same wave of BSF. We were informed that it was expected that we would shortly be presented with proposals which would result in a major set of decisions for SMB stakeholders.</p> <p>The Director of the Children's Service also tabled an addendum entitled 'Developing a Change Management programme through the Strategic Leadership of ICT ((SLICT). The paper commended the Team SLICT leadership programme organised by the National College for School Leadership which gave senior teams the opportunity to review and consider how ICT could extend and enhance learning in school. We were informed that in order to make the most effective use of the</p>	

**MINUTES OF THE BUILDING SCHOOLS FOR THE FUTURE STRATEGIC
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	<p>significant investment in ICT through BSF, there was an expectation that every secondary school would develop a thorough change management programme. Working in collaboration with the managed service provider and drawing on expertise in the school and elsewhere, it was anticipated that a school based change team would ensure that the most effective use was made of this unique opportunity to transform learning, teaching, management and communication.</p> <p>In noting the progress report and addendum some Board Members expressed concern about proposals for a managed ICT service including the timescale for implementation and of the interim arrangements. Clarification was also sought of running costs, about timescales for the replacement of equipment as well as the development of ICT and whether some boundaries would need to be set.</p> <p>We were advised that the Director of the Children’s Service visits to schools would be completed during the next fortnight following which a workshop would be arranged in mid- February at which the issues of concern raised and other matters could be addressed.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the proposal to develop a change management programme through the Strategic Leadership of ICT (SLICT) be agreed in principle. 2. That a further report be submitted to our next meeting on this matter including on the outcomes of the proposed workshop. 	<p>DCS</p> <p>DCS</p>
<p>BSF33.</p>	<p>SIXTH FORM CENTRE PROGRESS</p> <p>(Agenda Item 5 –Tabled Report of the Director of the Children’s Service):</p> <p>The Director of the Children’s Service tabled a report which updated us on the progress of the Sixth Form Centre in particular in respect of –</p> <ul style="list-style-type: none"> • Appointment of Principal • Governing Body Meetings • Committee Structure • Risk Register • Budget <p>Clarification having been sought of the curriculum proposals below diploma level and how they might impact on those schools which would continue to run their own sixth forms, it was agreed that the appendix to the original BSF proposal entitled ‘Proposed Curriculum Model and Planning Assumptions’ be re-circulated with the minutes.</p> <p>With regard to the risk register, concern was expressed that each of a number of committees would be examining risks relevant to their</p>	<p>DCS</p> <p>HMS</p>

**MINUTES OF THE BUILDING SCHOOLS FOR THE FUTURE STRATEGIC
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	<p>respective areas and clarification sought of the proposed timescales for the sub-committees to complete their investigations and report back. Disquiet was also voiced about the danger of delays and of their ability to be aware of any new risks should they arise.</p> <p>RESOLVED:</p> <p>That the overarching responsibility for the risk register be discharged by the BSF Board meeting and a composite report on the risk register be submitted to an early meeting of that body.</p>	DCS
BSF34.	<p>DATE OF THE NEXT MEETING</p> <p>DATE OF NEXT MEETING (Agenda Item 6):</p> <p>RESOLVED:</p> <p>That the next meeting of the Strategic Management Board be held on Tuesday 28 February 2006 at 18.00 hours.</p>	HMS
BSF35.	<p>ANY OTHER BUSINESS</p> <p>(Agenda Item 7):</p> <ol style="list-style-type: none"> 1. <u>GCSE Results</u> <p>We noted that there had been interest in the local press about the results particularly in relation to pass rates in Mathematics and English Language. We thanked all concerned with the continued improvement in pass rates.</p> 2. <u>SMIF</u> <p>We noted that there had been a meeting with the contractors on 25 January including about outstanding defects and on the notification of new work particularly if it was planned for the summer term. The minutes of the meeting would be circulated in the near future.</p> 3. <u>Procurement Timetable</u> <p>Concern was expressed that the timetable which had been laid round earlier in the meeting took no account of the two secondary schools which were not part of the PFI and of the processes which had to be followed. Voluntary aided schools were required to obtain the permission not only of their Governing Bodies but also that of their Diocesan Board to proposed work. There were also issues connected to the payment of VAT. We were advised that officers were in the process of arranging meetings with the Boards to discuss these matters.</p> 	

**MINUTES OF THE BUILDING SCHOOLS FOR THE FUTURE STRATEGIC
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	<p>4. <u>Special Needs Process and Determination</u></p> <p>We noted that this would be an item on the agenda for our next meeting.</p>	<p>DCS HMS</p>
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GEORGE MEEHAN
Chair

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 31 JANUARY 2006**

Councillors Milner (Chair), *Adje, *Diakides and *Hillman.

*Present

Also Present: Councillor Meehan

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC66.	<p>APOLOGY FOR ABSENCE</p> <p>An apology for absence was submitted by Councillors Milner for whom Councillor Meehan substituted. In the absence of Councillor Milner, Councillor Diakides took the Chair. An apology for lateness was submitted on behalf of Councillor Adje.</p>	
PROC67.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Meehan declared an interest in agenda items 9 – 12 Framework Agreement for Construction Works and the exempt information which related to those items and appeared as agenda items 17-20 (see Minutes PROC 72 – 75 below).</p>	HMS
PROC68.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meetings held on 20 December 2005 and 3 January 2006 be approved and signed.</p>	HMS
PROC69.	<p>CARERS CENTRE: REQUEST FOR WAIVER OF REQUIREMENT TO TENDER</p> <p>(Report of the Director of Social Services – Agenda Item 6):</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 7.2, approval be granted to a waiver of Contract Standing Order 6.4 (Requirement to Tender) in connection with the provision of services to carers by the Haringey Carers Centre.</p>	DSS
PROC70.	<p>SEVEN SISTERS SHOP FRONT RENEWALS: AWARD OF CONTRACT</p> <p>(Report of the Director of Environmental Services – Agenda Item 7):</p> <p>Details of the tenders received which were set out in Appendices A and B 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 terms proposed or to be proposed by or to the authority in the</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
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	<p>course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>We noted that the price of the tender recommended for acceptance was more than £50,000 greater than the project budget and that there was no indication of the source of additional funding or comments from the Director of Finance. Arising from our consideration of paragraph 13.4 of the report we also noted that the pre-tender estimate for the works had been significantly lower than the tender submissions received from contractors and we asked that the Head of Procurement seek clarification of this point from the cost consultants.</p> <p>In response to a question about rules governing the use of sub-contractors for schemes of this nature, we were informed that a paper had been produced for consideration initially by the Chief Executive's Management Board (CEMB) which recommended a number of improvements to sub-contracting arrangements. Following consideration by the CEMB a report would be brought forward to the Executive and in the meantime a note of clarification be circulated to Members of our Committee.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That consideration of the report be adjourned until after the special meeting of the Committee on 2 February to enable clarification of the financial implications of the proposals to be provided.</p>	<p>HPr</p> <p>HPr</p> <p>DEnv HPr HMS</p>
<p>PROC71.</p>	<p>SUPPLY, INSTALLATION AND MAINTENANCE OF CCTV CONTROL ROOM AND CAMERAS – AWARD OF CONTRACTS</p> <p>(Report of the Director of Environmental Services – Agenda Item 8):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because stakeholders had been advised that the report would be considered at this meeting and it also appeared in the Forward Plan for this date.</p> <p>Details of the tenders received and of the tender evaluations 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 terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the design, supply and installation of the CCTV control room for £305,463.09 and</p>	<p>DEnv</p>

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
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	<p>£483,150 for maintenance to Siemens Security Systems.</p> <p>2. That the contracts with the fibre transmission suppliers be varied to allow the relocation of circuits from the existing to the new control room for the prices of £100,000 for British Telecom and £25,000 for Telewest.</p> <p>3. That the contract be awarded for a period of five years with an option to extend for a further period of 12 months.</p>	<p>DEnv</p> <p>DEnv</p>
<p>PROC72.</p>	<p>FRAMEWORK AGREEMENT FOR MINOR CONSTRUCTION WORKS - VALUE UP TO £100,000</p> <p>(Report of the Director of Finance – Agenda Item 9):</p> <p>Details of the evaluation criteria which were set out in Appendices A-E 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 terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>Councillor Meehan declared an interest in this item by virtue of being related to the owner of one of the companies which had submitted a tender.</p> <p>In response to a question about rules governing the use of sub-contractors for schemes of this nature, we were informed that a paper had been produced for consideration initially by the Chief Executive's Management Board (CEMB) which recommended a number of improvements to sub-contracting arrangements. Following consideration by the CEMB a report would be brought forward to the Executive and in the meantime a note of clarification be circulated to Members of our Committee.</p> <p>We noted that the framework would provide a contractual mechanism for all Council Directorates to select Works Contractors without the need to undergo further competition for every construction project, unless a mini-competition was thought appropriate. We also noted that the appointment of companies under this arrangement did not constitute a binding commitment to award, or agreement to carry out work by either party. However, before proceeding to agree the recommendations we wished them to be the subject of wider consultation with other Members of the Executive.</p> <p>RESOLVED:</p> <p>That consideration of the report be adjourned until after the special meeting of the Committee on 2 February to enable the comments of other Members of the Executive to be obtained.</p>	<p>HMS</p> <p>HPr</p> <p>HPr HMS</p>

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 31 JANUARY 2006**

<p>PROC73.</p>	<p>FRAMEWORK AGREEMENT FOR MAJOR CONSTRUCTION WORKS - VALUE £100,000 - £249,999</p> <p>(Report of the Director of Finance – Agenda Item 10):</p> <p>Details of the evaluation criteria which were set out in Appendices A and B 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 terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>Councillor Meehan declared an interest in this item by virtue of being related to the owner of one of the companies which had submitted a tender.</p> <p>In response to a question about rules governing the use of sub-contractors for schemes of this nature, we were informed that a paper had been produced for consideration initially by the Chief Executive’s Management Board (CEMB) which recommended a number of improvements to sub-contracting arrangements. Following consideration by the CEMB a report would be brought forward to the Executive and in the meantime a note of clarification be circulated to Members of our Committee.</p> <p>We noted that the framework would provide a contractual mechanism for all Council Directorates to select Works Contractors without the need to undergo further competition for every construction project, unless a mini-competition was thought appropriate. We also noted that the appointment of companies under this arrangement did not constitute a binding commitment to award, or agreement to carry out work by either party. However, before proceeding to agree the recommendations we wished them to be the subject of wider consultation with other Members of the Executive.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That consideration of the report be adjourned until after the special meeting of the Committee on 2 February to enable the comments of other Members of the Executive to be obtained.</p>	<p>HMS</p> <p>HPr</p> <p>HPr HMS</p>
<p>PROC74.</p>	<p>FRAMEWORK AGREEMENT FOR MAJOR CONSTRUCTION WORKS - VALUE £250,000- £999,999</p> <p>(Report of the Director of Finance – Agenda Item 11):</p> <p>Details of the evaluation criteria which were set out in Appendices A and B 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 terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY, 31 JANUARY 2006**

	<p>Councillor Meehan declared an interest in this item by virtue of being related to the owner of one of the companies which had submitted a tender.</p> <p>In response to a question about rules governing the use of sub-contractors for schemes of this nature, we were informed that a paper had been produced for consideration initially by the Chief Executive's Management Board (CEMB) which recommended a number of improvements to sub-contracting arrangements. Following consideration by the CEMB a report would be brought forward to the Executive and in the meantime a note of clarification be circulated to Members of our Committee.</p> <p>We noted that the framework would provide a contractual mechanism for all Council Directorates to select Works Contractors without the need to undergo further competition for every construction project, unless a mini-competition was thought appropriate. We also noted that the appointment of companies under this arrangement did not constitute a binding commitment to award, or agreement to carry out work by either party. However, before proceeding to agree the recommendations we wished them to be the subject of wider consultation with other Members of the Executive.</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That consideration of the report be adjourned until after the special meeting of the Committee on 2 February to enable the comments of other Members of the Executive to be obtained.</p>	<p>HMS</p> <p>HPr</p> <p>HPr HMS</p>
<p>PROC75.</p>	<p>FRAMEWORK AGREEMENT FOR MAJOR CONSTRUCTION WORKS £1,000,000 - £3,799,99</p> <p>(Report of the Director of Finance – Agenda Item 12):</p> <p>Details of the evaluation criteria which were set out in Appendices A and B 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 terms proposed or to be proposed to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>Councillor Meehan declared an interest in this item by virtue of being related to the owner of one of the companies which had submitted a tender.</p> <p>In response to a question about rules governing the use of sub-contractors for schemes of this nature, we were informed that a paper had been produced for consideration initially by the Chief Executive's Management Board (CEMB) which recommended a number of improvements to sub-contracting arrangements. Following consideration by the CEMB a report would be brought forward to the Executive and in</p>	<p>HMS</p>

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
TUESDAY 31 JANUARY AND RE-CONVENED ON THURSDAY, 2 FEBRUARY 2006**

Councillors *Adje, *Diakides, *Hillman and Milner.

*Present

Also Present: Councillor Meehan

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC70	<p>SEVEN SISTERS SHOP FRONT RENEWALS: AWARD OF CONTRACT (Report of the Director of Environmental Services – Agenda Item 7):</p> <p>On re-convening, Councillor Adje took the Chair. We were advised that the pre-tender estimate had been based on renewing 28 shop fronts but this figure had proved to be lower than all of the fixed price tenders received. The specification had been based on unit costs and so in order to stay within the project budget for 2005/06 of £517,000 the scope of the work had been reduced from 28 to 19 shop fronts plus professional fees.</p> <p>We re-iterated our concern about the wide variation between the pre-tender estimates and the tenders received and asked that this be investigated by the Head of Procurement. We also noted that a report was to be submitted to Members about improvements to sub-contracting arrangements.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the renewal of 19 shop fronts along Seven Sisters Road to Jeram Falcus Construction Ltd on the basis of the tender submitted subject to the total costs including professional fees being contained within the project budget of £517,000. 2. That the contract be awarded for a period of 11 weeks. 3. That the Head of Procurement report to the June 2006 meeting of the Procurement Committee on the contract for cost consultants. 	<p>DEnv</p> <p>DEnv</p> <p>HPr</p>
PROC72	<p>FRAMEWORK AGREEMENT FOR MINOR CONSTRUCTION WORKS – VALUE UP TO £100,000 (Report of the Director of Finance – Agenda Item 9):</p> <p>On re-convening, Councillor Meehan having declared an interest in this item withdrew from the meeting.</p>	

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

	<p>Having noted that a report was to be submitted to Members about improvements to sub-contracting arrangements, we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the framework contract for projects up to £100,000 to the following contractors for a period of 2 years with an option to extend for a further 2 years – <ul style="list-style-type: none"> *Diamond Build plc Moyglen Construction Ltd R.D. Bull & Sons Ltd. Amber Construction Services Ltd Kirkman & Jourdain Ltd S.W. Bruce Cranegates Ltd Academy Building & Roofing Co. Ltd Topcoat Construction Ltd C.J. Bartley & Co. Ltd Bulfords Contracts Ltd Arlington Builders Ltd Quinn (London) Ltd <p>* Diamond Build plc's inclusion on the framework agreement to be subject to the conditions set out in Appendix E to the interleaved report.</p> 2. That approval be granted to the use of the framework contractors as a first priority eliminating the need to go out to tender unless the framework contractors could be demonstrated not to be suitable. 	<p>DF</p> <p>DF</p>
<p>PROC73</p>	<p>FRAMEWORK AGREEMENT FOR MAJOR CONSTRUCTION WORKS - VALUE £100,000 - £249,999 (Report of the Director of Finance – Agenda Item 10):</p> <p>On re-convening, Councillor Meehan having declared an interest in this item withdrew from the meeting.</p> <p>Having noted that a report was to be submitted to Members about improvements to sub-contracting arrangements, we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1) That, in accordance with Contract Standing Order 11, approval be granted to the award of the framework contract for projects of £100,000 to £249,999 to the following contractors for a period of 2 years with an option to extend for a further 2 years – 	<p>DF</p>

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

	<p>Breyer Group Cosmur T & B Crispin & Borst Hutton * Diamond Build plc Apollo London Botes Construction P.A. Finlay Lengard Bolt & Heeks Thomas Sinden</p> <p>* Diamond Build plc's inclusion on the framework agreement to be subject to the conditions set out in Appendix B to the interleaved report.</p> <p>2) That approval be granted to the use of the framework contractors as a first priority eliminating the need to go out to tender unless the framework contractors could be demonstrated not to be suitable.</p>	DF
PROC74	<p>FRAMEWORK AGREEMENT FOR MAJOR CONSTRUCTION WORKS - VALUE £250,000 - £999,999 (Report of the Director of Finance – Agenda Item 11):</p> <p>On re-convening, Councillor Meehan having declared an interest in this item withdrew from the meeting.</p> <p>Having noted that a report was to be submitted to Members about improvements to sub-contracting arrangements, we</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the framework contract for projects of £250,000 to £999,999 to the following contractors for a period of 2 years with an option to extend for a further 2 years –</p> <p>Cosmur Breyer Group T & B Lengard Bolt & Heeks Mullaley Jerram Falkus *Diamond Build Hutton Apollo Crispin & Borst Botes Construction</p>	DF

**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

	<p>* Diamond Build plc's inclusion on the framework agreement to be subject to the conditions set out in Appendix B to the interleaved report.</p> <p>2. That approval be granted to the use of the framework contractors as a first priority eliminating the need to go out to tender unless the framework contractors could be demonstrated not to be suitable.</p>	DF
PROC75	<p>FRAMEWORK AGREEMENT FOR MAJOR CONSTRUCTION WORKS - VALUE £1,000,000 - £3,799,999 (Report of the Director of Finance – Agenda Item 12):</p> <p>On re-convening, Councillor Meehan having declared an interest in this item withdrew from the meeting.</p> <p>Having noted that a report was to be submitted to Members about improvements to sub-contracting arrangements, we</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the framework contract for projects of £1,000,000 to £3,799,999 to the following contractors for a period of 2 years with an option to extend for a further 2 years –</p> <p>Lengard Cosmur Breyer Group Hutton Jerram Falks Higgins Apollo London Crispin & Borst Mullaley *Diamond Build Thomas Sinden Eugena</p> <p>* Diamond Build plc's inclusion on the framework agreement to be subject to the conditions set out in Appendix B to the interleaved report.</p> <p>2. That approval be granted to the use of the framework contractors as a first priority eliminating the need to go out to tender unless the framework contractors could be demonstrated not to be suitable.</p>	DF

CHARLES ADJE
In the Chair

**MINUTES OF THE EXECUTIVE MEMBER SIGNING
WEDNESDAY, 1 FEBRUARY 2006**

Councillors Wynne

IEXM1. URGENT BUSINESS

There were no such items.

IEXM2. DECLARATIONS OF INTEREST

No declarations were made.

IEXM3. MINUTES

RESOLVED

That the minutes of the meeting held on 15 February 2005 be approved and signed.

IEXM4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

There were no deputations.

IEXM5. HARINGEY CARER'S STRATEGY

We noted the Haringey Carers Strategy which represented the culmination of championing the carers agenda across the Local Strategic Partnership, to include Carers, Services Users, the Voluntary Sector and Statutory Organisations. The strategy set out a vision for how services needed to be developed to support carers.

The strategy developed and extended previous approaches to supporting carers. It was developed during 2004-2005 by the Carers Partnership Board and covers all care groups and carers of all ages. The eight key areas of work identified in the implementation plan were information, assessment of carers' needs, carers' health and short breaks, carers' employment and financial security, children and young people as carers, the voice of carers in service planning, commissioning plans, and staff and carers' training. We believed that actions across all sectors and settings would secure the vision of the strategy to empower carers to care and live better lives.

RESOLVED:

That Members adopt the Haringey Carers Strategy 2005-2008 as Council policy.

Cllr Katherine Wynne

Chair

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**MINUTES OF THE EXECUTIVE PROCUREMENT COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

Councillors *Adje, *Diakides, *Hillman and Milner.

*Present

Also Present: Councillor Meehan

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC76.	<p>APOLOGY FOR ABSENCE</p> <p>An apology for absence was submitted on behalf of Councillor Milner. In the absence of Councillor Milner, Councillor Adje took the Chair.</p>	
PROC77.	<p>ROKESLY INFANT SCHOOL CLASSROOM EXTENSION AND RE-MODELLING - AWARD OF CONTRACT (Report of the Director of the Children's Service – Agenda Item 3):</p> <p>Details of the tenders received which were set out in an 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 terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods and services.</p> <p>We noted that the Executive on 31 January 2006 had approved the overall Children's Services capital programme for the next three years which included provision for the Rokesley School extension and re-modelling.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11, approval be granted to the award of the contract for the classroom extensions at Rokesley Infants School to T & B (Contractors) Ltd in the sum of £1,351,097. 2. That the total project costs including fees and salaries of £1,568,849 be noted. 	DCS

CHARLES ADJE
In the Chair

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**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

Councillors Lister (Chair), Reith (Vice-Chair) and Diakides

Apologies Councillor Dodds, Rahman Khan and Stanton

Also Present: Councillor Hillman

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TTAC14.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillors Dodds, Khan and Stanton, and an apology for lateness was received from Councillor Diakides.</p>	
TTAC15.	<p>URGENT BUSINESS</p> <p>There were no such items.</p>	
TTAC16.	<p>DECLARATIONS OF INTEREST, IF ANY IN REPECT OF ITEMS ON THE AGENDA</p> <p>Councillors Reith and Hillman declared an interest in respect of Item 7 Health Provision (see minute TTAC20 below).</p>	
TTAC17.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meetings held on 8th and 19th December 2005 be confirmed and signed by the Chair.</p>	HMS
TTAC18.	<p>DEPUTATIONS</p> <p>There were no deputations.</p>	
TTAC19.	<p>LOCAL SCHOOLS PROVISION IN TOTTENHAM</p> <p>We received this report to update Members on school provision in the area potentially affected by the former GLS / Hale Wharf site housing development. We noted that initial estimates of pupil place demand were based on 2005 data; these would be reviewed when data for 2006 became available.</p> <p>We noted that the current Child Yield data indicated a probable need for one new Primary School of either one or two form entry. We also noted that with the timescale for completion of the GLS / Hale Wharf project, a primary school project would take a likely four years to complete. We further noted that the school would not have to be complete at the</p>	

**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

	<p>project's opening, instead waiting until occupancy levels of the new units were appropriate.</p> <p>We noted the problem of using 'as the crow flies' methodology for measuring capacity in surrounding schools, especially given the other factors influencing accessibility, such as the patterns of local bus services. Officers accepted Members concerns, but also noted that with a project the size of GLS / Hale Wharf, it is likely that bus routes would be changed to reflect the needs of residents of the new development.</p> <p>We noted the timescale for taking the Urban Centre Masterplan forward, which was working on the assumption of being brought before Planning Committee in June 2006, and going to the Executive in September 2006.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Officers continue to provide the Committee on progress with regards to School provision for this development. 2. That we note the report. 	AD-CS
TTAC20.	<p>HEALTH PROVISION</p> <p>Councillors Reith and Hillman declared an interest in this item, by virtue of having been active in the campaign against the closure of the Ferry Lane Surgery.</p> <p>We received a presentation from Vicky Hobart and Dave Fazey of the Primary Care Trust on Health Provision in Tottenham.</p> <p>We noted that there was a direct correlation between deprivation and low life expectancy when measure by ward across Haringey, and that premature deaths from Coronary Heart Disease and Cancer followed similar patterns. Educational and qualification attainment were similarly linked to deprivation in the borough.</p> <p>We noted that the Trust was working on improving the availability of Borough-wide service provision, such as the sexual health centre at St. Ann's. We also noted that in addition to the desire to build new facilities, emphasis was being placed on the potential of provision being expanded from existing resources as part of moves to create fully integrated health and social care services.</p> <p>Concern was raised over the number of 'one-man' GPs, and the Trust assured Members that they were working to reduce this number. Work was also going on in areas such as the improvement of provision of non-urgent primary care for unregistered patients, and for providing services for the transient population via facilities such as 'drop-in' centres.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we thank the Primary Care Trust for the presentation, and invite Helen Brown, Director of Performance and Strategy, 	PCT

**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

	<p>to address a future meeting of the committee.</p> <ol style="list-style-type: none"> 2. That the presentation be circulated to Members in electronic form. 3. That we note the presentation. 	JW
<p>TTAC21.</p>	<p>SUSTAINABLE HOUSING</p> <p>We received this report to update Members on housing activities in the wards adjoining Tottenham High Road, and to outline to Member a proposal for working with Registered Social Landlords on a preferred partner basis.</p> <p>We noted the status of current projects at 344 High Road (Rose and Crown Pub), 318 High Road, Scotland Green, 278-296 High Road, 761/767 High Road and 415-419 High Road. Officers then updated Members on future schemes:</p> <ul style="list-style-type: none"> - The Ward's Corner redevelopment was progressing well towards its future as a landmark mixed use redevelopment, which would include affordable housing provision by an RSL. - A bid had been made for Housing Corporation funding for 15 key worker units at Old Trinity Church - Tottenham Town Hall bids were not supported at this stage due to delivery not being likely in the bid period <p>Officers assured Members that Dowcett Road development was due to go ahead with a new partner. Officers also informed Members that the Ferry Lane Estate Public House was likely to be included in the 2006-08 bidding round.</p> <p>Officers recommended that that the Council select a limited number of 'preferred partner' RSLs to work with on the majority of future development schemes to enable a more co-ordinated and streamlined approach to the delivery and quality of affordable housing stock. Selection for 'preferred partner' status should be judged on current development activity, number of permanent units, success in spending SHG allocations, meeting of Council housing needs and performance on housing management.</p> <p>RESOLVED:</p> <p>That we welcome the report.</p>	
<p>TTAC22.</p>	<p>UPDATE ON NEIGHBOURHOOD MANAGEMENT SERVICE'S REGENERATION PROJECTS FOR TOTTENHAM</p> <p>We received an update on Regeneration activities taking place in Tottenham, focusing in particular on Tottenham High Road.</p> <p>Among the developments taking place we noted that:</p> <ul style="list-style-type: none"> - Funding had been secured for 'Park & Shop' scheme for 	

**MINUTES OF THE TRANSFORMING TOTTENHAM ADVISORY COMMITTEE
THURSDAY, 2 FEBRUARY 2006**

	<p>Stoneleigh Road for various Car Park improvements</p> <ul style="list-style-type: none"> - Funding had been secured for Stoneleigh Road lighting improvements - The Ripe 4 Business partnership project was continuing to work with retailers across the Upper Lee Valley - The new Town Centre Manager for Tottenham High Road was in post and had commenced work - Work was progressing on the Scotland Green Island Site with a HERS grant allocated - The Urban Centres for City Growth programme was due to complete on 31 December 2006 with benefits spread across various sites - That Neighbourhood Management was managing and implementing projects under the Heritage Economic Regeneration Scheme, with a project architect tendered for and appointed - A planning application for phase one of the Bruce Grove Townscape Initiative was due to be submitted this month, with work on site due to begin in July. Members requested access to drawings prior to its submission. - That the Planning Application for Rangemoor Road as part of the Lee Valley Industrial Estates programme had been approved, with work due to start on the site in July. <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That we note the report 2. That Officers submit to Members drawings for the Bruce Grove Townscape Initiative prior to the lodging of the planning application 3. That Tina Hanks be invited to the next meeting of the Committee 4. That Officers consult with Legal over a squatters issue raised by Councillor Diakides 	<p>HoNM</p> <p>HoNM</p> <p>HoNM / SB</p>
<p>TTAC23.</p>	<p>DISPOSAL OF FORMER PLAYGROUND SITE, SALTRAM CLOSE</p> <p>With the consent of the Chair, this item was withdrawn.</p>	
<p>TTAC24.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no such items.</p>	

HARRY LISTER

Chair

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