
Cabinet

TUESDAY, 16TH JUNE, 2009 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Kober (Chair), Reith (Vice-Chair), Amin, Basu, Bevan, Canver, Cooke, Dogus, Haley and B. Harris

AGENDA

1. APOLOGIES FOR ABSENCE

(if any)

2. URGENT BUSINESS

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

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES

To confirm and sign the minutes of the meeting of the Cabinet held on 21 April 2009.

5. DEPUTATIONS/PETITIONS/QUESTIONS

- a) To receive a presentation from the Audit Commission on the Annual Audit and Inspection Letter.
- b) To consider any requests received in accordance with Standing Orders.

6. ANNUAL AUDIT & INSPECTION LETTER 2009

(Joint Report of the Chief Executive and the Director of Corporate Resources – To be introduced by the Cabinet Member for Resources): To consider the Council's response to the issues set out in the Audit Commission's annual audit and inspection letter.

7. MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE

- a. Scrutiny Review of School Exclusions (To be introduced by Councillor Bull)
- b. Scrutiny Review of Animal Welfare (To be introduced by Councillor Dodds)

Note by the Head of Local Democracy and Member Services

Part 4 Section G Paragraph 1.3 (vii) of the Constitution states that following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting. The Cabinet will note the report and request a responding report from the Chief Executive or Chief Officer and Cabinet Member responsible. The request is to be available within 6 weeks of the request and will include a detailed tabulated implementation action plan.

- c. Scrutiny Review of Stroke Prevention (To be introduced by Councillor Winskill)

Note by the Head of Local Democracy and Member Services

Part 4 Section G Paragraph 1.3 (viii) of the Constitution states that following endorsement by the Overview and Scrutiny Committee, reports on NHS, non-executive or regulatory matters will be copied to the Cabinet for information.

8. END OF YEAR PERFORMANCE 2008/09

(Report of the Chief Executive – To be introduced by the Leader): To review 2008/09 performance outcomes under the Council's priorities; to report for the first time the Council's position against the National Indicator set in April 2005; and to present the targets set for future years.

9. FINANCIAL OUTTURN 2008/09

(Report of the Chief Financial Officer – To be introduced by the Cabinet Member for Resources): To set out the provisional revenue and capital outturn for 2008/09 and to consider carry forward requests.

10. COUNCIL PLAN - YEAR 3 (2009/10)

(Report of the Assistant Chief Executive for Policy, Performance, Partnerships and Communications - To be introduced by the Leader): To endorse the update of the Council Plan for 2009/10.

11. HARINGEY ADULT CARERS STRATEGY 2009/14

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To set out the HSP strategy for improving support for unpaid adult carers in the Borough for the period 2009/14 with an accompanying delivery plan covering 2009/12.

12. PLAY BUILDER PROJECT

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Children and Young People and the Cabinet Member for Leisure, Culture and Lifelong Learning): To agree the investment of the Play Builder funding; to endorse the process for identifying further play sites/spaces in Haringey; to waive Contract Standing Orders and delegate authority for the awarding of contracts over £250,000 to the Director of Adult, Culture and Community Services in consultation with the Cabinet Members and to not seek a financial contribution from leaseholders towards the capital costs of Play Builder Schemes located on housing estates.

13. HOMES FOR HARINGEY BUSINESS PLAN

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To present the Homes for Haringey Business Plan 2009 – 14 which sets out Homes for Haringey's vision, key strategic objectives and operational principles to enable the vision to become an operational policy.

14. APPROVAL FOR COMPULSORY PURCHASE ACTION - EMPTY PROPERTIES

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To obtain authorisation to submit to the Secretary of State a request for Compulsory Purchase Orders in respect of the nine properties listed in this report following the owners' failure to repair and bring the properties back into use.

15. NEW CORONERS COURT ACCOMMODATION

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Enforcement and Safer Communities): To inform Cabinet of the proposals to relocate the Coroner to new accommodation and to approve these works for admission to the Council's Capital Programme.

16. MYDDLETON ROAD - PROPOSAL TO RE-PROFILE THE PARTNERSHIP SCHEMES IN CONSERVATION AREAS (PSICA) SCHEME CAPITAL BUDGET

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise) To seek approval to re-profile Haringey's capital spend allocation for the delivery of the Myddleton Road PSiCA programme.

17. IMPROVING MARRIAGE AND CIVIL PARTNERSHIP SERVICES THROUGH THE DE-COMMISSIONING OF REGISTER OFFICE ROOMS AND TO REVIEW FEES OF THE REGISTRATION AND CITIZENSHIP SERVICE

(Report of the Head of Legal Services – To be introduced by the Leader): To propose changing the status of the current "register office" to become an approved premises for the conduct of marriage and civil partnership services providing by this means a superior and more customer focused service.

18. ESTABLISHMENT OF CABINET COMMITTEES

(Report of the Assistant Chief Executive (People & Organisational Development – To be introduced by the Leader): To appoint Cabinet Members to serve on the Procurement Committee and the Voluntary Sector Committee for 2009/10 and to confirm the terms of reference of the two committees.

19. APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STRATEGIC PARTNERSHIP AND ITS THEME BOARDS

(Report of the Assistant Chief Executive People & Organisational Development– To be introduced by the Leader): To propose the appointment of Members to serve on the Haringey Strategic Partnership and its six Theme Boards.

20. IMPLEMENTATION OF HARINGEY CHILDREN'S TRUST WITHIN THE HARINGEY STRATEGIC PARTNERSHIP

(Report of the Chief Executive – To be introduced by the Leader): To set out proposals for the creation of a Children's Trust within the Haringey Strategic Partnership to replace the Children & Young People's Strategic Partnership Board.

21. MINUTES OF OTHER BODIES

- a. Haringey Strategic Partnership Board – 27 April 2009
- b. Voluntary Sector Committee – 27 April 2009
- c. Procurement Committee – 28 April 2009
- d. Procurement Committee – 14 May 2009

22. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

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

23. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

24. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

25. EXCLUSION OF THE PRESS AND PUBLIC

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

Note by the Head of Local Democracy and Member Services

Item 27 allows for the consideration of exempt information in relation to item 24 which appears earlier on the agenda.

26. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

27. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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8 June 2009

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**MINUTES OF THE CABINET
TUESDAY, 21 APRIL 2009**

Councillors *Kober (Chair), *Reith (Vice-Chair), *Adje, *Amin, Basu, *Bevan, Canver, *Cooke, *Haley and *B. Harris

*Present

Also Present: Councillors Dogus, Gorrie, Jones and Mallett

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB162.	APOLOGIES FOR ABSENCE (Agenda Item 1) Apologies for absence were submitted by Councillors Basu and Canver. An apology for lateness was submitted on behalf of Councillor Cooke.	
CAB163.	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the meeting of the Cabinet held on 24 March 2009 be confirmed and signed.	HLDMS
CAB164.	DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5) We received a deputation from representatives of the Tottenham Against CPZ Group. The spokesperson, Karen Christie, addressed our meeting to express concern about the proposed introduction of a Controlled Parking Zone (CPZ) in the Bruce Grove area and its possible repercussions. Disquiet about a number of residents in the area not having received consultation material was also voiced. Questions were then asked of the deputation by Cabinet Members and answers were given The Cabinet Member for Environment and Conservation responded and, having accepted that there had been problems with the delivery of consultation forms he indicated that there was no presumption on the part of the Council that a CPZ would be introduced in the area. He confirmed that the consultation period would end on 27 April and, having acknowledged the strength of the opposition expressed by the deputation and others, he urged them to return their forms before the deadline re-iterating that the Council would not impose a CPZ against the will of a majority of residents. Our Chair then thanked the deputation for their attendance and they withdrew.	
CAB165.	THE COUNCIL'S PERFORMANCE: APRIL - FEBRUARY 2009 (PERIOD 11) (Joint Report of the Chief Executive and the Chief Financial Officer – Agenda Item 7):	

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	<p>Clarification was sought of the position with regard to the Council's investments in the light of media reports about the collapsed Icelandic banks. We noted that recent reports had indicated that some 80% of investments with Heritable Bank (the UK subsidiary of Landbanski) would be returned which might mean that the other 20% remained at risk. Haringey was one of many local authorities and other public sector organisations in this respect.</p> <p>The Cabinet having been informed that it was hoped that by year end the total capital programme spend would reach £121 million clarification was then sought of why so much of the spend would take place in the final month of the financial year. We noted that the timing of the expenditure was largely dependent on the submission of invoices by contractors. In this connection and having regard to the present financial stringency the Council was trying to further improve its turnaround time on the payment of invoices.</p> <p>In response to a further question about the projected cash impact of the current economic climate on the Council's 2009/10 budget we noted that it was difficult to predict as the number of people becoming redundant and claiming benefit was not known.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report and the progress being made against Council's priorities be noted and approval be granted to the virements set out in Appendix 3 to the interleaved report. 2. That approval be granted to the approach in respect of the budget request from Alexandra Park and Palace Board as set out in paragraph 16.11 of the interleaved report. 	<p>CFO</p> <p>CFO</p>
<p>CAB166.</p>	<p>ASSET MANAGEMENT PLAN (Report of the Director of Corporate Resources – Agenda Item 8):</p> <p>The Cabinet Member for Environment and Conservation welcomed the intention stated in the foreword to the Plan to reduce energy consumption and carbon dioxide (CO₂) emissions and achieve financial efficiencies for the Council by modernising and rationalising the current Customer Service Centres and Administrative Buildings portfolio.</p> <p>In response to a question by Councillor Gorrie we noted that no specific reference was made in the Plan to the Civic Centre/Woodside House project but if he wished for further information then he could pursue it outside the meeting.</p> <p>RESOLVED:</p> <p>That approval be granted to the Asset Management Plan for 2009 - 2012 and the principles, priorities and action plan contained within it be endorsed.</p>	<p>DCR</p>

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CAB167.	<p>COMMUNITY ENGAGEMENT FRAMEWORK (Report of the Assistant Chief Executive Policy, Performance, Partnerships and Communications – Agenda Item 9):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Community Engagement Framework as set out at Appendix C to the interleaved report be endorsed prior to its agreement by the Haringey Strategic Partnership (HSP) Board. 2. That following the HSP Board meeting on 27 April 2009 authority to approve any amendments be delegated to the Assistant Chief Executive Policy, Performance, Partnerships and Communications in consultation with the Cabinet Member for Community Cohesion and Involvement. 	<p>ACE-PPPC</p> <p>ACE-PPPC</p>
CAB168.	<p>MUSWELL HILL PLAYING FIELDS REDEVELOPMENT (Report of the Director of Adult, Culture and Community Services – Agenda Item 10):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the construction of new play and recreation facilities at Muswell Hill Playing Fields as outlined in the interleaved report. 2. That further consultation be undertaken with the local community on the detailed design development of these works. 	<p>DACCS</p> <p>DACCS</p>
CAB169.	<p>EXPERIENCE STILL COUNTS (Report of the Director of Adult, Culture and Community Services – Agenda Item 11):</p> <p>RESOLVED:</p> <p>That approval be granted to the revised and updated strategy, Experience Still Counts 2009-2012, and to the accompanying delivery plan as set out in the appendices to the interleaved report to enable older people and service planners to work together to make an independent life an option for as many people as possible.</p>	<p>DACCS</p>
CAB170.	<p>HARINGEY HOUSING STRATEGY 2009-19 (Report of the Director of Urban Environment – Agenda Item 12):</p> <p>Clarification was sought of the following points -</p> <p>Appendix A - Second bullet point of 'Priority four: To make all homes in the borough a part of neighbourhoods of choice' which stated that 'The need for more Houses of Multiple Occupancy (HMO's) in the borough was identified, while others stressed the need to safeguard family environments and ensure local communities are not negatively affected by this kind of accommodation'.</p>	

<p>Appendix A - Fourth bullet point of ‘Priority five: To contribute to the Greenest Borough’ in which it was suggested that ‘recycling services should be tailored to meet the needs of the range of different types of homes in the borough’.</p> <p>Appendix B – Final sentence of the fifth paragraph of ‘Our context: the situation in Haringey’ which stated that ‘The borough’s housing trajectory demonstrates we are likely to exceed the 680 annual target leading to 2016/17’.</p> <p>Appendix B – Third bullet point of ‘priority actions to contribute to creating the Greenest Borough’ which stated ‘All new publicly funded homes to achieve at least level three of the Code for Sustainable Homes’.</p> <p>We were informed that Appendix A reported the results of the consultation process carried out and the comment concerning more HMO’s merely reflected views expressed by respondents. Similarly, the comment about recycling services although it was accepted that this might be a matter for consideration for the Planning Service. The economic downturn would bring into question whether the 680 annual target for new and affordable housing had been achieved in 2008/09 in respect of which the statistics were being finalised. Sustainable homes would be promoted by the Strategic Housing Service and monitored by the Building Control Service.</p> <p>Clarification was then sought of the role of Homes for Haringey vis a vis the proposed Strategy and of the impact of the economic downturn on the valuation of the Council’s own housing stock. We noted that although reference was made in the document of the Council’s relationship with Homes for Haringey, the Strategy looked at all tenure types while the Council through the ALMO only provided about 20% of the total housing stock. Asset valuations were reviewed each year and any changes to the valuation of the housing stock would be picked up as part of that review. While there would be no impact on the Housing Revenue Account there would be implications for Right to Buy and other capital receipts.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the outcomes of the consultation and the changes proposed to the Haringey Housing Strategy as a result of these be noted. 2. That approval be granted to the proposed timetable for sign-off. 3. That the Council be recommended to approve the adoption of the draft Strategy and authority to make amendments required be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Housing. 	<div>DUE</div> <div>DUE</div>
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	4. That it be noted that the draft Implementation Plan was nearing completion.	
CAB171.	<p>LOCAL DEVELOPMENT SCHEME (Report of the Director of Urban Environment – Agenda Item 13):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the submission of the Haringey's Local Development Scheme to the Greater London Authority and the Government Office for London for approval. 2. That any amendments required to be made to the Local Development Scheme document be approved by Assistant Director (Planning and Regeneration) in consultation with the Cabinet Member for Regeneration and Enterprise before finalising the Local Development Scheme for submission. 	<p>DUE</p> <p>DUE</p>
CAB172.	<p>A NEW PLAN FOR HARINGEY 2011 - 2026 DRAFT CORE STRATEGY PREFERRED OPTIONS (Report of the Director of Urban Environment – Agenda Item 14):</p> <p>In response to a question it was confirmed that following the consultation exercise the Core Strategy would be submitted for formal adoption by the Council.</p> <p>RESOLVED:</p> <p>That approval be granted to the preferred policy options for inclusion in the Core Strategy as set out in Appendix 1 to the interleaved report for the purpose of public consultation from 5 May to 30 June 2009.</p>	<p>DUE</p>
CAB173.	<p>GROWTH AREA FUND 3 (GAF3) AND COMMUNITY INFRASTRUCTURE FUND (CIF) (Report of the Director of Urban Environment – Agenda Item 15):</p> <p>Concern was expressed that the allocation of £4 million of CIF funding agreed by the Government represented only 50% of the £8 million the Council had hoped for in respect of the Tottenham Hale Gyratory and Station Square scheme and that the funding award was conditional on all the external funding sources required for the project being secured by the summer. Disquiet was also voiced that Section 106 contributions might be delayed by the economic downturn and clarification was sought of how the projected shortfall might be met in order to ensure that this Scheme would proceed.</p> <p>We noted that the Section 106 contributions were a planning obligation on the former Greater London Supplies depot site and that a further report would be submitted on how the shortfall would be met following discussions with Transport for London and the Greater London Authority.</p>	

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	<p>We asked that the spelling of 'Chestnut' Road in paragraph 8.3 of the report be amended to 'Chesnut' Road.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the funding being offered to the Council under the Growth Area Fund (GAF) 3 and the Community Infrastructure Fund (CIF) by the Government to deliver a number of projects to support regeneration in the Borough be noted. 2. That approval be granted to the allocation of GAF3 funding to the projects set out in paragraph 7.10 of the interleaved report. 	DUE
CAB174.	<p>DEVELOPMENT OF A CHILDREN'S TRUST WITHIN THE HARINGEY STRATEGIC PARTNERSHIP (Report of the Chief Executive – Agenda Item 16):</p> <p>Our Chair agreed to admit the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to admit of delay because following consideration of the proposals and further discussion and negotiation with Strategic Partners a further report setting out the detailed governance framework and partnership agreement for a Children's Trust to be submitted to the next Cabinet meeting.</p> <p>We noted that the report set out proposals for the creation of a Children's Trust within the Haringey Strategic Partnership to replace the Children and Young People's Strategic Partnership Board to ensure a better focus on the work of improving the lives of children in the borough. The establishment of an executive Performance Management Group of the Trust would provide a more robust monitoring mechanism while the creation of a place for a Liberal Democrat Member on the Trust would ensure that work around children was cross party and would also bring an element of challenge. Local GP's played a key role in the health and safeguarding of children so a place for GP representation had been included on the Trust. The question of what form the forums of the Trust would take the question of whether these should be age or area based or was still under consideration.</p> <p>Councillor Gorrie welcomed the proposed offer of a place for a Liberal Democrat Councillor on the Trust and he sought clarification of whether consideration would be given to the appointment of an independent Chair and whether the arrangements proposed would constitute a legally binding framework.</p> <p>We noted that the question of an independent chair had not been considered but a number of people who would be Trust members including the Chair of the Local Safeguarding Children's Board would be representing other agencies. With regard to the status of the Trust the option being advanced was more of a collaborative model whereby people signed up to membership without ceding authority from their own</p>	

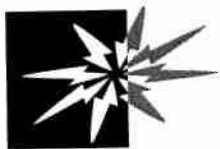
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	<p>organisations.</p> <p>RESOLVED:</p> <p>That the proposals set out in the interleaved report for the creation of a Children's Trust be noted and approval be granted, following further discussion and negotiations with Strategic Partners, to a further report setting out the detailed governance framework and partnership agreement for the Trust to be submitted to our next meeting.</p>	CE
CAB175.	<p>MINUTES OF OTHER BODIES (Agenda Item 17):</p> <p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved -</p> <p>a) Procurement Committee – 19 March 2009 b) Procurement Committee – 31 March 2009</p>	
CAB176.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (Report of the Chief Executive – Agenda Item 18):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB177.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive – Agenda Item 19):</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	

The meeting ended at 20.55 hours.

CLAIRE KOBER
Chair

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Haringey Council

Agenda item:

Cabinet		On 16 June 2009
Report Title: Annual Audit and Inspection Letter 2009		
Report of: Chief Executive and Chief Financial Officer		
Signed: <i>[Signature]</i> <i>[Signature]</i>		
Contact Officer: Gerald Almeroth, Chief Financial Officer		
Wards(s) affected: All	Report for: Key decision	
1. Purpose of the report 1.1. To consider the Council's response to the issues set out in the Audit Commission's annual audit and inspection letter.		
2. Introduction by the Leader 2.1. This report makes clear the areas where the Council needs to focus its efforts during the coming year to address the shortcomings outlined in the JAR inspection at the end of 2008. We have already set in place a range of measures to address the failings made clear in both the Annual Audit and Inspection Letter and JAR. Our JAR action plan approved by partners has also been approved by Ofsted and sets out an ambitious but achievable action plan which we are determined to deliver against. 2.2. Although the overall rating and direction of travel judgement are disappointing the report highlights that the council's performance in all other areas bar children and young people is 3 out of 4 and in culture is 4 out of 4. It is also encouraging to see that our use of resources score is 3 out of 4. Our Corporate assessment/ capacity to improve score of 3 out of 4 should also give confidence that through concerted effort of both the Council and partners our performance in Children and Young People can improve significantly over the coming year.		

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

- 3.1. The annual audit and inspection letter is part of the formal process of external audit and inspection and provides an independent assessment of the Council's position in terms of progress in meeting its strategic objectives.

4. Recommendations

- 4.1. To note the audit and inspection letter and to agree the response and actions as set out in the report.

5. Reason for recommendation

- 5.1. The recommendation provides a response to the issues raised and sets out clear actions in terms of improving the Council's performance in these matters.

6. Other options considered

- 6.1. The recommended actions are considered to be the best options for the Council to move forward.

7. Summary

- 7.1. The annual audit and inspection letter presents the external assessment of the Council. The Council is given an overall star rating of 1 with an assessment of not improving adequately. This is primarily derived from the inspection of Children's Services carried out in late 2008. The report also outlines how the Council is addressing the key issues raised by the external assessment process.

8. Head of Legal Services Comments

- 8.1. The report and the recommendations contained within it are in accordance with the statutory framework.

9. Equalities &Community Cohesion Comments

- 9.1. The audit and inspection process has a strong emphasis on equalities and diversity. The Council has been assessed as performing well in this respect.

10. Consultation

- 10.1. The report will also be considered by the Council's Audit Committee on 30 July. There is no other wider consultation planned.

11. Service Financial Comments

- 11.1. The resource implications for implementing the actions in this report have been considered as part of the overall financial and business planning process and are included within the previously approved budget.

12. Use of appendices /Tables and photographs

- 12.1. Annual Audit and Inspection Letter 2009 – Audit Commission

13. Local Government (Access to Information) Act 1985

- 13.1. None

14. Background

- 14.1. The Annual Audit and Inspection Letter from the Audit Commission is an important external assessment of the Council's overall position.
- 14.2. The Annual Audit and Inspection Letter is compiled by the Council's relationship manager and the external auditor. It summarises the conclusions and significant issues arising out of the audit and inspection work for the Council in the preceding year and from the audit of the Council's accounts. It includes information from the Direction of Travel statement and from the Comprehensive Performance Assessment (CPA) scorecard.

15. Annual Audit and Inspection Letter

- 15.1. The Annual Audit and Inspection Letter reports on the Council's overall CPA score, which reflects the serious problems identified with the Children's Service in November 2008 which (given the additional weighting in the overall scoring this service has) gives the Council an overall star rating of 1 with an assessment of the Council not improving adequately.
- 15.2. Within the CPA scorecard it is recognised that other services are performing well with 3 out of 4 for value for money, environmental services, adult social care, benefits and housing. While the Council is rated as performing strongly (4 out of 4) for libraries, leisure and recreation services.

15.3. The full CPA scores are:

Performance area	Rating
Overall performance	1 star
Financial management and value for money	3 out of 4 rating
Cultural services (libraries, leisure)	4 out of 4 rating
Environmental services	3 out of 4 rating
Adult social care	3 out of 4 rating
Housing	3 out of 4 rating
Benefits services	3 out of 4 rating
Children's services	1 out of 4 rating

15.4. In addition to the overall position the letter covers four separate service inspection areas that were reported in the last year.

15.5. The inspection of the Allocations and Lettings Service in October 2007 (reported in December 2008) where the Council was judged as providing a 'poor', no-star service having promising prospects for improvement. There is considerable focus in the Council on addressing the concerns highlighted in this inspection.

15.6. The inspection of adult social care services were judged to be 'good' on delivering outcomes with 'promising' capacity to improve. This is a two star service. While the assessment of the housing benefit service was that the Council achieved a score of 3 (out of 4).

15.7. Ofsted's annual performance assessment in December 2008 assesses the services for children and young people as being 1 (out of 4). The full scores are as follows:

Performance area	Rating
Enjoying and achieving, including student attainment	3
Making a positive contribution, including young people's participation in decision-making and reducing juvenile-offending rates	2
Achieving economic well-being, including staying-on rates and 16-19 achievement	2
Staying safe, covering child protection and safeguarding	1
Being healthy, including work on child health and teenage pregnancy	1
Capacity to improve	1
Overall effectiveness	1

15.8. Scoring a 1 on safeguarding means the overall score is 1.

- 15.9. The APA judged that in staying safe there has been a serious deterioration in performance and limited impact from services. The specially commissioned joint area review in November 2008 judged safeguarding services including performance management in this area to be inadequate. The APA judged that in enjoying and achieving and economic wellbeing, services were making a greater difference. Impact is evident in terms of: improved outcomes in the Foundation Stage; attainment that is continuing to improve at all key stages; a higher proportion of young people gaining qualifications by age 19; and there is better attendance in schools.
- 15.10. The Council is assessed as delivering value of money and has good financial standing. The Use of Resources score improved from a 2 to a 3 for financial reporting and maintained overall an assessment score of 3 out of 4.
- 15.11. In the area of accounts and governance the comments are generally positive and this is reflected in the important auditor opinions that the accounts for 2007/08 are unqualified and that the value for money conclusion is also unqualified.

Key actions needed

- 15.12. Four areas for key actions have been identified by the Audit Commission and set out below are the actions taken / planned to address these areas:

1. Address the main findings and recommendations made by Ofsted in the Special Joint Area Review.

- 15.13. The Council and its partner agencies have submitted an action plan to government responding to the specific points identified by OFSTED in the JAR but also setting out the framework for a journey that will take 3 years to progress from where the council currently is to being an exemplar. The action plan covers a number of key changes namely:
- closer working between social workers, police officers and health staff;
 - recruiting and developing top quality staff;
 - putting more resources into safeguarding;
 - improving systems and procedures;
 - strengthening the managerial and political supervision of the system, including setting up a Children's Trust, and;
 - a stronger, more robust Local Safeguarding Children Board with independent chairperson.

2. Accelerate the pace of improvement in environment (recycling) and Homelessness.

Recycling

- 15.14. The Council's Greenest Borough Strategy and Recycling Strategy sets out how we will improve recycling services and performance in the next two years. Key actions include:
- ensure the same high standard of recycling service across the borough, including;
 - provision of the full mixed material recycling service (including plastic bottles and cardboard, as well as food and garden waste collections) to final 4000 kerbside properties remaining on the original kerbside service;
 - provision of the mixed material recycling service to remaining private blocks of flats (all Council-managed estates were provided with services in 2008/09);
 - provision of the mixed material recycling service to flats above shops;
 - provision of food waste collections to 10 schools (all schools were provided with the mixed material recycling service in 2008/09);
 - participation drive to increase participation in recycling services and the amount recycled, and ensure value for money is achieved from the services provided;
 - deliver awareness raising campaigns to reduce waste, increase composting and reduce contamination;
 - improve the range and amount of materials recycled or reused through the Reuse & Recycling Centres;
 - promote and develop local re-use and waste reduction schemes;
 - introduce on-street recycling bins for public places and review the network of bring banks in the borough, and;
 - actively engage with local businesses by establishing an environmental information scheme.

Homelessness - Temporary Accommodation (TA)

- 15.15. In April 2008 there were 5,389 households in TA this has reduced to 4568 as at March 2009 moving towards a target of 2,600 2010/11. A steering group chaired by the Chief Executive oversees the work being undertaken to reduce the number of households in temporary accommodation. Actions include:
- produce a TA Procurement Strategy;
 - set up an Registered Social Landlord RSL and Lettings Forum;
 - complete an audit of Supported Housing;
 - produce in consultation with stakeholders a multi-agency strategy and action plan for tackling rough sleeping in Haringey;
 - set up and launch a rent deposit scheme for non-priority homeless;
 - develop a Move-On strategy to free up TA, and;

- the London plan for the annual housing provision target for 2007/8 - 2016/17 is 660 - 970 for Haringey. 50% of all new homes should be for social housing.

3. Maintain its sustained focus on addressing staff sickness levels and recruiting key personnel.

- 15.16. The Council has been working hard to improve sickness absence rates over the last two years. Use is made of the best sickness reporting tools in London to help managers monitor and address sickness absence in the council. Regular meetings take place within directorates and at board level to monitor and challenge management action for addressing sickness. These will continue.
- 15.17. In the last two years sickness levels have reduced from 10.1 days in April 2007 to 8.5 days in January 2009. Current sickness levels are comparable or better than many other public sector employers. The figure on which the relationship manager made her assessment was 9.67 – based on December 2007 – so considerable progress has already been made.
- 15.18. The CBI absence and labour turnover survey 2008 identified the local government average sickness absence level at 9.2 days, and the average for public sector organisations with over 5000 staff as 9.7 days. Within London the London Councils sickness absence and turnover survey report 2008 showed average sickness level as 10 days, although this excluded schools staff. Haringey council current average excluding schools staff is 10.1 days.
- 15.19. There are no Haringey specific problems with recruitment or retention across the Council as a whole other than those nationally recognised. The turnover rate is 12.6% which is within the London boroughs rate of 13.7% (2007). The level of agency workers covering vacancies is currently at approx 10% of the workforce. This is better than many other London boroughs. A recent London Councils benchmarking survey of 13 boroughs (June 2008) showed the average agency level at 15.9%.
- 15.20. There are some occupations that we have difficulty in recruiting to such as Planners, Occupational Therapists, Transport Engineers, Social Workers - Children & Families, Adults and Youth services, but all other London boroughs experience difficulties in recruiting and retaining these occupations. The London Councils recruitment and retention report May 2007 has regularly, since 2000, listed these occupations in the top 10 of difficult to recruit and retain occupational groups.
- 15.21. Therefore we are not too different and indeed better than many other London boroughs in our ability to resource our workforce.
- 15.22. Nevertheless, the council will continue to focus on managing and improving sickness levels in the future as well as recruitment and retention.

4. Ensure its Treasury Management strategy continues to form a robust member led process for protecting the Council's financial assets.

- 15.23. The Cabinet received an independent external review of its treasury management arrangements by Price Waterhouse Coopers in February 2009 making a number of recommendations which were agreed for implementation and have or are being implemented. A separate national report by the Audit Commission was published in March 2009 and the recommendations for local government have been picked up and included in the action plan for this service. The progress in implementing these recommendations will be monitored by the Audit Committee as part of its routine quarterly reporting.

Annual Audit and Inspection Letter

Haringey London Borough Council

Audit 2007/08

March 2009



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Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
 - any third party.
-

Key messages

1 The main messages for the Council included in this letter are as follows.

- The London Borough of Haringey is not improving adequately. The Council's failure in its key priority to safeguard children has been publicly reported and it currently delivers an inadequate service for children and young people. There was insufficient strategic leadership and management oversight of the safeguarding of children and young people and a lack of rigorous arrangements for the management of performance. There is now new managerial and political leadership of this service, but it is too early to tell whether such changes will lead to improvement.
- Improvement has been demonstrated in other services. Education standards, while still below average are improving faster than the national rate and that of similar councils for most groups at Key Stages 1, 2, 3 and for five or more GCSEs including English and mathematics and adult social care has improved and is now good.
- Robberies and violence against the person are also reduced.
- The Council received an unqualified opinion on its 2007/08 accounts.
- The Council received an unqualified conclusion on its arrangements for securing value for money during 2007/08.
- The Council has improved aspects of its performance under the Use of Resources framework, including moving from a Level 2 to a Level 3 for the Financial Reporting theme. It delivers good value for money and has good financial standing.

Action needed by the Council

2 The key actions needed by the Council are as follows.

- The Council needs to address the main findings and recommendations made by Ofsted in the Special Joint Area Review including the need to establish a rigorous approach to performance management and the need for strategic leadership and management of the safeguarding of children and young people.
- The pace of improvement in areas such as environment (recycling) and homelessness needs to be accelerated.
- The Council needs to maintain its sustained focus on addressing staff sickness levels and recruiting key personnel.
- In the light of the Icelandic banking crisis, the Council needs to ensure its Treasury Management strategy continues to form a robust member led process for protecting the Council's financial assets

Purpose, responsibilities and scope

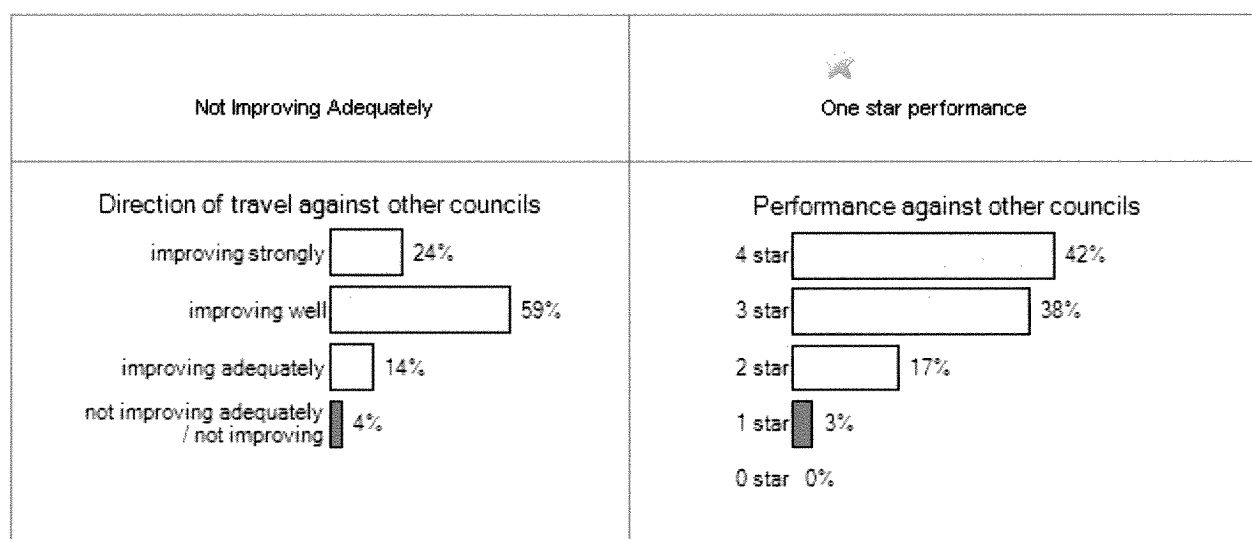
- 3 This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit of the Council for 2007/08 and from any inspections undertaken since the last Annual Audit and Inspection Letter. It also includes the results of the most recent corporate assessment.
- 4 We have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist the Council in meeting its responsibilities.
- 5 This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at www.audit-commission.gov.uk. (In addition the Council is planning to publish it on its website).
- 6 Your appointed auditor is responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, your appointed auditor reviews and reports on:
 - the Council's accounts;
 - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
 - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 7 This letter includes the latest assessment on the Council's performance under the CPA framework, including our Direction of Travel report and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 8 We have listed the reports issued to the Council relating to 2007/08 audit and inspection work at the end of this letter.

How is Haringey Council performing?

How is Haringey Council performing?

- 9 The Audit Commission's overall judgement is that Haringey Council is not improving adequately and we have classified Haringey Council as one-star in its current level of performance under the Comprehensive Performance Assessment. These assessments have been completed in all single tier and county councils with the following results.

Figure 1 Overall performance of councils in CPA



Source: Audit Commission (percentages may not add up to 100 per cent due to rounding)

Our overall assessment - the CPA scorecard

Table 1 CPA scorecard

Element	Assessment
Direction of Travel judgement	Not improving adequately
Overall	1 star
Corporate assessment/capacity to improve	3 out of 4
Current performance	
Children and young people*	1 out of 4
Social care (adults)*	3 out of 4
Use of resources*	3 out of 4
Housing	3 out of 4
Environment	3 out of 4
Culture	4 out of 4
Benefits	3 out of 4

(Note: * these aspects have a greater influence on the overall CPA score)
(1 = lowest, 4 = highest)

The improvement since last year - our Direction of Travel report

- 10 The London Borough of Haringey is not improving adequately. The Council's failure in its key priority to safeguard children has been publicly reported and it currently delivers an inadequate service for children and young people. There was insufficient strategic leadership and management oversight of the safeguarding of children and young people and a lack of rigorous arrangements for the management of performance. There is now new managerial and political leadership of this service, but it is too early to tell whether such changes will lead to improvement. Improvement has been demonstrated in other services. Education standards, while still below average are improving and adult social care has improved and is now good. Robberies and violence against the person are also reduced. However there remains a considerable challenge to improve quickly in areas such as environment and homelessness and to reduce the level of teenage pregnancies. While the Council delivers good value for money and has good financial standing which will provide capacity to improve, there is still difficulty in recruiting to some key services and higher than average staff sickness levels. Prospects of further improvement to important services remain uncertain.

How is Haringey Council performing?

Service inspections

- 11 The Audit Commission's inspection of Haringey's Allocations and Lettings Service in October 2007 judged that the Council provides a 'poor', no-star service that has promising prospects for improvement. The service is not sufficiently customer-focused, does not consistently measure its effectiveness among diverse groups and is not using ICT to tailor services to needs. The service can be easily accessed and there is a clear and visible commitment to driving improvement. The Council has taken positive steps to address capacity issues, however, staff capacity is reduced, for example by high levels of sickness absence, and the service is not consistently learning from customer feedback. Overall improvement in performance indicators is mixed and progress in implementing service improvement recommendations and delivering targets in key strategies has not been consistent. The full assessment can be accessed via the inspectorate's website www.audit-commission.gov.uk.
- 12 An important aspect of the role of the Comprehensive Area Assessment Lead (CAAL) is to work with other inspectorates and regulators who also review and report on the Council's performance. CAALs share information and seek to provide 'joined up' regulation to the Council. During the last year the Council has received the following assessments from other inspectorates.
- An annual performance assessment of children's services.
 - An annual performance assessment of adult social care services.
 - An annual performance assessment of benefits service.
- A summary of the overall judgements for each assessment are detailed in the paragraphs that follow.
- 13 Ofsted's annual performance assessment (APA) in December 2008 of Haringey's services for children and young people judged their overall effectiveness at a grade 1 (out of a possible 4). The APA found that Haringey delivers inconsistent services for children and young people and is inadequate overall. The APA judged that the contribution of services to improving outcomes in the areas of being healthy and staying safe were inadequate, whilst making a positive contribution and achieving economic wellbeing were adequate and enjoying and achieving were good. The APA judged capacity to improve, including the management of children's services, to be inadequate.

- 14 The APA judged that in staying safe there has been a serious deterioration in performance and limited impact from services. The specially commissioned joint area review in November 2008 judged safeguarding services including performance management in this area to be inadequate. The APA judged that in enjoying and achieving and economic wellbeing, services were making a greater difference. Impact is evident in terms of: improved outcomes in the Foundation Stage; attainment that is continuing to improve at all key stages; a higher proportion of young people gaining qualifications by age 19; and there is better attendance in schools. However, the number of schools performing below floor targets remains too high and the proportion of young people not in education, employment or training, although reducing, is above that in similar councils and the national average. The full assessment can be accessed via the inspectorate's website at www.ofsted.gov.uk
- 15 The Commission for Social Care Inspection's annual performance assessment in October 2008 of Haringey's adult social care services judged there to be 'good' delivery of outcomes with 'promising' capacity to improve services. The service has a two star rating overall (out of a possible three stars). Outcomes were assessed as good across the seven outcome areas including economic well-being and improved quality of life. Leadership and the commissioning and use of resources were assessed as promising. Strengths included partnership working and the well developed approach to joint commissioning. Areas for development included the need to increase the use of direct payments and the need to develop further the prevention framework. The full assessment can be accessed via the inspectorate's website, www.csci.gov.uk.
- 16 The assessment of the benefits service for 2008 concluded that the Council achieved a rating of 3 (out of a possible 4). The full assessment can be accessed via the inspectorate's website www.audit-commission.gov.uk.

The audit of the accounts and value for money

- 17 Your appointed auditors have reported separately to the General Purposes Committee on the issues arising from their 2007/08 audit and have issued:
- an audit report, providing an unqualified opinion on your accounts and a conclusion on your VFM arrangements to say that these arrangements are adequate, on 30 September 2008; and
 - a report on the Best Value Performance Plan confirming that the Plan has been audited in accordance with statutory requirements.

Use of Resources

- 18 The findings of the auditors are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.
- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
 - Financial management (including how the financial management is integrated with strategy to support council priorities).
 - Financial standing (including the strength of the Council's financial position).
 - Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
 - Value for money (including an assessment of how well the Council balances the costs and quality of its services).
- 19 For the purposes of the CPA the appointed auditors have assessed the Council's arrangements for use of resources in these five areas as follows.

Table 2

Element	Assessment
Financial reporting	3 out of 4
Financial management	3 out of 4
Financial standing	3 out of 4
Internal control	3 out of 4
Value for money	3 out of 4
Overall assessment of the Audit Commission	3 out of 4

Note: 1 = lowest, 4 = highest

The key issues arising from the audit

The Council's financial statements

- 20 Overall, your appointed auditors reported on an improvement in the Council's processes for the production and audit of its accounts this year. The response to audit queries was, in the majority of cases, timely and adequate.
- 21 In February 2008, services within the PFI contract with Haringey Schools Services Limited were suspended, resulting in the facilities management element being transferred back to the Council and a requirement for the assets to come back onto the Council's balance sheet. There were several complicated accounting entries required as a consequence and adjustments were made to the accounts originally submitted for audit.
- 22 During the 2007/08 financial year there was an increase in the deficit reported at Alexandra Park and Palace and there were some complications over the granting of a lease to the proposed service provider at Alexandra Palace. The relationship between the Council and Alexandra Palace and Trust was reviewed to determine whether in accounting terms the Trust should be consolidated into the Council's accounts. Your appointed auditors concluded that although there were additional controls put into place at the Trust at the instigation of the Council, these were of a temporary nature and were not sufficient, in accounting terms, to warrant the Trust being included within the Council's group financial statements. However we will revisit this issue when the Council is required to adopt International Financial Reporting Standards in 2010/11.
- 23 The Pension Fund accounts were audited and reported on separately for the first time. Your appointed auditors reported to the Pensions Committee on 20 October 2008, with no significant improvement issues identified.
- 24 The Whole of Government Accounts were audited by the statutory deadline with no significant issues to note.

The audit of the accounts and value for money

Use of resources

- 25 The UoR assessment reflected improvement in several areas, including an overall score increase from 2 to 3 for the Financial Reporting theme. This was the only overall theme score that changed from the prior year. The Council's Financial Standing arrangements have developed well and represent a sound basis on which to address the impact of the recession. The overall score in this area would have been higher if it were not for the Council's £37 million deposits with Icelandic banks and the potential risks that this may pose to the Council's longer-term financial position. We recognise that large numbers of local authorities and other public bodies are facing similar risks in the context of unprecedented failures in the banking sector.
- 26 The detailed findings from our work are highlighted in the Use of Resources and Data Quality report. Key areas for continued improvement in Use of Resources are as follows.
- The Council should ensure that it publishes information enabling electors to understand and exercise their rights in respect of the Council's accounts in accordance with the statutory timetable.
 - Measures to address cost/performance issues should be implemented as planned within the Achieving Excellence programme.
 - The Council's increased understanding of diverse local needs should become a driver for improved VfM throughout the borough.
 - Finally, the Council needs to ensure that it identifies and pursues efficiency opportunities through sharing procurement activity with key partners.
- 27 Under our Code of Audit Practice responsibilities we are required to review the Council's Data Quality arrangements and test specific indicators. This is under a framework specified by the Audit Commission and applied to all councils. Based on this framework the Council's Data Quality management arrangements have a number of positive features although there are some system weaknesses. Improvement opportunities include the key challenge of ensuring that high-quality data is used by and shared within strategic partnerships, and developing a robust corporate approach to validating externally reported data, for example, returns to government departments, their agencies and regulators. The Council is in the process of procuring and implementing a new performance management system, which presents an opportunity to make significant further improvements.
- 28 A value for money review was undertaken on the Council's arrangements for tackling Health Inequalities. This focussed in particular on the joint work of the Council and Haringey Teaching Primary Care Trust. Overall it was found that Haringey is relatively advanced in its arrangements for tackling health inequalities. A number of recommendations were made, in particular to expedite the development of the Joint Strategic Needs Assessment. It was also recommended that the structure of the Well Being Partnership Board should be improved to provide a better balance between strategic development and performance management.

- 29 A review of the arrangements the Council has in place to ensure probity and propriety in the conduct of its business was completed during the year. No serious weaknesses in the Council's processes or systems were identified as a result of the review. The review also took into account the requirements of the new Use of Resources Framework and areas that the Council should look to develop if it wishes to be able to demonstrate that it is performing well. A number of recommendations were made that focussed on strengthening partnership arrangements, a key focus of the new Framework. Other key findings included that the corporate risk register did not include the risk of fraud occurring and that a formal training plan for Members of the Council's Standards Committee should be developed. An action plan for implementation of the recommendations arising from the review has been agreed with the Council.

Grant Claims

- 30 The certification of grant claims submitted by the Council is undertaken in accordance with instructions from government departments. The largest of these is the housing and council tax benefit claim, with a value in 2007/08 of some £250 million. The Council has improved its arrangements for the production of grant claims this year, although there are still areas for improvement as outlined in our grants report. In particular the Council should endeavour to submit all claims for audit by the required deadline.

Looking ahead

- 31 The public service inspectorates have developed a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 32 CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate area assessment and reporting performance on the new national indicator set, together with an organisational assessment which will combine the external auditor's assessment of value for money in the use of resources with a joint inspectorate assessment of service performance.
- 33 The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new National Indicator Set and key aspect of each area's Local Area Agreement.
- 34 Along with other local authorities the Council will be required to implement International Financial Reporting Standards from 1 April 2010. This will involve a significant amount of additional work in a number of key areas including valuations of fixed assets, review of contracts and the recording of annual leave. The Council will need to start to put arrangements in place from April 2009 as this represents the comparator year which must be reported in the 2010/11 accounts.

Closing remarks

- 35 This letter has been discussed and agreed with the Leader, Chief Executive and Chief Financial Officer. A copy of the letter will be presented at the Cabinet on the 24 March. Copies need to be provided to all Council members.
- 36 Further detailed findings, conclusions and recommendations on the areas covered by audit and inspection work are included in the reports issued to the Council during the year.

Table 3 Reports issued

Report	Date of issue
Audit and inspection plan	June 2007
Opinion on Best Value Performance plan	December 2007
Health Inequalities	June 2008
IT Controls	June 2008
Opinion on financial statements	September 2008
Report to those charged with Governance	September 2008
Pension Fund report	September 2008
Opinion on Whole of Government accounts	October 2008
Value for money conclusion	September 2008
Review of Probity and Propriety	November 2008
Use of Resources and Data Quality	December 2008
Grants report	January 2009
Annual audit and inspection letter	March 2009

- 37 The Council has taken a positive and constructive approach to audit and inspection work, and we wish to thank the Council's staff for their support and cooperation during the audit.

Closing remarks

Availability of this letter

- 38 This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on the Council's website.

Jackie Barry-Purssell
Comprehensive Area Assessment Lead
March 2009

The Audit Commission

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

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Scrutiny Review – School Exclusions - Part Two

Members of the Review Panel

**Councillors: Pat Egan
Councillor Bernice Vanier
Councillor John Oakes
Councillor Errol Reid
Ms Felicity Kally (Parent Governor Representative)**

www.haringey.gov.uk
January 2009

1. Summary

- 1.1 This review looked at the current provision provided at the Pupil Support Unit., It also examined good practice on what should be provided and considered whether the Council complied with it.
- 1.2 Haringey was at the forefront nationally in terms of its commitment to fully inclusive schools. For instance Haringey had been engaged in work with the Department for Children, Schools and Families (DCFS) prior to the production of the White Paper. 'Back on Track' which set out the Government's strategy for modernising alternative provision for young people.
- 1.3 The Panel were pleased to note that both the DCSF and Ofsted recognised that Haringey's Pupil Support Centre formed part of the continuum of support available to children and young people, which not only complied with the requirements of the White Paper but was an example of good integrated practice. A copy of the latest inspection by Ofsted which rated the Pupil Support Centre as good is attached at Appendix A.
- 1.4 The Panel was impressed with work ongoing, not only to ensure compliance with the requirements, but to ensure compliance remained good and improved further.

2. Reasons for the review

- 2.1 Following the successful review into the action which could be taken to prevent schools from having to exclude pupils, a further review into the alternative education provision to pupils excluded for more than six days was undertaken.
- 2.2 In the meantime the Government published its White Paper entitled "Back on Track which set out fundamental and far reaching changes. Consequently it was clear that there would be little value at this time in undertaking a detailed scrutiny into alternative provision. However once the Government has finalised its proposals there may well be scope for a full-scale scrutiny review into this issue. Until then it was agreed to look just at what is presently provided at the Pupil Support Centre.

3. Background

- 3.1 Haringey has a statutory duty to provide appropriate education for all children and young people as well as supporting their health, safety and welfare. Education outside of mainstream schools is generally known as "alternative provision". and, as part of this, most local authorities establish and maintain schools – or units – for educating pupils who cannot be educated in mainstream or special schools.

These are normally called Pupil Referral Units although Haringey's is known as the Pupil Support Centre (PSC).

- 3.2 The Government's policy as described in "every child matters" and set out in the Children Act 2004 is to improve the outcomes for all children and young people. Many of the children and young people who attend the Council's PSC are vulnerable or disadvantaged. The Centre, therefore, has a key role to play in improving learning, behaviour attendance and attainments.

4. Haringey's Pupil Support Centre

- 4.1 The Council's Secondary Pupil Support Centre can provide for up to 100 pupils and is currently located on two sites. The site at Commerce Road is mainly for Key Stage 4 pupils and pupils undergoing assessment. The one at Coppets Wood is for Key Stage 3 pupils and pupils with fixed-term exclusions where the secondary school has commissioned the Centre to be the provider.
- 4.2 As of March 2008 there were 84 young people who attended the Centre. The net unit cost per year of keeping a child at the centre is £14,694 (gross £16,264) which compares with the national average cost for alternative provision, of £15,000 (and £4,000 for mainstream place).

5. Evidence and Findings from the review

Haringey as a Leading Authority

- 5.1 The Panel were delighted to be informed that as a leading edge authority Haringey had been awarded one of the 12 national grants and this had resulted in the Authority being awarded £2.85m capital funding. The money was to be utilised on providing accredited training in behaviour management for all staff in schools and partner agencies.
- 5.2 The Government plans to produce a toolkit on commissioning alternative provision and database of providers which should be available in 2009. Issues relating to quality assurance had not yet been clarified but the DCSF together with GOL were using Haringey as one of three exemplars of good practice in developing the toolkit for quality assurance.
- 5.3 Both the DCSF and Ofsted recognised Haringey's commitment to fully inclusive schools and to a Pupil Support Centre, which forms part of the continuum of support available to children and young people. This not only complies with the requirements of the white paper but is an example of good integrated practice.

- 5.4 Haringey has already received a grant from the Building Schools for the Future programme to refurbish its alternative provision to provide a smaller Pupil Support Centre, based at the Commerce Road site and to make extended provision in all secondary schools.
- 5.5 The Panel were pleased to learn that Haringey complied with best local authority best practice in relation to planning and co-ordination, supporting pupils, staffing, education provision and accommodation. Particular aspects that they wished to comment on are set out below.

Alternative Provision

- 6.1 Haringey maintains a database of alternative providers used by schools, both as part of the 14-19 curriculum provision and new career pathways. It also has a data base of the alternative provision by schools for learners with additional needs related to Special Educational Needs or behaviour. Schools use the Haringey Quality Assurance procedures for ensuring the provision is appropriate. During 2008/09, the Council's intention is to ensure that every young person attending alternative provision has the opportunity to leave with a nationally recognised accreditation.
- 6.2 Haringey is also working closely with other London boroughs to ensure that alternative provision from out borough are, where appropriate, accessible by Haringey learners and are quality assured at the same high standard used in Haringey.

Training

- 7.1 As mentioned previously funding has been secured for a training package on behaviour management which will be rolled out over the next 3 years. The first stage will be for every school and external partners to set aside one day for needs analysis. A training package consisting of SEAL training and other parts of a bespoke package would be the minimum quality standard of delivery. Following this it was expected that around 100 people would be identified to participate in four 3 hour sessions concentrating on a specific aspect of training need which had been identified and was relevant to their organisation. Thereafter anyone identified and wishing to be a lead behaviour specialist would undertake a masters accredited training course.
- 7.2 BSF money would be used in secondary schools to enhance or build accommodation which could be used to keep young people engaged. The aim for primary schools was to have no permanent or fixed term exclusions. Pupils would be kept in their own school in special 'nurture' units although in one primary school in each network there would be a behaviour management centre for pupils to attend. Such centres would be responsible for ensuring that all schools in their

partnership network received training and had a high level of expertise at a local level.

- 7.3 The Panel noted plans for a Haringey Website with links to quality assurance diplomas for alternative provision.
- 7.4 In the future the whole 'well being and healthy schools agenda' would be part of the inspection of schools and there would be penalties for exclusions. Haringey was already looking at the cost of exclusions of Haringey pupils attending out borough schools. Further work would be carried out with partners especially the police and the PCT on the well being agenda and in respect of access to PCT mental health services. A joint bid with the PCT had also had been submitted for mental health training issues.

Accommodation and Staffing

- 8.1 Proposals were being drawn up to allow for greater flexibility for pupils to move in and out of the one site Pupil Support Centre at Commerce Road. This provision was likely to be available following the opening of the new Centre in 2010. It was hoped that the previous image of the Pupil Support Centre would change as the new building was launched.
- 8.2 Schools would not be expected to exclude pupils until alternative strategies and interventions had been tried. Access to the Centre was likely to be through the Common Assessment Framework Panel.
- 8.3 The proposed new design of the Commerce Road site will incorporate space and light as well as improved ICT facilities. It will also provide a range of small multi therapies and multi agency rooms so that services such as Speech and Language Therapy and Child and Adolescent Mental Health can be available.
- 8.4 The Panel were pleased to note that in addition to the Centre's staff there were currently 22 volunteers recruited from the community who acted as mentors. These volunteers were given the appropriate training and some had moved on to be more fully involved.

Recommendations

- 1. That the Children and Young People's service be commended on:-
 - (a) the quality of provision currently provided at the Pupil Support Centre and in being recognised nationally as a 'leading edge' Authority of such provision
 - (b) being fully compliant with the provisions set out in the Government White Paper 'Back on Track'
- 2. That the Director of Children and Young People's service consider:-

- a) ways to ensure that quality assurance can be embedded and made stronger
 - b) ensuring that further work is carried out with partners especially the police and the PCT on the well being agenda
 - c) how the good practice that has been developed can be further promoted with Haringey seeking Beacon status.
 - (d) ways of ensuring that the Pupil Support Centre had a good and positive image.
3. That Overview and Scrutiny Committee give consideration to a further review on the quality of provision in 2/3 years time after the opening of the new Centre in 2010.

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21 October 2008

Ms S Shaw
Haringey Professional Development Centre
Downhills Park Road
London
N17 6AR

Dear Ms Shaw

Ofsted survey inspection programme: the extent and quality of provision for pupils from day 6 of exclusion

Thank you for your co-operation during my visit to the local authority on 8-9 October. I am grateful for your help in arranging for me to visit the Pupil Support Centre (PSC), meet two headteachers, one at his school and one at the Professional Development Centre and the headteacher of the Tuition Service. I much appreciate the time you gave me when we discussed how the local authority was providing for pupils from day 6 of permanent exclusion. I shall be writing to thank the headteachers of the two schools, and also to the teacher in charge of the PSC, with a fuller note of my visit there.

Because there were no day 6 pupils in the Tuition Service on the days of my visit, I did not visit it and was not able to make an assessment of its work. However, it is clear that this part of the service has been well established by the local authority and that its headteacher is well informed and aware of all the issues concerning the management and improvement of pupils' behaviour.

As we discussed, the provision for pupils from day 6 of permanent and fixed term exclusion at the PSC is good. In its provision for day 6 exclusion, the local authority is meeting requirements. Further, it has ambitious, worthwhile and exciting plans for the further development of its behaviour services, including the future role of the PSC.

The PSC is well run, has good procedures for the admission of pupils, and provides suitable programmes of education and activity for them. The rate of reintegration into mainstream schools is good, and pupils very largely maintain their places there once they have rejoined. The PSC's role in the inclusion of its pupils is good. Parents I talked with were very positive about its work, the good effect it had on their children and the fact that they were now able to benefit again from their education. One of the pupils we discussed was now making good progress in college.

The meeting with you, my discussions with headteachers and my visit to the PSC will provide much useful evidence for our survey. The evidence which the schools were able to give me about the ways they are promoting inclusion within their schools was most helpful and positive.

Schools will not be named in any publication without their permission. Most evidence will be used at a general level to ascertain if schools and local authorities are complying with legislation and to identify the quality and extent of their provision.

Thank you once again for your co-operation and the work you put in beforehand and during my visit to help me gain a good insight into the work of the LA and schools.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Martin Pavey', with a stylized flourish at the end.

11 **Martin Pavey**
Additional Inspector

SCRUTINY REVIEW – ANIMAL WELFARE IN HARINGEY		
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SCRUTINY REVIEW – ANIMAL WELFARE IN HARINGEY

Executive summary and Recommendations

- 1.0 Britain is a nation of animal lovers, and the amount of legislation around animal welfare would seem to back this up. However, deliberate cruelty towards both wildlife and companion animals are still rife. Animal welfare can be compromised as a result of ignorance and deliberate cruelty.
- 1.1 As part of its submission, the Committee took account of the Council's Safer Haringey Strategy 2008-2011 agreed with the Safer Communities Partnership. The welfare of animals is a high profile and emotive issue and the Panel selected this topic as an area for investigation.
- 1.2 Approximately three and a half million London households own a pet. Animal welfare in London not only concerns the capital's companion animals, but also the welfare aspects surrounding London's diverse and precious wildlife.
- 1.3 The Animal Welfare Act**
- 1.4 The Animal Welfare Act 2006, which came into force in England in April 2007, is the most significant piece of animal welfare legislation for nearly a century.
- 1.5 The Act aims to improve animal welfare generally by imposing a duty of care on those responsible for looking after animals to do all that is reasonable to ensure their welfare, ensuring that the welfare needs of their animals are met. The vast majority of pet owners take proper care of their animals but there are some, whilst not being deliberately cruel to their animals, nevertheless, fail to meet their animals' basic welfare needs..
- 1.6 The report covers the four elements of the Community Animal Welfare Footprints [CAWF] promoted by the RSPCA. A gap analysis was produced by the Department for the review; this examined the Council's position in relation to each of the RSPCA Community Animal Welfare Footprints. This full gap analysis is contained in appendix B.
- 1.7 RSPCA and local authorities working together**
- 1.8 At a local level, the RSPCA inspectors and regional staff are encouraged to develop good working relationships with animal welfare officers and dog wardens. Local government officers within the organisation works with national organisations and local authorities to ensure animal welfare is a priority.

1.9 Increasingly, people want and expect their local authority to have a responsible attitude towards the care of animals.

1.10 Many authorities are discovering the benefits of using animal welfare as a way of engaging with their local communities. Joint schemes with residents groups and animal welfare charities and animal friendly policies can improve and benefit local neighbourhoods.

1.11 Community Animal Welfare Footprints [CAWF]

1.12 Community Animal Welfare Footprints is a voluntary scheme developed by the RSPCA to celebrate local authorities that have tried a different approach to improving animal welfare. Additional written and oral responses were received from officers of the Council, local partner agencies and other local authorities.

1.13 Current position in Haringey

1.14 Haringey Enforcement Service provides a stray dog collection and detention service. The Council is currently recruiting a dedicated officer to discharge its statutory duties for the management of stray dogs.

1.15 Dog related incidents are the highest profile of any animal associated issue that local authorities generally deal with. Whether it is problems with anti-social behaviour, barking, fighting, or stray dogs, all the issues are linked in some way.

1.16 Under the Environmental Protection Act 1990, Local Authorities are required to appoint an officer to seize stray dogs in public places and on private land subject to the occupiers consent. The Local Authority then becomes responsible for the dogs welfare until claimed or for a total of seven days, after which the dog becomes the property of the Council and is then rehomed.

1.17 Dog Warden

1.18 The post of Dog Warden is necessary to curb the behaviour, particularly of those dog owners who allow their dogs to stray, foul public places, be the cause of traffic accidents; worry livestock, damage property and, at the worst extreme, attack people.

1.19 The Dog Warden post in Haringey is currently vacant and the Panel recommends that the post should be filled as a matter of urgency.

1.20 Links between cruelty to animals & child abuse

1.21 Recent statistics are showing that links between animal abuse and domestic violence exist.

1.22 The Panel discussed the issue of cruelty to animals and child abuse with the representative of Homes for Haringey and learned that there were no mechanisms or procedures in place for reporting or linking animal welfare issues with Social Services nor Children and Young People Services.

1.23 Animal welfare professionals can be a valuable source of information regarding families and vital information should be shared.

1.24 A Corporate Animal Welfare Strategy for Haringey

1.25 The Panel found that whilst there are various animal related initiatives across the borough, there is a lack of co-ordination and acknowledged that there is a need to pull all these together to develop a corporate approach to ensure an effective Animal Welfare Service. The Review Panel recommends that a Corporate Animal Welfare Strategy should be developed.

1.26 A Corporate Animal Welfare 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 organisations, including the third sector and form part of the Council's response to this key issue.

1.27 The Panel believes that a strategy for animal welfare is essential as an overarching strategic framework cutting across a range of departments and the statutory and voluntary sector in Haringey.

1.28 CONCLUSION

1.29 The continued efficiency of the Service is dependent on the recruitment of a Dog Warden in order to provide not only specialist skills and knowledge but also some core services.

1.30 There was also a concern expressed to the Panel in some of the discussions, that there are many animal welfare initiatives in the Haringey, that not all the services are carried out in a single Department. However a Corporate Animal Welfare Strategy should pull together all the various strands and joint schemes with the RSPCA and other local charities such as the Wood Green Animal Shelter would achieve better value for money in the Council's drive towards efficiency savings. This will help to promote sustainable change and avoid duplication of work.

2.0 RECOMMENDATIONS

Stray Dogs Footprints - Recommendations

1. The Panel recommend that the Council adopt the Community Animal Welfare Footprints scheme to measure its performance in animal welfare and sets the Bronze award as a minimum local target for 2009/2010. Once achieved, the Service should carry out an assessment into the feasibility of achieving Gold Standard.
2. The panel recommends that the appointment of a Dog Warden should be a priority for the Service and that other strategic roles around animal are carried out as part of the duties of other posts.
3. The Panel recommends that the Urban Environment Directorate explore the idea of encouraging voluntary micro chipping or tattoo for all cats and dogs.
4. The Panel recommends the Urban Environment Directorate should look into whether or not there are any illegal dog breeding activities in the Borough and to take appropriate action against any individuals found to be breaking the law.

Housing Footprints - Recommendations

5. The Panel recommends that the Urban Environment Directorate carry out an assessment with Community and Strategic Housing for a commitment from Homes for Haringey for developing a Service Level Agreement with Community and Strategic Housing Services; and Registered Social Landlords to ensure an effective animal welfare service across the borough.
6. The Panel recommends that the Urban Environment Directorate encourage Homes for Haringey to participate in educational initiatives to ensure that tenants and leaseholders are aware of issues relating to animal welfare and responsible pet ownership.

Contingency Planning - Recommendations

7. The Panel recommends that the Emergency Planning Officer work with Homes for Haringey and Registered Social Landlords to agree emergency contingency procedures to ensure a managed response for the evacuation of pets in the event of a local emergency.

Animal Welfare Principles Footprint – Promoting Education & Awareness – Recommendations

8. The Panel recommends the Urban Environment Directorate, as part of the Corporate Animal Welfare Strategy, ensure that the Animal Welfare Education Program pull together existing resources and support from local organisations such as Wood Green Animal Shelter and the RSPCA to ensure a proactive, co-ordinated education approach.

The Link between Domestic Violence, Child Abuse and Animal Welfare

- 9 The Urban Environment Directorate consult with Homes for Haringey, Registered Social Landlords, Children and Young People Services and Adult Social Services; the RSPCA; Battersea Cats and Dogs Home and Wood Green Animal Shelter to devise appropriate procedures to enable the sharing of information when animal welfare issues, child abuse or domestic violence are brought to their attention. These bodies should be alert to animal abuse as a possible indicator for domestic violence and child abuse.

A Corporate Animal Welfare Strategy

- 10 The Panel recommends that the Urban Environment Services produce an Animal Welfare Charter/Policy for Haringey that this should include animals on allotments.

Zippos Circus

- 11 The Panel recommends that consideration be given to amending the current policy prohibiting the use of performing animals at organised events on Council land in order to allow animal circuses using domestic animals to be held on the Council's open spaces.
12. The Panel recommends that procedures be put in place for the registration and inspection of any circuses under the relevant legislation as part of the event application process.

SCRUTINY REVIEW ANIMAL WELFARE IN HARINGEY

1.0 Introduction and Background

- 1.1 Britain is a nation of animal lovers; the legislation around animal welfare would seem to back this up. England was one of the first countries in the world to introduce animal welfare legislation, way back in 1822. Two years later, the Society for the Prevention of Cruelty to Animals was established to enforce the new legislation. It was subsequently upgraded to a Royal Society (the RSPCA) in 1840.
- 1.2 There have been dozens of pieces of animal welfare legislation in the 170 years since then. One of the most recent and wide-ranging was the Animal Welfare Act 2006, which came into effect in April 2007.
- 1.3 But behind the well meaning legislation hides a more uncertain reality. Deliberate cruelty towards both wildlife and companion animals is still rife. Animal welfare can be compromised as a result of ignorance and deliberate cruelty. The RSPCA received 1.2 million cruelty complaints in 2006, of which 122,000 resulted in full investigations – up 16% from 105,000 in 2003.
- 1.4 Many of London's pets have not been microchipped or neutered. This can result in unwanted animals being dumped on the streets and unmarked pets not being returned to owners.
- 1.5 Approximately three and a half million London households own a pet; however animal welfare in London not only concerns the capital's companion animals, but also the welfare aspects surrounding London's diverse and precious wildlife.

1.6 The Mayor's Animal Welfare Framework

- 1.7 In 2004 the Mayor of London provided the first ever regional framework for animal welfare in England. The framework is about duties and obligations towards the welfare of animals in London and beyond. It shows how the Greater London Authority will play a significant role in responding to the changing nature of animal welfare.

1.8 The Animal Welfare Act

- 1.9 The Animal Welfare Act 2006, which came into force in England in April 2007. The aim of this legislation is to reduce animal suffering by enabling preventative action to be taken before suffering occurs, rather than the previous system which only enabled action to be taken after the event. Local authorities are required to have regard to the Act.

- 1.10 The Act aims to improve animal welfare generally by imposing a duty of care on those responsible for looking after animals to do all that is reasonable to ensure their welfare.

1.11 What is the Duty of Care?

- 1.12 The Act places a duty on people who are responsible for animals to ensure that the welfare needs of their animals are met. The vast majority of pet owners take proper care of their animals but there are some, whilst not being deliberately cruel to their animals, nevertheless, fail to meet their animals' basic welfare needs. This duty of care does not mean that it will be an offence to fail to take the dog for a walk one day, but if it is kept in a cage in a house and never taken for a walk, that would be failing to meet the welfare needs of the dog. The duty of care also means that people will need to ensure that their animals are given an adequate and appropriate diet.

- 1.13 People responsible for the care of an animal must provide for its basic needs. These needs include:

- To provide a suitable environment (where it lives)
- To provide a suitable diet (what it eats and drinks)
- To ensure the animal is able to behave normally
- To house it either with or apart from other animals, (whatever is best for that particular animal)
- To protect it from pain, suffering, injury and disease. (It is the first time that such requirements have been introduced for non farmed animals).

- 1.14 The Act has also raised the age limit at which you can buy a pet, from 12 years old to 16 years, and you can only win a pet as a prize if you are at least 16 years old.

1.15 Penalties

- 1.16 The Act has updated and clarified the definition of offences such as causing unnecessary suffering to an animal, or organising an animal fight. It has introduced considerably stronger penalties for persistent offenders and has eliminated most of the loopholes of the previous system. Offenders can be banned from owning animals; fined up to £20,000; and sent to prison for a maximum of 51 weeks.

- 1.17 Whilst there are new powers available to local authorities inspectors in the Act in relation to animal welfare, it is at the discretion of a local authority to decide whether to use these powers and resource a non statutory function for animal welfare.

1.18 RSPCA and local authorities working together

- 1.19 There is enormous scope for the RSPCA and local authorities to work more closely together. At a local level, the RSPCA inspectors and regional staff are encouraged to develop good working relationships with Dog Wardens. Local government officers within the organisation works with national organisations and local authorities to ensure animal welfare is a priority.
- 1.20 Increasingly, people want and expect their local authority to have a responsible attitude towards the care of animals.
- 1.21 Many authorities are discovering the benefits of using animal welfare as a way of engaging with their local communities. Joint schemes with residents groups and animal welfare charities and animal friendly policies can improve and benefit local neighbourhoods.

1.22 Community Animal Welfare Footprints [CAWF]

- 1.23 Community Animal Welfare Footprints is a voluntary scheme [see 2.10] developed by the RSPCA to celebrate local authorities that have tried a different approach to improving animal welfare. This may be related to the services covered by the footprints or could be in a different area.
- 1.24 There are three awards for different sections of local government. Local Authorities that meet the requirements of an individual footprint will receive a certificate commemorating their achievements.
- 1.25 The four elements of the footprints could provide the Department with the framework for developing an Animal Welfare Policy for Haringey. The Scrutiny Review focused on these areas to establish a level of good practice.

2.0 THE SCRUTINY REVIEW & METHOD OF INVESTIGATION

- 2.1 The Overview and Scrutiny Committee agreed its work programme based upon submissions made to it for consideration.
- 2.2 As part of its submission, the Committee took account of the Council's Safer Haringey Strategy 2008-2011 agreed with the Safer Communities Partnership. The welfare of animals is a high profile and emotive issue and the Panel selected this topic as an area for investigation.
- 2.3 A panel of cross-party Councillors was formed to carry out the investigation. The Panel received and discussed papers from officers detailing the background to the subject and relevant legislation, policies and implementation. The Panel also received presentations and evidence from a range of agencies who were also questioned by the panel. Additional written and oral responses were received from officers of the Council, local partner agencies and other local authorities.
- 2.4 The report will cover the four elements of the Community Animal Welfare Footprints (see 2.10). A gap analysis was produced by the Department for the review; this examined the Council's position in relation to each of the RSPCA Community Animal Welfare Footprints. This gap analysis is contained in Appendix B.
- 2.5 Evidence was collected by meeting with officers within the Council, stakeholder organisations including Wood Green Animal Shelter and the RSPCA.
- 2.6 The membership of the Panel and those individuals and organisations presenting information for the Review are shown at Appendix A.

2.7 Aim of the Review

- 2.8 The aim of the scrutiny is to carry out an evaluation of the Council's policy and delivery of animal welfare and controlled legislation. The Review focused on the four elements of the Community Animal Welfare Footprints [CAWF].
- 2.9 Meetings were organised with interested parties to share thoughts and ideas and to seek their views especially regarding the importance of animal welfare and in particular responsible pet ownership. We began by inviting the Head of Enforcement to outline the current position in Haringey.

2.10 The terms of reference and aims of the review were:

- To carry out a complete review of the Council's policy and delivery of animal welfare and controlled legislation.
- To consider the four elements of the Community Animal Welfare Footprints [CAWF] as follows:

Stray Dogs Footprints

Covers policies that ensure stray dog welfare during the collection and kennelling processes, proactive work to educate owners, and preventative measures to reduce straying and long-term strays.

Housing Footprints

Includes the provision of a positive and clear policy on pet ownership and proactive work to educate the public about animal welfare related issues.

Contingency Planning Footprint

Covers policies, procedures and exercises within contingency plans that deal with companion animals, both domestic and commercially owned, as well as advice for preparedness.

Animal Welfare Principles Footprint:

This is concerned with policies that improve and promote animal welfare through a clear animal welfare charter and the use of tools, i.e. the council website to promote issues and educate.

2.11 Value for money

2.12 Scrutiny can collate a breadth of data which can aid a more informed decision-making process for the Cabinet and senior officers in the development of a Council wide policy on Animal Welfare. Additionally, the panel felt that there was scope for the Service to share resources by exploring the potential for working with neighbouring authorities e.g. Enfield and Hackney to share resources such as the use of local vets and kennelling facilities for Stray Dog Service.

2.13 Dog Related Issues

2.14 Dog related issues are the most important topic in animal welfare discussions and debate as dog attacks are a serious public health problem that inflicts considerable physical and emotional damage on victims. Attacks can be tolerated as a job-related hazard for utility or postal workers, but for many communities the problem may be more far reaching. Following a severe attack, there is usually an outcry to do something. That something should not be a knee-jerk reaction but a well planned proactive community approach which can make a substantial difference.

2.15 Current position in Haringey

- 2.16 Haringey Enforcement Service provides a stray dog collection and detention service. The Council is currently recruiting a dedicated officer to discharge its statutory duties for the management of stray dogs. The contact number for officers are publicised on the council website and at local police stations. The council currently operates a collection service during office hours and an acceptance point out of hours (at night and during the weekends).
- 2.17 Stray dogs are housed in kennels at Ashley Road, Tottenham for a period of up to 7 days before being transferred to Battersea Dogs Home (this may be earlier if the dog is distressed). The panel found that in Haringey dogs are not usually kept in kennels for very long and every effort is made to ensure they are properly cared for.
- 2.18 Local authorities play a major role in safeguarding the welfare of animals. Not only are they responsible for enforcing major pieces of animal welfare legislation but they also have wide-ranging discretionary powers.

2.19 Animal-related Licences

- 2.20 There are four types of animal-related licences which the Enforcement Service administers:
1. Pet shop
 2. Animal boarding establishments
 3. Dog breeding
 4. Exotic, dangerous or wild animals
- 2.21 Licences may also be required for the movement of animals which are obtained from the Department for Environment Farms and Rural Affairs [DEFRA].
- 2.22 There are currently five licensed pet shops in the borough. There are no licensees of the other types of licences.
- 2.23 All of the conditions for these licences need to be reviewed in light of the Animal Welfare Act, 2006.

2.24 Pet shop licences:

- 2.25 The keeping and running of a pet shop is controlled by the Pet Animals Act 1951. No person may keep a pet shop unless they have first obtained a licence from the council. There are fees attached to pet shop licences.
- 2.26 Licensees must adhere to a set of conditions and the council will inspect shops to ensure this.

2.27 Animal boarding establishments:

2.28 The keeping and running of animal boarding establishments (catteries and kennels) is controlled by the Animal Boarding Establishments Act 1963. No person may keep a boarding establishment for animals without first obtaining a licence from the council. There are fees attached to animal boarding licences.

2.29 Licensees must adhere to a set of conditions and the council will inspect the establishment to ensure this.

2.30 Other pets- Exotic, dangerous or wild animals:

2.31 The keeping of certain species of wild animals is controlled by the *Dangerous Wild Animals Act 1976*. No person may keep any dangerous wild animal without first obtaining a licence from the council. The animals for which a licence is required before they may be kept are listed in the *Dangerous Wild Animals Act 1976 (Modification) Order 1984*. There are fees attached to this licence.



2.32 The council must ensure that the applicant meets certain conditions before granting a licence and they may carry out inspections of properties to ensure these conditions will be met. The applicant must not have been convicted under the *Dangerous Wild Animals Act 1976*.

2.33 Importing endangered species

2.34 Many pet-keepers in the UK assume that any animal on sale is captive-bred and that all wild animals are protected by international regulations to limit their capture and sale. Both of these assumptions are untrue.

- 2.35 A diverse range of species continues to be on sale to hobbyists and the pet-keeping public through many avenues including pet shops, commercial breeders and the internet. Reptiles cause a particular problem. Despite improvements in experienced keepers' knowledge of the needs of many species now in captivity in the UK, and the ability of commercial breeders to supply some species from captive-bred animals, 100,000 "protected" wild reptiles were removed from the wild last year – and who knows how many "unprotected" species – to supply the demands of the pet trade in the EU, including the UK.
- 2.36 The picture is not so bleak for birds. Since the introduction of EU legislation in October 2005 that stopped the importation of live birds taken from the wild into all EU member states – following the avian flu outbreak – the trade into the UK has stopped, says Ros Clubb, a scientist in the wildlife department of the RSPCA. "But we do need to keep an eye out for what is happening underground," she says. "We have heard, for instance, that wild birds are still being sold because people are being told they are captive-bred when they are not." The downside of the decrease in bird trade is that it may account for the increase in the reptile trade, which almost doubled from 2005 to 2006.

2.37 Dog breeding licences

- 2.38 A breeding establishment means any premises where more than two bitches are kept for the purposes of breeding for sale. These establishments are controlled by the *Breeding of Dogs Act 1973*. No person may keep a breeding establishment without first obtaining a licence from the council. There are fees attached to dog breeding licences.
- 2.39 Licensees must adhere to a set of conditions and the council will inspect the establishment to ensure this.

3.0 STRAY DOGS FOOTPRINTS

This element of the CAWF covers policies that ensure stray dog welfare during the collection and kennelling processes, proactive work to educate owners, and preventative measures to reduce straying and long-term strays.

"We will continue to improve the cleanliness of the borough and deliver a programme of work addressing environmental crime" – Safer Haringey – Safer for All Strategy 2008/2011.

3.1 The Gap analysis

3.2 The gap analysis below highlights areas where the Service could make improvements to achieve a Bronze Award. The 'no' answers reveal the gaps that exist between the RSPCA Community Animal Welfare Footprint standards and the Council's performance. The 'no' responses indicate the areas/standards which fail to meet a CAWF requirement; that these areas need to be developed, modified or improved. This tool will also assist the department in formulating remedial actions for ensuring that the Council achieve the minimum [bronze] standards for Haringey stray dogs service.

RSPCA Stray Dogs Footprint Analysis - The position and gaps in Haringey as at March 2008

BRONZE	
Requirement	Where we are now
Do you have a procedure in place to treat injured and sick stray dogs efficiently and humanely, including those found by the public?	Yes- We do not have contracted vets but use Goddard's Veterinary Practice regularly. However, we do not have a written protocol with them.
Is there a written procedural policy to scan (and check for other identification) all stray dogs collected or received by the local authority?	Yes.
Do you scan and check dead dogs for microchips and other forms of identification?	Yes. We need to liaise with waste management to ensure this takes place.
Do you, or your contractor's, stray-dog kennels and out-of-hours reception centre have facilities, protocols and procedures that ensure the five animal welfare needs defined under section 9 of the Animal Welfare Act 2006 are met?	Yes

Does your out-of-hours kennels/reception centre have staff on the premises at all times?	No
Is information provided to owners reclaiming strays on how to prevent the animal straying again?	No
Are records kept, and regularly updated, of all strays received and how they were disposed of, including those reclaimed, rehomed, euthanased on health and medical grounds, or euthanased after the seven day period?	Yes
SILVER	
Requirement	Where we are now
Is there active promotion through the council's website and leaflets of micro chipping and/or other methods of permanent identification, as well as neutering and the duty of care under section 9 of the Animal Welfare Act 2006?	No- we have provided information about micro chipping at dog events and on our website but do not provide information about neutering.
GOLD	
Requirement	Where we are now
Are all stray dogs micro chipped or otherwise permanently identified as part of the process of being returned to their owners or rehomed?	No- although this is an option for the future.
Is there regular proactive work to encourage responsible pet ownership, other than those activities mentioned above?	No- although we have attended two recent dog events encouraging responsible dog ownership.

- 3.3 Dog related incidents are the highest profile of any animal associated issue that local authorities generally deal with. Whether it is problems with anti-social behaviour, barking, fighting, or stray dogs, all the issues are linked in some way.
- 3.4 Under the Environmental Protection Act 1990, Local Authorities are required to appoint an officer to seize stray dogs in public places and on private land subject to the occupiers consent. The Local Authority then becomes responsible for the dogs welfare until claimed or for a total of seven days, after which the dog becomes the property of the Council and is then rehomed.
- 3.5 Local Authorities need to ensure that there are appropriate arrangements for receiving and dealing with stray dogs found or reported out of usual hours. These arrangements had been facilitated by working with the police. Under current legislation whilst the police continue to have responsibility for dealing with dangerous dogs, there could be considerable issues with dogs roaming wild at weekends and evenings, creating potential hazards to the public.
- 3.6 There will be crime and disorder implications should the council fail to deal with stray dogs effectively as dogs quite often create a nuisance to the public through noise and their general presence. Members of the public regularly complain about stray dogs and in particular the fear that they cause to children, the elderly and disabled individuals when they are roaming loose unattended by their owners.

- 3.7 The Panel considered Haringey's stray dog collection service and learned that it was a statutory responsibility and is provided by the council's Enforcement Crime Service. A Dog fouling service is provided by Environmental Crime Service and whilst on its own does not represent a welfare service; it is part of the council's promotion/enforcement of responsible pet ownership programme.
- 3.8 From April 2008 Local Authorities became fully responsible for stray dogs, including the provision of an out of hours reception point. This was previously shared with the Metropolitan Police Service.
- 3.9 Section 149 of the Environmental Protection Act gives authorised council officers the power to seize and detain any dog it believes to be a stray. If the dog is not collected by the owner within seven days, ownership transfers to the local authority, which may then re-home, sell, or humanly destroy it. The owner is liable to pay for all expenses incurred during the dog's detention.

3.10 The RSPCA

- 3.11 The Panel invited The RSPCA for a discussion about the role it plays in Local Authorities Animal Welfare initiatives. The RSPCA is the world's oldest animal welfare organisation. The Society currently has 267 inspectors and 148 animal collection officers (ACOs). These officers respond to approximately 1.1m calls to the Society each year (figure from 2007). The RSPCA inspectorate is divided up into five regions -
- Wales and West England
 - South and South West
 - South East (of which London is included)
 - East
 - North
- 3.12 These five regions have a regional superintendent who oversees the operations. In the South East there are 7 Chief Inspectors who between them manage 7 teams comprising of 40 Inspectors and 40 Aces) in total. London has 4 Chief Inspectors covering South East, South West, North East and North West London.
- 3.13 This means that Haringey's 'local' chief is also the local chief for approximately nine/ ten other local authorities and approximately 6 inspectors and 6 Aces covering a similar area. It is estimated that an inspector is likely to cover one and half boroughs. As well as the NCC there is also an enquiries line, open Monday to Friday, 9am to 5pm.

3.14 Dog Warden

- 3.15 At the time of writing this report, the Council did not have a Dog Warden in post and recruitment is in progress for this appointment. Interim arrangements are currently in place on a rota basis between volunteers to cover their duties. A Dog Warden is necessary to help

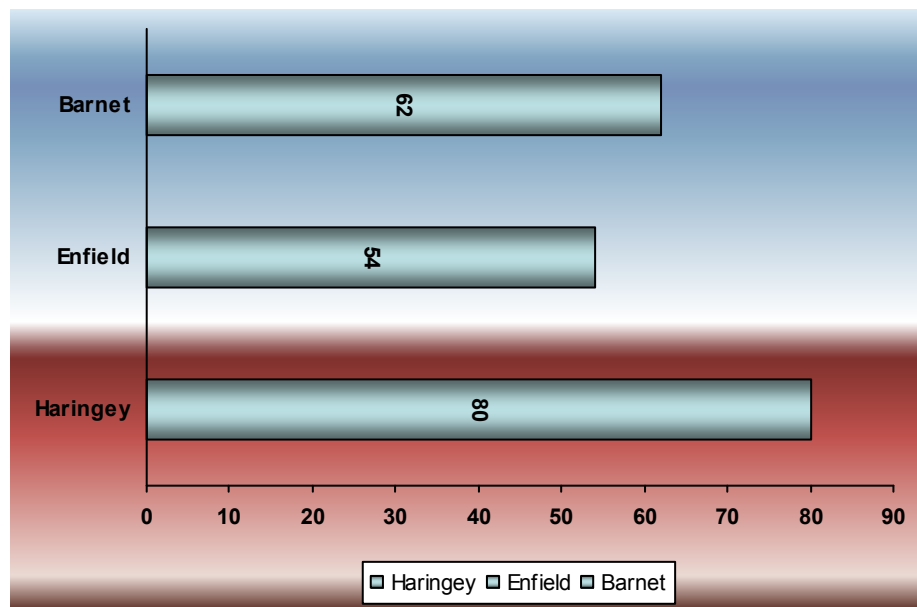
curb the behaviour, particularly of those dog owners who allow their dogs to stray, foul public places, be the cause of traffic accidents; worry livestock, damage property and, at the worst extreme, attack people.

- 3.16 However, current policy is not solely aimed at collecting and housing stray or unwanted dogs. It is also aimed at educating the public. It is important that the officer is able to work with non-dog owners as well as dog owners.

3.17 Stray Dogs in Haringey

According to the RSPCA, Haringey generally has a slightly higher than average stray dog problem. In 2007 Battersea Dogs and Cats Home received 174 stray dogs and the police received a further 32 that they were able to re-home using Battersea's lost Cats and Dogs Line. The total number of strays received from Haringey in 2007 was 206, the ninth highest in London.

- 3.18 Since January 2008, Battersea have indicated that they have received 80 stray dogs from the Haringey area, which in their opinion is average for London. However it should be noted that in the neighbouring boroughs of Enfield and Barnet fewer strays were recorded; 54 and 62 respectively.



Stray dogs received by Battersea from Barnet, Enfield and Haringey.

- 3.19 Final figures for Haringey in 2008/09 show that 160 dogs were received as strays and a 25% reduction on figures quoted previously.

During the discussion with the RSPCA, they commented that it was important to ensure that vehicles used to transport dogs are specially adapted together with specialist equipment necessary to safely handle and contain dogs and easy to clean.

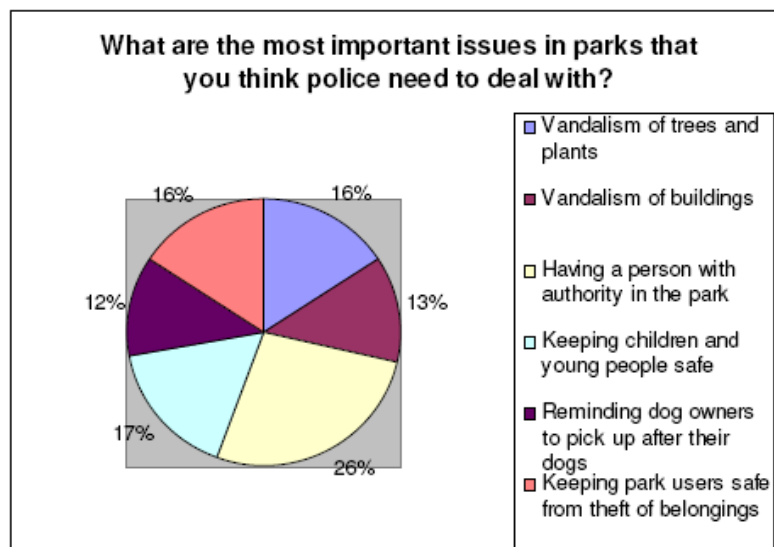
- 3.20 The volunteers covering the duties in the absence of a Dog Warden have been trained although they were initially periods where the service was provided by volunteers after the Animal Warden left the service. This could have potentially presented health and safety issues for both the animal and officers concerned.

3.21 Haringey Parkforce.

- 3.22 The Panel is aware of the Council's proposals to restructure the Parks Service in order to develop a partnership approach by creating a Haringey Parkforce model across the borough [formerly Haringey Parks Constabulary]. The rationale is to enable resources to be combined and an increase in open space supervision.

- 3.23 The Council envisage the Parkforce 'Model' to align with the Haringey Strategic Partnership under the Community Safety Partnership theme.

- 3.24 A ¹Parkforce Consultation was carried out from August to late September 2008, using a short questionnaire. The chart below indicates that 12% of users cited dog related issues as an area of concern.



¹ Haringey's Parkforce – Open Supervision
Report to The Cabinet 18 November 2008

3.25 Any dog in the borough that is reported as straying can be collected in normal working hours by the Dog Warden or out of hours, redirected to a reception facility at Ashley Road.

3.26 Stray Dog Footprint requirements: meeting the bronze footprint.

- **Basic dog handling and behaviour:** Both the RSPCA and Battersea are happy to offer training in basic dog handling and behaviour for a competitive price. The courses usually run over two days and has a significant amount of practical as well as classroom based activities.
- **Procedure in place to deal with sick or injured strays:** It is essential in order to prevent suffering that this is addressed within a written policy. Haringey has contracted a veterinary practice to deal with and decide on treatment for sick and injured strays there should also be mechanisms to deal with members of the public who find an injured stray.
- **Scanning procedure:** This is a very straight forward procedure. It is essential that waste management team should be involved as an un-scanned dead cat can create heartache for owner and bad press for the Council.
- **Kennels and Animal Welfare Act:** It is a legal requirement that anyone responsible for an animal or animals, such as a kennel, meets the welfare needs defined in s.9 of Animal Welfare Act 2006, failure to do so could potentially lead to prosecution.
- **Information:** This is either verbal or written and can easily be provided by any of the recognised animal welfare organisations.
- **Records kept (and regularly updated) of disposals of strays:** This is a requirement under the Environmental Protection Act 1990 (s.149)

3.27 Status Dogs.

3.28 When the Council recruits a Dog Warden, it will have someone who can proactively work in schools, with safer neighbourhood teams, and organisations like the RSPCA to address the growing problem of anti-social behaviour with dogs.

3.29 Dangerous Dogs [DDA] 1991

3.30 It is an offence to keep specific breeds of dogs. These include:



Pit bull type



Japanese Tosa



Dogo Argento



Fila Brasileiro type

3.31 Owners of these breeds must comply with certain legal requirements, including having their dogs registered, neutered, microchipped and tattooed. It is an offence to sell, breed, or exchange any of those breeds or allow them to be out of control. One of the main problems with this law is that the pit bull terrier is not a recognised breed in the UK. As a result, many owners of cross breeds which resemble a pit bull terrier type have been charged under the Act. Section three of the Act is of more relevance to dog owners. This applies to all dogs and makes it a criminal offence to allow a dog to be dangerously out of control in a public place. This includes instances where there is fear that an injury might occur. Owners found guilty under either section of the Act face up to six months in prison, destruction of the dog and/or a fine of up to £5,000.

3.32 Dog fighting

3.33 Like stray dog numbers, Haringey is slightly higher than the average when it comes to reported cases to the RSPCA of dog fighting or suspected dog fighting. The RSPCA reported:

- eight cases in 2006
- six cases in 2007
- seven cases in 2008

3.34 These numbers are relatively small; nevertheless it is important that the Council look at what can be done to curb the problem of both accidental and irresponsible dog ownership which can cause a number of anti-social problems. This is where housing policy as well as education programmes come in.

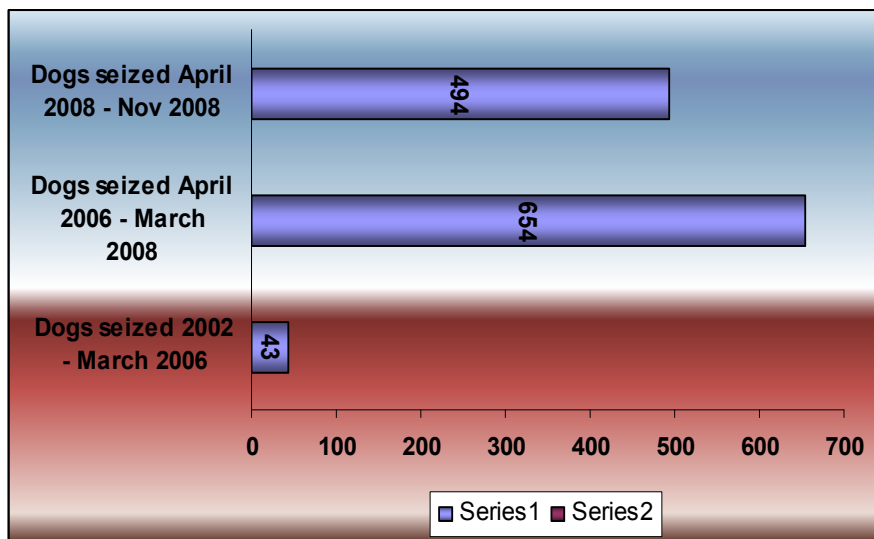
3.35 The Wood Green Animal Shelter also reported a number of dogs being brought into the Shelter for treatment as a result of suspected dog fighting. The Panel felt that accurate record keeping was essential if the Council is to assess the type of work needed within the community to tackle the issue.

3.36 How the Council deals with animal related Anti Social Behaviour

"We will tackle anti-social behaviour with all our housing partners" Safer Haringey – Safer for All Strategy 2008-2011

- 3.37 Under the Dogs Act 1871, if a court has received a complaint it may decide that a dog is dangerous and not kept under control and will then order the owner to resolve the situation or have is destroyed. There are times however, when the early use of this Act will prevent serious injury to humans. The Panel spoke to members to the Anti Social Behaviour Action Team [ASBAT] regarding Anti Social Behaviour legislation to protect residents against Dangerous Dogs.
- 3.38 The Dangerous Dogs Act 1991 [amended in 1997] relates to Police powers where they may prosecute owners who keep banned dogs as determined under the legislation and make application to the courts to have these animals removed and/or destroyed. Additionally, the Police can take action against anyone whose dogs are deemed to be out of control.
- 3.39 The number of dangerous dogs seized by the police has increased considerably over the last few years. ² The chart below shows the increase in the number of dangerous dogs seized by the Metropolitan Police between March 2002 and November 2008. At the time of writing there 270 dogs in police kennels subject to court proceedings.

Number of dogs seized in the Metropolitan Police area between March 2002 and November 2008:



- 3.40 The courts may decide that the dog is required to be muzzled or kept on a lead at all times or that the dog needs to be moved and or destroyed.

² Metropolitan Police Authority Strategic And Operational Policing Committee Report Jan 09

3.41 The legislation that the ASBAT use is in relation to dealing with Anti Social Behaviour [ASB] and is used to protect the community for various ASB incidents. This includes taking action against those who allow a dog to act in a threatening manner or where the dog may have attacked another person.

3.42 The team gave the Panel a number of case studies where members of the public in Haringey have been victims of attack by dogs and the action taken in each case. If there is a dog out of control or dangerous and the Police are unable to take immediate action or there are other associated ASB activity connected with the owner, the ASBAT will investigate the matter. More details are contained in Appendix D of the report.

3.43 Using partnership approaches.

3.44 Tackling environmental anti-social behaviour effectively requires commitment from the many partners who have a responsibility within the local community. For example:

- Housing officers have powers to tackle neighbour where damage to the local environment is part of the problem
- Landlords whether social or private can take action against a tenant who breaches their tenancy agreement by keeping a dog and failing to control its noisy aggressive behaviour
- City centre managers tackling begging.

3.45 The Breeding of Dogs Act 1973

3.46 The Breeding of Dogs Act 1991 and the Breeding and Sale of Dogs [Welfare] Act 1999.

3.47 Under the 1973 Act, anyone who breeds and sells dogs as a business [more than four litters a year] requires a licence from the local authority. Through their investigation, the Panel became aware that some residents in Haringey are using popular websites to advertise pets for sale [advertisers provided their postcodes, there were a number of postcodes in the N15 and N17 areas] on the Gumtree website. This raised a number of concerns relating to the powers of Trading Standards to carry out investigations into such alleged practices.

3.48 Local Authorities have extensive powers to check on the standards of health, welfare and accommodation of the animals and are responsible for enforcing the requirements of the Act. The Breeding of Dogs Act 1991 extends their powers to obtain a warrant to enter any premises, excluding a private home, which is believed to house a dog breeding business. Although private homes are excluded in the Act, garages, outhouses or other structures are not.

3.49 The Cleaner Neighbourhoods and Environment Act 2005 [CNEA] replaces the Dogs [Fouling of Land] Act 1996 and local dog bye-laws with a new arrangement. This allows local authorities to deal with dog fouling, ban dogs from designated areas, requires them to be kept on a lead and restrict the number that can be walked by one person. The Act also gives local authorities sole responsible for strays. With regards to dog control, the CNEA makes it an offence to do any of the following on any designated land open to the area on at least one side that the public are entitled or permitted to have access to with or without payment:

- Failing to pick up dog litter
- Failing to keep dog on a lead
- Allowing dog to enter a no dog area
- Failing to put dog on a lead when asked by an authorised officer
- Walking more than a specified number of dogs.

3.50 Under the CNEA 2005, penalties for any of the offences listed above can only be issued after a local authority has consulted with the community and created formal Dog Control Orders. Breach of a Control Order can attract a maximum fine of £1000. The CNEA also updates the law on stray dogs transferring the responsibility from the police to local authorities. The police still have discretionary powers to seize a stray dog under the Dogs Act 1906. [See explanatory CNEA at Appendix E]

RECOMMENDATIONS

1. The Panel recommend that the Council adopt the Community Animal Welfare Footprints scheme to measure its performance in animal welfare and sets the Bronze award as a minimum local target for 2009/2010. Once achieved, the Service should carry out an assessment into the feasibility of achieving Gold Standard.
2. The panel recommends that the appointment of a Dog Warden should be a priority for the Service and that other strategic roles around animal are carried out as part of the duties of other posts.
3. The Panel recommends that the Urban Environment Directorate explore the idea of encouraging voluntary micro chipping or tattoo for all cats and dogs.
4. The Panel recommends the Urban Environment Directorate look into whether or not there are any illegal dog breeding activities in the Borough and to take appropriate action against any individuals found to be breaking the law.

4.0 HOUSING FOOTPRINTS

The Housing Footprints includes the provision of a positive and clear policy on pet ownership and proactive work to educate the public about animal welfare related issues.

- 4.1 This gap analysis will assist the department in formulating remedial actions for ensuring that the Council achieve the minimum [bronze] standards for Haringey Housing Footprints.

RSPCA Housing Footprint Analysis – the position and gaps in Haringey

BRONZE	
Requirement	Where we are now
Do you have a clear and positive written policy for pets in all housing, controlled or influenced by your organisation that includes clearly defined guidance that is flexible enough to allow requests to keep pets on a case by case basis?	No. Homes for Haringey have a written policy that includes this guidance in their Tenants Charter. SCHS does not encourage the ownership of pets in temporary accommodation but some properties are managed privately.
Do you have a clear and positive written policy for pets in all housing, controlled or influenced by your organisation that includes no discouragement of pet ownership where facilities exist which allow for proper care and which cover the owner's responsibility? The policy also generally defines which species and the number of animals to be allowed.	No. Homes for Haringey have a written policy that includes this guidance in their Tenants Charter. SCHS does not encourage the ownership of pets in temporary accommodation but some properties are managed privately.
Do you have a clear and positive written policy for pets in all housing, controlled or influenced by your organisation, that includes a clear procedure for managing complaints and concerns of both pet owners and neighbours regarding nuisance animals, welfare concerns and health or cruelty issues?	No. Homes for Haringey have a written policy that includes this guidance in their Tenants Charter. SCHS have a policy of taking action against pets in their temporary accommodation that are causing antisocial behaviour issues by either serving a notice or proceeding to court if necessary.
Do you have a clear and positive written policy for pets in all housing, controlled or influenced by your organisation that includes a ban on business activity involving the breeding and/or vending of animals on premises, together with discouragement of non-commercial breeding?	No. Within Homes for Haringey's Tenants Charter, they state that tenants are not allowed to run businesses from their properties and there is guidance on how many pets tenants are allowed to keep. This may cover this requirement for Homes for Haringey properties.
Is a list of local, recognised animal welfare organisations made available to residents?	No
SILVER	
Requirement	Where we are now

Is pet care advice/information that is written or approved by a reputable animal welfare source made available to residents on registering their pets in the accommodation?	No
Do you actively promote permanent identification and neutering of pets?	No
Is there any provision for the pets of owners housed in temporary or emergency housing?	No. SCHS are aware of the need to create a policy for the rehoming of pets when people become homeless.
Do you have, and regularly update, a register of all animals kept in each dwelling?	No
GOLD	
Requirement	Where we are now
Is there provision of discounted permanent ID for pets and a neutering discount to prevent unwanted breeding?	No
Is there an established link with a reputable animal welfare organisation so that it provides residents with advice on pet care on request or by monthly or quarterly visits?	No

4.2 From April 2006, Haringey Housing Services assigned the day-to-day management of the Council's housing stock to Homes for Haringey, the Council's own Arm's Length Management Organisation (ALMO). The Housing Footprints is an area where the Council could work in partnership with Homes for Haringey to address areas of animal welfare issues on housing estates.

4.3 Many people see their pets as an extension to their families. Pets provide people with constant companionship, comfort and love and offer them a way of making contact with other people. As such, pets are not something housing providers can ignore.

4.4 Homes for Haringey.

4.5 The Panel invited the Team Leader Tenancy Management [Homes for Haringey] who presented a report outlining the procedures for tenants regarding their pets and stray animal welfare. The Panel learned that a mock inspection was carried out by Housing Quality Network in May 2005 which flagged up matters of residents concerns around environmental issues (damages and nuisance) on their estates. To reduce the incidence of nuisance and improve the environment a procedure (Dealing with Pets & Stray Animals) was proposed. Where a dog is considered to be a dangerous dog the Tenancy Management Officer report the matter to the police.

4.6 The Panel felt that this is an area where other agencies should also be involved to ensure that the matter is dealt with holistically e.g. RSPCA the Police and Social Services.

4.7 Data Collection and sharing information

- 4.8 Local authorities and their partners have come along way with improving information sharing but there often remains uncertainty about when and how to effectively share information. Animal welfare is an area that could benefit greatly from effective joint-working among partnership agencies, including local hospitals, social services, education, and Homes for Haringey and others working to ensure good outcomes for local residents and the animal population. The panel were of the opinion that the Urban Environment Directorate could explore issues around sharing information with stakeholders. This would provide accurate data to ensure that appropriate strategies are in place.

4.9 Dog micro-chipping scheme

- 4.10 The Panel learned that in Wandsworth, Council tenants who want to keep a dog will be required to have it micro-chipped as part of their housing regulations. The scheme has the backing of the RSPCA, which says it will be an important test case for finding out if micro-chipping can be used successfully in the fight against anti-social behaviour. An RSPCA spokesman said the charity is keeping a close eye on Wandsworth's new rules and added:

"Micro-chipping is something that we've supported for quite some time. We know it's useful for returning dogs to their owners, but we've never been able to assess how useful it is in terms of anti-social behaviour. Wandsworth will give us some key data and will allow us to convince other local authorities that this approach does work."

"Many responsible dog owners already get their animals micro-chipped. This is the first time there's been a large-scale compulsory micro-chipping scheme."

"Wandsworth already has an excellent record in terms of stray dogs. For quite a few years it's been one of the leading local authorities with regard to stray dogs and other dog related issues. We're fully supportive of this latest measure."

- 4.11 The Service is free to tenants and leaseholders. It is also available to all at cost.

- 4.12 Problems with the current housing market mean that some people are unable to sell their properties or can't afford to buy a new one so they move into rented accommodation, where landlords hardly ever accept dogs. Dog Trust Charity has reported a big increase in the number of people saying they can't afford to keep their pets. Rising bills and problems with the economy has been cited as reasons for the cutbacks as a result many pets end up being abandoned.
- 4.13 Housing providers should also consider pet owners when placing people in temporary accommodation or putting existing residents into emergency accommodation. Pet fostering schemes exist for certain people who are vulnerable or at risk e.g. people fleeing domestic violence and the elderly.
- 4.14 ³Under Housing Legislation housing providers must consult their tenants on issues directly affecting the tenancy. Pets are a good example of this, particularly in accommodation that has communal areas, such as stairwells, which may be shared with tenants who do not own pets. Many housing providers find that, when consulted, non-pet owners are only often too happy for their neighbours to keep a cat or dog as long as owners sign up to a comprehensive pet policy that is enforced by the housing provider.

4.15 Family Mosaic Housing Association

- 4.16 We spoke to one Registered Social Landlord in Haringey who advise that:

"We don't have any specific policies and procedures around animal welfare. Tenants who want to keep a pet must have our prior permission before they can do so. If we come across any cases where we believe that an animal is being mistreated, we report it to the relevant agencies such RSPCA or the dog wardens at the local authority"

4.17 Pets as Therapy

- 4.18 Pets as Therapy (P.A.T.) is a national charity, founded in 1983 to provide the pleasure of a visiting pet to many sick, elderly and special needs people. Since its beginnings, over 18,000 dogs have been registered into the P.A.T. visiting scheme. There are currently around 3,500 P.A.T. dogs active in the UK, visiting approximately 100,000 people every single week. There are many establishments keen to be matched with a suitable new recruit when one becomes available.

³ Housing Provider Resource – Practical Guidelines on Pet Management for Housing Providers - A Pathway & Pets Advisory Committee 2007

- 4.19 As described previously, pet ownership can bring tremendous health and social benefits, particularly to the elderly.

4.20 Pets in Sheltered Accommodation

“Sick patients often feel isolated and even the most withdrawn seem to open up and let the barriers down when their regular P.A.T. visiting dog is around.”

- 4.21 *“It is⁴ unique in that it provides therapeutic visits to hospitals, hospices, nursing and care homes, special needs schools and a variety of other venues by volunteers with their own friendly, temperament tested and vaccinated dogs and cats.”*

- 4.22 In Haringey, tenants in supported housing are specifically allowed to have pets – there is a section of their tenancy agreement setting out the responsibilities associated with that. However the Service does not provide any visiting pet-therapy in sheltered housing, though they are aware of the PAT scheme and would use it if appropriate in individuals Support Plans and where a local PAT person and pet was available. The scheme is run by local volunteers and would be available for Haringey residents if required.

- 4.23 The P.A.T. visiting scheme gives young and old the chance to enjoy the company of these calm and friendly animals.

4.24 Companion Animals and Human Health

- 4.25 Over the last 20 years there has been a large increase in the amount of research into the co-relation between human health and wellbeing and pet ownership and cardiovascular health. Many articles present pet ownership as a key to heart health, social support, and long life. One study found that married couples who owned pets had a lower heart rate and blood pressure whether at rest or when undergoing stressful tests than those without pets.

- 4.26 Pets can decrease loneliness and, a pet gives owners something to care for and thus provides some structure for their life. You have to set out the food, visit the vet, clean the cage; empty the litter, and so on. A pet often takes centre stage at family gatherings, easing tensions and/or providing an immediate conversational outlet. And, of course, dogs can be trained for useful work such as aiding the visually impaired, for example. Even the most pampered cat can help rid your home of mice. Pets have a calming effect on most people. Nursing homes now arrange for pets to visit residents, and some facilities keep pets on the premises.

⁴ Pets As Therapy Director.

- 4.27 The National Institutes of Health conducted a workshop almost 20 years ago on the health benefits of pets and pet-facilitated therapy (PFT). Conclusion: these benefits exist, particularly for the elderly.



Companion animals can help to bring health benefits to the elderly.

- 4.28 Also, though it has been shown that the presence of a friendly pet can have a positive effect on heart rate and blood pressure, it's not clear that a person actually has to own the animal to get the effect. Dr. Friedman concludes that since heart disease and other stress-related diseases are so common in our society, it can't hurt to recommend pets for their calming effect, at least for people who like animals and are willing and able to undertake the responsibility of owning one.
- 4.29 People have interacted with companion animals since the beginning of history, and that interaction may belong as much to the realm of common sense as to science. If a pet adds joy to your life and makes you feel better or more secure in your home, or provides entertainment and structure, you hardly need scientific proof of the benefits.
- 4.30 Housing Footprint requirements:**
- 4.31 Whilst dogs are a major area of concern when you talk about pets in housing as the complaint statistics show, issues regarding cruelty, welfare or simply anti-social behaviour relate to many non-canine pets that should be considered in drawing up a housing policy.⁵

⁵ RSPCA guidance – Pets and People Housing booklet (2004)
Pet Advisory Committee - <http://www.petadvisory.org.uk/pac.php?id=41>

Clear, positive policy: What is often forgotten in strict knee jerk policies regarding pets is the positive impact pets can make on tenants and the neighbourhood as a whole if the policy supports responsible pet owners. However it is important that the policy has teeth to tackle those who are irresponsible.

Flexible policy: Pets in housing policy needs to have restrictions, possibly even on the numbers of pets that should be allowed and those properties that are generally viewed as unsuitable for pets. However there should be flexibility to allow for special cases as and when they arise.

Details of responsibility: Should be clear and positive and of course mention the Animal Welfare Act and any other relevant conditions.

A clear procedure for managing complaints: A clear grievance procedure is essential as with any dispute so that both parties are aware of why the procedure has begun and how it will be resolved. If this effectively enforced it also tackles many of the anti-social problems early on.

A ban on business activity involving the breeding and/ or vending of animals on premises: A major root of animal welfare problems is through the accidental ownership root. This is where someone acquires a dog, cat, rabbit etc and don't know what they need to do to meets its welfare needs. This is often the problem with many status dog owners, they like the look of the dog but aren't aware of the work and cost involve. This can result in pets being abandoned or suffering unnecessarily.

A list of local, reputable animal welfare organisations made available to residents: This is something that the RSPCA will be able to help the Department collate.

- 4.32 There are other key points that should be considered if looking to meet the bronze level that is the provision and promotion of animal welfare through active leafleting and other forms such as open days etc. The RSPCA can assist with information resources for little or no cost.
- 4.33 The RSPCA is of the view that a Dog Warden, if sufficiently trained, could actually reduce the incidents regarding cruelty occurring by assisting licensing officers in the inspection and licensing process, which hopefully would reduce the number of incidences. More joint working could be established by an early introduction to any new Dog Warden and the RSPCA Areas Inspector and Chief. Through this relationship, parameters of work can be agreed and a mechanism for reporting incidents or discuss issues can be agreed.

4.34 Service Level Agreement - Homes for Haringey & Urban Environment Services

- 4.35 The panel discussed the suggestion of a Service Level Agreement between the Department and Homes for Haringey in relation to providing a Dog Warden covering the whole borough including work on housing estates. The panel agreed that it would be a good idea for discussions to take place as appropriate to explore proposals for a Service Level Agreement.

RECOMMENDATIONS

- 5 The Panel recommends that the Urban Environment Directorate carry out an assessment with Community and Strategic Housing for a commitment from Homes for Haringey for developing a Service Level Agreement with Community and Strategic Housing Services; and Registered Social Landlords to ensure an effective animal welfare service across the borough.
6. The Panel recommends that the Urban Environment Directorate encourage Homes for Haringey to participate in educational initiatives to ensure that tenant and leaseholders are aware issues relating to animal welfare and responsible pet ownership.

5.0 CONTINGENCY PLANNING FOOTPRINT

This element of the CAWF covers policies, procedures and exercises within contingency plans that deal with companion animals, both domestic and commercially owned, as well as advice for preparedness.

“We will manage a programme of emergency planning and business continuity, developing community resilience and preparation” – Safer Haringey – Safer for All Strategy 2008-2011.

- 5.1 This gap analysis will assist the department in formulating remedial actions for ensuring that the Council achieve the minimum [bronze] standards for Haringey Housing Footprints.

RSPCA Contingency Planning Footprint Analysis – the position and gaps in Haringey

BRONZE	
Requirement	Where we are now
Do you have locations identified as temporary animal shelters, with a pet evacuation plan?	No
Is there information on your website (either Local Resilience Forum (LRF) or individual member authorities) for pet owners that promotes preparedness, or are there links to another site that does this?	No
Do you liaise with, and have you established a contact list of, animal welfare organisations and local vets who can assist in an emergency situation?	No
Is companion animal welfare included in written contingency plans?	No. However training to staff involved in evacuation includes this element, and information provided to evacuees covers issues relating to pets.
SILVER	
Requirement	Where we are now
Are animal welfare organisations involved in contingency exercises and planning meetings?	No
Do you provide support for establishments (both commercial and non-commercial) involved with large numbers of pet animals in drawing up their contingency plans?	Yes
Have you run at least one exercise in the past financial year - either tabletop or live - specifically involving a companion animal welfare element?	Yes - Exercise Gwenole was a rest centre exercise, which involved the evacuation of people. This included this element.

GOLD	
Requirement	Where we are now
Do you own, or have access to, at least 50 kennels between members of the LRF for use in an emergency?	Unknown.
Do you undertake proactive work, such as awareness campaigns, to ensure pet owners are prepared should there be an emergency?	Nothing specific to pet owners.
Have you run at least one live and one tabletop exercise in the past financial year specifically involving a companion animal element?	Live exercise only - see above.

- 5.2 Each disaster just seems to educate more people with animals plus emergency managers on the fact that animals just cannot be overlooked
- 5.3 Emergencies come in many different forms and they often require anything from a brief absence from home to permanent evacuation. Each type of emergency requires different measures to keep pets safe; the best thing to do is to be prepared.



- 5.4 Emergencies leading to major incident can occur in a number of ways some of the more common being:
- Severe weather
 - Natural disaster
 - Industrial accidents
 - Transport accidents
 - Terrorism
 - Fire

- 5.5 Emergency Planning is one of the key local authority functions which prepare and plans for a managed response to a major emergency through a number of stages including the following:
- Anticipation
 - Assessment
 - Prevention
 - Preparation
 - Response
 - Recovery management
- 5.6 A key component of emergency planning is communicating with the public so as to maintain public awareness of emergency issues and where appropriate provide warnings. Inform the public of what to expect and how they can prepare themselves and advising the public in dealing with emergencies and what measures they need to take in response to emergencies as they arise.

After Hurricane Katrina in America

¹After Hurricane Katrina hit the U.S. Gulf Coast last August, Gary Karcher and his three dogs sought refuge from the rising floodwaters on the second floor of his New Orleans home. It wasn't long before police offered a boat ride to safety for Karcher—but not his dogs. He refused to leave his pets behind. "It's like leaving your kids,"

Now animal owners like Karcher won't have to choose between leaving their pets and risking their lives by remaining in storm-ravaged areas. Government officials, emergency workers, and animal welfare groups are putting disaster plans into place to help both people and pets. The legislation requires local governments to include household pets in their evacuation plans. It also allots government funds for pet-friendly emergency shelters as the view is this is not just about pet safety, it will also save human lives.

A recent survey conducted by the humanitarian not-for-profit Fritz Institute found that 44 percent of the storm's victims who chose not to leave did so because they weren't willing to abandon their pets.

They were among the most haunting images of Hurricane Katrina - pets abandoned in flooded New Orleans by owners who were told by rescuers that they could not leave with their animals. Many residents died because they insisted on staying with their pets rather than leaving them to starve or drown.

- 5.7 U.S studies on disaster evacuation have shown that typically only 40% of households had preparations in place to evacuate their pets with the rest of the family and of the remaining 60%; two thirds of pet owners subsequently put their own lives at risk by returning to the evacuation zone to rescue their pets.
- 5.8 Flooding is an enormously stressful event and pets evacuated with family members have a stress relieving effect and it avoids any additional worry over abandoned animals.

5.9 Evacuation Tips for Pets

- Take your pets with you. Many people mistakenly leave their companions animals behind when they evacuate during an emergency, thinking their pet's instincts will prevent them being harmed. Nothing could be farther from the truth. Companion animals depend on us for their survival, much as children do.
- Identify your pet. Securely fasten a current identification tag to your pet's collar. If you face evacuation, it is a good idea to attach to the collar the phone number of a friend or family member who is well be able to reach a person who knows how to contact you.
- Photograph your pet. Carry a photo of your pet for identification purposes.
- Transport your pet safely. Use secure pet carriers and keep your pet on a lead or in a harness.
- Foster your pet. If you and your pet cannot stay together, call friends, family members, veterinarians, or boarding kennels in a safer area to arrange safe foster care.
- Have supplies on hand. Be sure to have a 72 hours kit for your animals (see 72 hours kit for animals), week's worth of food, water, medication, cat letter, or any other supplies your pet needs on a regular basis.
- Plan your evacuation and leave in plenty of time. Do not wait until the last minute to evacuate. When rescue officials come to your door, they may not allow you to take your pets with you.
- Carry a list of emergency telephone numbers with you. This should include your vet and any other individuals or groups you might need to contact during the disaster.

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“We will prioritise a programme of joint communication and reassurance” – Safer Haringey – Safer for All Strategy 2008-2011

RECOMMENDATIONS

7. The Panel recommends that the Emergency Planning Officer work with Homes for Haringey and Registered Social Landlords to agree emergency contingency procedures to ensure a managed response for the evacuation of pets in the event of a local emergency.

6.0 ANIMAL WELFARE PRINCIPLES FOOTPRINT- PROMOTING EDUCATION AND AWARENESS

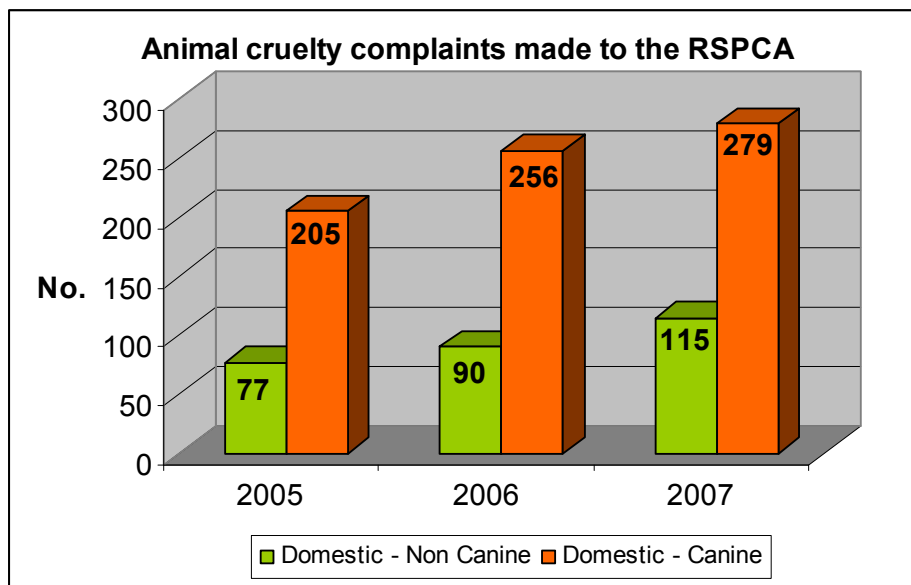
This element of the CAWF is concerned with policies that improve and promote animal welfare through a clear animal welfare charter and the use of tools, i.e. the council website to promote issues and educate.

6.1 Responsible Pet Ownership

- 6.2 Nearly half the UK households own a pet, ranging from the more traditional cats, dogs and rabbits to the less conventional and exotics (i.e. snakes, lizards). However despite new legislation and efforts on the part of animal welfare groups, instances of neglect and cruelty still persists.
- 6.3 It is a principle of animal welfare that owners have a duty to provide sufficient and appropriate care for all their animals and their offspring. This duty of care requires owners to provide the necessary resources [e.g. food water, health care and social interaction] for pets to maintain an acceptable level of health and well-being in its environment. Owners also have a duty to minimise the potential risk their pets may pose to the public or other animals. This, together with public education and direct intervention has improved the welfare standards for many pets in the UK. But animal welfare problems persist and, in extreme cases animals suffer severe physical or emotional cruelty. Others are simply abandoned, whilst others taken into care of the RSPCA or other welfare organisations.
- 6.4 The difficulty is at least partly the result of impulse buying. Other reasons include the absence of appropriate behavioural training, changes in family, health or financial circumstances; irresponsible behaviour and breeding. Another significant factor is lack of research carried out or advice offered on the needs of an animal before purchase.
- 6.5 Despite the identified special needs of pets, recent research by the RSPCA found that just one in five shops provide free written information about non-domestic animals they sell. This is a huge area of concern because it means that people are not given the information so they can carefully think through exactly what they are taking on. Vets also recognised that lack of knowledge on the part of pet owners is the biggest problem in animals that end up coming to their attention.

6.6 Cruelty to Animals

- 6.7 “The ⁶greatness of a nation and its moral progress can be judged by the way its animals are treated”
- 6.8 The 2006 Animal Welfare Act is the biggest change to animal welfare for nearly a century and means that anyone who looks after an animal has a positive duty to care for that animal. However, the Act does not make it a statutory requirement that the powers available to a local authority to tackle cruelty are enforced.
- 6.9 With regards to animal welfare incidents, the RSPCA informed the Panel that they expect anything to do with a stray animal; – animal welfare is the responsibility of the local authority. The RSPCA will investigate any complaint that is made to their cruelty and advice line and are looking at working more closely with councils when investigating issues surrounding establishments licensed by the local authority such as breeding establishments, and pet shops etc.
- 6.10 The chart below demonstrates the gradual increase in reported incidents of animal cruelty in Haringey from 2005 – 2007 for both non canine and domestic canine animals. Whilst the actual nature of the cruelty has not been reported, nevertheless, there is a worrying trend and further emphasises the need for the employment of an Animal Welfare Officer and targeted education programmes.



⁶ Gandhi

6.11 The Educational Role

6.12 Responsible pet ownership remains an important part of educational principle of educational requirement. At present there is no responsibility for local authorities to spend money on this service, and yet it could contribute substantially to the future improvement of attitude towards animals.

6.13 An essential role of a Dog Warden is educational – the prevention rather than cure of a potential problem, targeting audiences such as:

- Schoolchildren – the pet owners of tomorrow
- Local Community Groups
- Animal Welfare Organisations
- Dog Training Clubs
- A website as a media for communicating animal welfare issues with residents

6.14 The benefits include:

- Greater awareness of service provision
- A positive public perception of the role of the Animal Welfare Officer
- The promotion of responsible pet ownership.

6.15 Educational work within Schools

6.16 The Dog Warden should develop an educational and promotional display programme that can be made available to schools and community groups. Officers should make themselves available to give talks within schools and at community events. The RSPCA told the Panel that they would be willing to work with Officers in Haringey to advise, set up and run educational programmes.

6.17 Presentations should be made stimulating and lively, yet thought-provoking, in order to captivate your audience. Make full use of resources such as audio visual aids. Leaflets should be made available to the public through outlets such as libraries, community centres, one-stop shops and other council offices to promote responsible dog ownership.

6.18 What else can be done in parks and open spaces?

6.19 When the Parks constabulary set up Operation ParkSafe they designed a leaflet outlining the responsibilities of dog owner's. The leaflet was an educational tool and was handed out to dog owners along with words of advice when they or their dogs were committing an offence. The owner's details were recorded and pictures of their dogs were taken

and a report was filled out for our recording purposes in the event of future offences. These are about responsible dog ownership in a park.

- 6.20 With reference to the reorganisation of Parks Constabulary, the Panel learned that alternative methods have been identified by the Council to continue to provide these services through the Dog Warden and the Metropolitan Police Services.

6.21 Wood Green Animal Shelter Education Strategies

- 6.22 Wood Green Animal Shelter has developed educational strategies aimed at the under 16s and from age 16 to adults. Strategies include:

- Education bus in parks
- Community learning
- Education aimed at the under 16s
- Education aimed at the over 16s and adults.

- 6.23 The shelter deals with approximately 6 dogs likely to have been involved in fights with other dogs in Haringey they said this was evidenced by the number of dogs brought into the shelter for treatment and types of injuries sustained.

- 6.24 It appears that the profile of pet ownership has changed.

- Whilst general awareness about the issues of pet ownership is increasing, the link about lifestyle choices and correct pet selection is undeveloped.
- There is an increasing lack of opportunity to interact with certain animals, including companion animals.
- Negative messages from the media on dog ownership are creating an avoidance culture on certain breeds and, more broadly, dogs generally. These messages are reinforced by media led councils who react by introducing bye laws prohibiting or limiting of public areas to pet owners.

- 6.25 The Wood Green Animal Welfare Charity is of the view that an inclusive education programme is needed in order to promote positive values regarding companion animals and the responsibility of pet care to both current pet owners and those on the periphery of pet ownership in the near future.

- 6.26 The 2007 figures indicates that the RSPCA have reported an increase in the number of convictions for cruelty to dogs and cats, suggesting that animals are becoming throw away items and the commitments ill thought through. This is another area which should be addressed in any education strategy.

- 6.27 Public learning is critical to the success of any education program especially when related to dog ownership because half of all attacks are inflicted by the family dog.⁷ Only about 10% of attacks are inflicted by dogs unknown to the victim. Public education efforts must target a variety of individuals and age groups and a dedicated officer should be tasked with pulling an education program together. Education programs should also target towards the elderly as there are concerns that their beloved pets may not be trustworthy around their grandchildren. Dogs not raised around small children or not frequently exposed to them may not be social towards them thereby increasing the likelihood of aggressive behaviour being directed towards these children.

RECOMMENDATION

8. The Panel recommends the Urban Environment Directorate as part of the Corporate Animal Welfare Strategy, ensure that the Animal Welfare Education Program pull together existing resources and support from local organisations such as Wood Green Animal Shelter and the RSPCA to ensure a proactive, co-ordinated education approach.

⁷ Vet Med Today: Canine Aggression Taskforce.

7.0 THE LINK BETWEEN DOMESTIC VIOLENCE, CHILD ABUSE AND CRUELTY TO ANIMALS

"We will use multi-disciplinary approaches, ensuring that all our efforts are co-ordinated across relevant agencies...." Safer Haringey – Safer for All Strategy 2008-2011.

- 7.1 In the process of carrying out this review, the issue of linkages with child abuse and animal cruelty came to our attention. Members could not ignore this link and used the witness sessions to find out from interviewees whether this was an area worth pursuing
- 7.2 The Panel discussed this issue with the representative of Homes for Haringey and learned that there were no mechanisms in place for reporting or linking animal welfare issues with Social Services nor Children and Young People Services. They were of the view that Homes for Haringey should have mechanisms and procedures in place to ensure that their operatives are aware of the possible links with cruelty to animals, domestic violence, and child abuse. That there should be liaison between Homes for Haringey, Adult Services and Children and Young People Services to ensure that these services are joined-up and are vigilant to these issues.
- 7.3 Wood Green Animal Shelter has taken a proactive approach and works with charities to foster animals caught up in domestic violence environment. Anyone who works in the Domestic Violence field knows of cases where a victim chose to remain with a batterer rather than abandon a beloved pet, because so many Domestic Violence Shelters will not allow those fleeing a violent situation to bring their pets with them.
- 7.4 Recent statistics show that links between animal abuse and domestic violence exist. Pets are found to be one of the common denominators in family violence. Evidence is mounting that animal abuse is frequently embedded in families scarred by domestic violence and child maltreatment, and often predicts the potential for other violent acts. A 1983 study (USA) found that 60% of pet owning families meeting the criteria for child abuse and neglect also had abused or neglected pets. Conversely, a British study by the RSPCA found that 83% of families with a history of animal abuse had been identified by social services as at-risk for child abuse or neglect. The studies looked at areas such as:
 - Are battered women in domestic violence shelters forced to choose between their personal safety and that of the pets they left behind when they fled?
 - What policies and procedures do enlightened shelters employ to deal with the issue of pet abuse by batterers as a means of manipulation?

- What assistance can be provided?
 - What are the psychological ramifications of pet abuse in a domestic violence context?
- 7.5 The fostering scheme employed by the organisation is also very popular for people going into hospital or into care. This would be a short term commitment and is taken up mainly by retired people who don't want long term commitment to a pet; homes are checked to ensure suitable environment; the maximum stay for the animal is usually two weeks. In these circumstances food and vet bills are paid.
- 7.6 The shelter is also considering fostering to children homes and homes for the elderly and is encouraging private landlords to allow pets in rented accommodation.
- 7.7 ⁸The NSPCC and the RSPCA highlighted this issue, initially through joint conferences in 2001, but more recently a "links" group has brought together representatives from the child and animal welfare fields.
- 7.8 The authors sought to review the existing international research and then test its messages through a small exploratory study. The review asked these questions
- Is childhood cruelty towards animals predictive of future violent behaviour?
 - Do domestic violence perpetrators frequently maltreat animals to threaten, coerce, silence or intimidate their human victims?
 - Do adults who mistreat animals present a risk of abuse to children or, on the other hand, do adults who abuse children pose a risk to animals?
- 7.9 While relatively little research has been carried out on the link between cruelty to animals and domestic violence, the authors found that those studies that do exist supported the large body of anecdotal and clinical evidence that there is such a link. In one study 53% of women who had experienced domestic abuse said their partners had either killed or harmed the family pet.

⁸ Research connects abuse in childhood with cruelty to animals
by James Blewett

- 7.10 The authors argue that child welfare professionals should be alert to animal abuse as a possible indicator of domestic violence. The authors report on one study that found that most child welfare agencies do not include animal cruelty as part of their assessment.
- 7.11 One conclusion of this study, and indeed the work between the NSPCC and RSPCA generally, is that there is much to be gained from stronger links between child and animal welfare organisations. Animal welfare professionals can be a valuable source of information regarding children and vice versa.
- 7.12 At present, few assessments consider the role of pets in family life. Clearly animal cruelty, particularly in its more extreme forms is an important issue that professionals consider. Although the link is not fully understood at present, there is evidence to suggest a relationship between child and animal cruelty.
- 7.13 Any procedures put in place for reporting possible risks, should be specific about the nature of animal cruelty as there are wide variations in the nature and degree of what is held to constitute animal cruelty. It is therefore important that, when there are concerns, a detailed account is given in assessments of the concern and the nature of the animal itself.
- 7.14 Practitioners should be more aware of the presence, meaning of and treatment towards animals in family assessments.

RECOMMENDATIONS

- 9 The Urban Environment Directorate consult with Homes for Haringey, Registered Social Landlords, Children and Young People Services and Adult Social Services; the RSPCA ; Battersea Cats and Dogs Home and Wood Green Animal Shelter to devise appropriate procedures to enable the sharing of information when animal welfare issues, child abuse or domestic violence are brought to their attention. These bodies should be alert to animal abuse as a possible indicator for domestic violence and child abuse.

8.0 A CORPORATE ANIMAL WELFARE STRATEGY

8.1 The responses in the Gap Analysis below are a clear indication of the need for a Corporate Animal Welfare Strategy in Haringey.

Haringey Council Stray Dog Service

RSPCA Animal Welfare Principles Footprint Analysis

BRONZE	
Requirement	Where we are now
Do you have a written policy on animal welfare that is regularly reviewed?	No
Do you have a written policy on animal welfare that is promoted within the council?	No
Do you have a written policy on animal welfare that is based on the principles outlined in the Animal Welfare Act?	No
Is there regular sharing of best practice with regards to animal welfare by officers or political representatives?	No
SILVER	
Requirement	Where we are now
Does the council adopt and externally promote a policy on using non-caged whole eggs in any catering supplied to or by the local authority?	No
Does the promotion of animal welfare via the council's website include the council's written policy on animal welfare?	No
Does the promotion of animal welfare via the council's website include promotion of seasonal animal welfare concerns such as fireworks, pets as Christmas presents, dogs dying in hot cars, contingency planning, etc?	No, although there are occasional incidences, such as a recent article on the web about caring for pets during the firework season.
Does the promotion of animal welfare via the council's website include information about animal-related law covering domestic pets and wildlife?	No
Does the promotion of animal welfare via the council's website include information, links or contact details relating to: pet care advice; animals kept on allotments; living with wildlife?	No
Does the promotion of animal welfare via the council's website include preventative measures that can be taken to reduce the chances of unwanted 'pests', provided or approved by a recognised animal welfare organisation?	No. We provide fact sheets online about pests which includes information about preventative measures. These are not approved by a recognised animal welfare organisation. We provide links to some external animal welfare websites that provide information, but we do not promote any particular welfare organisation.
Have you held at least one public-facing activity, event or initiative that has promoted an animal welfare issue in the last financial year?	Yes. (Paws in the Park responsible dog ownership event in Russell Park October 2008)

GOLD	
Requirement	Where we are now
Is there a council steering group focused on animal welfare?	No
Have you adopted a policy resolving to move to higher welfare meat and non-caged eggs in ingredients used in catering supplied to offices owned by you, and supplied in meetings organised on your behalf? (The commitment should be supported by the adoption of at least one type of meat and one ingredient with eggs farmed to higher welfare standards).	No

- 8.2 The Animal Welfare Act 2006 places a legal duty on those who care for or own animals to allow them to demonstrate normal behaviour i.e. walk/run freely and to provide a suitable diet and exercise. It is an offence to inflict deliberate cruelty or act in a manner likely to cause an animal to suffer unnecessarily. The Dog Warden is authorised to act under this legislation and implements it during the course of carrying out their duties.
- 8.3 With regards to the current Animal Welfare Service, Haringey does not have a dedicated Dog Warden. It is the view of the Panel that if the Council intends to implement the CAWF approach covered in this report then the appointment of a dedicated Dog Warden Officer together with ensuring that strategic issues are covered within the Service must be a priority. This must be done within a framework that recognises and links together a variety of agencies, programmes and priorities within an overarching Corporate Animal Welfare Strategy.
- 8.4 Furthermore, a Corporate Animal Welfare 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 organisations, including the third sector and form part of the Council's response to this key issue.
- 8.5 The Panel found that whilst there are various animal related initiatives across the borough, there is a lack of co-ordination and acknowledged that there is a need to pull all these together to develop a corporate approach to ensure an effective Animal Welfare Service. The Review Panel recommends that a Corporate Animal Welfare Strategy should be developed.

8.6 Developing a coherent and integrated approach.

8.7 Urban Environmental Directorate should be responsible for leading on any strategy and co-ordination of its implementation and involvement from the other services/agencies listed below:

8.8 The approach of the strategy would rely on strong partnership relationships. Through partnership working the aim of the strategy could be achieved in a shared and efficient manner.

8.9 Council Departments and local agencies

- Urban Environment
- Strategic & Community Housing
- Frontline Services

- Safer Communities – Anti social behaviour
- Metropolitan Police Service

- Wood Green Animal Shelter

- Local Vets

- RSPCA

- Children & Young People Services

- Adult Social Services

- Homes for Haringey

- Registered Social Landlords.

8.10 As part of a joint approach, publicity and communications regarding animal welfare should involve all relevant council departments and partners. Plans should be developed to outline how the council and other agencies will publicise and promote responsible pet ownership and discourage anti social behaviour. Some suggestions include:

- Develop and maintain a dedicated website on responsible pet ownership.
- Work with local schools and youth groups
- Work with charities and national organisations
- Press and media releases
- Articles in 'in-house' newsletters'
- Articles in tenants newsletter and residents/leaseholders newsletters

8.11 Animals on Allotment

- 8.12 Allotments provide valuable habitats for wildlife. In Haringey they can support important populations of amphibians and reptiles, particularly slow worms and grass snakes, as well as birds, mammals and invertebrates. Mature trees may also support bats, which are protected by law, 13 allotments in Haringey are classified as Sites of Importance for Nature Conservation (Sites of Local Importance) within the Unitary Development Plan.
- 8.13 Allotments may contain a range of habitats that support wildlife. Hedgerows and scrub can provide nesting and foraging places for birds, are used by a range of invertebrates and provide cover for animals such as foxes. Compost heaps support invertebrates; provide breeding sites for grass snakes and locations for mammals such as hedgehogs to over-winter. Flowers provide nectar sources for bees and butterflies. Freshly dug soil is visited by foraging birds such as blackbirds, robins, starlings and pied wagtails. Undisturbed margins next to hedgerows provide nesting sites for small mammals such as mice and field voles. Unused plots may support a range of wild plants and other wildlife.
- 8.14 Councils can produce wildlife-friendly policies and ensure that the public are aware of wildlife conflicts; the Panel believes that this should be covered in the Corporate Animal Welfare Strategy.

RECOMMENDATIONS

- 10 The Panel recommends that the Urban Environment Directorate produce an Animal Welfare Charter/Policy for Haringey that this should include animals on allotments.

9.0 BUDGET AND VALUE FOR MONEY

9.1 Service budget

- 9.2 There are likely to be considerable financial implications for the service with the transfer of responsibility for stray dogs from the Police. Funding arising from the transfer of this service resulted in a budget increase of £16,000. However this also coincided with an agreed efficiency saving of £25,000 in the service budget resulting in a net reduction of £9,000.

9.3 Other research:

- 9.4 Research demonstrates that there is considerable potential from effective harnessing of efficiency and innovation techniques such as smart procurement and service redesign. Strong leadership and a focus on users are critical for success. It is essential therefore to learn from the best; understanding external and internal drivers of change, tapping into the expertise of the public; private and third sectors; harnessing skills and capacity for change, and working effectively with elected members; employees; users, other councils and Local Strategic Partnership partners on what is best for the areas as a whole.
- 9.5 Recent consultation with some local authorities on efficiency and the key themes in the local government white paper suggests some scope for increasing efficiency through more effective work with the voluntary sector, more extensive use of joint partnerships and enhanced cross boundary working. The Panel felt that there was scope within the area of Animal Welfare the Urban Environment Directorate to work with neighbouring boroughs on a regional basis in terms of shared services and best practice.
- 9.6 With regards to environmental issues Defra's independent review has concluded that there is little scope for cash-releasing gains. Rather, evidence from consultancy studies is that the potential lies in non-cash-releasing efficiencies.⁹ The key to achieving this is from the adoption of more systematic management practices in this service area. The Clean Neighbourhood & Environment Act 2005 contains a range of measures, many of which assist councils in dealing with common cleansing and environmental management problems: Defra will:
- Offer direct support to those councils which significantly under-perform on the relevant national benchmarks. The local environmental quality team will also continue to commission seminars and other means to propagate good local environmental management practices and

⁹ Delivering Value for Money in Local Government
Meeting the challenge of CSR07

- Support the development of a National Local Environmental Management Skills Framework. An initial framework offering skills development and training courses will be available from 2008, and then progressively refined, expanded and promoted.
- 9.7 The Panel was of the view that Urban Environment Directorate should ensure that any relevant support offered by Defra to enhance the service should be considered.

10.0 ZIPPOS CIRCUS

- 10.1 The welfare of performing animals is provided for in the general provisions to avoid suffering and ensure welfare in the Animal Welfare Act 2006. In addition, the training and exhibition of performing animals is further regulated by the 1925 Act which requires trainers and exhibitors of such animals to be registered with the Local Authority. Under this Act, the police and officers of local authorities, who may include a vet, have powers to enter premises where animals are being trained and exhibited, and if cruelty and neglect is detected magistrates' courts can prohibit or restrict the training or exhibition of the animals and suspend or cancel the registration granted under the Act.
- 10.2 The Panel noted that the former Leader of the Council was recently approached by Zippos Circuses who requested a 'trial' event in Finsbury Park, which would include their performing horses, dogs and birds. The matter was referred to officers in the Department who rejected the event application on the basis that there is an existing policy within the Council which prohibits the use of performing animals at organised events on Council land.
- 10.3 The Panel received a presentation from a representative of Zippos Circus and noted the report proposing that the ban on circuses involving animals from using Council-owned public spaces be amended, to enable circuses involving domestic animals to use Council-owned land. It was explained that the ban had been in place since 1983.
- 10.4 Members were informed that legislation, which had not been in place at the time the ban was imposed, now protected the welfare of animals in circuses and that advice issued through the Department for Environment, Farming and Rural Affairs (Defra), stated that the Government was not aware of any viable concerns that the welfare needs of domestic animals could not be met in a circus environment.
- 10.5 The 1983 Policy has not been superseded and the Panel acknowledged that any decision regarding lifting the 1983 ban would have to be considered by the Council Executive after detailed discussions.
- 10.6 Parks Officers have met with Zippos personnel on 23rd September 2008. Zippos Circus operates within many London Boroughs who have demonstrated a relaxed approach towards allowing performing domestic animals. There are no wild animals within the circus i.e. Performances include four horses, one dog, and several birds (Budgerigars).

10.7 Animal Welfare.

Zippos have demonstrated their commitment to animal welfare by having regular independent inspections of their animals. This would continue at their expense should they whilst in Haringey.

10.8 Concessions. Zippos have offered free tickets at performances for identified disadvantaged families within Haringey.

10.9 Operational Requirements.

(Lead Officer Lewis Taylor) Finsbury Park is well equipped to accommodate the infrastructure associated with an event of this kind through regular practised process and procedure.

10.10 Finance.

Revenue received would contribute towards the set events target of £250K which supports parks infrastructure purchase and refurbishment across the borough.

RECOMMENDATIONS

11 The Panel recommends that consideration be given to amending the current policy prohibiting the use of performing animals at organised events on Council land in order to allow animal circuses using domestic animals to be held on the Council's open spaces.

12. The Panel recommends that procedures be put in place for the registration and inspection of any circuses under the relevant legislation as part of the event application process.

11.0 FINANCIAL COMMENTS

11.1 Funding is available for a dog warden post, but the post is currently vacant.

11.2 Any recommendations arising from the Scrutiny Review of Animal Welfare in Haringey involving additional resources, e.g. the creation of a Dog Warden, need to be clearly identified for consideration as part of the Council's revenue budget process.

12.0 LEGAL COMMENTS

12.1 Any legal implications arising from the recommendations contained in the Scrutiny Review of Animal Welfare in Haringey need to be clearly identified as part of the Executive response to the recommendations.

13.0 CONCLUSION

- 13.1 The continued efficiency of the Service is dependent on the recruitment of a Dog Warden in order to provide not only specialist skills and knowledge but also some core services.
- 13.2 There was also a concern expressed to the Panel in some of the discussions, that there are many animal welfare initiatives in the Haringey, that not all the services are carried out in a single Department. However a Corporate Animal Welfare Strategy should pull together all the various strands and joint schemes with the RSPCA and other local charities such as the Wood Green Animal Shelter would achieve better value for money in the Council's drive towards efficiency savings. This will help to promote sustainable change and avoid duplication of work.

APPENDIX A

Membership of the Review Panel

Councillor Ray Dodds – Chair
 Councillor Ron Aitkin
 Councillor Matt Davies
 Councillor Jayanti Patel

Participants in the Review	
Head of Urban Enforcement	Robin Payne
Piers Claughton	RSPCA
Linda Cattle	Wood Green Animal Shelter
Andrew Gill	Manager, Parks Constabulary
David Hibling	Zippo Circus
Jason Houston	Family Mosaic
Angelia Miller-Moore	Homes for Haringey

APPENDIX B

Haringey Council Stray Dog Service

Gap analysis based on DEFRA Guidance on stray dogs (October 2007)

	DEFRA Guidance		Where are we now?	
1. Responsible Body	1.1	London Borough councils have a duty to collect and detain stray dogs.	1.1	Haringey Enforcement Service provides a stray dog collection and detention service.
	1.2	The police retain duties with regard to dealing with dangerous dogs and dogs found to be worrying livestock. Authorities and the police should maintain a working relationship so that such issues can be dealt with effectively.	1.2	The Enforcement Service has a good working relationship with the police. We are in contact with the police often, and they contact us if they are in possession of a stray dog. There is a need to establish a regular meeting to discuss joint working.
2. Appointment of an officer	2.1	Local authorities must appoint an officer for the purpose of discharging their stray dog functions. This officer retains overall responsibility.	2.1	Interim arrangements are in place pending recruitment.
	2.2	It may be practical to appoint a senior officer and delegate day to day responsibilities to a dog warden or contractor.	2.2	The functions are delegated.
	2.3	If responsibility is delegated, the officer should ensure they have appropriate training and skills.	2.3	Officers have received some general dog handling training but further training is required for new staff.
3. Seizure of stray dogs	3.1	There is no statutory definition of a stray dog.	3.1	It would be useful to determine a definition of a stray dog in conjunction with the police, in order to clarify issues, such as those surrounding abandoned dogs. A definition of a stray dog used by another local authority is: 'Any dog loose in a public place, with no one obviously in charge of it.'
	3.2	Where an officer finds in a public place a dog he believes to be stray, he shall (where practicable) seize and detain the dog.	3.2	Officers seize and detain stray dogs in a public place.
	3.3	If the dog is not on a public place, the officer must first gain permission of the owner or occupier of the land or premises.	3.3	This has not been applicable as of yet. Issues may arise here in respect of clarifying whether the dog is stray if it is on private property.
	3.4	Authorities must publicise phone numbers of officers as widely as possible so the public can report stray dogs. This should include on their website and at local police stations.	3.4	The phone numbers are publicised on the website and at police stations.

	DEFRA Guidance		Where are we now?	
	3.5	Authorities are not required to offer a night-time call-out service to seize and detain stray dogs seen or found by the public.	3.5	We currently offer a collection service during office hours and an acceptance point at night and during the weekends.
	3.6	Functions can be delegated to third parties.	3.6	We do not currently delegate this responsibility to third parties.
	3.7	Authorities should provide the most cost effective service possible.	3.7	The service needs to evaluate the most cost effective way of providing the stray dog function.
4. Identifying the owner	4.1	Authorities have a duty to enforce the requirement for dogs to wear a collar and tag in public places.	4.1	The parks constabulary carry out this function. The stray dog officers do not currently do this. We have promoted this legislation at dog events in the borough.
	4.2	The officer is recommended to keep notes of such incidents for evidence in legal cases.	4.2	Officers keep notes of such incidences on the M3 database.
	4.3	Authorities should be equipped to identify micro-chipped or tattooed dogs, and scanners should be available to waste management to check dead dogs.	4.3	We are currently awaiting delivery of micro chip scanners and have not yet come across any tattooed dogs. If we did seize a tattooed dog, the officer would contact the National Dog Tattoo register for owner's details.
5. Identifying the owners of prohibited type dogs	5.1	Officers should have access to guidance on identifying the 4 types of prohibited dogs.	5.1	Officers have access to the guidance on identifying prohibited dogs.
	5.2	If officers identify a prohibited dog, they should contact the Index to identify the owner and contact the local police force who may wish to take further action.	5.2	Officers contact the police if they seize a dog which they believe is prohibited.
6. Return of seized dogs to their owners	6.1	When identified, officers must serve notice on the owner or person whose address is given on the collar.	6.1	This has not been applicable as of yet, because no owners have been identified from tags or micro-chipping. However, in the future if we do seize an identifiable dog, a notice will be served.
	6.2	The notice must state: (a) that the dog has been seized (b) where it is being kept (c) that it will be disposed of unless it is claimed within 7 clear days after the service of the notice and the full amount liable is paid.	6.2	
	6.3	The authority may charge the owner all expenses incurred during the dog's detention plus a further prescribed amount (£25). This further amount should be used to discharge ongoing stray dog functions. Expenses should be calculated as per day kennel cost plus any costs involved in detaining the dog.	6.3	We currently charge the owner £49 for the first day + £21 per day after that. We do not charge the further prescribed amount. There are currently issues with collecting the monies as the officer does not have a float or receipting facilities.
	6.4	Authorities should also include charges incurred from injured dogs receiving treatments.	6.4	We would also attempt to charge for any vets fees.
	6.5	An authority is within its rights to	6.5	This has been noted but in some

	DEFRA Guidance		Where are we now?	
		detain the dog until the owner has paid the full amount.		cases may be impractical as the owners may be unable to afford to pay the full amount.
7. Accepting strays found by other persons	7.1	The authority must treat a dog found by another person as though it had been seized by an officer.	7.1	We treat a dog found by another person as though it had been seized by an officer. However, we will not take a dog found by a third party in a different borough.
	7.2	Authorities must, <i>where practicable</i> , provide at least one acceptance point to which dogs can be taken round the clock. (There may be different points for day and night).	7.2	We currently offer a collection service during office hours and an acceptance point at night and during the weekends.
8. Finders that request to keep a stray dog	8.1	The officer must make reasonable attempts to contact the owner to give him reasonable opportunity to collect the dog.	8.1	Officers make reasonable attempts to contact the owner of the stray dog.
	8.2	The officer must determine whether the finder is a suitable person to keep the dog.	8.2	Officers have in the past spoken to the finder and visited their property to determine whether they are suitable to keep the dog. It would be useful to have guidelines on what makes a person 'suitable' to keep a dog.
	8.3	The officer must inform the finder verbally and in writing that he is obliged to keep the dog (if unclaimed by the owner) for at least one month and that failure to comply with that is a criminal offence. The finder does not become the legal owner of the dog and may have to relinquish his custodianship if the owner requests return of the dog.	8.3	Officers provide this information to the finder.
	8.4	It is not intended that the recipient be charged for costs.	8.4	Recipients of stray dogs who are not the owners are not charged any costs.
9. Register of detained dogs	9.1	The officer must keep a register of dogs seized or brought to the authority and those in possession of finders.	9.1	The register is kept by Gary Cooke at the Enforcement Service offices in Technopark.
	9.2	Particulars that must be recorded on register: (a) description of dog: breed, colour, distinctive characteristics or markings, tattoos, scars (b) information on collar/tag or otherwise carried on dog, inc. micro-chipping (c) date, time and place of seizure (d) details of when and where notice on owner is served (e) date and method of disposal (f) name and address of purchaser and price (g) person to whom the dog was gifted or person effecting the destruction (h) name and address	9.2	The particulars that are relevant to our service are recorded on the register.

	DEFRA Guidance		Where are we now?	
		of person returned to and date of return.		
	9.3	Register must be made available to the public free of charge and at reasonable times.	9.3	We have not been asked by anyone to see the register as of yet, but it is available free of charge and at reasonable times.
	9.4	Authorities may charge for providing a copy of all or part of the register.	9.4	We do not currently have a fee set for this.
10. Detention of stray dogs	10.1	Authorities must make provision to house stray dogs they seize and those brought in by other persons.	10.1	Stray dogs are housed in our own kennels at Ashley Road, Tottenham for a period of up to 7 days before being transferred to Battersea Dogs Home.
	10.2	Authorities will need to ensure there are appropriate arrangements for receiving and dealing with stray dogs found or reported out of usual office hours (can be done through third party kennels).	10.2	We provide a call-out service to seize and detain stray dogs and to collect dogs found by other persons during office hours. We provide an acceptance points outside of office hours.
	10.3	Kennels should comply with specific standards.	10.3	The kennels do not currently comply with all of the standards and we will need to make arrangements for the improvement of the kennels.
	10.4	Authorities must detain dogs for 7 days, commencing from either the day of seizure or the day in which the notice was served, whichever is the latter.	10.4	We currently detain dogs for up to 7 days. We may take dogs to Battersea Dogs Home at an earlier date if there is no room in the kennels or if the dog is becoming distressed in the kennels.
	10.5	Officers must properly feed and maintain any stray dog.	10.5	Officers feed and water the dogs and clean out the kennels regularly. The dogs are not exercised.
	10.6	Authorities are expected to treat any dogs that are injured or require treatment to keep them alive, unless the costs of doing so are excessive or if the dog's condition is such that it would be more humane to provide euthanasia.	10.6	We currently provide treatment to dogs that require it, unless the cost is excessive, in which case the dog is put down. Treatments and euthanasia are carried out by Goddards Veterinary Clinic. It would be useful to have a clear cost limit for treatment, over which euthanasia will be used.
	10.7	It is recommended that authorities come to a formal arrangement with local veterinary surgeons.	10.7	As mentioned above, we have so far used Goddards. However, we do not have a formal arrangement with this clinic. It would be useful to do so. Within this formal arrangement, the veterinary clinic should agree to destroying an animal when requested to do so by us if the costs of treatment are too high.
	10.8	It is recommended that authorities consider making contractual provision for such arrangements.	10.8	
	10.9	Authorities should agree a protocol with third parties such as dog welfare organisation in respect of treatment of dogs.	10.9	We work closely with Battersea Dogs Home but do not have a formal protocol in place.
	10.10	An officer may have a dog destroyed before the 7 day period	10.10	We currently adhere to this guidance.

	DEFRA Guidance		Where are we now?	
		has elapsed if he thinks that it must be done to avoid suffering.		
	10.11	Officers must consult with a vet before making a decision to destroy a dog.	10.11	Officers always consult with a vet before making a decision to destroy a dog.
	10.12	Euthanasia should only be affected by a vet unless the animal is in considerable pain or distress where an officer should take action immediately.	10.12	At the moment, all euthanasia is carried out by a vet in all circumstances. Officers are not trained to do this and do not have the equipment to do so.
11. Disposal of stray	11.1	If a stray has not been collected within 7 days, the officer may dispose of the dog by (a) selling or giving it to a person who will in his opinion care properly for the dog (b) selling it or giving it to an establishment for the reception of stray dogs (c) euthanizing it in a manner to cause as little pain and suffering as possible.	11.1	Dogs that are not collected by their owners are taken to Battersea Dogs Home. We have an agreement with Battersea Dogs Home that they will take the animals immediately (i.e. we do not have to join a waiting list).
	11.2	Dogs may not be disposed of for the purposes of vivisection.	11.2	This does not happen. All dogs are taken to Battersea Dogs Home.
	11.3	Euthanasia should only be considered after all other options for re-homing have been explored. (NB Banned breeds cannot be re-homed)	11.3	Not applicable. All dogs are taken to Battersea Dogs Home.
	11.4	When a dog is given or sold to a person, the dog is vested in the recipient. NB This is different to that of a finder.	11.4	
12. Records Keeping	12.1	Authorities must be able to provide statistics on the total number of dogs accepted out of hours, the total number of days dogs accepted out of hours that have been kept in kennels, the number of those dogs returned to their owner and the number that by necessity were put down.	12.1	These statistics are provided and are collated using the M3 database.
13. Lost, stolen and abandoned dogs	13.1	The police are responsible for recording reported lost property, including dogs, and dog theft which is a criminal offence. Officers should advise owners of lost or stolen dogs to file a report with the police.	13.1	Officers advise owners of stolen dogs to file a report to the police. However, we do not currently advise owners of lost dogs to file a report to the police. Before we begin to do this, we should liaise with the police about it.
	13.2	Abandoned dogs: kennels or welfare organisations should be contacted to see if they could re home the dog.	13.2	This needs to be included in our formal policy.
14. Dead dogs	14.1	Officers should make every effort to establish the identity of the dog and owner and give the owner the opportunity to collect the dog.	14.1	We do not currently have any arrangements in place for officers to identify the owners of dead dogs. Waste management are responsible for the collection of stray dogs. It may be useful to

	DEFRA Guidance		Where are we now?	
				make an arrangement for waste management to give us details of all dead dogs reported so that we can check this against the lost dog register.
15. Education	15.1	Officers should promote and raise the profile of responsible dog ownership within their area.	15.1	The parks constabulary work to promote and raise the profile of responsible dog ownership. The Enforcement Service has attended two dog events recently to promote responsible dog ownership.
16. Neutering	16.1	Authorities should consider whether there is a need to offer subsidised or free neutering.	16.1	This has not been considered as of yet.
17. Micro chipping	17.1	Authorities should consider the benefits of offering discounted or free micro-chipping.	17.1	This has not been considered as of yet. Availability of equipment will need to be considered.
18. Training	18.1	Authorities are strongly advised to ensure that anyone involved in discharging their stray dog duty is adequately trained to do so. Training should be provided by a reputable and accredited trainer.	18.1	Officers have received dog handling training but this has not been extensive and when the new dog warden is appointed this should be carefully considered.
19. Partnership working	19.1	Authorities should seek to develop protocols with any bodies that play a role in dealing with stray dogs.	19.1	Formal protocols have not yet been developed.
	19.2	Authorities should explore benefits of working with other local authorities in the area.	19.2	This has not yet been explored.
	19.3	Authorities are expected to provide a cost effective service, which can often be done using third-party kennels.	19.3	A full analysis of the most cost effective way of providing the necessary service is needed.

10

The Review demonstrated that, while much valuable work has been accomplished, there is considerable scope for further development.

¹⁰ The DEFRA guidance covers expectations of legal duties that rest with local authorities in England and Wales with respect to stray dogs. The guidance has been written using the following legislation and standards: Environmental Protection Act 1990, Environmental Protection (Stray Dogs) Regulations 1992, Control of Dogs Order 1992, Animal Welfare Act 2006, Model Licence Conditions and Guidance for Dog Boarding Establishments (kennelling standards published by the Chartered Institute of Environmental Health), Clean Neighbourhoods and Environment Act 2005.

APPENDIX C

THE WORK OF THE ANTI SOCIAL BEHAVIOUR TEAM IN HARINGEY

In order for action to be taken, the complaint will need to be substantiated by way of evidence or seeking independent witnesses to the event. In the first instance the ASBAT will meet and interview the victim and if required, may also seek to corroborate the incident by speaking to neighbours or other independent witnesses.

Should there be sufficient evidence that a dog has acted in an aggressive manner or attacked someone; the ASBAT will look to take the following action:

[1] Seek an Anti Social Behaviour Injunction [ASBI] under the ASB Act 2003. This kind of injunction has a direct relationship with the Council as a landlord and therefore can be used when the incident has taken place affecting another resident or visitor to a Homes for Haringey estate or where the dog is causing distress to residents living on an estate or Council owned property. An injunction can either place a prohibitions [i.e. what they must not do] on a tenant relating to their behaviour or state that they must take action to change the behaviour. In the case of a dangerous dog the injunction may state that the dog must be kept muzzled at all times, or kept on a lead, or not allowed in children's play area, or if the incident is serious, it may state that the owner must not keep a dog and ask for the dog to be removed.

If the injunction order removal, the ASBAT will liaise with the Police to ensure that the dog is removed by the owner or that the Police remove it should the owner fail to do so. At the time the injunction is given by the court, so that any non-compliance or breach is an arrestable offence. Should a person be prosecuted for a breach of an ASBI it is considered as a contempt of court and can carry a custodial sentence of up to 5 years imprisonment.

Information concerning any injunction application made by the ASBAT against a Home for Haringey tenant is passed to HfH to consider whether they wish to instigate possession proceedings. Should possession be warranted this action will either be taken by HfH as the managing agent or the ASBAT on behalf of the Council.

[2] Should the incident take place anywhere else in the Borough and not on an HfH estate or managed property [for example in a park, a person's private home or street], the ASBAT can apply for a Section 222 Injunction under the Local Government Act 1972.

A local authority can use the authority of s222 of the Local Government Act 1972 to bring injunction proceedings in the county court to prohibit a person from continuing to cause a public nuisance.

The provisions are more or less the same as the ASBI and are used for incidents taking place away from Council owned properties. Again, power of arrest will be requested at the time of application so that should the terms of an order be breached the perpetrator can be arrested for the offence and prosecuted.

Injunctions are usually used against adults age 18 and over as using them against minors is not effective as it cannot have a power of arrest provision attached.

3.64 Barking dogs

The Enforcement Response Team provides a 24 hour response to all noise nuisances including barking dogs. The performance indicator for this service show that it is responding to 90% of complainants within 1/2 hour and visiting within an hour. Since 1 April 2006, the Service has received 877 service requests relating to noise nuisance from barking dogs.

When an officer receives a complaint they will check the history of the address to see if the problem has been reported previously and whether it is a Homes for Haringey property or sheltered housing property. An officer will then visit the complainant's property to establish whether the noise is a nuisance. If the noise is loud enough to be a nuisance, the officer will take appropriate action as follows:

- The officer will visit the property to speak to the owner of the dog if they are present
- The officer would then send the owner of the property a warning letter which will state that a complaint has been made, reminding them of their responsibility to keep their noise down and warning of further action if they do not take action to stop the noise. This will be accompanied by information from a DEFRA leaflet which gives dog owners advice on how to stop their dog from barking excessively
- A separate letter may be sent in circumstances where the excessive barking dog noise has yet to be witnessed but where the officer is satisfied that the correct address has been identified. The DEFRA leaflet information is also sent at this stage
- If there are further complaints about a barking dog at the same property and it is believed there is sufficient evidence to substantiate a statutory nuisance the officer may issue an abatement notice (Section 80 of the Environmental Protection Act 1990)
- If the dog owner does not comply with the notice they may be offered a Simple Caution, be served with a Fixed Penalty Notice or be prosecuted
- If there are concerns about the welfare of the animal the RSPCA could be contacted

- In extreme circumstances of ongoing noise nuisance officers may consider obtaining a warrant to remove the dog[s], on the basis that they are carrying out works in default. Dogs are not classed as noise making equipment and cannot be seized in the traditional way. In such circumstances officers can advise the dog owner of the proposed action, they may remove the dogs themselves or agree for the dog[s] to be rehomed by arrangement. Once removed the Council retain responsibility for the dog until such time as the dog is handed back to the owner.

[3] For those under 18, the most suitable application would be an Anti Social Behaviour Order [ASBO], which would place similar restrictions as those of an injunction but does have the power of arrest for any breach. If breached and found guilty, a custodial sentence of up to 5 years can be issued by the court. ASBO's are also useful if there are other concerns about the person's behaviour the Council wish for the court to take into consideration.

Whether application is made by way of an injunction or ASBO, the ASBAT would make emergency application so that the resident concerned can receive protection quickly and it would be expected that the case will be heard within 48 hours.

APPENDIX D**Explanatory Notes to Clean Neighbourhoods and Environment Act 2005****2005 Chapter 16****PART 6: DOGS****CHAPTER 1: CONTROLS ON DOGS**

173. Prior to these provisions coming into force, local authorities and parish and town councils could make byelaws to control dogs on certain areas of land. Section 236 of the Local Government Act 1972 set out the byelaw-making process and required byelaws to be "confirmed" by the relevant authority before they could have effect. Dog byelaws for England were confirmed by the Secretary of State for Defra and in Wales by the National Assembly. Those committing an offence under a dog byelaw risked a fine of up to £500 in court.

174. This system was considered costly and complicated to administer, both for central and local government. The Act replaces the previous system of dog byelaws with a new system of "dog control orders". This new system is modelled on the Dogs (Fouling of Land) Act 1996; this sets out an offence in the Act which can then be applied by local authorities by order in relation to designated land in their area.

175. Likewise, under the new system local authorities and parish councils are able to provide by order for offences to apply in designated land in their area. The offences are standard offences which will be prescribed in regulations; the prescribed offences include fouling by dogs (and therefore the Dogs (Fouling of Land) Act 1996 has been repealed). But the new system also allows for other types of dog-related offence relating to the keeping of dogs on leads in designated areas, the exclusion of dogs from such areas and the maximum number of dogs that one person may walk in such an area.

176. It is intended that the regulations provide "model" offences which may then be applied by a local authority or parish council to specified areas of land accessible to the public; but (where appropriate) local authorities and parish councils will also be given some flexibility in relation to certain details of the offences; for example, the model offence in relation to the number of dogs that may be walked by one person may leave it to the local authority or parish council to specify whatever number of dogs they deem appropriate in relation to the land where the offence is to apply. It is also intended that local authorities and parish councils are able to specify penalties applicable to offences, within constraints set by regulations.

Dog control orders

Section 55 Powers to make dog control orders

177. Section 55 enables "primary authorities" (which equate to local authorities) and "secondary authorities" (meaning principally parish and town councils) to make orders that apply offences aimed at the control of dogs ('dog control orders') to specified land in their area.

178. *Subsection (3)* sets out the four categories of offence that can be provided for. The effect of *subsection (4)* is that the scope of offences that can be provided for in dog control orders are set out in regulations. It is intended that, where appropriate, the offences described in regulations are not applicable to working dogs and guide dogs.

56 Dog control orders: supplementary

179. Section 56 requires the appropriate person to make regulations which set out: the maximum penalties for dog offences; the content and format of dog control orders; and the process to be undertaken by primary and secondary authorities before and after making such orders (including requirements in respect of consultation on, and publication of, such orders).

Section 57 Land to which Chapter 1 applies

180. Section 57 provides that dog control orders may apply to all public land which is open to the air. *Subsection (3)* allows for exclusions, by order, to the types of land that can be subject to dog control orders.

Section 58 Primary and secondary authorities

181. This section defines primary and secondary authorities. Secondary authorities are parish and community councils (in England and Wales, respectively). *Subsection (3)* enables other bodies to be designated as secondary authorities. This is intended to deal with bodies, such as commons conservators, which have powers under private Acts to make byelaws to control dogs. It could also be used to designate statutory bodies with responsibilities for substantial areas of land.

Fixed Penalty Notices

Section 59 Fixed penalty notices

182. Section 59 allows authorised officers of primary and secondary authorities, or an authorised person working on their behalf, to issue a fixed penalty notice offering members of the public an opportunity to discharge any liability for offences under a dog control order.

183. Under this provision, an authorised officer of an authority can generally only issue a fixed penalty notice in respect of offences provided for by that authority. There is one exception: the effect of *subsection (1)(b)* is to enable an authorised officer of a secondary authority to issue a fixed penalty notice in its area in respect of a dog control order offence created by a primary authority.

Section 60 Amount of fixed penalties

184. Section 60 enables a primary or secondary authority to specify the amount of fixed penalty in relation to their own dog control orders. Authorities are also able to allow for the payment of a lesser amount if the fine is paid within a specified time period. Where no amount is specified at the local level, the fixed penalty is set at £75. Section 60 also provides the appropriate person (as defined in section 66) with the power to make regulations relating to the fixed penalty - in particular, to prescribe a range within which penalties fixed at the local level must fall; the appropriate person may also (by order) substitute the figure of £75 referred to above with a new amount.

Section 61 Power to require name and addresses

185. Section 61 provides an authorised officer of a primary or secondary authority with the power to require the name and address of a person if the officer proposes to give him a fixed penalty notice, and makes it an offence for that person either to fail to give that information or to give false or inaccurate information.

Section 62 Community Support Officers etc

186. Chief Police officers can authorise 'community support officers' and 'accredit' other persons, under section 38 and section 41(2) of the Police Reform Act 2002 respectively, to issue fixed penalties on behalf of the police for certain offences specified in that Act. This section enables community support officers and other persons accredited by Chief Police officers to be given the power to issue fixed penalty notices relating to dog control offences.

Supplementary

Section 63 Overlapping powers

187. The new system of dog control orders enables both primary and secondary authorities to apply dog control offences to land in their area. However, the area of a secondary authority (in most cases a parish or community council) is comprised in the area of the higher tier primary authority. Therefore, under the new system it would be possible for both a primary and a secondary authority to apply a dog control offence to the same area of land.

188. The purpose of section 63 is to avoid such a situation arising where both a primary and secondary authority dog control order relating to the same type of offence exists in relation to the same land. The effect of this section is that if a primary authority makes a dog control order in relation to an area, a secondary authority will not be able to make a dog control order for the same type of offence in relation to the same area. Furthermore, where a

primary authority makes a dog control order in relation to land that has previously been the subject of a dog control order made by a secondary authority for the same type of offence, the secondary authority dog control order will cease to have effect.

189. For example, if a district council (i.e. a primary authority) makes an order about dog fouling on land covered by a parish council (a secondary authority), the parish council cannot subsequently make an order relating to dog-fouling on the same land, and any order relating to dog fouling on that land that it has made previously will cease to have effect. However, the parish council will still be able to make, for example, orders requiring dogs to be kept on leads on that land and any such orders it has previously made in relation to that land will continue to have effect (assuming, of course, the district council does not make a similar such order itself in relation to that land).

190. Similarly, *subsection (2)* gives dog control orders made by parish and community councils superiority over those of secondary authorities designated under section 58(3).

Section 64 Byelaws

191. Section 64 removes the ability of primary and secondary authorities to make byelaws to control dogs in circumstances where it would also be possible for the authority to make a dog control order in respect of the same matter in relation to the land in question. Existing byelaws will remain in place unless that land is made the subject of a dog control order for the same type of offence. For example, if a local authority has a byelaw in place banning dogs from a local park, that byelaw will continue to have effect until such time as the authority makes a dog control order in relation to that park that likewise bans dogs.

Section 65 Dogs (Fouling of Land) Act 1996

192. This section repeals the Dogs (Fouling of Land) Act 1996: as mentioned above, dog fouling is now controlled by way of dog control orders.

Section 66 "Appropriate person"

193. Section 66 provides that the "appropriate person" for Chapter 1 of this Part is the Secretary of State in relation to England and the National Assembly for Wales in relation to Wales.

Section 67 Regulations and orders

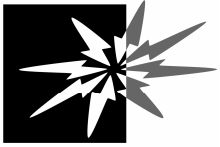
194. Section 67 requires that any order or regulations made under section 55(4) or 56(1) be made by statutory instrument by affirmative resolution. Other regulations or orders made under chapter 1 of this Part are to be made by statutory instrument by negative resolution.

CHAPTER 2: STRAY DOGS

Section 68 Termination of police responsibility for stray dogs

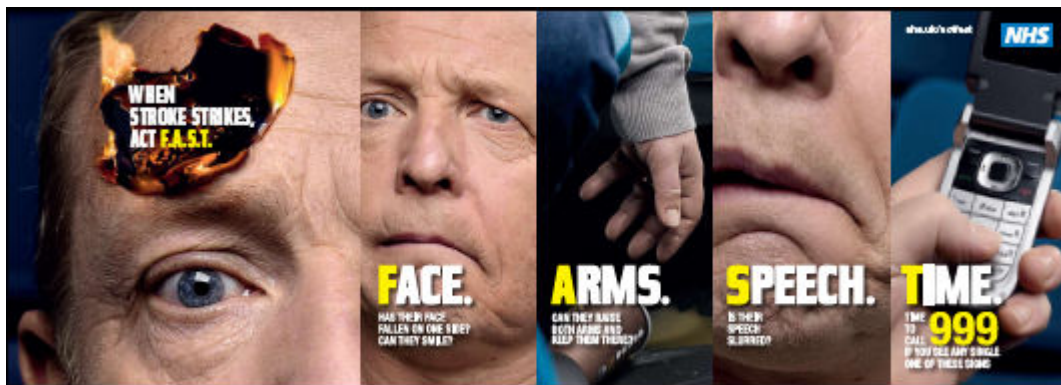
195. This section removes the responsibility of the police for dealing with stray dogs, by repealing section 3 of the Dogs Act 1906 (which enabled police officers to seize stray dogs

found in public places), save in so far as that section applies to the continuing powers of the police to seize and detain such dogs under the Dogs (Protection of Livestock) Act 1953, and by amending section 150 of the Environmental Protection Act 1990 (under which stray dogs found by members of the public could be taken to the nearest police station). Under section 150 of the 1990 Act a responsibility for stray dogs remains with the local authority (as defined in section 149 of that Act).



Haringey Council

Scrutiny Review of Stroke Prevention



"An ounce of prevention is worth a pound of cure"

Benjamin Franklin

A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

April 2009

www.haringey.gov.uk

Chair's Foreword

The debate about public health issues and the widely different health outcomes in different parts of the Borough is already becoming one of the main focuses of interest in Haringey. Last year Overview and Scrutiny organised and hosted a very well attended public health seminar and Stroke was one of the main areas of discussion.

This Scrutiny Review has been a fascinating and timely piece of work, both in keying into the public health debate but also coinciding with the Department of Health's recently launched FAST (Face, Arm, Speech, Time to call 999) campaign.

Panel members were surprised by a number of statistics uncovered during the course of our work:

- It is estimated that 4195 people are currently living with the effects of a stroke in Haringey.
- It is estimated that a further 478 people over the age of 16 years could have a stroke in Haringey in 2009.
- Stroke deaths in Haringey for those under 75 years of age were 50% higher than expected in 2004-2006.
- Stroke deaths for all Haringey residents were 15% higher than expected.

It is clear that this is a major public health matter and I hope that our recommendations will echo the move in the NHS towards preventative measures and, in the medium to long term, prevent many incidents of stroke.

The three key messages that emerged simple, inexpensive to implement and available to all -

- EXERCISE - Increase physical activity. This reduces the risk of having a stroke by between 25-60%.
- SMOKING – Stop! Within just 5 years you'll have the same risk of a stroke as a non smoker.
- BLOOD PRESSURE - Ensuring your blood pressure is normal can reduce the risk of stroke by 40%. So, get your blood pressure checked!

I would like to thank all of those involved in the review, especially Cllrs: Alexander, Mallett and Vanier, Officers (especially our resourceful clerk, Melanie Ponomarenko) and our health services and voluntary sector partners.



Cllr David Winskill

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Executive Summary

The Overview and Scrutiny Committee commissioned a review into stroke prevention for their 2008/09 work programme. This piece of work was timely due to the publication of the National Stroke Strategy, by the Department of Health in December 2007. This strategy listed a number of Quality Markers for stroke care which the panel felt would be an appropriate basis for the recommendations included in this document, thus contributing to the national direction in stroke care. The relevant Quality Markers for this review are listed below.

- Quality Marker 1 – Awareness Raising
- Quality Marker 2 – Managing Risk
- Quality Marker 3 – Information, advice and support
- Quality Marker 4 – Involving individuals in developing services
- Quality Marker 5 – Assessment – referral to specialist
- Quality Marker 6 – Treatment
- Quality Marker 16 – Return to work
- Quality Marker 20 – Research and Audit

The review focused on three aspects of stroke prevention; the impact of a person's lifestyle, primary prevention (preventing first event of stroke) and secondary prevention (preventing reoccurrence of stroke).

Key findings of the panel included:

- Stroke is a largely preventable disease, with key risk factors including smoking, lack of exercise and high blood pressure.
- The need for greater awareness of the signs, symptoms and risk factors of strokes and that a stroke should be treated immediately as a medical emergency.
- Haringey has a higher than average stroke mortality rate, particularly for those under the age of 75 years.
- There is under-reporting of stroke patients on Haringey's General Practice stroke registers.
- There are greater opportunities for the voluntary and community sector to be involved in stroke services.
- There is a need for greater active identification of those who are at risk of a stroke.

Recommendations

Local recommendation	Responsibility
National Stroke Strategy Quality Marker 1: Awareness raising	
1. Workforce Development Plan to be jointly developed between Haringey Council and Haringey Teaching Primary Care Trust a. Risk, symptom and 'what to do' training for staff (TPCT and ACCS) who come into regular contact with those who are at risk of stroke – to include Teachers, Meals on Wheels staff, Home Care staff, Residential Care staff, Health Trainers, Community Development workers etc. b. To be provided by the voluntary and community sector e.g. Different Strokes, Stroke Association. c. 'Stroke Training' should be embedded as part of the overall training on 'Assessment and Care Management' for people working with Adults who have disabilities.	Stroke Steering Group (refer to Recommendation 10)
2. Targeted awareness raising for members of the public a. Particularly in areas where there is a population at high risk of stroke, including; <ul style="list-style-type: none"> Asian, black, mixed ethnic groups (particularly men)¹, carers, manual workers, workers aged 40 years and over with a hereditary risk of stroke, people experiencing high levels of stress or high blood pressure. Staff and residents in residential nursing homes, day centres and other settings where staff and residents need to know the symptoms in case of a stroke. b. Stroke refresher seminars involving all Haringey GPs c. FAST ² posters to be sent to all Haringey GP Surgeries, community centres, religious centres, sports clubs and other appropriate locations. d. FAST All-Users email with link to DoH web-site at both the Council and NHS Haringey – message to be consistent across both organisations. e. FAST information to be placed on the internal and external website of both the Council and NHS Haringey – message to be consistent across both organisations.	Joint Director of Public Health and NHS Haringey Director of Strategic Commissioning

¹ Haringey's top three ethnic groups who are at greater risk of stroke. NHS Haringey, March 2009

² FAST – Face, Arms, Speech, Time to call 99 Test. The Department of Health is currently running a National campaign on this. Please see front and back page for an example of this.

<p>f. Consideration to be given to a social marketing campaign including the possible use of 'hard hitting' images, for example those shown by Ricability to the Scrutiny Panel.</p> <p>g. An article in Haringey People providing information on stroke prevention, including information from Different Strokes, the national campaign, risk factors and preventative measures.</p>	
National Stroke Strategy Quality Marker 2: Managing risk	
3. Annual Review/Patient Toolkit <p>a. Best Practice requirement for GPs (or practice nurse/nurse practitioner) to conduct annual reviews of stroke and TIA patients which goes beyond the current blood pressure and cholesterol check.</p> <p>b. The annual review template on EMIS (primary health care software) should be edited to include active referral and a personal prevention plan covering health, social and emotional needs. This could lead to active referral and uptake of stroke clubs, counselling, volunteering, getting back into work, reducing salt intake, personal exercise plan etc.</p>	NHS Haringey
4. Active identification <p>a. Of people at risk of stroke by GP practices (including people experiencing high levels of stress) e.g. Asian, Black, Mixed ethnic groups, family carers, manual workers, and adults aged 40, over with a hereditary risk of stroke and people experiencing high levels of stress or high blood pressure.</p> <ul style="list-style-type: none"> These should be invited for an annual personal plan consultation. <p>b. Greater obligation for GPs to identify potential stroke patients through the exploration of options for developing a Stroke Local Enhanced Service (LES)³.</p>	NHS Haringey
5. Vascular Checks <p>a. NHS Haringey to ensure that all agencies are aware of the forthcoming Vascular Check programme and NHS Haringey's roll out plans to ensure that there is sufficient infrastructure to support people being identified as being at risk and given appropriate advice and/or referral.</p>	a & b - NHS Haringey c - Haringey Council

³ Local Enhanced Service – an enhanced service offered by GP surgeries which are financially incentivised by the local Primary Care Trust. GP surgeries are not obliged to sign up to these.

<p>b. NHS Haringey should consider the inclusion of a waist measurement in the local vascular check tool.</p> <p>c. Haringey Leisure Services to support Vascular Risk Assessments with provision of affordable referral options (for example through Active for Life scheme)</p>	
<p>6. Reinforce link between health and lifestyle</p> <p>a. All practices to be actively encouraged to sign up to the GP referral scheme on roll-out to West of the Borough.</p> <ul style="list-style-type: none"> Reminder of criteria and benefits to be sent to all GP's currently signed up. <p>b. Leisure Services to actively encourage those coming to the end of the GP referral scheme to sign up for continued Membership.</p>	<p>a. – NHS Haringey</p> <p>b. – Haringey Council</p>
<p>National Stroke Strategy Quality Marker 3: Information, advice and support Quality Marker 4: Involving individuals in developing services</p>	
<p>7. Community Involvement</p> <p>a. A co-ordinated strategy should be developed to link the Expert Patient Programme with the wider voluntary and community sector.</p> <ul style="list-style-type: none"> This should also link into other strategies which are being developed across the partnership <p>b. Greater collaboration between the voluntary and community sectors, NHS Haringey and Adult Services to enable low level prevention work to be led by people in the community with support from professional services for example the Health Trainers Programme.</p> <ul style="list-style-type: none"> Consideration to be given to the use of the health centres for this. 	<p>a - HAVCO</p> <p>b – Joint Director of Public Health</p>
<p>8. Information Provision</p> <p>a. Exploration of the possibilities of joint working with other boroughs and the voluntary and community sector for information provision as well as specific Haringey information where relevant.</p> <p>b. Stroke Prevention booklet to be commissioned with specific focus messages particularly relevant to Haringey's demographics ensuring consultation with both services users and the voluntary sector.</p>	<p>Joint Director of Public Health</p>
<p>National Stroke Strategy Quality Marker 20: Research and Audit</p>	

9. Lead GPs a. With responsibility for stroke in Haringey to be identified - one per collaborative	NHS Haringey
Partnership working	
10. Set up a multi agency steering group that takes forward the action points and Quality Markers from the National Stroke Strategy. <ul style="list-style-type: none"> • To hold quarterly stroke steering group meetings • To oversee the development and performance management of a local stroke care action plan. • To provide a forum for clinical pathway development. • To horizon scan for new Stroke Care guidance/guidelines with potential implications for commissioning or performance. • To investigate the current situation with regards to Oberoi and take a co-ordinated overview of what improvements could be made to maximise the benefit of this system. 	NHS Haringey

1. Background

1.1. The Overview and Scrutiny Committee commissioned a feasibility report on stroke services in Haringey, based on information which had come to Councillor's attention and local prevalence (the number of people within a given population who have had a stroke and survived) data within the borough. Based on this report, the Overview and Scrutiny Committee commissioned an in-depth review into stroke prevention in Haringey.

1.2. The review was felt to be timely given the Department of Health National Stroke Strategy, which was published in December 2007 and also due to the Healthcare for London work currently being done around acute services for stroke. A decision was made by the Panel Members to follow the relevant Quality Markers from the above mentioned National Stroke Strategy and link the recommendations from this review to those Quality Markers.

1.3. The review was conducted by a Panel of four Councillors:

- Councillor David Winskill (chair)
- Councillor Karen Alexander
- Councillor Toni Mallett
- Councillor Bernice Vanier

with the support of a range of Haringey Council and NHS Haringey Officers, General Practitioners, a Clinician from North Middlesex University Hospital NHS Trust, Different Strokes, Age Concern Haringey and other relevant agencies.

A full list of contributors can be found in Appendix A.

1.4. The review consisted of four panel meetings to hear evidence from various agencies, a visit to North Middlesex University Hospital NHS Trust, visits to Different Strokes and meetings with various Council officers, NHS Haringey officers and partners.

1.5. The terms of reference for the review were as follows:

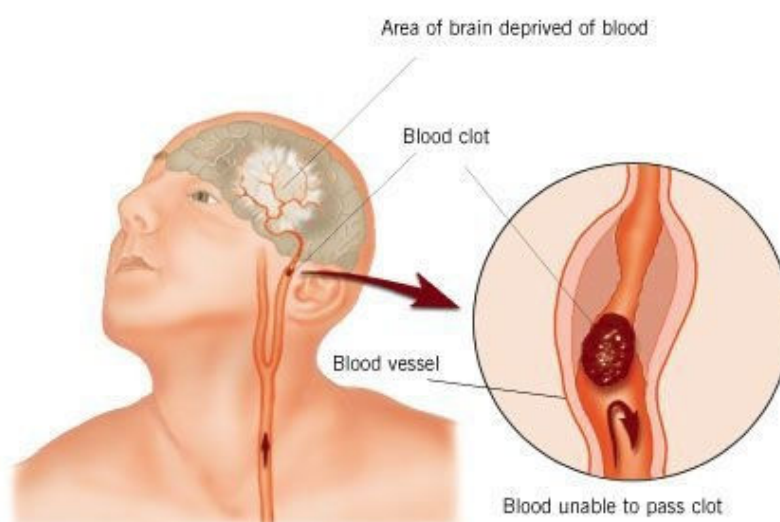
“To review stroke prevention services in Haringey to consider their effectiveness in preventing strokes. In particular looking at well-being activities, primary prevention and secondary prevention across health, social care and the voluntary sector with a view to making recommendations for the improvement of stroke prevention services.”⁴

1.6. The initial scope included the consideration of housing in relation to stroke prevention, however it was felt that on further consideration this would widen the scope of the report and make it less focused, thus being less effective. The panel also noted that at the time of the review there was work being done around a Housing Strategy and accompanying action plan.

2. Introduction

2.1. What is a Stroke?

- A stroke is a ‘brain attack’ caused by a disturbance to the blood supply to the brain. There are two main types of stroke:
 - Ischaemic: this is the most common type of stroke and is caused by a clot narrowing or blocking blood vessels so that blood can not reach the brain. This leads to the death of brain cells due to the lack of oxygen.
 - Haemorrhagic: this is caused by blood vessels bursting producing bleeding into the brain causing damage.
- Minor Strokes also occur (Transient Ischaemic Attacks – TIAs) – these occur when stroke symptoms resolve themselves within 24 hrs.



2.2. Haringey

2.2.1. Haringey has high death rates from stroke compared to London and England⁵, particularly in those under the age of 75 years of age.

⁴ Stroke Prevention Scoping Report, Overview and Scrutiny Committee, 2008

⁵ NHS Haringey presentation, Stroke Panel meeting, September 2008

- 2.2.2. Stroke deaths in Haringey for those under 75 years of age were 50% higher than expected in 2004-2006⁶.
- 2.2.3. Stroke deaths for all Haringey residents were 15% higher than expected⁷.
- 2.2.4. There are variations in stroke prevalence across the borough, with those living in the central and northeast being slightly more likely to have a stroke⁸.

An analysis of Stroke data in Haringey can be found in Appendix C

2.3. Who is more likely to have a Stroke?

2.3.1. Gender

- In people under 75 years of age, men are more likely to have a stroke than women.
- Stroke death and is attributed to 13% of deaths among women and 8% among men⁹.

2.3.2. Age

- Strokes are more common in people over the age of 55 years. This risk continues to increase with age. The incidence of stroke doubles with each successive decade after the age of 55.
- Older people are also significantly more likely to die after having a stroke where fatality is twice as high among people aged 85 and over compared to those aged 65 and over.
- Stroke is not exclusively a disease of old age however, as 10,000 people under the age of 55 suffer a stroke every year of which 1,000 of these will be under the age of 30.¹⁰
- Haringey has an aging population. The number of people aged 65 years plus in Haringey is projected to rise from 20,400 in 2008 to 23,300 in 2025. This includes an increase in those who are 85 years old and above from 2,140 in 2008 to 2,692 in 2025¹¹.

2.3.3. Family History

- People who have a close relative who has suffered a stroke are at greater risk of having one themselves¹².

2.3.4. Ethnicity

- People from Asian, African and African Caribbean communities are at greater risk of having a stroke¹³. In Haringey those most likely to have a stroke are Asian, Black and mixed ethnic groups¹⁴.
- Studies have highlighted that the incidence of stroke among black populations is more than twice that of white populations and that black populations also tend to have a stroke a younger age than white populations.¹⁵

⁶ NHS Haringey Stroke Report – see appendix C

⁷ NHS Haringey Stroke Report

⁸ NHS Haringey Stroke Report

⁹ Office of National Statistics, 2007

¹⁰ Different Strokes, Younger People Stroke Survivor Charity, <http://www.differentstrokes.co.uk/>

¹¹ Greater London Authority, Population Projections, 2006

¹² What is a Stroke? The Stroke Association

¹³ What is a Stroke? The Stroke Association

¹⁴ NHS Haringey, 2009

¹⁵ Stewart et al Ethnic Differences in the incidence of stroke BMJ 318:967-971 1999

- There is a greater prevalence of hypertension (high blood pressure) amongst black and other ethnic minority populations which may place these communities at greater risk of stroke.¹⁶
- Given the ethnic diversity of Haringey's population this is of significance for local preventative strategies.

2.3.5. Health

- High blood pressure (hypertension), heart disease, irregular heart beat (arterial fibrillation) and diabetes all increase the risk of stroke.
 - The relative stroke risk of these conditions suggests that the identification and management of existing health conditions should be central to stroke prevention strategies.
- Some health treatments, for example, warfarin (blood thinning agent), increases the risk of stroke.
- Smoking doubles a person's risk of having a stroke¹⁷.
- Stroke risk is much higher for people who have had a stroke or a TIA before. Approximately 10% of those who have had a stroke will have another one within one year¹⁸

2.4. Effects of a Stroke

2.4.1. Stroke is the third most common cause of death in the United Kingdom and the largest single cause of severe disability.

2.4.2. There are over 900,000 people who have had a stroke currently living in England¹⁹ with more than 250,000 people in the UK living with disabilities caused by stroke²⁰.

2.4.3. Approximately 130,000 people will have a stroke each year and whilst one-third of people may fully recover with no long term ill-effects, one-third may experience long term disability and further one-third will die.²¹

2.4.4. Effects may include:

- Weakness or paralysis - leading to difficulties with walking, movement or coordination.
- Lack of feeling or loss of awareness of objects on one side of the body.
- Difficulties swallowing - this can cause trouble with eating or drinking. If this isn't managed, and food or liquid passes into the windpipe and lungs, it can result in chest infections such as pneumonia. Dehydration or constipation may also result.
- Speech or language difficulties - including difficulties in understanding, speaking (dysphasia, aphasia), reading, writing and calculation.
- Problems of perception - including trouble recognising or being able to use everyday objects, difficulties telling the time and problems interpreting what the eyes see.

¹⁶ London Health Observatory, Healthcare for London Presentation

¹⁷ What is a Stroke? The Stroke Association

¹⁸ What is a Stroke? The Stroke Association

¹⁹ NHS Haringey Stroke Report

²⁰ www.stroke.org.uk

²¹ National Stroke Strategy, Department of Health, 2007

- Cognitive difficulties - including problems caused by damage to areas of the brain controlling mental processes such as thinking clearly and logically, learning, paying attention, memory and decision making.
- Behaviour changes - including being slower to react than before the stroke, excessive caution, disorganisation, difficulties adjusting to change and becoming confused or irritated.
- Difficulties with bowel or bladder control.
- Mood changes - including mood swings, irritability and laughing or crying, even when you don't feel particularly happy or sad. Depression is extremely common, with symptoms such as loss of appetite, insomnia, crying, low self-esteem and anxiety.
- Epilepsy affects around seven to 20 per cent of people who have strokes²².

2.5. What is the impact on people and their families?

2.5.1. The impact of a stroke is not limited to the person who suffers it but also impacts on their partner and among their wider support network of family and friends. Caring for a patient following a stroke may precipitate many social and economic pressures, particularly as there may be a legacy of disability after the stroke has occurred. Psychological support is often required for both the patient and the Carer to help them adapt to a life that is often very different after stroke, (e.g. disability, exclusion from workforce, new caring role)²³.

2.6. What are the financial implications?

2.6.1. It is estimated that the total cost (direct and indirect) of stroke in England & Wales to be in excess of £7 billion each year, the most significant cost areas being the provision of informal care (£2.4 billion) and community care/ rehabilitation (£1.7 billion)²⁴.

2.6.2. In 2006/2007 the NHS in London spent £136 million on stroke care²⁵.

3. Policy Context

3.1. The Sustainable Community Strategy is an overarching strategy agreed by the Haringey Strategic Partnership and aims to deal with issues which more than one agency can have an impact on. This review links with the Sustainable Community Strategy²⁶ outcome of:

- Healthier people with a better quality of life

3.2. The Council Plan focuses on the Council's contribution to the Sustainable Community Strategy and defines the Council's ambitions and priorities. This review relates to the Council Plan²⁷ priorities of:

²² www.bbc.co.uk/health

²³ Feasibility study for a scrutiny review of stroke services in Haringey, April 2008

²⁴ London Health Observatory

²⁵ NHS Haringey Stroke Report

²⁶ Sustainable Community Strategy 2007-2016, Haringey Council

- Encouraging lifetime well-being, at home, work, play and learning
- Promoting independent living while supporting adults and children when needed

3.3. The Local Area Agreement is a three year agreement between the Council, its statutory and voluntary partners and central government. It sets out targets which the partnership is striving to achieve. The review also relates to the Local Area Agreement²⁸ target “**NI 121** Mortality rate from all circulatory diseases at ages under 75” which aims to reduce the number of people dying of circulatory disease in Haringey.

3.4. In December 2007 the Department of Health published the National Stroke Strategy. This strategy sets out key objectives and quality markers to improve stroke services in England and Wales in all patient pathways, including prevention.

3.5. Healthcare for London - In December 2006 the London Strategic Health Authority commissioned Professor Lord Darzi to write a strategy aimed to meet Londoners health needs over the next ten years, the result of this work was ‘A Framework for Action’ which was published in July 2007 outlining how healthcare in London needed to change in order to meet Londoners needs. Five key principles emerged from this report including the principle that ‘Prevention is better than cure’²⁹

3.5.1. A current strand of work within this framework is that of Stroke and trauma care in London. This is focusing on the acute end of the stroke pathway, and therefore this review will complement this piece of work.

4. Main Report

4.1. Quality Marker 1 – Awareness Raising

Markers of a quality service:

“Members of the public and health and care staff are able to recognise and identify the main symptoms of stroke and know it needs to be treated as an emergency”

4.1.1. The panel heard from a number of sources just how important the recognition of stroke symptoms is and also how important it is for strokes to be treated as a medical emergency.

4.1.2. The Stroke Association commissioned a MORI poll in 2005 which suggested that only 50% of people could correctly identify what a stroke is, and less than 40% being able to correctly name the three main symptoms of stroke³⁰. The same study found that only 1/3 of respondents would go to hospital or call an ambulance. At the same time the panel heard time and again of the importance of treating a possible stroke as a medical emergency and calling 999 immediately.

4.1.2.1. Attendees at a Different Strokes³¹ meeting strongly agreed that a greater awareness on the whole is crucial. They also felt that if they and others had

²⁷ Haringey Council Plan 2007-2010, Haringey Council

²⁸ Local Area Agreement, Haringey Council

²⁹ www.healthcareforlondon.co.uk

³⁰ National Stroke Strategy, Department of Health, 2007

³¹ A charity for working age stroke survivors

been aware of the symptoms before their stroke, it could have prevented them having a full stroke.

- 4.1.3. The panel heard from the North Central London Cardiac and Stroke Network (NCLCSN) the importance of reacting faster for a stroke than for a heart attack due to the treatment needed for a stroke. For example, a person who has had an ischaemic stroke (where there is a blood clot to the brain), the decision to thrombolyse (a drug treatment which dissipates a blood clot. Also known as 'clot busting treatment') to be taken within two hours of the stroke occurring and treatment needs to be given within three hours of a stroke occurring.
- 4.1.4. As highlighted in the scoping report³² Haringey's demographic profile includes large sections of the community who are at an increased risk of stroke for example, Haringey's aging population and ethnic diversity.
- African, Asian and African Caribbean populations are more likely to have a stroke – these populations are concentrated in the East of the Borough, specifically Northumberland Park, Bruce Grove and Tottenham.
 - People aged 55 years of age and over are more likely to have a stroke – these populations are more concentrated in Muswell Hill and Highgate.
 - Cared for pensioners are five and a half times more likely than the general population to have a stroke³³ - there are a large number of care homes in the West of the Borough.
- 4.1.5. Therefore there is an increased need for heightened awareness of not only the symptoms of stroke, but also of the risk factors and not only in the general population but in those who are in regular contact with people at risk of stroke. Haringey Council currently runs a Stroke Awareness course, which looks at the impact of stroke. There is currently no training for those who are in regular contact with people at risk of stroke, focusing on risk factors, prevention and spotting the signs that someone is having/has had a stroke.
- 4.1.6. Both the Stroke Association and Different Strokes highlighted the research suggesting that there is also a lack of awareness amongst health professionals, including some General Practitioners. A study by the National Audit Office³⁴ Nearly one in five GPs said they do not refer around a fifth of cases of a Transient Ischaemic Attack (TIA) or stroke. Just over half of GPs said they would refer someone with a suspected stroke immediately.
- 4.1.7. The panel is aware of the national campaign for stroke awareness³⁵, which is being run by the Department of Health, but felt that more needed to be done on a local level. Both in terms of raising the awareness of the general public and also in raising awareness of staff who spend time with people at risk of stroke, particularly given the above mentioned demographic profile of the borough.
- 4.1.8. The panel received a presentation from Ricability³⁶ on a booklet which has been commissioned by NHS Islington - "Getting Back Home". This booklet contains information for Islington stroke patients, and includes information about managing their condition, preventing a secondary stroke and information about local services. NHS Haringey has recently spoken to NHS Islington and is now working on adding Haringey information to the booklet to ensure that Haringey residents who are admitted to the Whittington Hospital, which is based in Islington, can also access relevant information.

³² Scrutiny Review into Stroke prevention services in Haringey, Scoping Report, Haringey Overview and Scrutiny Committee, 2008

³³ MOSAIC

³⁴ Reducing Brain Damage: Faster access to better stroke care, National Audit Office, 2005

³⁵ http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_094239

³⁶ Ricability is a information provision agency, focusing on older people and disabilities.

4.1.8.1. The panel was shown an early draft of a booklet focusing on primary prevention which contained information on the effect of smoking and alcohol on a person's risk of strokes. It also contained blunt messages regarding the effects of strokes e.g. on sexual ability. The panel felt that this was a particularly useful piece of work for stroke prevention and would also be very useful for Haringey if it were to be adapted to be specifically for Haringey's diverse ethnic population. The panel felt that this could be particularly helpful in getting the message across to those parts of the community who are statistically more at risk.

4.1.9. Work has already started on adapting a booklet which is for stroke patients and includes information and advice on secondary prevention; this is being done in conjunction with NHS Islington.

Local recommendation	Responsibility
1. Workforce Development Plan to be jointly developed between Haringey Council and Haringey Teaching Primary Care Trust d. Risk, symptom and 'what to do' training for staff (TPCT and ACCS) who come into regular contact with those who are at risk of stroke – to include Teachers, Meals on Wheels staff, Home Care staff, Residential Care staff, Health Trainers, Community Development workers etc. e. To be provided by the voluntary and community sector e.g. Different Strokes, Stroke Association. f. 'Stroke Training' should be embedded as part of the overall training on 'Assessment and Care Management' for people working with Adults who have disabilities.	Stroke Steering Group (refer to Recommendation 10)

Local recommendation	Responsibility
2. Targeted awareness raising for members of the public h. Particularly in areas where there is a population at high risk of stroke, including; <ul style="list-style-type: none"> Asian, black, mixed ethnic groups (particularly men)³⁷, carers, manual workers, workers aged 40 	Joint Director of Public Health and NHS Haringey Director of

³⁷ Haringey's top three ethnic groups who are at greater risk of stroke. NHS Haringey, March 2009

³⁸ FAST – Face, Arms, Speech, Time to call 99 Test. The Department of Health is currently running a National campaign on this. Please see front and back page for an example of this.

<p>years and over with a hereditary risk of stroke, people experiencing high levels of stress or high blood pressure.</p> <ul style="list-style-type: none"> • Staff and residents in residential nursing homes, day centres and other settings where staff and residents need to know the symptoms in case of a stroke. <p>i. Stroke refresher seminars involving all Haringey GPs</p> <p>j. FAST³⁸ posters to be sent to all Haringey GP Surgeries, community centres, religious centres, sports clubs and other appropriate locations.</p> <p>k. FAST All-Users email with link to DoH web-site at both the Council and NHS Haringey – message to be consistent across both organisations.</p> <p>l. FAST information to be placed on the internal and external website of both the Council and NHS Haringey – message to be consistent across both organisations.</p> <p>m. Consideration to be given to a social marketing campaign including the possible use of ‘hard hitting’ images, for example those shown by Ricability to the Scrutiny Panel.</p> <p>n. An article in Haringey People providing information on stroke prevention, including information from Different Strokes, the national campaign, risk factors and preventative measures.</p>	<p>Strategic Commissioning</p>
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4.2. Quality Marker 2 – Managing Risk

Markers of a quality service:

“Those at risk of stroke and those who have had a stroke are assessed for and given information about risk factors and lifestyle management issues (exercise, smoking, diet, weight and alcohol), and are advised and supported in possible strategies to modify their lifestyle and risk factors.

Risk factors, including hypertension, obesity, high cholesterol, atrial fibrillation (irregular heartbeats) and diabetes, are managed according to clinical guidelines, and appropriate action is taken to reduce overall vascular risk”

4.2.1. Haringey’s well-being strategic framework and implementation plan³⁹ has specific outcomes and for improving the well-being of adults in Haringey and brings together the multitude of programmes taking place to improve health and well-being across the borough, not just within the Council.

³⁹ Haringey Well-being Strategic Framework and Implementation Plan 2007-2010, Haringey Strategic Partnership

4.2.2. Active for Life

- 4.2.2.1. Haringey Council and the TPCT currently jointly run a physical activity referral scheme, 'Active for Life', which enables GPs who have signed up to the scheme to refer patients for an exercise programme at Haringey Leisure Centres. The person must be classed as inactive or moderately inactive and meet the inclusion criteria which include:
- Hypertension
 - Obesity (BMI of more than 30)
 - History of stroke
- 4.2.2.2. There are currently 27 GP practices on the East of the borough signed up to the scheme, which is rolling out to the West of the borough with the expansion of support staff and premises for the team. This project was initially funded by the Neighbourhood Renewal Fund. As of 1st April 2009, this is funded by NHS Haringey with Haringey Council providing leisure facilities and staff and a subsidised rate for continued leisure membership.
- 4.2.2.3. Once a person is referred they are assessed and a free programme of activities at the Leisure centre is arranged for them for the following 12 weeks. They then receive a final assessment and can sign up at a reduced rate of £15 per month (rather than the standard rate of £35 per month).
- 4.2.2.4. The scheme currently has 25-30 referrals per month with a total of 269⁴⁰ people participating in the scheme thus far. Initial figures suggest that there have so far been 60⁴¹ people who have completed the scheme. There is currently an issue regarding retention of people after the initial 12 week programme, leisure services have acknowledged the need for active encouragement of people at the end of the initial 12 weeks in order for them to sign up for membership.
- 4.2.2.5. To encourage people to stay active the Active for Life scheme also coordinates a number of walks across the borough, from various starting points, whereby people from the local community can be trained as walk leaders.
- 4.2.3. There is also a forthcoming initiative 'Hariactive' which is a range of initiatives aimed to inspire residents to take part in sport or physical activity at least 3 times a week.
- #### 4.2.4. Vascular Checks
- 4.2.4.1. A Department of Health vascular screening programme will be rolled out this year. The 'Vascular Check' programme will screen all persons aged between 40-74 years of age for vascular risks, with a view to preventing vascular disease (vascular disease includes coronary heart disease, stroke, diabetes and kidney disease).
- 4.2.4.2. The vascular checks will be rolled out in Haringey using a phased approach which is due to be completed in 2012/2013. The initial roll out will be in GP surgeries and community pharmacies who will be incentivised to carry out the checks. NHS Haringey is currently working to ensure that the checks are systematic and structured with clear pathways and quality assurances in place. However, there are acknowledged challenges which need to be addressed including actually getting people to show up for the checks and getting people to follow up on the advice given to them during their vascular check.
- 4.2.4.3. The panel discussed the need to ensure that there are structures in place to help people follow the advice they are given e.g. weight loss and exercise. Part of this could

⁴⁰ NHS Haringey, as of April 2009

⁴¹ NHS Haringey, as of April 2009

be in the Active for Life scheme, but there is a need to ensure that there is the support in other areas as well and not just in the physical capacity but also in opening hours of services. There are estimated to be 74,300⁴² 40-74 yr olds in Haringey. The importance of getting all of the relevant services aware of the vascular checks to ensure that the benefits are maximised was stressed.

- 4.2.4.4. The national risk assessment tool does not include a waist measurement as part of the check. The panel felt that this would be a useful addition in the local Vascular checks tool due to the fact that carrying too much fat around your waist can increase your risk of developing heart disease and therefore suffering a stroke.

Please see Appendix D for Department of Health Vascular Check Risk Assessment Diagram

4.2.5. Quality Outcomes Framework

- 4.2.5.1. The panel looked at the Quality Outcomes Framework (QOF) data for Haringey and neighbouring boroughs. Whilst Haringey's performance is comparable to neighbouring boroughs the data reveals that there are some practices which are well below the average. For example, on the QOF Stroke register there are variances with some GP practices achieving 100% for monitoring blood pressure and some only achieving 67%. The same applies for those who refer new stroke patients for further investigation; some practices are achieving 100% whilst some are at 0%.
- 4.2.5.2. Based on the number of patients on the stroke register and the expected prevalence for Haringey's population it is estimated that Haringey GPs are treating about 37% of those estimated to have had a stroke. There is therefore serious under recording of stroke in GP registers in Haringey⁴³. The difference could be explained by the fact that the estimated prevalence is the number of people who have had stroke at any time while GPs rely only on presented stroke in primary care. The fraction of people with stroke, in particular people with no apparent, lasting disability could be overlooked.

Please see Appendix E for further a full breakdown of these figures.

4.2.6. Oberoi

- 4.2.6.1. Oberoi is a software application which is currently being used by all but four⁴⁴ GP practices in Haringey. This system can identify those who are at risk of certain conditions, for example stroke, by analysing data held on the whole patient register. A letter inviting those at risk in for follow up appointments can then generated. This has the potential to be extremely useful, again especially given the demographics in Haringey.
- 4.2.6.2. However, there are a number of issues which have been identified with the software's use:
- Some readings may be very out of date as they rely on the last time a person attended a practice.
 - There are lots of 'unknowns' – where certain data fields have not been populated, thus meaning that the picture presented is not as full as it could be.
 - There are resource implications, both in terms of generating the letters and ensuring they are sent out and the potential increase in prescription costs to treat those needing treatment. There would also be a resource implication to audit the database and populate the 'unknowns'.

⁴² 2007 Mid-Year estimates, Office of National Statistics

⁴³ NHS Haringey Stroke report, 2008

⁴⁴ NHS Haringey, as at March 2009

- There is a lack of interface with this system and NHS Haringey's systems meaning that NHS Haringey can not directly access the data.
- Data is not currently reported from Oberoi by the GP practices to NHS Haringey.

The panel agreed that this is potentially a crucial tool in stroke prevention and that work should be done to ensure that its benefits are maximised. This is covered under recommendation 10 below and work is also due to be carried out in relation to this software for the Vascular Checks roll out.

Local recommendation	Responsibility
3. Annual Review/Patient Toolkit c. Best Practice requirement for GPs (or practice nurse/nurse practitioner) to conduct annual reviews of stroke and TIA patients which goes beyond the current blood pressure and cholesterol check. d. The annual review template on EMIS (primary health care software) should be edited to include active referral and a personal prevention plan covering health, social and emotional needs. This could lead to active referral and uptake of stroke clubs, counselling, volunteering, getting back into work, reducing salt intake, personal exercise plan etc.	NHS Haringey

Local recommendation	Responsibility
4. Active identification c. Of people at risk of stroke by GP practices (including people experiencing high levels of stress) e.g. Asian, Black, Mixed ethnic groups, family carers, manual workers, and adults aged 40, over with a hereditary risk of stroke and people experiencing high levels of stress or high blood pressure. <ul style="list-style-type: none"> • These should be invited for an annual personal plan consultation. d. Greater obligation for GPs to identify potential stroke patients through the exploration of options for developing a Stroke Local Enhanced Service (LES) ⁴⁵ .	NHS Haringey

Local recommendation	Responsibility
5. Vascular Checks d. NHS Haringey to ensure that all agencies are aware of the forthcoming Vascular Check programme and NHS Haringey's roll out plans to ensure that there is sufficient infrastructure to support people being identified as being at risk and given appropriate advice and/or referral.	a & b - NHS Haringey c - Haringey Council

⁴⁵ Local Enhanced Service – an enhanced service offered by GP surgeries which are financially incentivised by the local Primary Care Trust. GP surgeries are not obliged to sign up to these.

<ul style="list-style-type: none"> e. NHS Haringey should consider the inclusion of a waist measurement in the local vascular check tool. f. Haringey Leisure Services to support Vascular Risk Assessments with provision of affordable referral options (for example through Active for Life scheme) 	
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Local recommendation	Responsibility
6. Reinforce link between health and lifestyle <ul style="list-style-type: none"> c. All practices to be actively encouraged to sign up to the GP referral scheme on roll-out to West of the Borough. <ul style="list-style-type: none"> • Reminder of criteria and benefits to be sent to all GP's currently signed up. d. Leisure Services to actively encourage those coming to the end of the GP referral scheme to sign up for continued Membership. 	a. – NHS Haringey b. – Haringey Council

4.3. Quality Markers 3 and 4

Quality Marker 3 - Information, advice and support

Markers of a quality service:

“People who have had a stroke, and their relatives and carers, have access to practical advice, emotional support, advocacy and information throughout the care pathway and lifelong”

Quality Marker 4 – Involving individuals in developing services

Markers of a quality service:

“People who have had a stroke and their carers are meaningfully involved in the planning, development, delivery and monitoring of services. People are regularly informed about how their views have influenced services”

4.3.1. The panel heard of the various pieces of work currently being undertaken to ensure that service users are fully involved and have access to all of the information which is necessary both to prevent a secondary stroke and also to ensure that in the case of a secondary stroke, people are re-directed back into services appropriately and in a timely manner. This includes with Adult services a Stroke Project Group, which meets to coordinate the Stroke Grant as allocated by the Department of Health⁴⁶. Currently this has involved discussion around investment in the following:

- “Appointment of a joint Stroke Coordinator for 3 years to work across health and social care. Elements of this role will involve improving care pathways from Acute

⁴⁶ Stroke Grant, Department of Health. Haringey allocation of £92k per year for three years.

Services into rehabilitation – including social care within the community and in care homes;

- Support for existing initiatives – specifically the Age Concern Stroke Clubs;
- Support the Council's 'Welfare to Work' strategy to the 'Winkfield Resource Centre' to support outreach work to help working age adults return to work;
- Enhance the establishment of the 'Haven Day Centre' by 1 worker to enable more intensive work with older people who have returned to the community & could benefit from further intermediate care."⁴⁷

4.3.2. Funded from this year's allocation is also being spent on a local stroke prevention campaign which will run in June 2009 and January 2010 on 400 buses running in the borough and 5 posters in Haringey's tube stations. This campaign has been organised on the basis of discussions which have taken place throughout this review.

4.3.3. The panel heard that the Expert Patient Programme⁴⁸ has had 180 people graduate through it in Haringey thus far. The value of this programme for enabling people to take control of their conditions is seen as invaluable. However, the panel felt that there was more that could be done to utilise the skills and knowledge that they have learnt on the programme for the benefit of the wider community.

4.3.3.1. This could be through a co-ordinated support and advocacy strategy for people with long term conditions and those newly diagnosed with a stroke or TIA. This would not only benefit those who have been newly diagnosed but would also empower those who have been on the programme and may lead to them attaining skills to be able to return to work.

4.3.4. There was also discussion around people who have had a stroke or TIA running low level preventative services on a voluntary basis, with the support of professionals in the field. The panel felt that this could take place in community centres, and space could be considered for use at neighbourhood health centres across the borough.

4.3.4.1. It was felt that this would link with the Local Area Agreement target NI 6 "Participation in regular volunteering"⁴⁹.

4.3.5. Different Strokes, is largely funded through the Haringey Adult Learning service, runs twice weekly meetings at Wood Green library, and is extremely proactive in arranging for speakers to attend the sessions as well as encouraging attendees to share their experiences and learn from one another, including coping strategies and discovering new skills to enable people to "move back into the world"⁵⁰. Their weekly activities include:

- "Weekly Chi Kung/Tai Chi classes to reduce stress, build stamina, improve cardiovascular and circulatory functions and enhance the immune system
- Weekly Exercise Class/Circuit Training to improve cardio-vascular function and strength
- Weekly Physiotherapy for members with severely affected limbs.
- Talks by outside speakers, every 8-12 weeks, on such topics as diet and exercise; talks by other stroke survivors who have overcome adversity and who provide inspiration
- Involvement in stroke research and campaigning to raise awareness of stroke"⁵¹

⁴⁷ Adult, Culture and Community Services briefing for Stroke Prevention panel, October 2008

⁴⁸ A programme which teaches self-management courses for people living with any long-term health conditions(s), to enable them to better understand and manage their condition.

⁴⁹ Haringey's Local Area Agreement, 2007-2010, Haringey Council

⁵⁰ Different Strokes briefing for Scrutiny Panel, John Murray

⁵¹ Different Strokes briefing for Scrutiny Panel, John Murray

Local recommendation	Responsibility
7. Community Involvement <p>c. A co-ordinated strategy should be developed to link the Expert Patient Programme with the wider voluntary and community sector.</p> <ul style="list-style-type: none"> This should also link into other strategies which are being developed across the partnership <p>d. Greater collaboration between the voluntary and community sectors, NHS Haringey and Adult Services to enable low level prevention work to be led by people in the community with support from professional services for example the Health Trainers Programme.</p> <ul style="list-style-type: none"> Consideration to be given to the use of the health centres for this. 	a - HAVCO b – Joint Director of Public Health

Local recommendation	Responsibility
8. Information Provision <p>c. Exploration of the possibilities of joint working with other boroughs and the voluntary and community sector for information provision as well as specific Haringey information where relevant.</p> <p>d. Stroke Prevention booklet to be commissioned with specific focus messages particularly relevant to Haringey's demographics ensuring consultation with both services users and the voluntary sector.</p>	Joint Director of Public Health

4.4. Quality Marker 5 – Assessment – referral to specialist

Markers of a quality service:

“Immediate referral for appropriately urgent specialist assessment and investigation is considered in all patients presenting with a recent TIA or minor stroke.

A system which identifies as urgent those with early risk of potentially preventable full stroke – to be assessed within 24 hours in high risk-cases; all other cases are assessed within seven days.

Provision to enable brain imaging within 24 hours and carotid intervention, echocardiography and ECG within 48 hours where clinically indicated”

4.4.1. Healthcare for London

- 4.4.1.1. Evidence shows that patients who have a TIA and are assessed as 'high risk' of a full stroke should have their symptoms investigated within 24hrs and receive specialist treatment thus reducing their likelihood of having a stroke by 80%⁵².
- 4.4.1.2. Under the Healthcare for London proposals all stroke patients, whether they have had a stroke or a TIA will receive high quality care, with those having had a TIA also being seen by an expert for investigation and therefore reducing the chance of a full stroke⁵³. TIA services "will provide rapid assessment and access to a specialist within 24 hours (for high-risk patients) or within seven days (for low-risk patients)"⁵⁴
- 4.4.1.3. There are however challenges, as mentioned above if nearly one in five GPs do not refer around a fifth of cases of a TIA or stroke and just over half of GPs referring someone with a suspected stroke immediately⁵⁵ then the patient may not get to be seen by a specialist at all. This again highlights the need for greater awareness by not just the public, but also of health and social care professionals.
- 4.4.1.4. The panel felt that as this Quality Marker is being considered within the Healthcare for London consultation and that a Pan London Joint Overview and Scrutiny Committee has been set up specific recommendations into this area would not be appropriate. However, this is also covered in the panels Quality Marker 1 - Awareness Raising recommendation around information provision.

4.5. Quality Marker 6 – Treatment

Markers of a quality service

"All patients with a TIA or minor stroke are followed up one month after the event, either in primary or secondary care"

- 4.5.1. This Quality Marker is related to ensuring that clear pathways exist for managing all TIAs and also for ensuring that a pathway is established for urgent carotid intervention (an operation to remove fatty deposits (plaques) from inside the arteries in your neck). It is also related to ensuring that TIAs and minor strokes are followed up appropriately to prevent a full stroke⁵⁶.
- 4.5.2. Key elements of stroke care are seeing people fast, diagnosing them fast and putting them on the correct treatment fast. If you do this well and systematically then there is a high impact on the outcomes of strokes. A study in Oxford reported an 80% improvement in the outcomes of stroke patients⁵⁷.
- 4.5.3. The panel also heard about the importance of patients starting to take aspirin, cholesterol lowering drugs and blood pressure drugs immediately after diagnosis and by working closely with primary care services.

⁵² National Stroke Strategy (p.23)

⁵³ The Shape of things to come. Consultation on developing new, high quality major trauma and stroke services in London, Draft, Healthcare for London, January 2009

⁵⁴ The Shape of things to come, page 28

⁵⁵ Reducing Brain Damage

⁵⁶ National Stroke Strategy

⁵⁷ Dr Luder, North Middlesex Hospital NHS Trust

4.5.4. This is again an area which is being looked at within the Healthcare for London consultation, with the North Middlesex University Hospital Trust proposed as a TIA clinic and therefore the panel felt that it would not be beneficial to make any recommendations at this time. However, as identified above, there are significant variances in the QOF data and to ensure that those who have had a stroke or TIA risks are managed effectively GPs and other health professionals need to be actively monitoring patient's health, both in medical terms but also in lifestyle terms.

4.6. Quality Marker 16 – Return to work

Markers of a quality service

“People who have had a stroke and their carers are enabled to participate in paid, supported and voluntary employment”

4.6.1. Whilst this Quality Marker is mainly related to rehabilitation, there is evidence to suggest that work is good for both the physical and mental health of a person. Therefore, ensuring that people who have had a stroke or TIA are able to access paid and voluntary employment may lead to a reduction in the chance of a further or full stroke.

4.6.2. For the purpose of this review, it is felt that this is covered under Quality Marker 3 and Quality Marker 4, in that the panel feels that people who have had a stroke or TIA should be able to utilise their skills in the wider community, thus empowering the person and also enabling others to learn from them. Please see above for further information.

4.6.3. Different Strokes is a charity for people of working age who have had a stroke, its aim is “through active self-help and mutual support, our aim is to help stroke survivors of working age optimise their recovery, take control of their lives and regain as much independence as possible, including returning to work⁵⁸”.

4.6.4. The panel heard that some of the Stroke Grant has been identified for use to support the Council's 'Welfare to Work' strategy to the 'Winkfield Resource Centre' to support outreach work to help working age adults return to work.⁵⁹

4.6.5. Adult Services is currently drafting a Carers Strategy, which will be adopted by the partnership. This includes the following draft outcome **“Carers will be able to have a life of their own alongside their caring role”**. Adult Services have identified a number of issues around carers being able to work, for example a lack of flexible working or part-time job opportunities/advertisements. The National Audit Office have also recently published a report “Supporting Carers to Care⁶⁰” which addresses a number of national issues, including those around Job Centre Plus, and a lack of specific support programmes for Carers to find employment.

4.6.5.1. Adult Services has been working to engage with Job Centre Plus in Haringey and is hoping to get the Partnership Manager at Job Centre Plus to attend the Carers Partnership Board meetings.

4.7. Quality Marker 20 – Research and audit

⁵⁸ Different Stroke, Scrutiny Panel briefing

⁵⁹ Adult, Culture and Community Services, Scrutiny Panel briefing

⁶⁰ Supporting Carers to Care, National Audit Office, 2009

“All trusts participate in quality research and audit, and make evidence for practice available.”

4.7.1. The panel heard that the current Co-ordinator of Different Strokes is a lay member of the Prevention Clinical Studies group of the National Stroke Research Network and of its operational steering group.

4.7.2. The panel also heard that Dr Luder, Consultant Physician at the North Middlesex Hospital Trust is actively involved in attending group meetings, and lecturing for General Practitioners.

4.7.3. It was felt that NHS Haringey would benefit from having Lead GPs in the area of stroke, who would be able to share best practice from both within Haringey and across the Country and also participate in research.

Local recommendation	Responsibility
9. Lead GPs b. With responsibility for stroke in Haringey to be identified - one per collaborative	NHS Haringey

4.8. Partnership working

4.8.1. Whilst the panel came across examples of best practice in various agencies and across agencies, it was noted that those attending the meetings welcomed the opportunity to speak to each other about strokes. The panel meetings were an ideal place for people to share ideas as well as knowledge, for example a representative from the acute sector commented on how useful it would be to have known some of the activities carried out across the borough especially regarding lifestyle changes. Thus the panel felt that there was a need for greater partnership working and information sharing across stroke care.

4.8.2. The panel also noted that across the stroke care pathway there is the need for involvement from a number of different agencies and disciplines. This is relevant both the primary and secondary prevention of strokes, but also to the stroke pathway on the whole.

4.8.3. Therefore the panel felt that the development of a Stroke Steering Group would be beneficial to Haringey. It felt that it would be an ideal forum to take forward the National Stroke Strategy as a whole and also to monitor and be involved in recommendations from this report.

Local recommendation	Responsibility
10. Set up a multi agency steering group that takes forward the action points and Quality Markers from the National Stroke Strategy. <ul style="list-style-type: none"> To hold quarterly stroke steering group meetings To oversee the development and performance management of a local stroke care action plan. To provide a forum for clinical pathway development. To horizon scan for new Stroke Care guidance/guidelines with potential implications for commissioning or performance. 	NHS Haringey

- | | |
|---|--|
| <ul style="list-style-type: none">• To investigate the current situation with regards to Oberoi and take a co-ordinated overview of what improvements could be made to maximise the benefit of this system. | |
|---|--|

Appendices

Appendix A – Contributors to the review

Councillor David Winskill	Chair
Councillor Karen Alexander	Panel Member
Councillor Toni Mallett	Panel Member
Councillor Bernice Vanier	Panel Member
Lisa Redfern	Assistant Director, Adults Services, Adult, Culture and Community Services, Haringey Council
Robert Edmonds	Director, Age Concern Haringey
John Murray	North London Co-ordinator, Different Strokes
Dr Vivienne Manheim	Haringey General Practitioner
Dr Sejal Pandya	Haringey General Practitioner, Member of NHS Haringey's Professional Executive Committee
Dr Robert Luder	Consultant in Elderly Medicine and Stroke, North Middlesex University Hospital Trust
Joseph Buttell	Clinical Specialist Physiotherapist, North Middlesex University Hospital
Caylie Fields	Therapy Services Manager, North Middlesex University Hospital
Hayley Bridge	Ward Manager Medicine of the Elderly, North Middlesex University Hospital
Veronica Wareham	Team Leader Occupational Therapy Department, North Middlesex University Hospital
Candida Ellis	Speech and Language Therapy Manager, North Middlesex University Hospital
Mags Farley	General Manager Acute & Emergency Medicine, North Middlesex University Hospital
Homaira Sophia Khan	Stroke Prevention Officer, Stroke Association
Eugenia Cronin	Joint Director of Public Health, Haringey
Dr Tamara Djuretic	Consultant in Public Health
Vicky Hobart	Consultant in Public Health
Adrian Hosken	Senior Commissioning Manager, Haringey Teaching Primary Care Trust
Jinty Wilson	Director, North Central London Cardiac and Stroke Network
Fiona Wright	Associate Director of Public Health
Alan Hewitt	Connect
Jan Bryant	Commissioning Manager, Carers, Haringey Council
Craig Ferguson	Haringey Council, Project Manager (Information Management)
Dr Jasper Holmes	Senior Researcher, Ricability

Appendix B – A Stroke Story, John Murray, Different Strokes

JOHN MURRAY DIFFERENT STROKES LONDON NORTH GROUP TIA AND SUBSEQUENT STROKE STORY

BEFORE THE STROKE

Before the stroke I had been the Haringey Borough Architect. Over 10 years, we had pioneered working with tenants through multidisciplinary area teams, developed collective responsibility in the service and, as funding for public services reduced, established a public sector consultancy to supplement service income. Initially we did work for other Councils and for Housing Associations. Then, as part of a consortium we won and successfully completed a UK Govt funded project in Moscow. In association with Russian colleagues, the consortium sought and eventually won a further EU funded project in 23 Russian cities. I was invited to join them and was due to start when I had a stroke.

THE TIA

I had a peculiar experience early on 26 February 1994, a Saturday morning. It lasted about 30-45 minutes. My left arm felt very light, as if it wasn't there. It wasn't unpleasant. When I went to make a cup of tea, my left hand was clumsy and I couldn't turn the tap on. I had no idea what was happening and was relieved when the symptoms went away. But it was obviously a significant event and it was clear I needed to see a doctor.

Because it was a Saturday morning, we agreed we shouldn't trouble our GP but should go to A+E ourselves. With the benefit of hindsight, we should have called our GP. He would have had access to my records which would have shown a history of both high blood pressure and high cholesterol. As a result he may well have concluded that I had had a TIA and arranged appropriate treatment.

We decided not to go to our nearest hospital, the Whittington, largely because it is very difficult to park there. On the other hand the Royal Free Hospital in Hampstead was not too far away and had a large multi-storey car park. So we decided we should go there. I drove.

There was a queue of people in A+E and I was eventually seen by a young doctor around midday, about four hours after the TIA. She went through what I now know to be the standard checks for stroke – strength, speech, mental arithmetic, etc. All of these I passed successfully. But I did have an incredibly bad headache. The doctor asked if I wanted a prescription for my headache. I declined the offer, saying that I had paracetamol at home. Then we went home.

It is interesting that the young doctor initially assumed from my description that I may have had a stroke but then went on to discount that in the light of my lack of symptoms (apart from the headache). Doctors are trained to base their decisions on observable symptoms and, apart from the headache, I didn't have any.

My own reaction is also interesting. We knew that the doctor had made a mistake and that something very significant had happened. But I did not follow it up by going to my own doctor on the Monday, as I should have done. It is true that I was busy that week. But I was having curious pins and needles in my left arm. I thought it might be a muscular problem and went to an osteopath but that did not help, nor provide any reason.

THE STROKE

Two weeks later. On Saturday morning 12 March, I had a stroke. I remember feeling somewhat confused. My daughter, then a teenager, remembers it differently. She has told me that, *'you were wandering around in the kitchen and hallway bumping into things and the tap was left running in the toilet (this thing of forgetting to turn the tap off carried on for quite a while after the stroke). I asked you were you ok and you seemed really distant and just complained of a bad headache. Then I went upstairs and told mum "dad's acting really weird" and she ran downstairs'*. My wife immediately connected it with the earlier incident and phoned our GP. He arrived quite quickly, diagnosed that I had had a stroke and called an ambulance. I was taken to the Whittington Hospital where I went through the various now familiar tests. I was able to deal with these quite reasonably I thought. I do remember answering '9' after being asked how bad my headache was on a scale of 1-10. But my daughter says, *'you seemed totally spaced out, as if you were in shock or something, definitely not at all right - and I was rather shocked when you said the pain of your headache was a 9, that's when I realised it was awful so I think I left at that point. I didn't realise about the whisking away by the nurse part, I must have gone by then.'*

I have subsequently praised the Whittington's response that day, but my wife has told me that it was not quite as I remember. She also said that I was dazed and confused. She has said that despite this the doctors were intent on discharging me, although I was obviously ill, with agonisingly slow responses to questions, not to mention the very bad headache. She said they were short of beds, presumably due to the relentless cuts in public expenditure over many years. I don't remember any of this going on. Then something happened to me. My wife said I collapsed. I remember suddenly being given oxygen and being wheeled at high speed through the hospital with an obviously anxious member of staff asking me how I was. I was in Whittington Hospital for a week. My wife told me that for the first few days I couldn't walk and had difficulty speaking. But I was very well looked after by kind and considerate staff.

AFTER THE STROKE

But when I left hospital all my left side was affected. The worst problem was that I couldn't use my left hand. Eating is difficult with only one hand and I couldn't tie my shoes. Dressing was hard. I was also confused. I remember a visit to the barber shortly after getting out of hospital and finding it difficult to find my way out of his small shop.

Then followed significant changes in lifestyle; changes in diet, (although my previous diet had been reasonable), regular exercise, walking instead of driving to the tube and taking walking holidays, starting that summer.

A friend of my wife's suggested I try Feldenkrais treatment which involves gentle repetitive movement which is believed to create new paths in the brain. So I did. Following weekly Feldenkrais treatment, by the end of 1994 I had gradually recovered the use of my arm. During this time I was also receiving outpatient hospital treatment while the reasons for the stroke were being investigated. In February 1995 I had an operation in Middlesex Hospital to clear a significant blockage in my right carotid artery. The investigations revealed that my left carotid artery was also severely blocked although I had no symptoms. Consequently, I opted to join an Asymptomatic Carotid Surgery trial in which half the patients would be operated on and half would not to test the efficacy of operating as against medical treatment. As I was worried that I would have another stroke which could affect my speech I was hoping that I would be chosen for the operation. In the event I was and had a successful operation in August 1996.

I am fortunate in having made a good recovery but I was determined to get better. I returned to work about a year after the stroke. Since then, I have supported and worked as a volunteer for stroke charities, firstly for the Stroke Association who were very helpful after the stroke and then

for Different Strokes, a charity which supports younger stroke survivors, whose founder I met at a Stroke Association Christmas Party in 1994.

Since 2003, I have been a volunteer for the North London Group of Different Strokes. Our Group, which is run on a voluntary basis, currently has about 100 members with an average age of 45. We aim, through active self help and mutual support, to help stroke survivors of working age take control of their lives and regain as much independence as possible, including returning to work. My initial input was to ensure that the systems for managing the group were robust and accountable. In due course I was elected secretary and am now the group coordinator. I am particularly keen to encourage and to keep up to date with research and we regularly attend the Royal Free Hospital annual stroke conferences where we have a display stand. This year we have been meeting local hospital stroke units and are shortly to meet with the North Middlesex stroke unit. I was appointed a member of the Prevention Clinical Studies Group of the Stroke Research Network in 2007.

In view of my own experience, a few years ago I wrote a short policy paper proposing that in the case of TIAs where symptoms had disappeared, it would be better to play safe, take the patients' word for it and admit to hospital patients who may have had a TIA rather than send them home. Subsequently, while evaluating a proposed research trial for the Stroke Research Network, I discovered that Professor Peter Rothwell a noted researcher into stroke prevention, had carried out a research project demonstrating that it would indeed be more economical for the NHS to admit possible TIA patients even if there were doubts.

FOOTNOTE

I asked my daughter to comment on these notes. Some of her comments have been included but in summary she said,

'I think it is all good except the part about the actual impact of the stroke - in the immediate aftermath and also for at least a year after that, I think you underplay that a lot. I think you make light of the symptoms afterwards.... I think it did quite affect your personality for quite a long while, I remember the worst part was that you weren't you for a long time... it wasn't the arm that bothered me as much as that....'

JM/SR/30/08/08R

Appendix C - NHS Haringey Stroke Report

Submitted for the Scrutiny Stroke prevention review

STROKE IN HARINGEY

Toyin Ogboye

Public Health Analyst

November 2008

Definition of Stroke

According to the World Health Organisation, stroke is a syndrome characterized by rapidly developing clinical signs of focal (at times global) disturbance of cerebral function, lasting more than 24 hours or leading to death with no apparent cause other than that of vascular origin. There are two types of stroke

Ischaemic stroke: The most common type of stroke, accounting for almost 80% of all strokes. It is caused by a clot or other blockage within an artery leading to the brain. Transient Ischaemic Attack (TIA) is a minor stroke which has usually rectifies itself within 24 hours. It is a strong risk factor of possible further stroke (Sauerbeck, 2006).

Haemorrhagic stroke: It is less common, accounting for 20% of all strokes. It caused by bleeding into brain tissue when a blood vessel bursts (Sauerbeck, 2006).

Burden of Stroke

National

Stroke is the third most common cause of death in the United Kingdom, and the largest single cause of severe disability (Saleem *et al.*, 2008). There are over 900,000 people who have had a stroke living in England (prevalence approximately 1.5%). In the United Kingdom, the prevalence of stroke in people aged over 75 years is about 8% for women and 9% for men (Kwain, 2001). Each year approximately 110,000 people in England suffer from a stroke. Thirty three percent will recover fully with no long-term ill effects, 33% may experience permanent disability and 33% will die. Stroke has a 2.2 higher incidence in people of African or Caribbean origin, and men of South Asian origin are also disproportionately susceptible to stroke. Bangladeshi and Pakistani women are reported to have relatively high levels of stroke. One in ten strokes occurs in people under the age of 55 years (Department of Health, 2007). Stroke is a life changing event that affects not only the person who may be disabled, but the entire family and other caregivers as well (Goldstein *et al.*, 2006). Its human and economic toll is staggering. Stroke costs the NHS and the economy about £7 billion a year: £2.8 billion in direct costs to the NHS, £2.4 billion of informal care costs (e.g. the costs of home nursing borne by patients' families) and £1.8 billion in income lost to productivity and disability (Department of Health, 2007). The NHS in London spent £136 million on stroke care in 2006/2007. By 2010 the Government aims to reduce the death rate from Stroke, CHD and related diseases in people under 75 by at least 40% (Saleem *et al.*, 2008).

Local

Stroke is one of the major causes of death from circulatory disease in Haringey. Deaths from stroke in Haringey are higher than for England as a whole. In 2004-2006, there were a total number of 196 deaths from stroke of these 45 people (23%) under the age of 75 died of potential preventable stroke. In Haringey, there has been a significant increase in Under 75 years stroke standardised mortality rate (SMR) from 2002 to 2006 (Figure 1). In 2006/2007, 270 people were admitted to hospital with stroke (Secondary Uses Service (SUS)). The rate of stroke admissions from 2001 to 2007 is shown in Figure 2 below. Haringey's GPs suggests that there are 2317 people living with stroke in Haringey in March 2008 – an overall prevalence of 0.84%. This is likely to be an under- estimate due to incompleteness of reporting known to be associated with the Quality Outcomes Framework (QOF) data in Haringey. Slight variations in stroke prevalence appear to occur across the geographical areas of the Borough; the highest prevalence being in the Central and North East Localities (0.9%) and lowest in the West (0.86%) and South East (0.69%). The London Observatory suggests that under diagnosis exists in Haringey, only 61% (the lowest in London) of the expected cases diagnosed and managed. High stroke death rates compared with London and England, particularly in Under 75s were recorded in 2004-06 (Office of National Statistics).

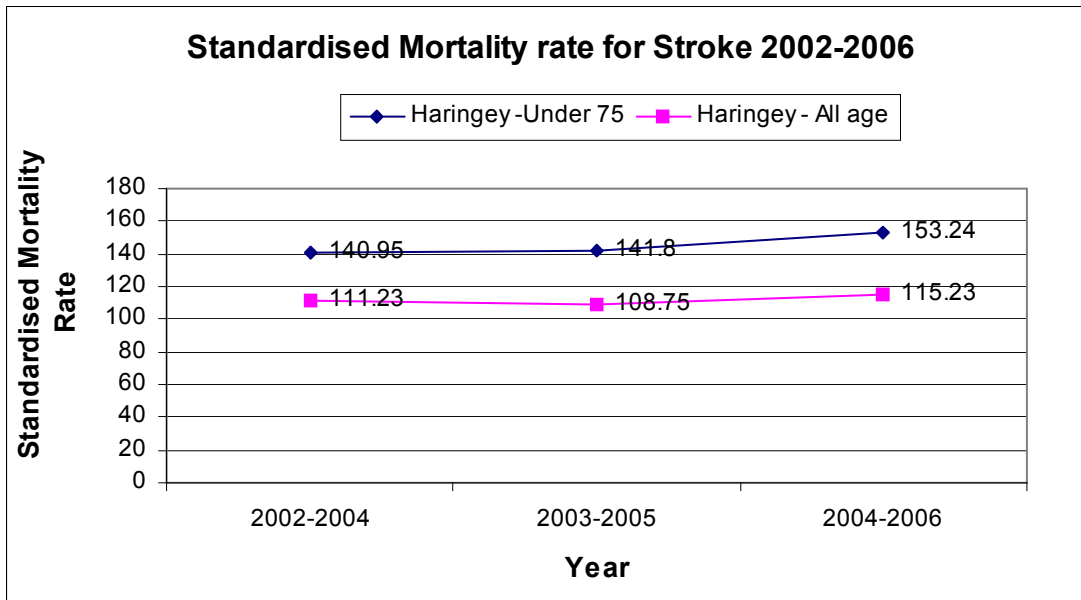


Figure 1: Stroke

Standardised Mortality Rate (SMR) in Haringey, 2002-2006

Source: Office of National Statistics.

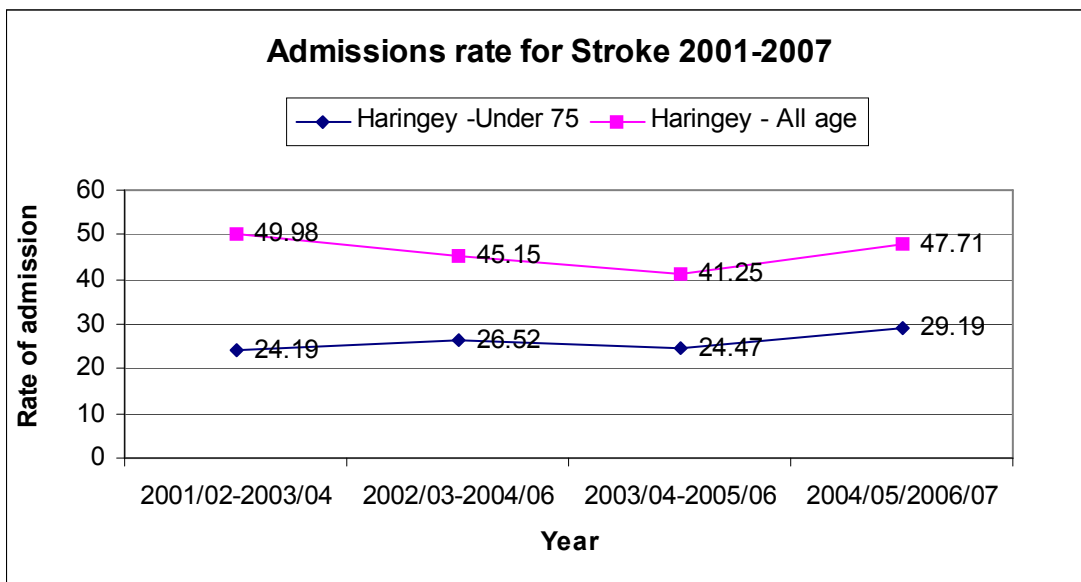


Figure 2: Stroke Admissions rate in Haringey, 2001-2007

Source: Secondary Uses Service (SUS)

Risk Factors for Stroke

The risk for stroke is based on heredity, natural processes, and lifestyle. Many risk factors for stroke can be changed or managed (i.e. modifiable) such as lifestyle factors which include smoking, obesity, poor diet, physical activity and excessive alcohol consumption, and health conditions such as previous stroke or TIA, diabetes, hypertension (high blood pressure) and cardiac diseases (such as atrial fibrillation, infective endocarditis, mitral stenosis, recent large MI, left ventricular hypertrophy). Many of these conditions are associated with lifestyle factors. The relative risk of these conditions (Table 1) suggests that the identification and management of present health conditions should be vital to stroke prevention strategies.

Others that relate to hereditary or natural processes cannot be changed (i.e non-modifiable) which include age, ethnic group and gender. Both paternal and maternal history of stroke has been associated with an increased stroke risk. This increased risk could be mediated through a variety of mechanisms, including

(1) genetic heritability of stroke risk factors, (2) the inheritance of susceptibility to the effects of such risk factors, (3) familial sharing of cultural/environmental and lifestyle factors, and (4) the interaction between genetic and environmental factors (Liao *et al.*, 1997).

Table 1: Stroke risk factors and their relative risk

Risk Factor	Relative Risk
Age (per decade)	2.2
Male gender	1.4
BP (per 10mmHg diastolic)	2.3
BP (\geq 160mmHg systolic)	2.5 - 4
Atrial fibrillation	5
Diabetes Mellitus	2 -3
Ischaemic Heart Disease	2.5
Heart Failure	2.5 – 4.4
Peripheral vascular disease	2
Previous TIA	7
Previous stroke	9 - 15
Warfin treatment	7 - 10
Smoking	2
Alcohol (> 30 units/week)	2.5 - 4
Family History	1.4 - 2

Source: Kwain, 2001

The Stroke Pathway

- Population-level prevention
 - Health education, social marketing and life style modification
- Primary care prevention: management of risk factors in individuals – Hypertension, cholesterol, obesity, atrial fibrillation, alcohol, diabetes
- Rapid access to Health Care Transient Ischaemic Attack (TIA) management, Acute stroke management – including timely CT scans and thrombolysis
- Acute rehabilitation in a stroke centre
- Secondary prevention
- Specialist Rehabilitation in the community
- Care and support

Health inequalities in Stroke

Exworthy et al (2003) defined health inequalities as systematic, structural differences in health status between and within social groups within the population. These groups can be defined by socio-economic status, geographical area, age, disability, gender or ethnic group.

The differences in stroke risk and outcome in groups defined by socio-economic status, geographical area, age, disability, gender or ethnic group is demonstratable.

Age:

Stroke incidence is clearly associated with advancing age (Chong and Sacco, 2005). People who are over 65 years of age are most at risk from having strokes, but they can affect people of any age, including children. The risk of stroke doubles for each successive decade after the age of 55 years (Goldstein *et al.*, 2006). Haringey has an aging population. The number of people aged 65 years plus in Haringey is projected to rise from 20,400 in 2008 to 23,300 in 2025 (Greater London Authority, 2006).

Ethnic Group:

Stroke is an important cause of mortality and morbidity in Blacks worldwide. People of Black ethnic origin are at increased risk of having a stroke, and the number of people affected by the condition is higher among this ethnic group than the white ethnic group (Bravata *et al.*, 2005). This is because of higher prevalence or severity of stroke risk factors (smoking and obesity) in blacks, biological differences between blacks and whites, and lower socioeconomic status in blacks compared with whites. People of Black ethnic origin have a genetic predisposition (a natural tendency) to developing diabetes and heart disease, which are two conditions that can cause strokes (Gillum, 1999). Stroke also occurs at a higher rate than the general population in some other ethnic groups such as Bangladeshi and Pakistani ethnic origin and white Irish men (Health Survey for England, 2004). Given the ethnic diversity of Haringey's population this is very important for local preventive strategies.

Gender:

Stroke is more prevalent in men than in women (Goldstein *et al.*, 2006). Men also generally have higher age-specific stroke incidence rates than do women; exceptions are in 35- to 44-year old and in those of 85 years of age groups in which women have slightly greater age-specific stroke incidence than do men (Sacco *et al.*, 1998). Factors such as oral contraceptive (OC) use and pregnancy contribute to the increased risk of stroke in young women (Kittner *et al.*, 1997) and the earlier cardiac-related deaths of men with cardiovascular disease may contribute to the relatively greater risk of stroke in older women (Goldstein *et al.*, 2006).

Geographical area:

Area deprivation is associated with a higher incidence of stroke, increased rate of recurrence and early first stroke (Aslanyan *et al.*, 2003).

Disability:

Having a disability irrespective of independent living by an individual results in a delay in presenting for treatment in the event of stroke (Smith *et al.*, 1998).

Socio-economic Status and Stroke:

The phenomenon that health is not evenly distributed over the different socioeconomic classes has been well established in many studies (Cox *et al.*, 2006). In several studies a gradient appears across the social spectrum, rather than a threshold effect, suggesting that it is the position within the social hierarchy that is important for health (Macintyre, 1997). General factors that affect health have been categorised at the individual level to include material (e.g. income and possessions), behavioural (e.g. diet, smoking and exercise) and psychosocial factors (perceived inequality, stress). Socioeconomic status (SES) (as defined by occupational position, income or education) is an important and powerful determinant of stroke incidence and outcomes (Cox *et al.*, 2006). Decreasing socioeconomic status is associated with increasing stroke incidence and stroke mortality. People from lower socioeconomic groups have a substantially higher risk of stroke. Higher stroke mortality rates of lower socioeconomic groups are probably

related to several factors (Kapral *et al.*, 2002). As a general rule, disadvantaged communities are more frequently exposed to lifestyle factors for the risk of stroke, such as excessive alcohol consumption, smoking and obesity (Anton *et al.*, 1998), which result in conditions such as hypertension and diabetes.

Haringey Population Profile

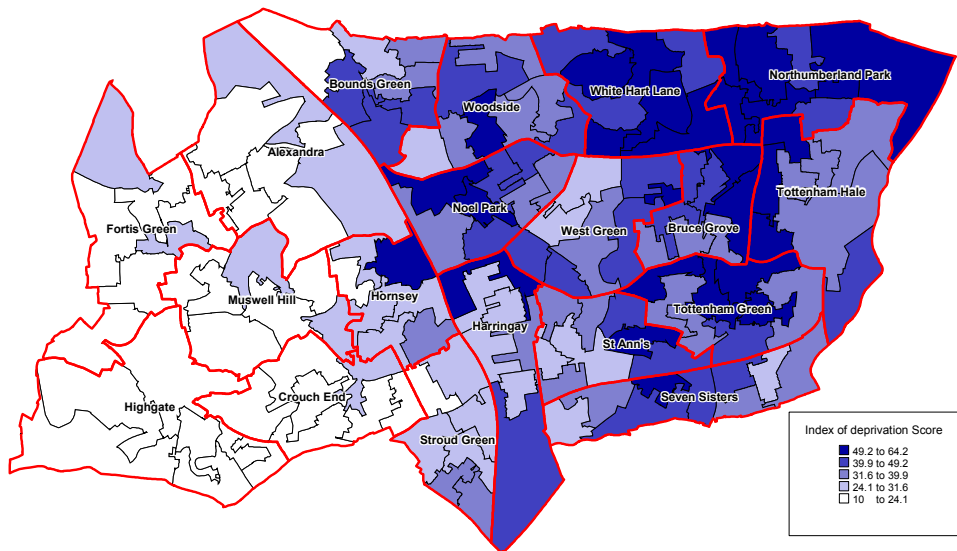


Figure 3: Index of deprivation score by lower super output area.

Source: Department and Local Government, Indices of Deprivation, 2007 of Communities

Socioeconomic deprivation has a significant impact on health. Inequalities in experience of health occur in Haringey and this can be explained by difference in socioeconomic status (using index of deprivation) in different parts of Haringey (Figure 3).

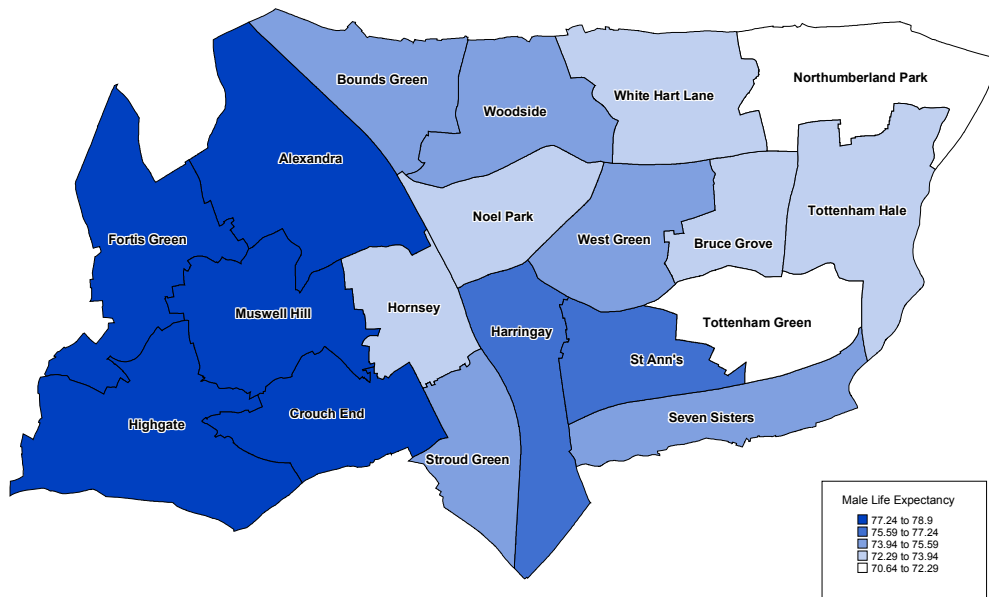


Figure 4: Male Life Expectancy 2002-2006
Source: London Health Observatory, 2002-2006 data

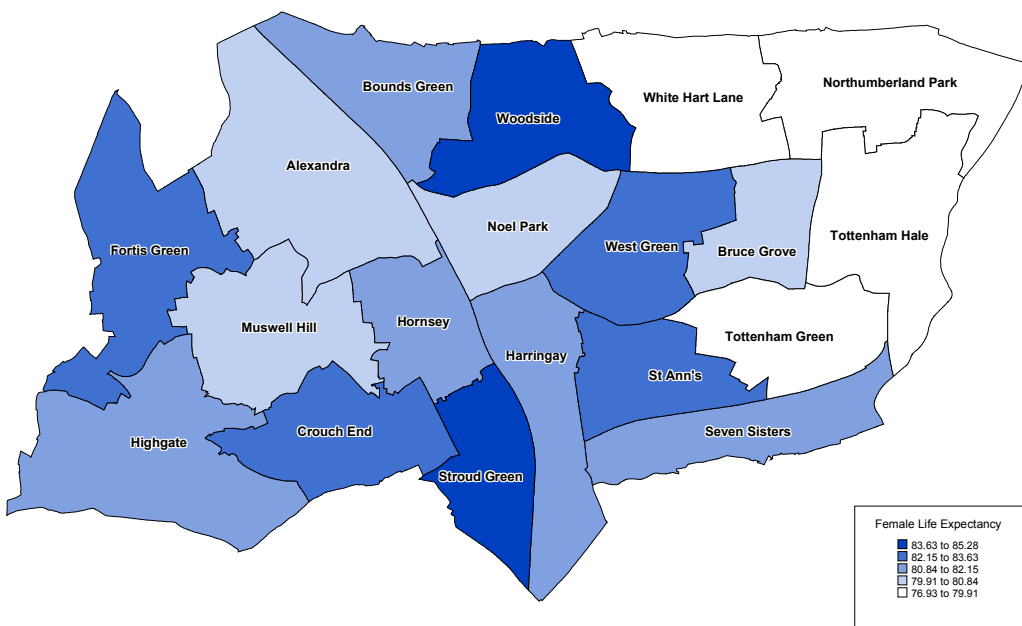


Figure 5: Female

Life Expectancy 2002-2006
Source: London Health Observatory, 2002-2006 data

Generally, the more deprived wards (as measured by the Index of Multiple Deprivation) have a lower male life expectancy than the more affluent wards. At the two extremes, male life expectancy in Tottenham Green (70.6 years) is over 8 years lower than male life expectancy in Alexandra (78.9 years) (Figure 4). The gap in female life expectancy between the boroughs with the highest and lowest life expectancy is 6.8 years in 2002-2006 (Figure 5).

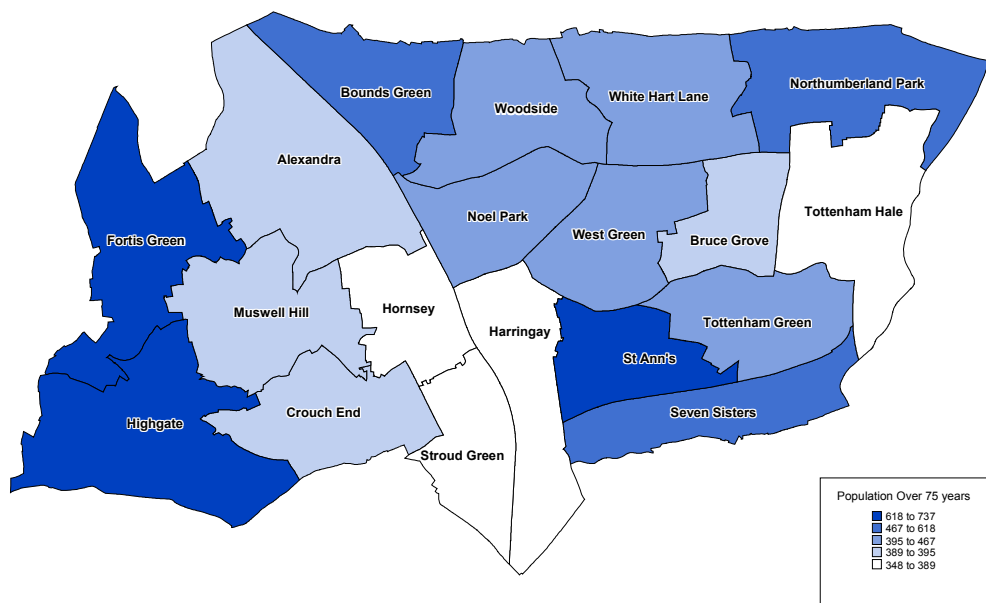


Figure 6: Population Over 75 years
Source: Greater London Authority, 2007

Residents in Highgate, Fortis Green and St Ann's have the highest number of people under the 75 years. Residents in Tottenham Hale, Hornsey, Stroud Green and Harringay have the lowest number of people under the 75 years.

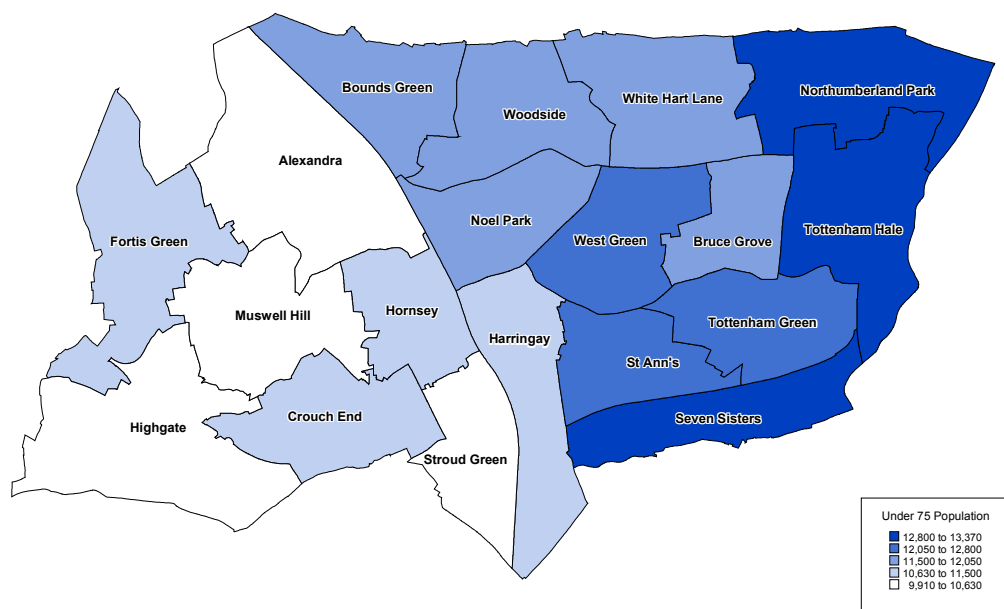


Figure 7: Population Under 75
Source: Greater London Authority, 2007

Residents in Tottenham Hale, Northumberland Park and Seven Sisters have the highest number of people under the 75 years. Alexandra, Highgate, Muswell Hill and Stroud Green have the lowest number of

people under the 75 years. Tottenham Hale and Northumberland are in top fifth of wards for under 75 years population and in the fifth of the wards with the highest under 75 mortality from stroke.

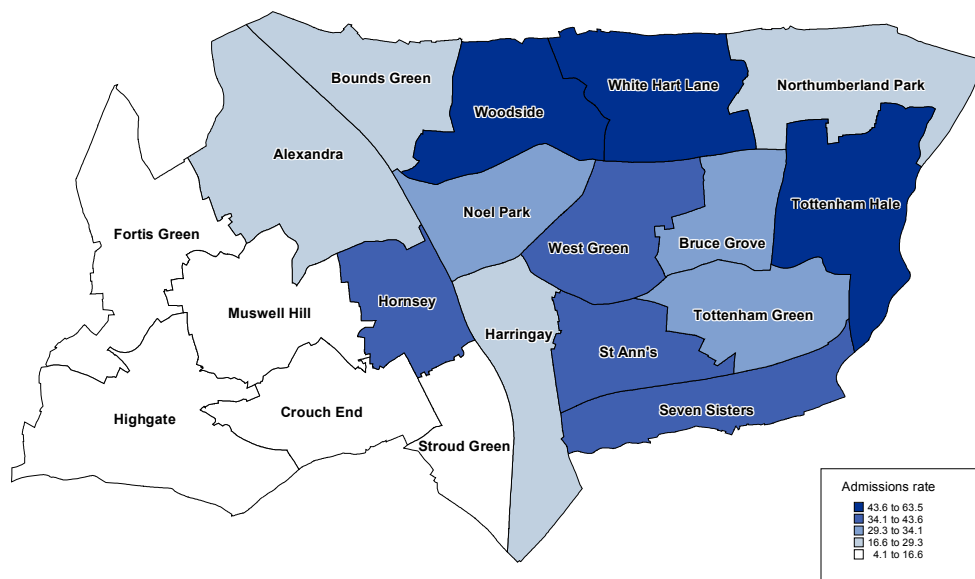


Figure 8: Under 75 years stroke admissions rate. Source: SUS

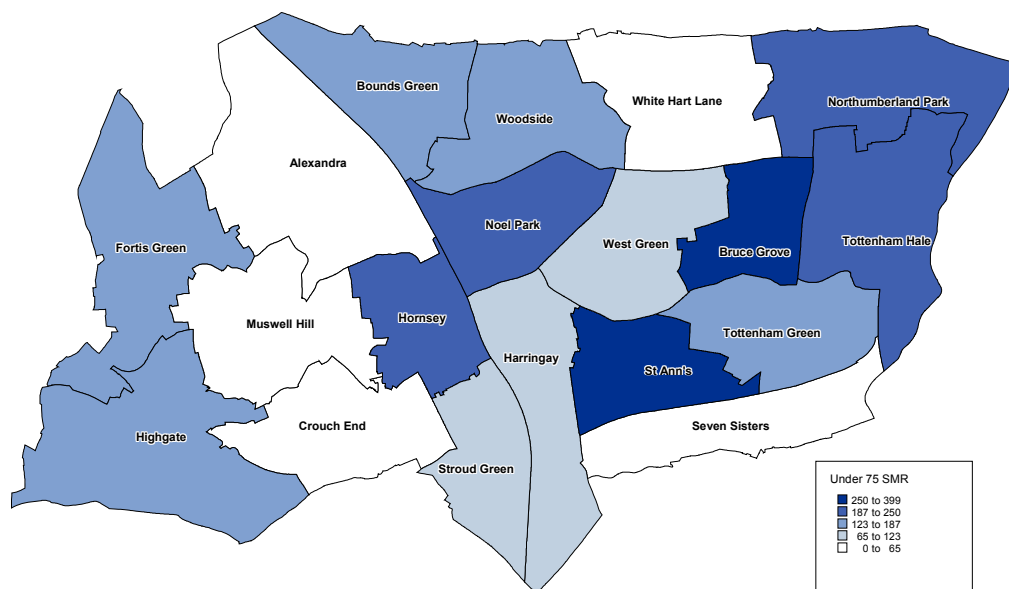


Figure 9: Under 75 years stroke standard mortality ratio (SMR)
Source: Office of National Statistics

Figure 8 and 9 show rate of hospital admissions and deaths from stroke in those under 75 years of age in Haringey. There are geographic differences in the mortality and incidence of stroke in Haringey. In 2004/05 to 2006/07, hospital admissions for stroke those under 75 years of age in Haringey occurred at a

rate of 29.19 per 100,000. Higher rates of stroke admissions were observed in the wards of Tottenham Hale, Woodside and White Hart Lane. Lower rates were observed in Muswell Hill and Stroud Green. Stroke deaths rates (SMR) for residents less than 75 years of age in 2004-06 was 153, 50% higher than expected. Higher than expected mortality rates from stroke (in residents aged less than 75 years) were observed in almost all areas in the borough, particularly St Ann's and Bruce Green wards.

The Stroke death rate and hospital admission give an important pointer of the size of the problem, but underestimates the true incidence in the community. Some people are surviving with mild or slowly developing stroke, for which they do not go to the hospital for treatment. For example, White Hart Lane has relatively high under 75 years stroke admissions rate, but a fairly low stroke mortality compared to other wards, where as Northumberland is in middle fifth of wards for under 75 years stroke admissions rate but in the fifth of the wards with the highest mortality. Hornsey has high rates of under 75 years stroke admissions and mortality from stroke. These differences could reveal not just differences in wards in the treatment of acute stroke by health services but also differences in ward populations' ability to identify and take effective timely action.

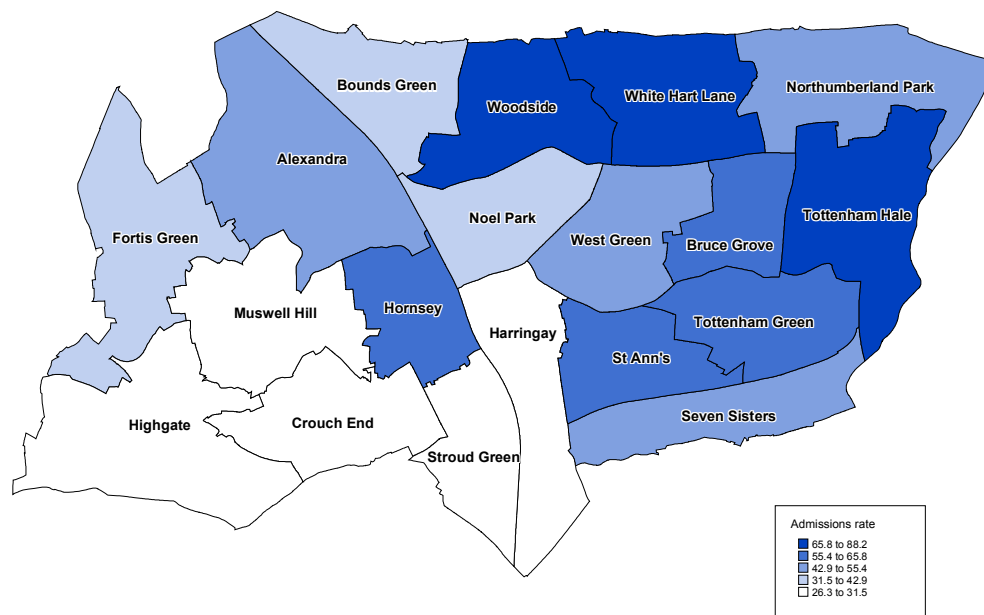


Figure 10: All age stroke admissions rate

Source: Secondary Use Service (SUS)

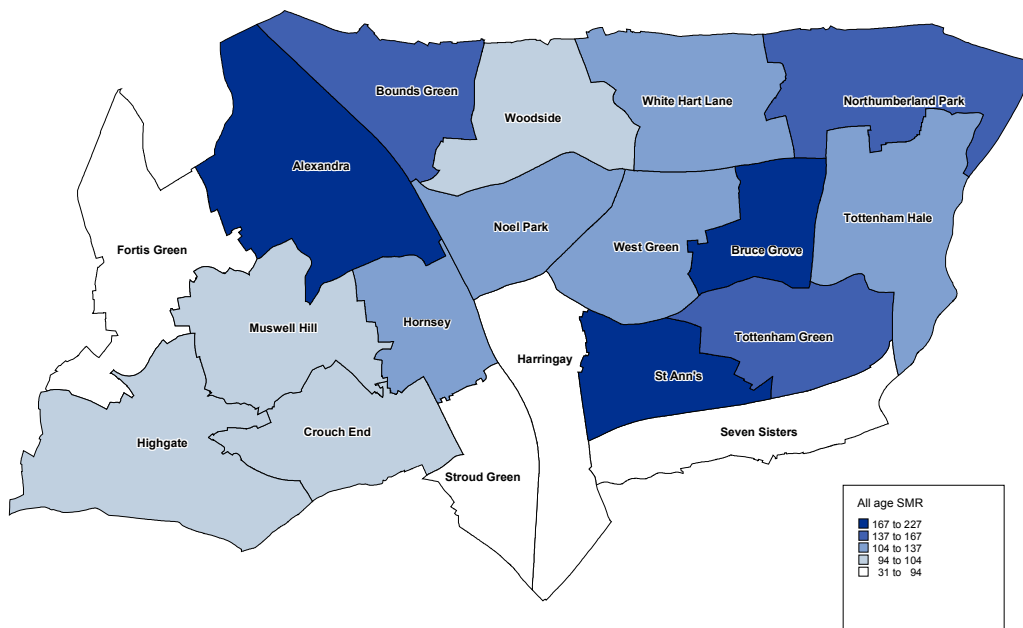


Figure 11: All age stroke standard mortality ratio (SMR)

Source: Office of National Statistics

Figure 10 and 11 show rate of hospital admissions and deaths rates from stroke for all ages in Haringey. There are geographic differences in the mortality and incidence of stroke in Haringey. In 2004/05 to 2006/07, hospital admissions for all age stroke in Haringey occurred at a rate of 47.7 per 100,000. Higher rates of stroke admissions were observed in the wards of Tottenham Hale, Woodside and White Hart Lane. Lower rates were observed in Muswell Hill and Stroud Green. Stroke death rates for residents of all age in 2004-06 was 115, 15% higher than expected. Higher than expected mortality rates from stroke for all ages were observed in almost all areas in the borough, particularly in St Ann's, Bruce Green and Alexandra wards.

GPs recorded prevalence (0.84%) of stroke in Haringey (Figure 12). According to Eastern Region Public Health Observatory (ERPHO) the expected prevalence of stroke in Haringey is 2.3%. GPs are treating only about 37% of those estimated to have stroke. There is therefore serious under recording of stroke in GP registers. The difference could be explained by the fact that the estimated prevalence is the number of people who have had stroke at any time while GPs rely only on presented stroke in primary care. The fraction of people with stroke, in particular people with no apparent, lasting disability could be overlooked. There is evidence of differences between ethnic groups and socioeconomic status in timely recognition of stroke, seeking help early and early arrival at the hospital (Ratner *et al.*, 2006). Stroke awareness campaigns should focus on ethnic minorities and disadvantaged population to promote early recognition of stroke signs and prompt access to healthcare services.

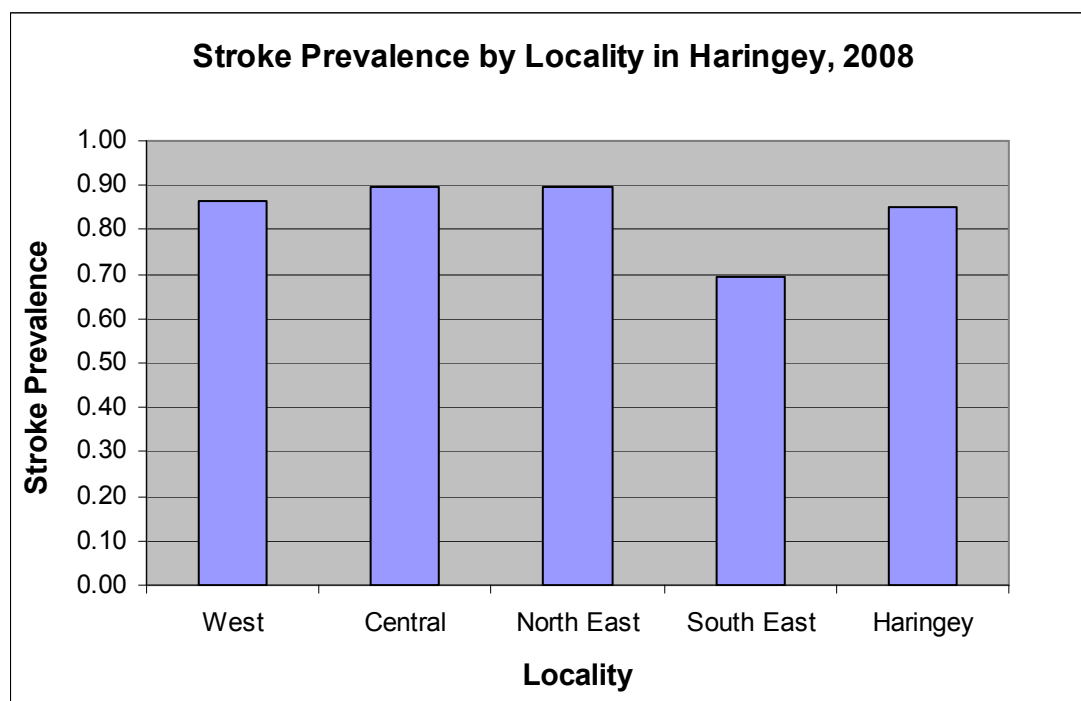


Figure 12: Stroke Prevalence by Locality in Haringey (2008)

Source: Quality Outcomes and Framework data (March, 2008)

Prevention of Stroke in Haringey

Stroke is a preventable condition. Kwain (2001) highlighted that 50% of stroke deaths in patients aged less than 70 years might be preventable by use of existing knowledge through primary care and population level preventive strategies. There are two types of stroke prevention: Primary prevention – prevention before first event and Secondary stroke prevention – prevention for recurrent strokes.

Primary prevention

According to Lynch *et al* (2005), the management of risk factors leads to significant reductions in the occurrence of both first and recurrent strokes. The Stroke Association highlighted that 40% of strokes could be prevented with the monitoring and treatment of Hypertension (high blood pressure). Kwain (2001) highlighted that modifiable risk factors for stroke in the general population such as hypertension, smoking, arterial fibrillation and obesity should be the target for primary prevention strategies. Evidence shows that the identification and management of underlying stroke risk factors in primary care varies across general practices in Haringey (Table 2).

Table 2: Management of stroke risk factors in primary care in Haringey in 2006/2007

Performance of GP practices in Haringey in identification and management of stroke related risk factors			
	Haringey	General Practice Variance	London
Patients on Hypertensive register	9.5%	2.5% - 17.0%	10.3%
Hypertensive patients blood pressure checked < 9 months	91.5%	76.4% - 100%	90.3%
Patients that are obese (BMI 30+)	7%	2.2% -18.0%	6.5%
Patients that smoke	25.1%	8.6% - 27.5%	23.4%
Patients on Arterial Fibrillation	0.5%	0% - 2.0%	0.8%

Register			
Arterial Fibrillation treated with anticoagulant/platelets	88.0%	0% - 100%	87.8%

Source: London Health Observatory data (2006/2007)

Secondary prevention

Due to the considerable risk of a reoccurrence of a stroke in persons with major stroke or Transient Ischaemic Attack (TIA), monitoring and treatment after first event of stroke are important in preventing further stroke (i.e. secondary prevention). Following discharge from hospital, the management and care of stroke patients is primarily undertaken through the General Practices. The performance of GPs in managing stroke patients (secondary prevention) is measured through the Quality and Outcomes Framework. The Quality and Outcomes Framework (QOF) is an innovative way to reward GPs for providing good quality care for their patients and a way of funding the work needed to improve the health care delivered to people across the United Kingdom. Stroke patients in Haringey seem to be well managed by their GP through regular blood pressure and cholesterol monitoring, provision of anti blood thinning/ thickening treatments. However, evidence shows that the performance of general practices varies across Haringey (Table 3).

Table 3: Management of stroke in Haringey in 2006/2007

Management of stroke and TIA in Haringey 2006/7			
	Haringey	General Practice variance across Haringey	London
Patients on stroke register	0.84%	0.1%-2.0%	1.0%
Stroke Patients BP Check in past 15 months	93.8%	82.4% - 100%	94.4%
Stroke Patients BP 150/190 or less	81.2%	35.7-100%	81.8%
Stroke Patients cholesterol checked in past 15 months	82.8%	64.3-100%	84.9%
Stroke Patients with cholesterol <5.0	61.9%	25-100%	63.6%
Stroke Patient with anti platelet /anti coagulant	93.2%	50-100%	93.7%
Stroke Patients given flu immunisation	72.2%	35.7-100%	74.6%

Source: London Health Observatory data (2006/2007)

Given the relative cost of stroke prevention interventions (Table 4), population level prevention and primary care prevention seem to be the effective methods of reducing risk of stroke.

Table 4: Cost of interventions to prevent one stroke per year

Interventions	Cost to Health Services (£)
Quit smoking by yourself	Nil
Quit smoking with NRT	12,000
Aspirin for those at increased risk of stroke	600
Treatment of High Blood Pressure	1000-7000
Low dose anticoagulation for atrial	9000

fibrillation	
Statins (for treating high blood cholesterol)	20,000-25,000
Carotid surgery (for those at high risk of stroke)	162,000-232,000

Source: London Health Observatory

Conclusion

Stroke is a serious but potentially preventable public health problem in Haringey. Understanding of the risk factors, local burden of stroke and relative cost of stroke prevention health services is essential in order to provide preventive primary care services. The variation in identification and management of underlying stroke risk factors in primary care across general practices in Haringey proves to be significant.

The North Central London Cardiac Network (NCLCN) will take the strategic lead in scoping local stroke services to assess the level of service provision and to identify any service gaps across the sector, across Barnet, Camden, Enfield, Haringey and Islington. The initial focus of the work from the NCLCN will be on acute stroke care provision; however, work will also be carried out in terms of stroke prevention.

Local initiatives are focusing on:

- Commissioning awareness campaigns aiming to promote early recognition of stroke signs and prompt presentation to healthcare services;
- Developing strategies to improve stroke registers in primary care;
- Vascular risk checks to identify people who are at risk for stroke and apply evidence-based intervention measures to reduce morbidity and mortality related to stroke
- Strengthening stroke specialist rehabilitation services in the community

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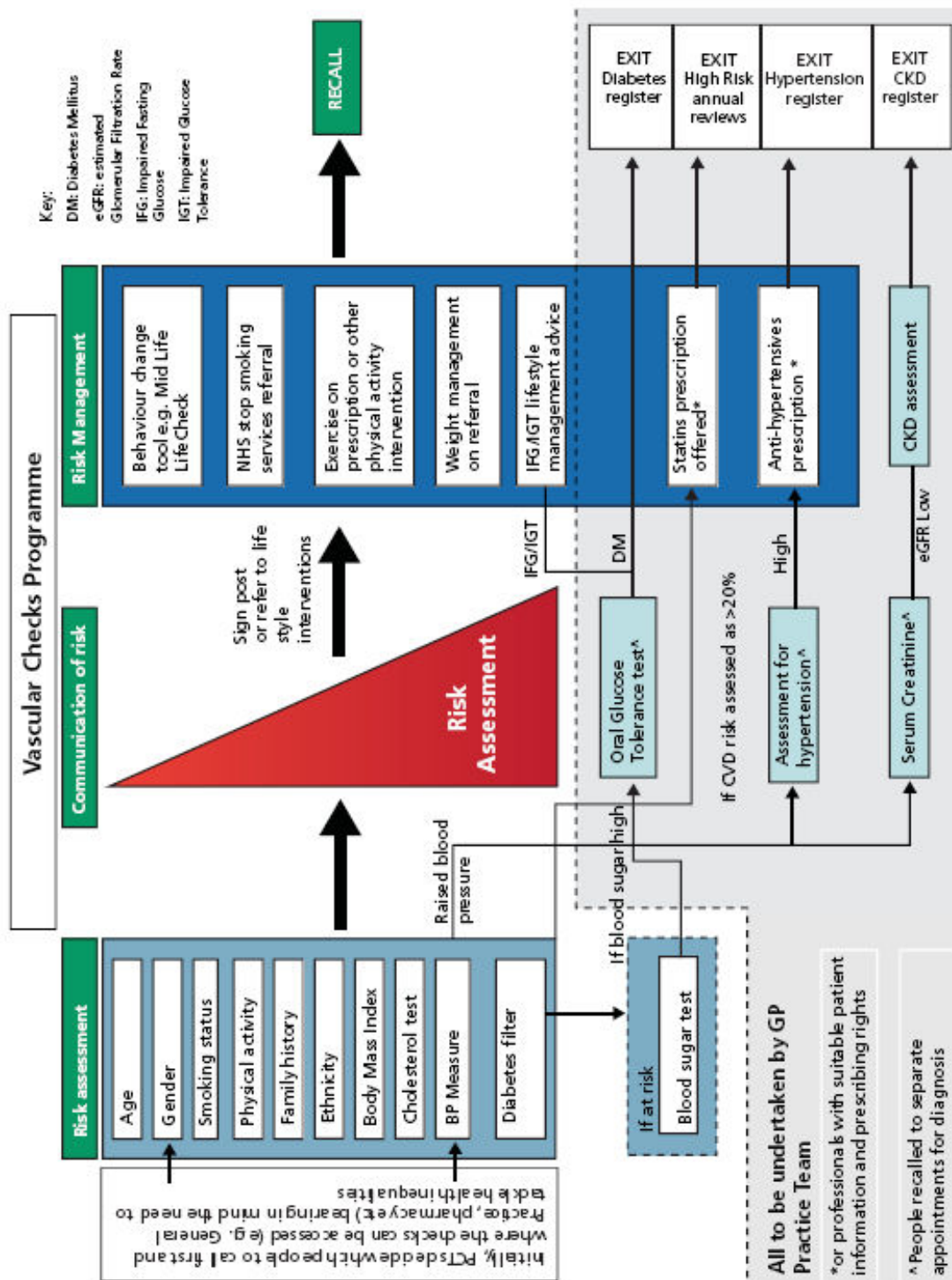
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Appendix D - Putting Prevention first: vascular checks, risk assessment and management tool, Department of Health, 2008



Appendix E - Quality Outcomes Framework data

Average percentage achievement for Stroke indicators and range of achievement by practice⁶¹.

QOF 2007/08		Islington	Camden	Enfield	Haringey	Barnet
Stroke 5	Record of Blood Pressure in last 15 months	98% (91%-100%)	96% (75%-100%)	98% (72%-100%)	96% (67%-100%)	96% (80%-100%)
Stroke 6	Last BP is < 150/90	90% (74%-100%)	85% (72%-100%)	89% (67%-100%)	86% (57% - 100%)	88% (70%-100%)
Stroke 7	Record of cholesterol check in last 15 months	92% (76%-100%)	89% (65%-100%)	89% (50%-100%)	87% (33% -100%)	90% (33%-100%)
Stroke 8	Last record of cholesterol is <5.0m/ml	77% (65%-100%)	75% (54%-94%)	72% (25%-92%)	71% (25% -100%)	74% (33%-100%)
Stroke 11	New stroke patients referred for further investigation	92% (0%-100%)	91% (67%-100%)	84% (0%-100%)	88% (0% -100%)	93% (50%-100%)
Stroke 12	TIA/Ischaemic Stroke on antiplatelet/anticoagulation	95% (80%-100%)	93% (75%-100%)	95% (75%-100%)	94% (57% -100%)	94% (75%-100%)

Number of patients on the CHD, Stroke and Heart Failure register and crude prevalence using GP list size as of February 2008⁶².

Register	Islington Crude prevalence % (number on register)	Camden Crude prevalence % (number on register)	Enfield Crude prevalence % (number on register)	Haringey Crude prevalence % (number on register)	Barnet Crude prevalence % (number on register)
Stroke	1.1% (2,169)	0.98% (2,252)	1.09% (3,197)	0.84% (2,317)	0.94% (3,428)

⁶¹ Quality and Outcomes framework 2007/08, produced by Mahnaz Shaukat, Public Health Strategist, Islington PCT

⁶² Quality and Outcomes framework 2007/08, produced by Mahnaz Shaukat, Public Health Strategist, Islington PCT



WHEN STROKE STRIKES, ACT F.A.S.T.

NHS

FACE.
HAS THEIR FACE
FALLEN ON ONE SIDE?
CAN THEY SMILE?

ARMS.
CAN THEY RAISE
BOTH ARMS AND
KEEP THEM THERE?

SPEECH.
IS THEIR
SPEECH
SLURRED?

TIME.
TIME
TO CALL
999
IF YOU SEE ANY SINGLE
ONE OF THESE SIGNS

nhs.uk/actfast



INVESTOR IN PEOPLE



2005-2006
Getting Closer to Communities



Haringey Council

Agenda item:

Cabinet

On 16 June 2009

Report Title. **End of Year Performance Report – 2008/09**Report of **The Chief Executive**

Signed :

Contact Officer : **Richard Hutton – Policy & Performance**

Telephone 020 8489 2549

Eve Pelekanos - Head of Policy and Performance

Telephone 020 8489 2508

Wards(s) affected: **All**

Report for: Information

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

- 1.1. To review 2008/09 performance outcomes under the council priorities.
- 1.2. To report for the first time the council's position against the National Indicator set in April 2008
- 1.3. To present the targets set for future years

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

- 2.1. It is encouraging to see each Council directorate demonstrate clear improvements across all of the community plan areas during the past year. It is great to see improved performance in areas which local people have told us are their priorities such as reducing fly-tipping, a reduction of Council CO₂ emissions, improved street cleanliness, more pupils attaining 5+ A* - C grades,

care packages for adults delivered on time, improved value for money and quality of customer service.

- 2.2. It is clear that the last year has provided significant and profound challenges to Council following the JAR at the end of 2008. I am determined that during the coming year we will see significant improvements in our safeguarding services which will be highlighted in future performance reports. It is important that we also see an intensification of activity in other areas to ensure that where performance has slipped action is taken immediately to improve performance. Most notably recycling, the number of people on incapacity benefit helped into sustained work and rate of under-18 conceptions.

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

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

4. Recommendations

- 4.1. To note the report and progress being made against the council's priorities.
4.2. To agree the targets set for the next three years, 2009/10 to 2011/2012. These are set out in Appendix 1.

5. Reason for recommendation(s)

- 5.1. This is the Council's end of year report confirming performance outturns for 2008/09 and targets for the next three years.

6. Summary

- 6.1. This report presents the council's performance for the period between April 2008 and March 2009 as measured by national and key local indicators. Information is based data compiled by services and presented monthly to CEMB and Cabinet.
- 6.2. This is the first full year where we are reporting against the national indicator set introduced in April 2008. Many of the national indicators are new and for this reason there is limited comparative data both with other authorities and with previous years. For indicators without established baselines it has not been possible to set targets and measure progress against these.
- 6.3. Final outturn data for some of the new national indicator will become available later on in the year around June or December. This delay accounts for the gaps in Appendix 1.
- 6.4. The 2008/09 outturn figures show that targets have been achieved or nearly achieved for 72% of the indicators. Performance highlights under each of the Council's priorities are shown in section 15 of the report.
- 6.5. Targets for the next three years are shown in Appendix 1.

7. Chief Financial Officer Comments

7.1. There are no specific financial implications arising from this report but it is noted that value for money continues to be a key strand in our monitoring of performance and quality. It has been recognised that performance monitoring throughout 2008/09 continued to include routine monitoring of unit costs so that performance and costs reflecting activity could inform our judgements on whether Haringey is delivering value for money services.

8. Head of Legal Services Comments

8.1. There are no specific legal implications arising from this report.

9. Equalities & Community Cohesion Comments

9.1. Equalities are a central thread throughout the council's performance.

10. Consultation

10.1. Performance reports include the results of consultation with residents and service users. The reports themselves are prepared in consultation with service managers and performance lead officers.

11. Use of appendices /Tables and photographs

11.1. Appendix 1 - The council's performance scorecard

11.2. Appendix 2 - Exception reporting indicators not meeting target

12. Local Government (Access to Information) Act 1985

12.1. Service PI returns including unit cost data

12.2. Council Plan

12.3. Business Plans

13. Background

13.1 This is the end of year performance report for 2008/09, detailing the council's performance against agreed targets.

- 13.2 Appendix 1 shows performance outcomes against national and key local indicators.
- 13.3 Appendix 2 shows in more detail indicators where the targets have not been met.
- 13.4 A separate report has been prepared on the 2008/09 financial outturn that will also be presented to Cabinet on 16 June.

14. Use of Traffic Lights

- 14.1 Throughout the year, progress on performance indicators has been tracked on a monthly and year to date position against the 2008/09 targets using a traffic light annotation and grouped by council priority.
- 14.2 Traffic lights are allocated as follows:
 - Green: Target achieved / performance better than planned
 - Amber: Just below target (typically a 5% tolerance)
 - Red: Target not achieved / below expectation

15. Performance Highlights

The following are performance highlights under the council's priorities from Appendix 1.

15.1 Priority 1. Making Haringey one of London's greenest boroughs

- 15.1.1 *Percentage of household waste sent for reuse, recycling and composting (NI192 and 2007-2010 LAA stretch target).* Performance at 23.9% is below target the of 28%. The exception report in Appendix 2 shows the reasons and the actions put in place to increase recycling rates and meet the 2009/10 target of 32%
- 15.1.2 *Primary school children travelling to school by car (NI 198ai).* 20% of primary school children travel by car, against a 19.5 % target. The School Travel Plan team will undertake further targeted work with schools over the coming months to increase the numbers of pupils using sustainable modes of transport to travel to school.
- 15.1.3 Our School Travel Plans have won three awards this year; School Travel Plan team, the Guardian Public Service Award for Transport and Mobility and School Travel Planner of the Year. All of the 98 local authority and independent schools have approved school travel plans. Haringey has exceeded local and national targets and is one of four boroughs nationally to reach 100% in this area.
- 15.1.4 *CO₂ reduction from local authority operations (NI 185).* There has been a 4% decrease of CO₂ emissions against a target reduction of 2.5%. Haringey won the Public Sector Energy Award at the Government Business Awards, in March 2009. The award recognises the strides the Council has made with effective energy mapping and carbon reduction, which, for the 12 months of 08/09 totalled of 2,150 tonnes in the Council's buildings and Schools. This is the equivalent of taking 500 cars off the road.

The savings have predominantly resulted from energy efficiency installations, such as voltage optimisers in Council buildings and Variable Speed Drives in our Leisure Centres, paid for through the ring-fenced Sustainable Investment Fund, which saved the Council £81,933 in 08/09 on utility bills.

15.2 Priority 2. Creating a better Haringey: Cleaner, Greener and Safer

15.2.1 *Improved street and environmental cleanliness – fly tipping* (NI 196) has improved to score 1, the best possible score, showing incidents of fly tipping are decreasing and enforcement actions are increasing.

15.2.2 *Improved street and environmental cleanliness* has been sustained; the percentage of land and highways with deposits of litter and detritus have reduced from 12% and 23% in 2007/08 to 10% and 22% in 2008/09 (NI 195a and b). A significant factor in achieving the targets for both litter and detritus has been the change in the way street cleansing services are delivered which includes the introduction of the litter picking service across the whole of Haringey from May 2008. The additional litter picking has reduced levels of litter on the streets and this then allows street sweepers to concentrate on sweeping and removing detritus.

15.2.3 *Principal road maintenance* (NI 168) has been sustained with 10% of the networked judged in need of maintenance. The *percentage of non-principal roads where maintenance should be considered* (NI 169) has increased from 8% to 10% in 2008/09.

15.2.4 Overall crime in Haringey is reducing, with the majority of targets being met. The work to achieve this has been co-ordinated through the Safer Communities Executive Board:

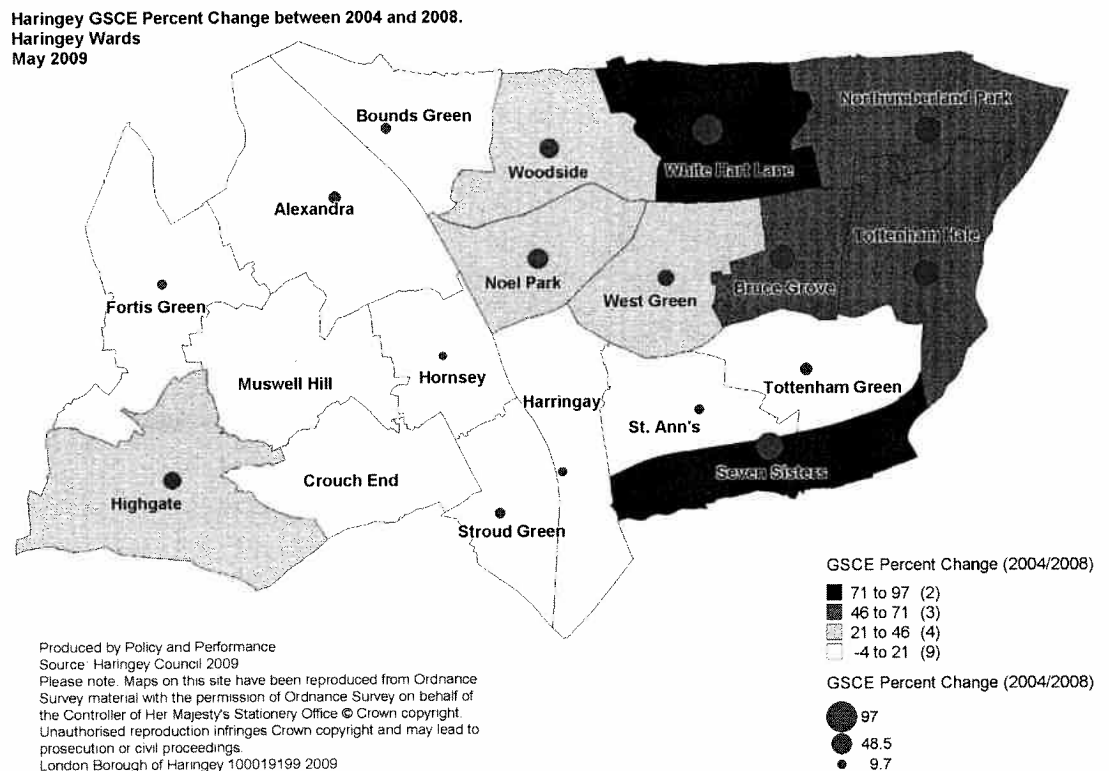
- *Number of serious violent knife crimes per 1,000 population* (NI 28) has reduced to 2.3 against a target of 2.7. This relates to 508 crimes against a target of 598 in 2008/09.
- *Gun crime* has fallen from 131 in 2007/08 to 92 in 2008/09
- *Arson incidents* are ahead of target with 247 in 2008/09 down from 376 in 2007/08

15.3 Priority 3. Encouraging lifetime well-being

15.3.1 Rapid progress has been made at GCSE with more pupils attaining 5+ A* - C grades. Haringey's improvement has been at twice the national rate. There is improvement in the 5+ A* - C (including English and maths) indicator. Haringey has improved from 26.9% in 2002 to 42.0% in 2008 (nationally from 42.1% to 47.6%). The table below shows performance in the last two years:

NI ref:		2007/08	2008/09	Target 2008/09
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	67.00%	66.00%	75.00%
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3	58.00%	62.00%	61.00%
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	37.40%	42.00%	44.00%

15.3.2 A continuing aim is to improve results amongst disadvantaged groups who are more likely to be living in the east of the borough. The map below shows by ward the percentage change in pupils gaining 5 GCSEs graded A* to C from 2004 to 2008.



15.3.3 Haringey is rated 4th out of 148 local authorities by the government for 'value added' scores. This reflects progress at the end of Key Stage 2 to Key Stage 4.

15.3.4 *Rate of under-18 conceptions per 1000 girls aged 15-17 (NI 112).*

The latest figures available (2007) show a 12% increase against a target to decrease by 33%. This remains a challenging area for the Haringey Strategic Partnership (HSP). Actions to address this are detailed in the HSP performance report.

15.3.5 *The percentage of 16 to 18 year olds who are not in education, employment or training (NEET). The outturn for 2008/09 is 6.8% against the 11% target for the year and the LAA stretch target of 10.4% for 2009/10. The number of NEET with unknown status was above the 9.9% target.*

15.3.6 *Number of schools achieving Healthy School Status at 76% is on track to meet the 100% mark in 2010/11.*

15.4 **Priority 4. Promoting independent living while supporting adults and children when needed**

15.4.1 The 2007-08 annual inspection of adult social care services assessed Haringey's adult social care service as 'good' on delivering outcomes, with 'promising' capacity to improve. Improvement has continued in 2008-09 as demonstrated by the following performance highlights:

- *79.8% of older people clients were helped to achieve independence (NI 125) through intermediate care against a target of 79 %*
- *Good performance has been achieved in delivering services following assessment, with 93% of care packages for adults delivered on time (NI 133).*
- *The rate of people supported to live independently through social services (all adults) (NI 136), has increased to 3,126 from 2,355 in 2007/08 compared to a target of 2,575*
- *The percentage of vulnerable people achieving independent living (NI 141) exceeded the 75% target with 79% up from 65% in 2007/08*
- *The percentage of carers receiving a specific carers' service or advice and information (NI 135), is 21.7% compared to the target of 14.2%*
- *The level of Delayed transfers of care (NI 131) at the end of 2008/09 was 17 per 100,000 of adult population. This figure includes non acute cases for the first time. The target for the next 3 years has been set as 9 delayed transfers per 100,000 of adult population*

15.4.2 The attainment of Looked After Children at most Key Stages has seen an improving trend. The percentage of Looked After Children who gain 5+ A* - C grades at GCSE has decreased slightly from 27.5% in 2007 to 22.5% in 2008, though still above the 2007 national of 13%.

15.4.3 *The proportion of young offenders in education, employment or training remains at high levels around 76% (NI 45). The proportion of young offenders with access to suitable accommodation (NI 46) at 96.6% is above London*

average.

- 15.4.4 *Number of people on incapacity benefits helped into sustained work, 2008/09* outturn of 9 is below the target of 85. This and other employment related indicators are also monitored through the Council's economic *recession dashboard*. The exception report in Appendix 2 shows the action taken to tackle worklessness.

15.5 Safeguarding adults

- 15.5.1 There has been a significant rise in the number of safeguarding adults' referrals from 189 in 2007-08 to 318 in 2008-09 and no referrals to the Protection of Vulnerable Adults (POVA) register for abuse. This shows the success of our publicity campaign, and that our zero tolerance to abuse has made an impact on staff behaviour. We have expanded the membership of the Safeguarding Adults' Board and all the subgroups to Police representatives.
- 15.5.2 During 2008 we reviewed our multi-agency policy and procedure for safeguarding of vulnerable adults and have agreed local PIs which are now included in the Well-being Partnership Board scorecard. As from April 2009 these indicators will be included in the Council's Finance & Performance report.

15.6 Safeguarding Children

- 15.6.1 Children and Young People Services submitted their whole year (2008/09) performance statistical return (CPR3) to the Department for Children, Schools and Families. The Joint Area Review in December questioned the robustness of practice behind the data for three indicators:

NI 59 - Percentage of initial assessments for children's social care carried out within 7 working days of referral

NI 60 - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement

NI 68 - Percentage of referrals to children's social care going on to initial assessment

Our own internal data quality audits in the last quarter of the year have shown that whilst many of the issues have been addressed some have continued throughout 2008/09. Therefore, due to issues around the quality of practice and recording of assessments, performance outturns for the above three indicators for 2008/09 cannot be confirmed.

As from April 2009, a programme of audits for both the quality of practice and data has been put in place to ensure that reported figures are accurate.

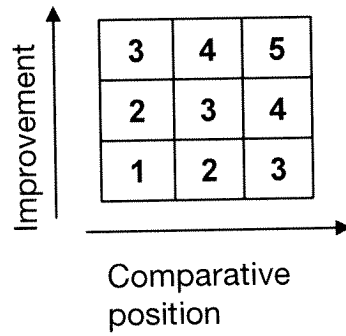
15.7 Priority 5. Delivering quality services

- 15.7.1 *Avoidable contact - the proportion of customer contact that is of low or no value to the customer.* A baseline has now been established for this indicator with an indicative score for 2008/09 of 18.1%.
- 15.7.2 *Special Educational Needs – statements issued within 26 weeks* (NI 103b and NI 103a) 84.4% of statements with exceptions were carried out in timescales and 88.8% without exceptions were completed in timescales , ahead of the targets of 70% and 82% respectively
- 15.7.3 *During 2008/09, the number of households in temporary accommodation* (NI 156) has been reduced by 722 to 4,548 in March 2009. However, the 2008 figure was the second highest in London and reducing the number of households in temporary accommodation remains an area of focus in 2009/10.
- 15.7.4 *Processing of major planning applications* (NI 157a)
Whilst 77.8% is below our target for the year (82%), we are well above the government target of 60%. Performance in 2007/08 for Haringey was 79% which compares with a London wide figure of 72%.
- 15.7.5 *Non-decent council homes* (NI 158) - the 36% target has been met.
- 15.7.6 *Value for money* (NI 179) – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year. The actual value is due for submission to CLG by August, provisional figure is £10.5M against a target of £8.7M.
- 15.7.7 *Food establishments in the area which are broadly compliant with food hygiene law* (NI 184) improved from 57% in 2007/08 to meet the 75% target in 2008/09.

16.Targets

- 16.1.1 Where possible targets for the next three years are shown in Appendix 1. Others are not shown for the following reasons:
- Targets were not set in the business plan or indicator self-assessment form
 - Indicator calculated through a survey which will not be carried out in the relevant year
 - Baseline not available
- 16.1.2 Each target has been given a rank of 1 to 5 with 5 being the highest score. The target is judged against two criteria;

- Will it lead to achievable improvement?
- Where will it place us in relation to others (London & national averages)?
- An overall score is obtained from the matrix below.



3	4	5
2	3	4
1	2	3

Improvement

Comparative position

16.1.3 For each indicator where it is appropriate a target strength score is shown in the final column of Appendix 1

National and LAA indicators			Key: Not measured or not appropriate to set target			Achieved target	Green	Close to target	Amber	Below target	Red	Appendix 1		
Priority	Ref:	Short Name	2007/08	2008/09										
			Value	Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5		
Creating a Better Haringey: cleaner, greener and safer	NI 1	% of people who believe people from different backgrounds get on well together in their local area		75.70%	Red	81%	77.90%	81.10%		78.60%	77.30%	3		
Delivering quality services	NI 2	% of people who feel that they belong to their neighbourhood		50.10%				TBA						
Delivering quality services	NI 3	Civic participation in the local area		17.40%				TBA						
Delivering quality services	NI 4	% of people who feel they can influence decisions in their locality		40.50%	Red	43%	42.90%	45.10%		39.50%	33.00%	5		
Delivering quality services	NI 5	Overall/general satisfaction with local area		69.90%	Amber	70%	73.00%	76.00%		68.70%	71.40%	4		
Encouraging lifetime well-being	NI 6	% of people who take part in formal volunteering at least once a month.		20.70%			22.70%	24.70%				1		
Encouraging lifetime well-being	NI 7	Environment for a thriving third sector		18.90%			21.90%	24.90%			16.20%	1		
Encouraging lifetime well-being	NI 8	Adult participation in sport and active recreation (2007-2010 stretch target)	20.20%	Available Nov 09		26.90%	26.90%	27.90%	28.90%	20%	21%	1		
Encouraging lifetime well-being	NI 9	Use of public libraries		51.90%			53.00%	54.00%	55.00%	51.90%	48.50%	4		
Encouraging lifetime well-being	NI 10	Visits to museums and galleries		65%			66%	67%	68%	60%	54%	5		
Encouraging lifetime well-being	NI 11	Engagement in the Arts		58%			58%	59%	60%			1		
Encouraging lifetime well-being	NI 13	Migrants' English language skills and knowledge		Available Sep 09										
Delivering quality services	NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide		18.10%	Amber	18%	16.00%	14.00%	12.00%			1		
Creating a Better Haringey: cleaner, greener and safer	NI 15	Serious violent crime rate		414 Crimes 1.8			397 (4% reduction)	5% reduction	TBA			1		
			No serious violent crime data was provided by police during 2008/09. A baseline of 414 has been set for 2008/09.											
Creating a Better Haringey: cleaner, greener and safer	NI 16	Serious acquisitive crime rate	39.8	36.6	Green	37.6	37	35.4	TBA			1		
Creating a Better Haringey: cleaner, greener and safer	NI 17	Perceptions of anti-social behaviour		28%	Green	31%	30%	29%	TBA			1		
Creating a Better Haringey: cleaner, greener and safer	NI 18	Adult re-offending rates for those under probation supervision		1.2% (Q2)			TBA	TBA	TBA	1.20%	0.60%			
Creating a Better Haringey: cleaner, greener and safer	NI 19	Rate of proven re-offending by young offenders		25.40%			Reduction	Reduction	Reduction			2		
Creating a Better Haringey: cleaner, greener and safer	NI 20	Assault with injury crime rate	10.9	Following the review of the crime types and level of injuries that make up the new group of offences under NI20, no assault with injury crime data was provided by police during 2008/09. No baseline data for 2008/09 has been provided however figures should										
Creating a Better Haringey: cleaner, greener and safer	NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police		27.90%	Green	24%	32.00%	34.00%	TBA			1		
Creating a Better Haringey: cleaner, greener and safer	NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area		30.20%	Red	59%	58.00%	57.00%	TBA	64.00%	63.90%	3		
Creating a Better Haringey: cleaner, greener and safer	NI 23	Perceptions that people in the area treat one another with respect and consideration		38%	Green	54%	52%	50%	TBA	54%	51%	2		
Creating a Better Haringey: cleaner, greener and safer	NI 26	Specialist support to victims of a serious sexual offence		Deferred until 2010/11										
Creating a Better Haringey: cleaner, greener and safer	NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police		29.70%				TBA						
Creating a Better Haringey: cleaner, greener and safer	NI 28	Serious knife crime rate	2.8	2.3	Green	2.7	2.1	TBA	TBA			1		
Creating a Better Haringey: cleaner, greener and safer	(NI 29)	Gun crimes	131	92	Green	118	87	TBA	TBA			1		
Creating a Better Haringey: cleaner, greener and safer	NI 30	Re-offending rate of prolific and other priority offenders		TBA - APACS indicator			TBA	TBA	TBA					
Creating a Better Haringey: cleaner, greener and safer	NI 32	Repeat incidents of domestic violence		MARAC now operational				TBA	TBA					
Creating a Better Haringey: cleaner, greener and safer	NI 33	Arson incidents	376	247	Green	360	TBA	TBA	TBA					
Creating a Better Haringey: cleaner, greener and safer	NI 34	Domestic violence – murder		TBA - APACS indicator - reported 09/10			TBA	TBA	TBA					

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Creating a Better Haringey: cleaner, greener and safer	NI 35	Building resilience to violent extremism	2	2	Green	2	3	3	TBA			1
Encouraging lifetime well-being	NI 36	Protection against terrorist attack		Information awaited from Metropolitan Police								
Creating a Better Haringey: cleaner, greener and safer	NI 37	Awareness of civil protection arrangements in the local area		13.50%				TBA				
Creating a Better Haringey: cleaner, greener and safer	NI 38	Drug related (Class A) offending rate		Not measured in 2008/09, to be reported from 2009/10								
Encouraging lifetime well-being	NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	1404	No data available for 2008/09		1579	1654	1750	TBA	351.2	373.5	5
Encouraging lifetime well-being	NI 40	Number of drug users recorded as being in effective treatment	993	10.5% reduction to Dec 08		8% reduction	6% reduction	6% reduction	TBA			1
Creating a Better Haringey: cleaner, greener and safer	NI 41	Perceptions of drunk or rowdy behaviour as a problem		35.50%	Red	29%	28.00%	27.00%	TBA	36.00%	33.00%	5
Creating a Better Haringey: cleaner, greener and safer	NI 42	Perceptions of drug use or drug dealing as a problem		36.90%	Green	46%	43.00%	40.00%	TBA	45.30%	44.80%	3
Creating a Better Haringey: cleaner, greener and safer	NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	4.80%	6.40%	Green	7.80%	6.40%	TBA	TBA	7.80%	6.10%	4
Creating a Better Haringey: cleaner, greener and safer	NI 44	Ethnic composition of offenders on Youth Justice System disposals		TBA			TBA	TBA	TBA			
Creating a Better Haringey: cleaner, greener and safer	NI 45	Young offenders' engagement in suitable education, training and employment	75.00%	76.10%	Green	75.00%	76.10%	TBA	TBA	74.20%	73.10%	5
Creating a Better Haringey: cleaner, greener and safer	NI 46	Young Offenders' access to suitable accommodation	97%	96.60%	Amber	97%	96.60%	TBA	TBA	93.50%	95.10%	5
Creating a Better Haringey: cleaner, greener and safer	NI 47	People killed or seriously injured in road traffic accidents	43%	10.70%	Green	5%	5.00%	5.00%	5.00%	3.30%	3.60%	3
Creating a Better Haringey: cleaner, greener and safer	NI 48	Children killed or seriously injured in road traffic accidents		20.50%	Amber	21.50%	6.00%	6.00%	6.00%	12.30%	7.50%	1
Encouraging lifetime well-being	NI 50	Emotional health of children		56.50%			Target to be agreed	Target to be agreed	Target to be agreed	61.10%	63.30%	
Promoting independent living	NI 51	Effectiveness of child and adolescent mental health (CAMHS) services		13	Green	13	15	16	TBA			1
Encouraging lifetime well-being	NI 52a	Take up of school lunches - Primary Schools	58.00%	Available Mar 10			Target will be set when baseline information is established					
Encouraging lifetime well-being	NI 52b	Take up of school lunches - Secondary Schools	No data for this range	Available Mar 10			Target will be set when baseline information is established					
Encouraging lifetime well-being	NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks	40.0%	65.9%	Green	50.0%	50.1%	52.9%	TBA			1
Encouraging lifetime well-being	NI 53b	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants for whom breastfeeding status is recorded	0%	65%	Red	85%	90%	95%	TBA			1
Encouraging lifetime well-being	NI 54	Services for disabled children		Baseline data gathered at the end of financial year 09/10								
Encouraging lifetime well-being	NI 55(v)	Obesity in primary school age children in Reception: Line 5	10.00%	Available Dec 09		12.90%	12.90%	TBA	TBA	0.11	0.099	1
Encouraging lifetime well-being	NI 56(x)	Obesity in primary school age children in Year 6: Line 10	23.20%	Available Dec 09	Green	23.80%	23.80%	23.80%	TBA	21.00%	17.50%	3
Encouraging lifetime well-being	NI 57	Children and young people's participation in high-quality PE and sport	75%	Available Oct 09			Target will be set when baseline information is established					78%
Encouraging lifetime well-being	NI 58	Emotional and behavioural health of looked after children		14.70%			TBA	TBA	TBA			
Delivering quality services	NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	88%	79.1%*	Red	88%	88%	72%	TBA	72%	71%	1
Delivering quality services	NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement		83.3%*	Amber	86%	63%	81%	TBA	79%	80%	1
Encouraging lifetime well-being	NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	64%	80%	Green	75%	78%	80%	TBA	65%	75%	3
Encouraging lifetime well-being	NI 62 BV49	Stability of placements of looked after children: number of moves	14.80%	14.60%	Red	12.00%	11.00%	11.00%	11.00%	12.20%	12.30%	1
Promoting independent living	NI 63 PAF-CF/D78	Stability of placements of looked after children: length of placement	62.70%	56%	Red	67.00%	TBA	TBA	TBA	65%	65%	
Encouraging lifetime well-being	PAF-CF/C21 NI 64	Child Protection Plans lasting 2 years or more	0.60%	4.70%	Green	5%	5.00%	5.00%	TBA	7.00%	5.00%	2

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Encouraging lifetime well-being	NI 65 PAF- CF/A3	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	12.40%	5.60%	Red	10%	10.00%	10.00%	TBA			1
Encouraging lifetime well-being	NI 66 PAF- CF/C68	Looked after children cases which were reviewed within required timescales	97.00%	95.20%	Amber	97.00%	98.00%	98.00%	TBA	91.40%	85.30%	1
Encouraging lifetime well-being	NI 67 BV162	Percentage of child protection cases which were reviewed within required timescales	100%	100%	Green	100%	100%	100%	TBA			1
Encouraging lifetime well-being	NI 68	Percentage of referrals to children's social care going on to initial assessment	55%	44.4%*		58%	TBA	TBA	TBA	60%	59%	
Encouraging lifetime well-being	NI 69	Children who have experienced bullying		43.80%			Target to be agreed	Target to be agreed	Target to be agreed	42.00%	48.00%	1
Encouraging lifetime well-being	NI 70	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people	107.2	Available May 10			TBA	TBA	TBA	92.84	121.53	
Encouraging lifetime well-being	NI 71	Children who have run away from home/care	No data for this range	Introduced 2009/10			TBA	TBA	TBA			
Encouraging lifetime well-being	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	41.20%	43.00%	Red	46.10%	48.00%	48.00%	50.00%	46.00%	49.00%	4
Encouraging lifetime well-being	NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	67.00%	66.00%	Red	75.00%	75.00%	75.00%	75.00%	71.00%	72.00%	5
Encouraging lifetime well-being	NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3	58.00%	62.00%	Green	61.00%						
Encouraging lifetime well-being	NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	37.40%	42.00%	Amber	44.00%	50.00%	55.00%	56.00%	50.60%	47.60%	4
Encouraging lifetime well-being	NI 76	Number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2	12	13	Red	10	9	7	5			1
Encouraging lifetime well-being	NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths	4	1	Green	3	2	0	0			1
Encouraging lifetime well-being	NI 79	Achievement of a Level 2 qualification by the age of 19	66%	74%	Green	68%	69%	70%	71%	74%	74%	3
Encouraging lifetime well-being	NI 80	Achievement of a Level 3 qualification by the age of 19	44%	49%	Green	45%	46%	47%	48%	50%	48%	1
Encouraging lifetime well-being	NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19		12%			11.50%	11%	10.50%	0.188	0.254	4
Encouraging lifetime well-being	NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19		7%			6.50%	6%	5.80%			1
Encouraging lifetime well-being	NI 83 BV181c	Achievement at Level 5 or above in Science at Key Stage 3	59.0%	60.0%	Red	65.0%						
Encouraging lifetime well-being	NI 84	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent	41.7%	39.3%	Red	43.0%	44.0%	44.0%	45.0%	48.7%	50.2%	3
Encouraging lifetime well-being	NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)	153	193	Green	160	165	170	170			1
Encouraging lifetime well-being	NI 86	Secondary schools judged as having good or outstanding standards of behaviour	67%	70%	Green	70%	72%	75%	78%			1
Encouraging lifetime well-being	NI 87	Secondary school persistent absence rate	7.20%	6.00%	Green	7.00%	6.60%	5.60%	5.30%	4.96%	5.57%	1
Encouraging lifetime well-being	NI 88	Percentage of schools providing access to extended services		54%	Green	42%	88%	100%	100%			1
Encouraging lifetime well-being	NI 89	Number of schools judged as requiring special measures and improvement in time taken to come out of the category	0	0	Green	0	0	0	0			1
Encouraging lifetime well-being	NI 90	Take up of 14-19 Learning Diplomas		22			130	310	350			1
Encouraging lifetime well-being	NI 91	Participation of 17 year-olds in education or training	88% in 2006	Available June 2009			TBA	TBA	TBA	85%	77%	1
Encouraging lifetime well-being	NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	38.90%	38.1%	Red	34.5%	33.40%	32.10%	32.00%	36.80%	35.60%	5
Encouraging lifetime well-being	NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	84.80%	81.0%	Red	90.0%	90.00%	90.00%	90.00%	86.80%	83.60%	5
Encouraging lifetime well-being	NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	75.60%	76%	Red	78.0%	86.00%	87.00%	87.00%	78.40%	75.90%	5

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Encouraging lifetime well-being	NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	55.50%	59.0%	Amber	59.5%						
Encouraging lifetime well-being	NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	36.40%	38.5%	Green	38.5%						
Encouraging lifetime well-being	NI 99	Looked after children reaching level 4 in English at Key Stage 2	52.00%	58.0%	Green	48.0%	44.0%	47.0%	50.0%	49.0%	46.0%	1
Encouraging lifetime well-being	NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	43.00%	63.0%	Green	48.0%	44.0%	47.0%	50.0%	44.0%	44.0%	1
Encouraging lifetime well-being	NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	12.50%	17.5%	Green	11.0%	19.0%	19.0%	21.0%	16.0%	13.9%	5
Encouraging lifetime well-being	NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Part 1 Key Stage 2	21.00%	24%	Red	19.00%	19%	18%	18%	20%	24%	5
Encouraging lifetime well-being	NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Part 2 Key Stage 4	18.00%	20%	Red	16.00%	16%	15%	15%	21%	28%	5
Delivering quality services	NI 103a	Special Educational Needs - statements issued within 26 weeks - excluding exemptions		88.80%	Green	82.00%	86.00%	90.00%				1
Delivering quality services	NI 103b	Special Educational Needs - statements issued within 26 weeks - including exemptions		84.40%	Green	70.00%	86.00%	88.00%				1
Encouraging lifetime well-being	NI 104	The Special Educational Needs (SEN)/non-SEN gap - achieving Key Stage 2 English and Maths threshold	45%	51%	Red	43%	43%	43%	42%	47%	52%	5
Encouraging lifetime well-being	NI 105	The Special Educational Needs (SEN)/non-SEN gap - achieving 5 A*-C GCSE inc. English and Maths	35.00%	36.50%	Red	33%	32%	31%	31%	44%	45%	5
Encouraging lifetime well-being	NI 106	Young people from low income backgrounds progressing to higher education	No data for this range	Awaiting DCSF			Awaiting DCSF	Awaiting DCSF	Awaiting DCSF		19%	1
Encouraging lifetime well-being	NI 107	Key Stage 2 attainment for Black and minority ethnic groups	62.00%	61%	Amber	64.00%	67%	69%	69%			1
Encouraging lifetime well-being	NI 108	Key Stage 4 attainment for Black and minority ethnic groups	32.00%	37%	Green	34.00%	36%	38%	39%			1
Encouraging lifetime well-being	NI 109	Delivery of Sure Start Children's Centres	No data for this range	89%			85%	90%	100%			1
Encouraging lifetime well-being	NI 110	Young people's participation in positive activities		50.70%			No target	No target	No target	67.90%	69.50%	1
Promoting independent living	NI 111	First time entrants to the Youth Justice System aged 10-17	2420	Available Nov 09		2367	2313	2260	TBA	1760	1840	1
Encouraging lifetime well-being	NI 112	Rate of under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline rate)	2.20%	12.40%	Red	-33.20%	-44.14%	-55.10%	TBA	#N/A	#N/A	1
Encouraging lifetime well-being	NI 113a	Prevalence of Chlamydia in under 25 year olds - Part 1 - Chlamydia screens/tests	3.30%	15.61%	Green	14.98%	25%	35%	TBA			1
Encouraging lifetime well-being	NI 113b	Prevalence of Chlamydia in under 25 year olds - Part 2 - new diagnoses of chlamydia		To be reported from 09/10				TBA	TBA	2	1.8	
Encouraging lifetime well-being	NI 114	Rate of permanent exclusions from school	0.08%	0.10%			0.095%	0.090%	0.085%	0.13	0.12	5
Encouraging lifetime well-being	NI 115	Substance misuse by young people		2.20%			TBA	TBA	TBA	6.10%	10.90%	
Encouraging lifetime well-being	NI 116	Proportion of children in poverty	36.40%	Awaiting DWP		34.50%	32.50%	30.50%	TBA	28%		1
Encouraging lifetime well-being	NI 117	16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 stretch target)	10.40%	6.80%	Green	11.00%	10.40%	8.90%	TBA	5.80%	6.70%	1
Creating a Better Haringey: cleaner, greener and safer	NI 118	Take up of formal childcare by low-income working families	Available Aug 09	Available Aug 10			TBA	TBA	TBA		0.17	
Promoting independent living	NI 119	Self-reported measure of people's overall health and wellbeing		80%			80%	80%	TBA			1
Promoting independent living	NI 120a	All-age all cause mortality rate - Females	469.24	458	Green	471	454	437	421	459.51	488.71	5
Promoting independent living	NI 120b	All-age all cause mortality rate - Males	828.27	792	Amber	756	729	703	678	671.96	688.76	3
Encouraging lifetime well-being	NI 121	Mortality rate from all circulatory diseases at ages under 75 per 100,000 population	98	93.8	Green	94	93	92	TBA	79.31	74.4	3
Encouraging lifetime well-being	NI 122	Mortality rate from all cancers at ages under 75		118	Red	109	109	109	107	108.95	114.07	4
Encouraging lifetime well-being	NI 123	Number of people per 100,000 population aged 16 or over who declare that they have given up smoking for over 4 weeks	2239	961 Q3	Green	943 Q3 1887	1904	TBA	TBA	462	497	5

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Promoting independent living	NI 124	People with a long-term condition supported to be independent and in control of their condition		Starts 2009/10				TBA	TBA		0.741	
Promoting independent living	NI 125	Achieving independence for older people through rehabilitation/intermediate care		79.80%	Green	79.00%	80.00%	81.00%	82.00%			1
Encouraging lifetime well-being	NI 126	Early Access for Women to Maternity Services		53.39%	Green	50.00%	81.00%	84.00%	TBA			1
Delivering quality services	NI 127	Self reported experience of social care users (measured by survey every 3 years)		Survey due to take place in 09/10. The latest results from the service user questionnaire from Adults Services found that 89% of clients were satisfied with the services they were receiving.								
Delivering quality services	NI 128	User reported measure of respect and dignity in their treatment		Introduced 2009/10				TBA	TBA			
Promoting independent living	NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home		18.61%	Green	17.13%	18.20%	19.20%	20.40%		0.195	1
Promoting independent living	NI 130	Social care clients receiving Self Directed Support per 100,000 population	152	665	Green	213	25%	35%	40%			1
Promoting independent living	NI 131	Delayed transfers of care	38.6	17	Green	17	9	9	9		14.2	1
Promoting independent living	NI 132	Timeliness of social care assessment (all adults)	78.00%	96.10%	Green	80.00%	95.00%	95.00%	95.00%	78.30%	80.80%	3
Promoting independent living	NI 133	Timeliness of social care packages following assessment	93.00%	93.00%	Green	93.00%	93.00%	94.00%	94.00%	86.70%	87.20%	5
Encouraging lifetime well-being	NI 134	The number of emergency bed days per head of weighted population	0.7	Available Sep 09			TBA	TBA	TBA	0.49	0.42	
Promoting independent living	NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	14.20%	21.70%	Green	14.20%	19.20%	25.00%	TBA		20.70%	1
Promoting independent living	NI 136	People supported to live independently through social services (all adults)	2355	3126	Green	2575	3200	3300	3400		3143	1
Encouraging lifetime well-being	NI 137	Healthy life expectancy at age 65		Census data - next update 2011								
Promoting independent living	NI 138	Satisfaction of people over 65 with both home and neighbourhood		72.20%			TBA	TBA	TBA	68.70%	75.10%	
Promoting independent living	NI 139	The extent to which older people receive the support they need to live independently at home		18.40%			TBA	TBA	TBA			
Delivering quality services	NI 140	Fair treatment by local services		60.40%	Amber	62.60%	62.60%	65.00%				1
Promoting independent living	NI 141	Percentage of vulnerable people achieving independent living	65%	78.70%	Green	75%	77.00%	79.00%	81.00%	76.70%	72.90%	3
Promoting independent living	NI 142	Percentage of vulnerable people who are supported to maintain independent living	98%	98.80%	Green	98%	98.00%	98.00%	98.00%	98.40%	98.40%	1
Creating a Better Haringey: cleaner, greener and safer	NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	57.40%	Available Apr 10			TBA	TBA	TBA	70%	77%	
Creating a Better Haringey: cleaner, greener and safer	NI 144	Offenders under probation supervision in employment at the end of their order or licence	25.30%	Available Apr 2010			TBA	TBA	TBA	30%	37%	
Promoting independent living	NI 145	Adults with learning disabilities in settled accommodation		13.60%			These will be confirmed once the final 08/09 data is confirmed.			67.00%	69.00%	1
Promoting independent living	NI 146	Adults with learning disabilities in employment	18.00%	2.40%						9.00%		
Promoting independent living	NI 147	Care leavers in suitable accommodation	95.00%	94.40%	Amber	95.00%	97.00%	98.00%	TBA	89.70%	88.40%	4
Promoting independent living	NI 148	Care leavers in education, employment or training	68.00%	75.00%	Green	75.00%	78.00%	80.00%	TBA	68.30%	64.90%	4
Promoting independent living	NI 149	% of Adults receiving secondary mental health services in settled accommodation		81.00%			2% improvement above 81%	TBA	TBA			1
Promoting independent living	NI 150	Adults receiving secondary mental health services in employment		5.50%			0.5% improvement on the 5.5% figure	TBA	TBA	14.60%	20.00%	5
Encouraging lifetime well-being	NI 151	Overall Employment rate (working-age)	64.60%	64.4% (Q2)	Amber	64.90%	65%	66%	TBA	71%	75%	1
Encouraging lifetime well-being	NI 152	Working age people on out of work benefits	18.00%	16.8% (Q3 2008)	Green	17.40%	17%	16%	TBA	12%	11%	1
Encouraging lifetime well-being	NI 153	% of working age people claiming out of work benefits in the worst performing neighbourhoods	28.30%	26.40%	Green	27.60%	26.00%	24.40%	TBA	26.20%	29.30%	5
Delivering quality services	NI 154	Net additional homes provided		Available Mar 2010		1657	1602	1195	680			1

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Encouraging lifetime well-being	NI 155	Number of affordable homes delivered (gross)	250	Available Jan 2010		340	340	340	340			1
Delivering quality services	NI 156	Number of households living in temporary accommodation	5389	4548	Red	4000	4460	2600	2100			1
Delivering quality services	NI 157a BV109a	Processing of planning applications: Major applications	78.57%	77.78%	Red	82.00%	60.00%	60.00%	60.00%	72.58%		1
Delivering quality services	NI 157b BV109b	Processing of planning applications: Minor applications	77.50%	80.56%	Red	85.00%	65.00%	65.00%	65.00%	78.37%		1
Delivering quality services	NI 157c BV109c	Processing of planning applications: Other applications	88.32%	89.39%	Amber	90.00%	80.00%	80.00%	80.00%	87.76%		1
Delivering quality services	NI 158	% non-decent council homes	42%	36.4%	Green	36%	30.00%	23.00%	TBA	33.63%		4
Delivering quality services	NI 159	Supply of ready to develop housing sites		Available Dec 2009			90.00%	90.00%	90.00%			1
Delivering quality services	NI 160	% of respondents who are very or fairly satisfied with the overall service provided by their landlord		61%		64%	66%	68%	TBA	68%	77%	1
Delivering quality services	NI 161	Number of Level 1 qualifications in literacy (including ESOL) achieved		105			TBA	TBA	TBA			
Delivering quality services	NI 162	Number of Entry Level qualifications in numeracy achieved		33			TBA	TBA	TBA			
Delivering quality services	NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher		Department for Innovation, University and Skills (DIUS) from the ONS Annual Population Survey. Available January 2010						70%	69%	
Delivering quality services	NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher		Department for Innovation, University and Skills (DIUS) from the ONS Annual Population Survey. Available January 2011						54%	49%	
Delivering quality services	NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher		Department for Innovation, University and Skills (DIUS) from the ONS Annual Population Survey. Available January 2012						39%	30%	
Delivering quality services	NI 166	Median earnings of employees in the area	£432.50	£418.10			TBA	TBA	TBA	£612.20	£483.10	
Creating a Better Haringey: cleaner, greener and safer	NI 168	Principal roads where maintenance should be considered	9%	9%	Green	9%	8%	8%	8%			1
Creating a Better Haringey: cleaner, greener and safer	NI 169	Non-principal classified roads where maintenance should be considered	8%	10%	Red	8%	7%	7%	7%			1
Delivering quality services	NI 170	Previously developed land that has been vacant or derelict for more than 5 years	0.3	Available Mar 2010			TBA	TBA	TBA	0.31	1.83	
Delivering quality services	NI 171	Number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above.	83%	2008/9 data will be available in November 2009		81.00%	81.50%	82%	82.50%	104.8	64.2	3
Delivering quality services	NI 172	Percentage of small businesses in an area showing employment growth	Available Mar 2010	Available Mar 2011			TBA	TBA	TBA	12%	13%	
Delivering quality services	NI 173	Flows on to incapacity benefits from employment	0.30%	0.20%			TBA	TBA	TBA	0.3%	0.5%	
Delivering quality services	NI 174	Skills gaps in the current workforce reported by employers		Available May 2010			TBA	TBA	TBA	17%	15%	
Making Haringey one of London's Greenest boroughs	NI 175	Access to services and facilities by public transport, walking and cycling		TBA			TBA	TBA	TBA			1
Making Haringey one of London's Greenest boroughs	NI 176	Working age people with access to employment by public transport (and other specified modes)		TBA			TBA	TBA	TBA			1
Delivering quality services	NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (£,000)		£10,487	Green	£8,667	3%	3%	3%			1
Delivering quality services	NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.		28427	Red	33330	34500	42000	TBA			1
Delivering quality services	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		18.27	Amber	18	17	16	15			1
Delivering quality services	NI 182	Satisfaction of business with local authority regulation services		75%	Red	83%	TBA	TBA	TBA			
Delivering quality services	NI 183	Impact of local authority trading standards services on the fair trading environment		0.63%			TBA	TBA	TBA			
Delivering quality services	NI 184	Food establishments in the area which are broadly compliant with food hygiene law	57%	75%	Green	75%	82%	87%	90%			1
Making Haringey one of London's Greenest boroughs	NI 185	CO2 reduction from local authority operations		4%	Green	2.50%	3.00%	4.50%	5.50%			1
Making Haringey one of London's Greenest boroughs	NI 186	Per capita reduction in CO2 emissions in the LA area		Latest value reported for 2006 is -1.1%		3.6	7.6	11.2	TBA	-2.5	0	3

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5	
Making Haringey one of London's Greenest boroughs	NI 187a	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency		13.53%			13.00%	12.00%	TBA			1	
Making Haringey one of London's Greenest boroughs	NI 187b	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency		13.04%			14.00%	15.00%	TBA			1	
Making Haringey one of London's Greenest boroughs	NI 188	Planning to Adapt to Climate Change		0			TBA	TBA	TBA				
Creating a Better Haringey: cleaner, greener and safer	NI 189	Flood and coastal erosion risk management		80%			TBA	TBA	TBA				
Delivering quality services	NI 190	Achievement in meeting standards for the control system for animal health.	To be introduced in 2009/10										
Making Haringey one of London's Greenest boroughs	NI 191	Residual household waste per household	0	639.23 TBC	Red	629	610	605	600	759	736	5	
Making Haringey one of London's Greenest boroughs	NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)	25.37%	23.90%	Red	28%	32.0%	35.0%	37.0%	25.47%	34.50%	4	
Making Haringey one of London's Greenest boroughs	NI 194a	Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations - Emissions of NOx		TBA			TBA	TBA	TBA				
Making Haringey one of London's Greenest boroughs	NI 194b	Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations - Emissions of PM10		TBA			TBA	TBA	TBA				
Creating a Better Haringey: cleaner, greener and safer	NI 195a	Improved street and environmental cleanliness: Litter	12%	10%	Green	12%	11%	10%	9%			1	
Creating a Better Haringey: cleaner, greener and safer	NI 195b	Improved street and environmental cleanliness: Detritus	23%	22%	Green	24%	20%	20%	20%			1	
Creating a Better Haringey: cleaner, greener and safer	NI 195c	Improved street and environmental cleanliness: Graffiti	6%	3%	Green	3%	3%	3%	3%			1	
Creating a Better Haringey: cleaner, greener and safer	NI 195d	Improved street and environmental cleanliness: Fly-posting	1%	1%	Green	2%	2%	2%	2%			1	
Creating a Better Haringey: cleaner, greener and safer	BV199d NI 196	Improved street and environmental cleanliness – fly tipping	2	1	Green	1	1	1	1	2	2	5	
Making Haringey one of London's Greenest boroughs	NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented		17%			22%	TBA	TBA			1	
Making Haringey one of London's Greenest boroughs	NI 198a(i)	Children travelling to school – mode of transport usually used - 5-10 years - cars (including vans and taxis, even if a taxi is carrying more than one child)	20.80%	20.00%	Amber	19.50%	18.00%	16.50%	TBA	21.76%	28.79%	5	
Making Haringey one of London's Greenest boroughs	NI 198b(i)	Children travelling to school – mode of transport usually used - 11-16 years - cars (including vans and taxis, even if a taxi is carrying more than one child)	4.80%	5.40%	Red	4.80%	4.70%	4.60%	TBA			1	
Creating a Better Haringey: cleaner, greener and safer	NI 199	Children and young people's satisfaction with parks and play areas		59.40%			61.00%	65.00%	65.00%	53.20%	44.70%	4	
Creating a Better Haringey: cleaner, greener and safer	BV119e CPAC9L AA	The overall % satisfied with parks/open spaces (2007-2010 stretch target)		72%	Green	60%	77%					1	
Encouraging lifetime well-being	L0004 LAA stretch	Number of schools achieving Healthy School Status (2007 - 2010 stretch target)	66%	76%	Green	75%	85%	100%				1	
Encouraging lifetime well-being	L0042 (LAA Local)	Number of Haringey Guarantee participants with a completed better off calculation		126	Red	400							
Promoting independent living	L0043a LAA Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace (number of adults)	150	Available Jun 09		350	420					1	
Promoting independent living	L0043b LAA Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace (number entered into employment)	0	Available Jun 09		140	168					1	

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Promoting independent living	L0043c LAA Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace (number gaining a qualification in the workplace)	180	Available Jun 09		600	810					1
Promoting independent living	L0044 (LAA Local)	Adults entered into jobs		Available Jun 09								
Promoting independent living	L0044(L AA Local)	Adults achieving a full level two qualification		Available Jun 09		740	740					1
Promoting independent living	L0044 (LAA Local)	Adults gaining a qualification in the workplace		Available Jun 09		900	1800					1
Encouraging lifetime well-being	L0046 (LAA Local)	Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)	9	9	Red	85	180					1
Encouraging lifetime well-being	L0047 (LAA Local)	Number of people from priority neighbourhoods helped into sustained work.	44	71	Amber	74	41					1
Encouraging lifetime well-being	L0047a LAA Local	Number of lone parents in the worst wards helped into sustained work. (2007-2010 stretch target)		Available Jun 09		33	34					1
Encouraging lifetime well-being	L0047b	Number of people on JSA from the worst performing wards helped into sustained employment (2007 -2010 stretch target)		Available Jun 09		40	41					1
Encouraging lifetime well-being	L0048	Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)	9	9	Red	85	180					1
Promoting independent living	L0052(L AA Local)	Improved living conditions for vulnerable people (i) tonnage of carbon not emitted into the atmosphere (as a result of energy efficiency measures carried out in the private domestic (2007-2010 stretch target)		Awaiting values from British Gas		376	376					1
Creating a Better Haringey: cleaner, greener and safer	L0069(L ocal LAA)	Reduction in personal robbery (2007-10 stretch target) - Rolling Year	1356	997		1713	1557					1
Promoting independent living	L0114 LAA	Number of older people permanently admitted into residential and nursing care (2007 -2010 stretch target)	139	121	Green	135	115	Stretch Ended				1
Promoting independent living	L0115 LAA	Number of adults permanently admitted into residential and nursing care (2007 -2010 stretch target)	18	17	Green	28	20					1
Creating a Better Haringey: cleaner, greener and safer	L0117(L AA Local)	Increase in number of green flag award parks (2007-2010 stretch target)	8	12	Green	10	12	12	14			1
Creating a Better Haringey: cleaner, greener and safer	L0118(L AA Local)	Increase in number of green pennants (2007-2010 stretch target)	2	3	Green	3	7	7	7			1
Creating a Better Haringey: cleaner, greener and safer	L0123a LAA Local	Victim Support Services for children & young people - No. of 1:1 appointments		Available Jun 09		36	36	36				1
Creating a Better Haringey: cleaner, greener and safer	L0123b LAA Local	Victim Support Services for children & young people - workshops delivered		Available Jun 09		0	4	4				1
Creating a Better Haringey: cleaner, greener and safer	L0123c LAA Local	Victim Support Services for children & young people - Drop in sessions		Available Jun 09		0	2	2				1
Creating a Better Haringey: cleaner, greener and safer	L0123d LAA Local	Victim Support Services for children & young people - Questionnaire (feeling safer or more confident): 100%		Available Jun 09		80%	0.8	0.8				1
Creating a Better Haringey: cleaner, greener and safer	L0124 LAA stretch	Increase the proportion of incidents of domestic violence which result in sanction detections (2007-2010 stretch target)	798	850		770	813					1
Creating a Better Haringey: cleaner, greener and safer	L0125(L AA Local)	Repeat victimisation of domestic violence (2007-2010 stretch target)	240	273	Red	176	156	156				1
Creating a Better Haringey: cleaner, greener and safer	L0127(L AA Local)	Local street and environment cleanliness (litter, detritus, graffiti, fly posting, and fly-tipping) for the worst 3 wards (2007-2010 stretch target)		16.60%	Green	20%	20.00%					1
Encouraging lifetime well-being	LAA (local)	Increase the % of children immunised by second birthday (MMR)		55.90%	Red	80%	85.00%	90.00%				1
Creating a Better Haringey: cleaner, greener and safer	LAA Local	Number of accidental dwelling fires	253	194	Green	230	230	230	230			1
Encouraging lifetime well-being	LAA local	% of HIV infected patients with CD4 count less than 200 cells per mm3 diagnosed		Available Jul 09		42.10%	0.401	0.2795				1

Priority	Ref:	Short Name	2007/08 Value	2008/09 Estimated Outturn		Target	2009/10 Target	2010/11 Target	2011/12 Target	London Average	England Average	Target Strength 1-5
Encouraging lifetime well-being	LAA stretch	Smoking cessation - Increase in the number of smoking quitters in N17 (2007-2010 stretch target)	270	184 Q3	Green	150 Q3	300					1

*These figures are for the full year 2008/09, these include a substantial period where well documented concerns were raised over the quality of the data. Internal data quality checks have indicated that whilst some of the issues have been addressed some issues continued throughout 2008/09.

Appendix 2

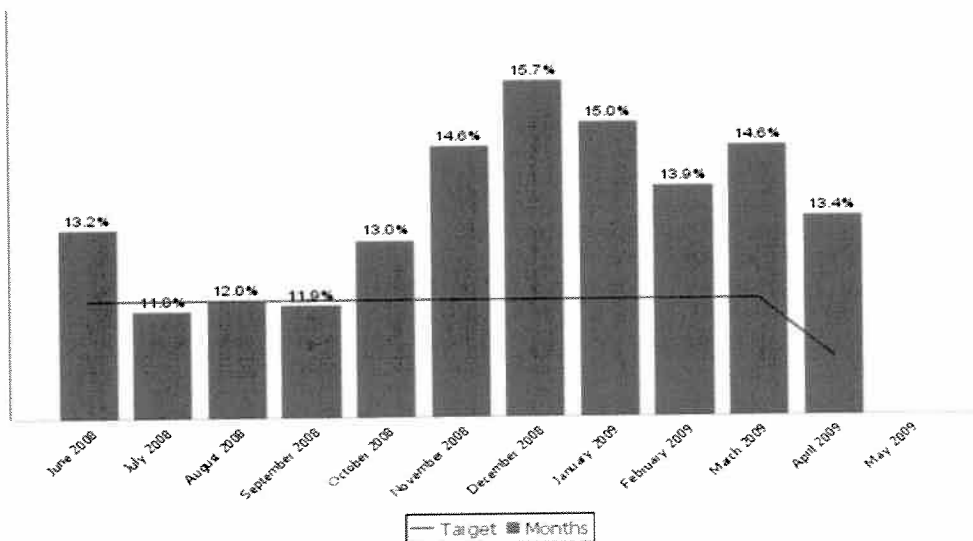
Exception reports

BV49 NI 62 Stability of placements of looked after children: number of moves

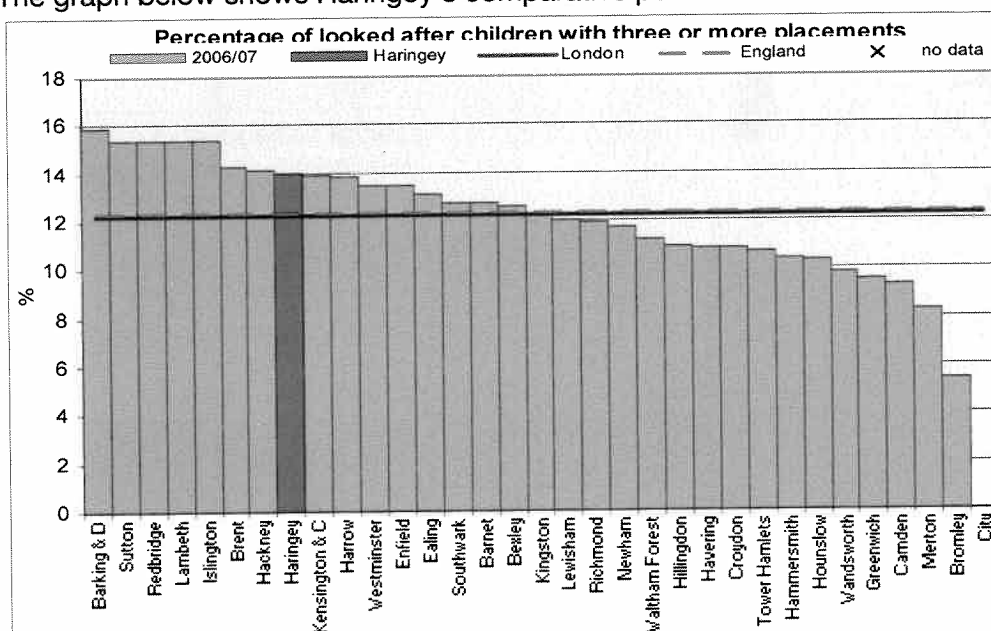
This indicator is an important measure of the stability of care that a child has experienced. On the whole stability is associated with better outcomes – placement instability was highlighted by the Social Exclusion Unit as a key barrier to improving educational outcomes. Inappropriate placements often break down and lead to frequent moves. It is acknowledged that the circumstances of some individual children will require 3 or more separate placements during a year.

				YTD Value	Target	↑	●	Red
				14.6%	12.0%			

The year to date position is based on the 12 months to the end of April 09. 1 child has moved 3 or more times since April 09 (0.2%)



The graph below shows Haringey's comparative position



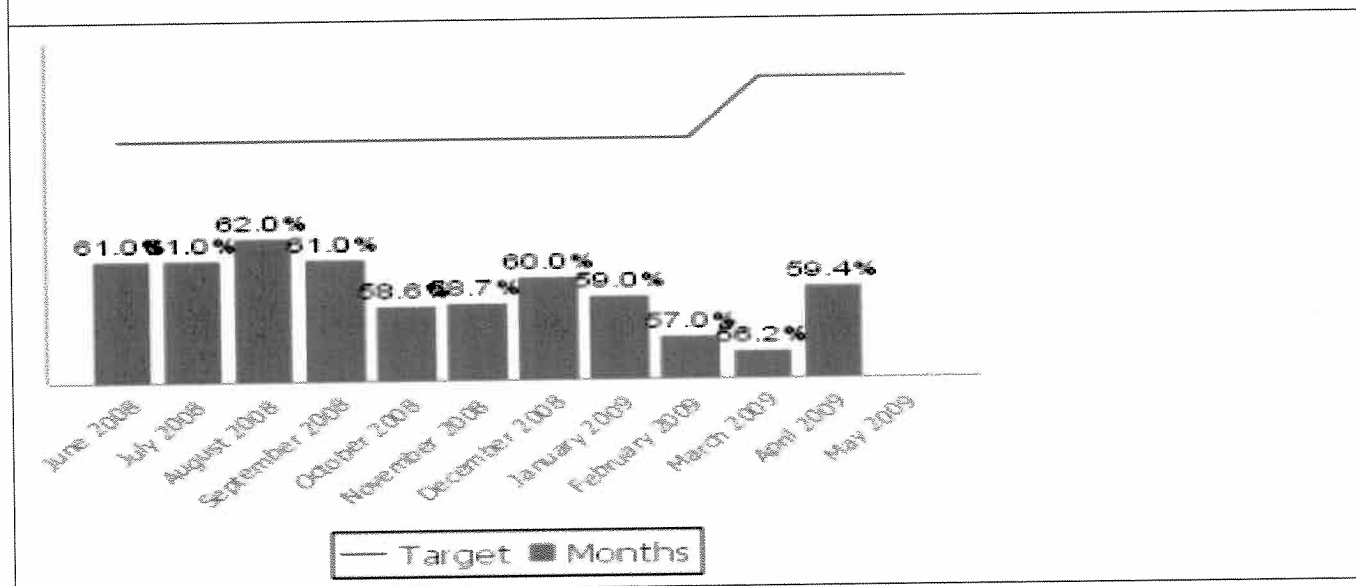
PAF-

CF/D78 Stability of placements of looked after children: length of placement

NI 63

The rationale behind this indicator is as for NI 62 above. Stability is associated with better outcomes for children.

				YTD Value	Target	↑	●	Red
				59.4%	70.0%			



NI 92

Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest



The early years are crucial to chances of later success – children who achieve well in the early years are much more likely to be successful in future education and in later life. A focus on narrowing the gap between the lowest achieving and the rest is the best way to ensure that all children regardless of background are able to reach their potential.

				YTD Value	Target	↑	●	Red
				38.1%	34.5%			

The gap has been reduced by 0.8% from last year.

NI 112 Rate of under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline rate)

There is a national target to reduce under 18 conception rate by 50% by 2010 (compared to the 1998 baseline rate) as part of a broader strategy to improve sexual health. (Target shared between the Department of Health and the Department for Children, Schools and Families.)

YTD Value	Target		
12.4%	-5.3%		 Red

Definition: The change in the rate of under 18 conceptions per 1,000 girls 15-17 years resident in the area for the current calendar year, as compared with the 1998 baseline rate, shown as a % of the 1998 rate.

Reduction in under 18 conception rates remains a challenge. We are aiming for 5.3% reduction. To address this, the Teenage Pregnancy Strategic Partnership Board has been refocused with Director level leadership and engaged the support of the Teenage Pregnancy National Support Team (TPNST) and Regional Teenage Pregnancy Coordinator and Government Office for London on a smaller number of key evidenced based priorities:

- an extension of the needs assessment being carried out and the implementation of Haringey's local monitoring data set
- the inclusion of Haringey as a pilot for the new Sex and Relationships Education Spiral Curriculum for 5 – 16 year olds
- a mapping of all recommendations from the TPNST's visit against the Action Plan 08/09
- support with two conferences and related workshops in order to revitalise and accelerate all our stake holder's involvement with the Strategy and Action Plan

Best Practice

The following boroughs have achieved significant reductions between 1998-2006:

- Hammersmith & Fulham -36.5%
- Hackney -28%
- Tower Hamlets -24.2%
- Newham -20.5%

DCSF attribute success to engagement with delivery partners, a senior local champion, effective sexual health services, prioritisation of sex and relationship education, focus on targeted interventions, training on sex and relationships for partner organisation, a well resourced youth service and a good local communication strategy.

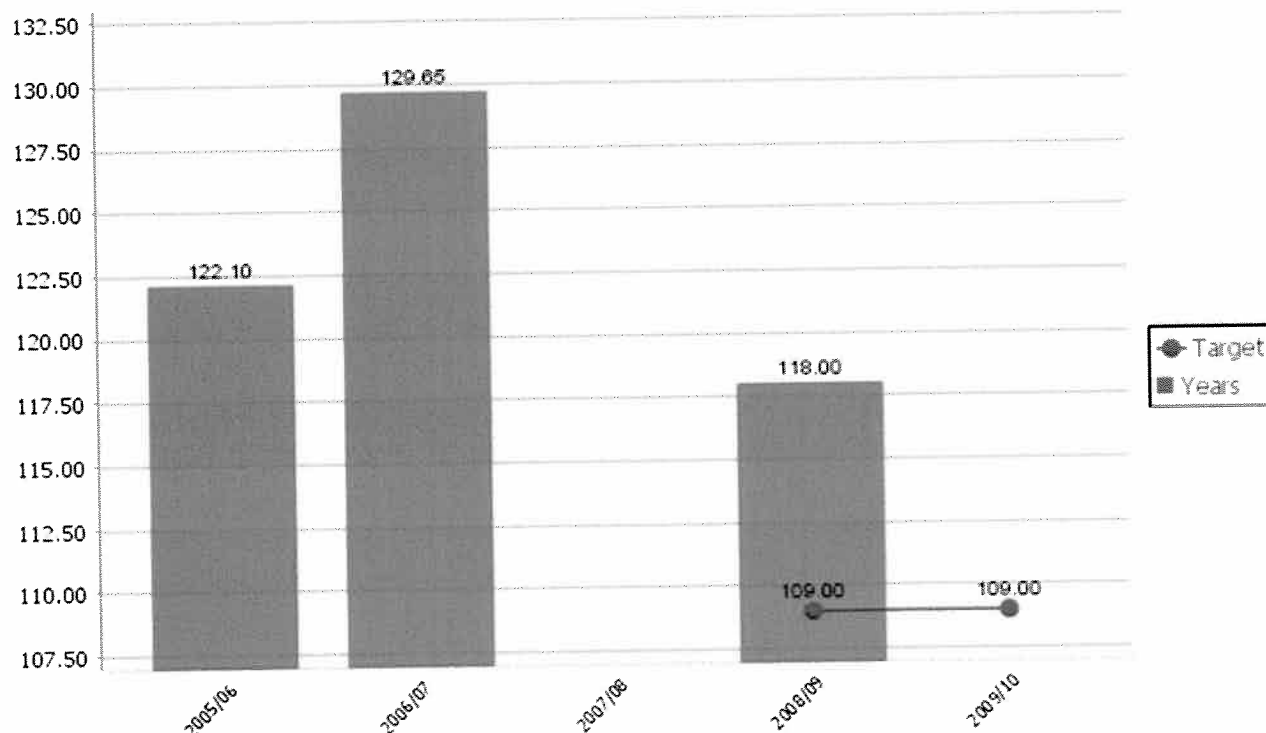
NI 122 Mortality rate from all cancers at ages under 75

This is a Department of Health PSA Target:

To substantially reduce mortality rates by 2010 from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the fifth of areas with the worst health and deprivation indicators and the population as a whole.

				YTD Value	Target			
				118.00	109.00			Red

AC02_P_N0122 Mortality rate from all cancers at ages under 75



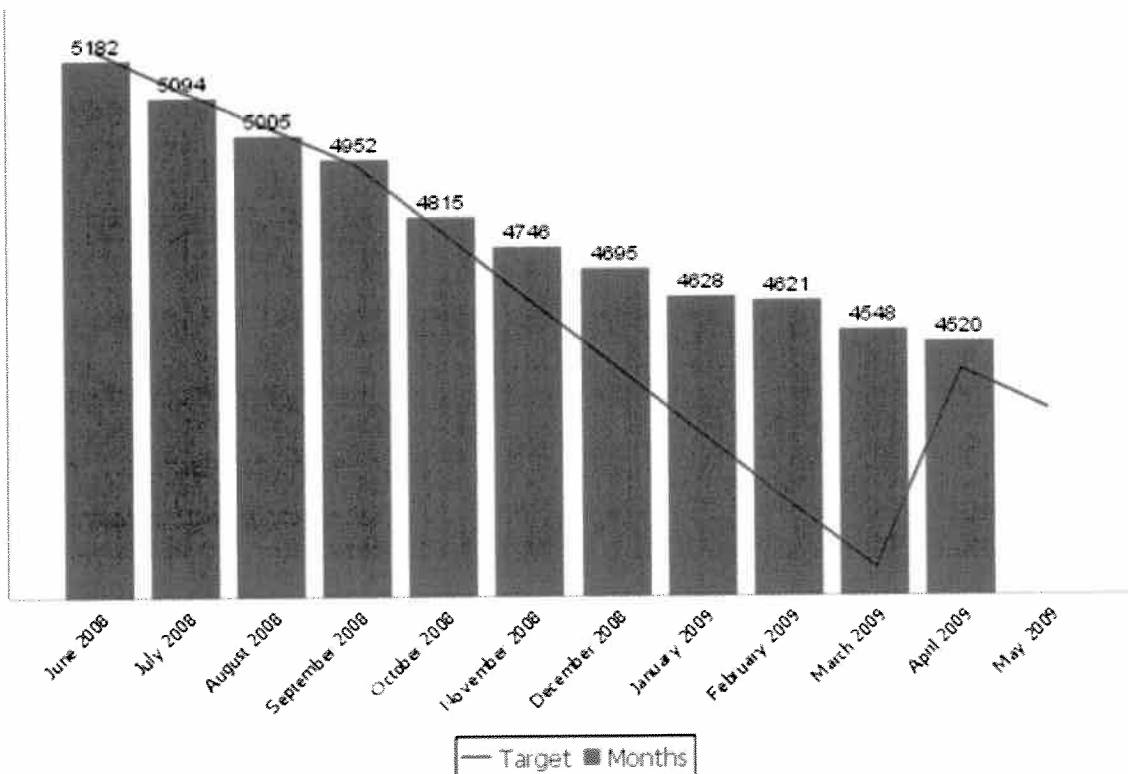
There is a significant gap in male life expectancy between deprived and affluent parts of the borough) - largely due to premature deaths amongst the working age population from circulatory disease and cancers. We are taking a multi-pronged/joined up approach to addressing these issues, with a firm focus on health inequalities, including:

- Clear, agreed and performance managed LAA targets
- Working with partners and communities to address the wider determinants of health and engage communities in managing their own health e.g. [Active for Life](#) and HariActive joint programmes, the Supported Housing Tenants' Conference in November 2008 (attended by 120 tenants) with the theme of keeping mind and body active
- Working in partnership to deliver *Well London* Programme for Noel Park Area
- Primary and secondary prevention of disease with a focus on stopping smoking, vascular risk assessments and screening programmes and long term conditions management
- Ensuring good quality treatment and care – with a focus on primary care

NI 156 Number of households living in temporary accommodation

To monitor progress towards reducing the number of households in temporary accommodation provided under the homelessness legislation from 101,000 households in Q4 2004 to 50,500 households by 2010.

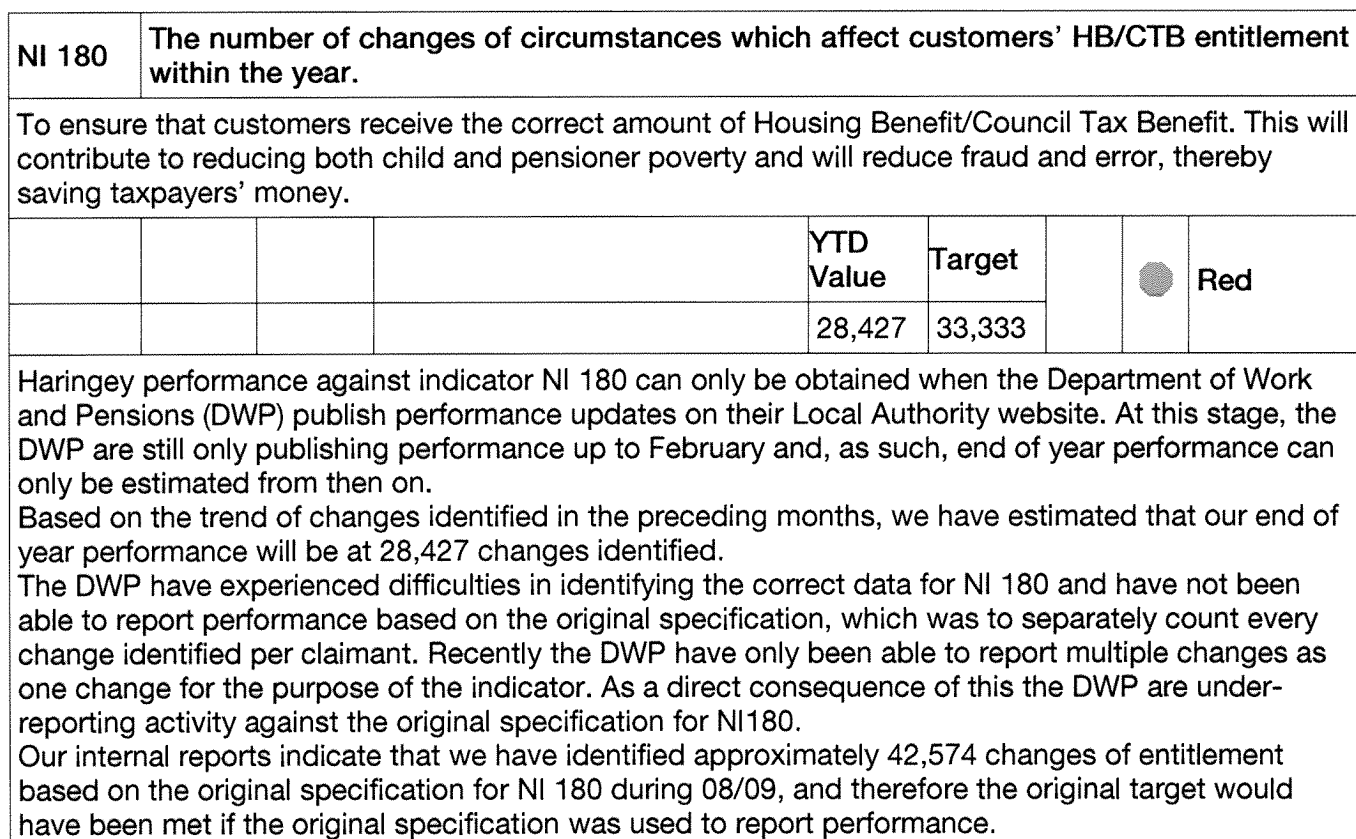
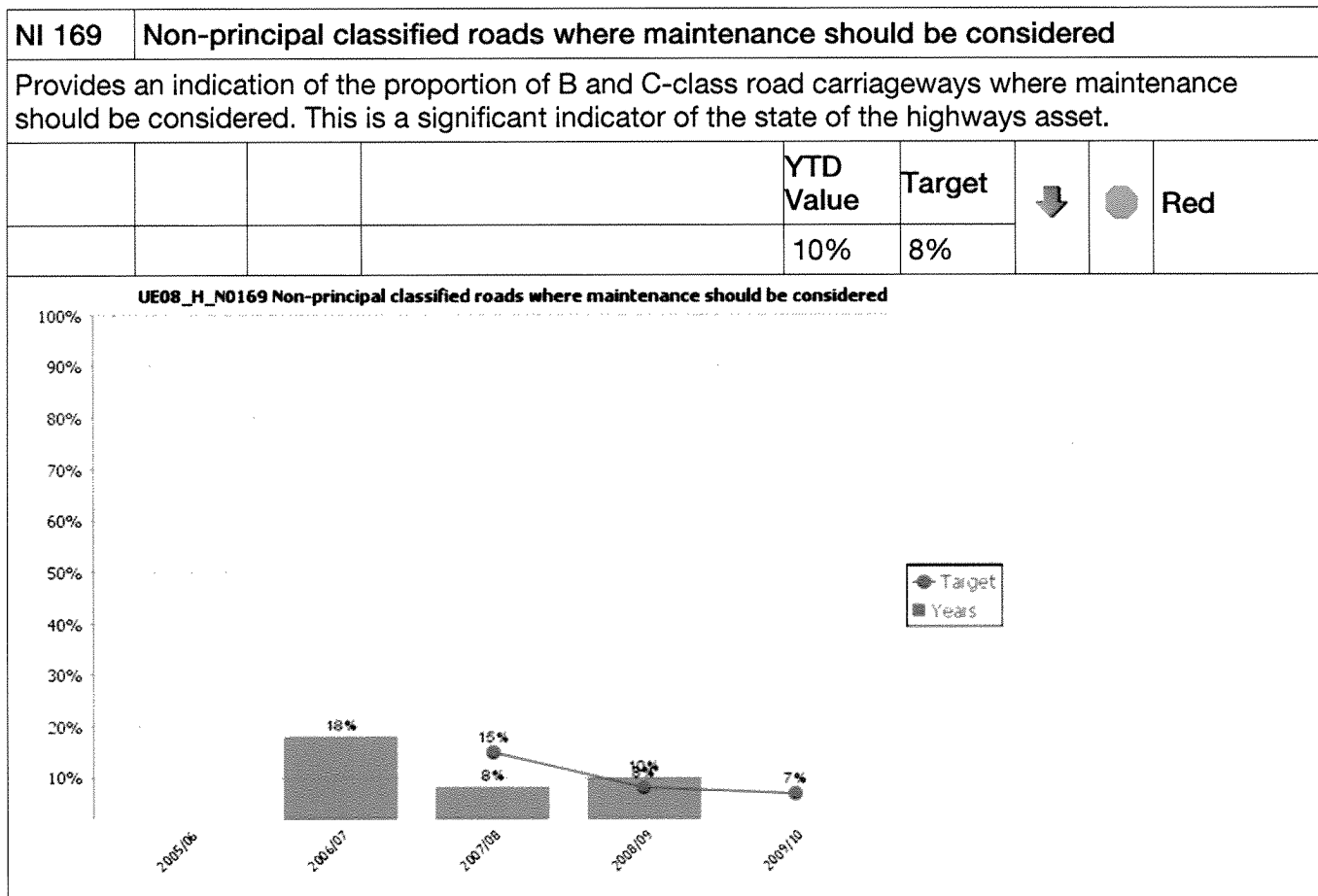
YTD Value	Target	↑	●	Red
4548	4000			





Improving housing is a key priority for Haringey, particularly reducing the numbers of people in temporary accommodation (TA). Our [Homelessness Strategy 2008-11](#) encourages a multi-agency approach to tackling and preventing homelessness, promoting housing options and encouraging independence.

Actions we are taking include:

- Continuing to exercise effective control over TA placements, the speed and quality of decision-making and the discharge of duty
- Continuing to target highly-pointed homeless households in TA and introduce proxy voting for households unwilling or unable to bid for properties through our Home Connections scheme
- Ensuring that every household living in nightly accommodation, together with those living in properties where their lease has expired, is given the chance to remain in their home as an assured shorthold tenant
- Working collaboratively with Homes for Haringey to complete the conversion of homeless households' non-secure tenancies into secure tenancies where appropriate, and arrange for the remaining non-secure tenants to be moved to alternative accommodation that is of an appropriate size



NI 192		Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)						
The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.								
				YTD Value	Target			Red
				25.42%	28%			

Explanation of current performance

Performance is below target owing to:

- the reclaimed tonnages apportioned to Haringey from North London Waste Authority being less than forecast
- changes in the method of apportioning household and non-household waste, resulting in more waste being counted as household waste than previously

Current Activities

Actions being taken to increase performance include:

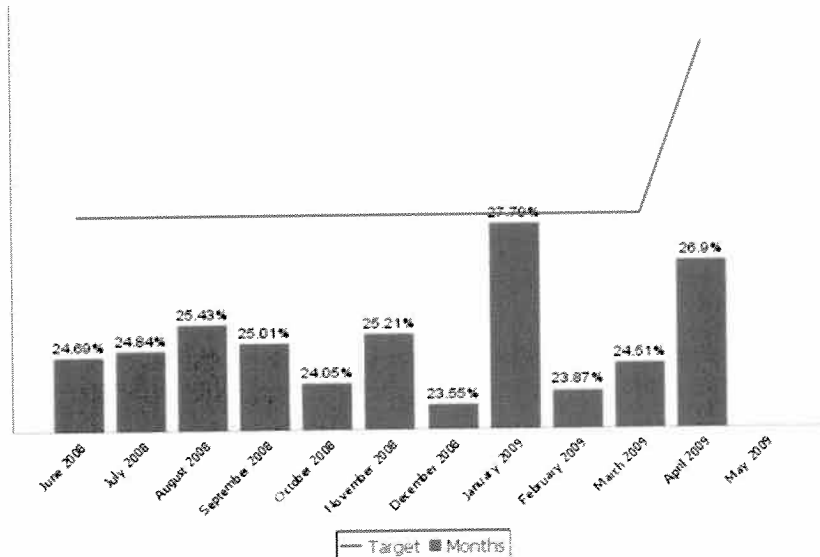
- Trial project to supply compostable liners for free to residents to encourage participation in food waste recycling service.
- Programme of canvassing residents door-to-door in areas of low participation.
- New services for flats above shops and narrow-access roads to be introduced in 2009.
- Audit of services for estates and blocks of flats to ensure optimum provision of recycling facilities and identify sites where usage is lower than expected.
- Working with ReStore Community Projects to improve capture of recyclables or reusable items at interface with Haringey Enterprise.
- Introducing a scheme to recycle proportion of street cleansing waste.
- Investigating the quarterly apportionment process, reviewing all information provided by NLWA and checking NLWA tipping records to ensure all recyclable material is accounted for against the correct accounts.
- Ensuring that Edmonton's bulk waste recycling process is fully utilised by appropriate refuse crews.



Equality Impact


The percentage of people who think recycling services are excellent or very good:-



White British 68%, Other White 65%, Asian 67%, Caribbean 59%, African 64%, Mixed and Other 70%,

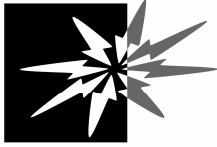
Women 69%, Men 63%, Age 18-34 66%, 35-59 66%, 60+ 65%



NI 198b(i)	Children travelling to school – mode of transport usually used - 11-16 years - cars (including vans and taxis, even if a taxi is carrying more than one child)							
Provides information to help local authorities monitor and manage road traffic associated with the school run. The aim is to reduce the proportion of children travelling by car and increasing the proportion walking, cycling or using public transport.								
				YTD Value	Target			Red
				5.4%	4.8%			
Data reported here is from the Haringey School Census provided by Children and Young Peoples Service. TfL will report data for this indicator to the Audit Commission using School Census figures provided to them by DfT. TfL are still in discussion with DfT about reporting arrangements. The School Travel Plan team will undertake targeted work with schools over the coming months to increase the numbers of pupils using sustainable modes of transport to travel to school.								

L0046(LAA Local)	Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)							
Number of people who have been claiming an incapacity benefit for 6 months or more, helped into sustained employment of at least 16 hours per week for 13 consecutive weeks or more.								
				YTD Value	Target	=		Red
				9	85			
<p>Explanation of current performance</p> <p>Achieving this stretch target remains a significant challenge and we are renegotiating this target with Communities and Local Government.</p> <p>It is important to note that the work in place to deliver this target is in addition to Pathways to Work, delivered in Haringey by Reed in Partnership. While Pathways, at present, focuses on shorter term IB claimants this work is additional and is to support longer term claimants who will have more significant barriers to employment. It will therefore take longer to support these people into employment.</p> <p>Current Activities</p> <p>The Haringey Guarantee is the main vehicle for delivering this stretch target. Under the Haringey Guarantee there is specific support available for Incapacity Benefit claimants, including a Condition Management Programme (CMP) delivered by NHS Haringey. The CMP will support people affected by a mental or physical disability or long-term illness, and who wish to return to work. They will be assessed and a package of clinical interventions from a holistic range of support within the NHS will be agreed. This can include:</p> <ul style="list-style-type: none">• information on understanding and managing the health condition better, particularly in a working context• support to reduce unnecessary fears about health and work, and to enable the customer to feel more confident and better able to cope with returning to work• the chance for customers who return to work to be more 'expert' in managing their health condition and more confident in negotiating adjustments where needed with their employer. <p>The general support from the Haringey Guarantee is also available to Incapacity Benefit claimants including skills training and work placements.</p> <p>Haringey Guarantee advisers are also now operating and taking referrals from Job Centre Plus, as well as 7 GP surgeries. A SLA with Reed in Partnership, the Pathways to Work provider, has been agreed in principle, which will help to increase the support available to this client group.</p>								

L0042(L AA Local)	Number of Haringey Guarantee participants with a completed better off calculation							
				YTD Value	Target			Red
				90	100			
Explanation of current performance There have been issues with the installation of the better off calculation software and training providers which have now been resolved. Although the target of 400 has not been met, the infrastructure is now in place to ensure that significantly better performance will be achieved in 2009/10. Current Activities The Haringey Guarantee and Families into Work are the main vehicles for delivering this target.								



Haringey Council

Agenda item:

Cabinet**On 16 June 2009**

Report Title. Financial Outturn 2008/09	
Report of: Chief Financial Officer Signed : Gerald Almeroth	
Contact Officer : Kevin Bartle, Head of Corporate Finance Telephone 020 8489 3743	
Wards(s) affected: All	Report for: Key Decision
1. Purpose of the report 1.1. To set out the provisional revenue and capital outturn for 2008/09 and to consider carry forward requests.	
2. Introduction by Cabinet Member for Resources (Councillor B Harris) 2.1 The reported financial outturn shows a small improvement on the position last reported to Cabinet for period 11 and is broadly consistent with previous reports. I recommend approval of the transfers to reserves and the revenue and capital variances to be carried forward to financial year 2009/10 set out in Appendices C and D. I commend the report to the Cabinet for approval.	

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

- 3.1 This report is in line with Council priorities set out in the Council Plan and Medium Term Financial Strategy.

4. Recommendations

- 4.1 To note the provisional general fund outturn of a £0.765m underspend for 2008/09.
- 4.2 To note the reasons for variations and to approve the planned transfers to reserves detailed in Appendix A.
- 4.3 To note the provisional housing revenue account (HRA) outturn and to agree the treatment of the Homes for Haringey surplus set out at paragraph 13.14.
- 4.4 That revenue carry forward proposals amounting to £0.735m detailed in Appendix C be approved.
- 4.5 To note the provisional capital outturn of a £14.22m underspend and the reasons for variation set out in Appendix B and to approve the capital carry forward proposals of £10.409m set out in Appendix D.
- 4.6 To note the outturn of a £0.5m overspend for schools, that decreases schools' balances to £6.6m at the end of 2008/09 and to note the carry forward of the deficit.
- 4.7 That £0.75m of the DSG underspend referred to in paragraph 14.5 is earmarked to help support child safeguarding resource issues. A report will be taken to the Schools Forum outlining this proposal and seeking their support.
- 4.8 That the bid to fund capital works at Alexandra Palace of £0.3m, as set in paragraph 13.3, from the capital underspend is approved.
- 4.9 To delegate to the Chief Financial Officer authority to prepare the Council's financial accounts such that the financial position of the Council is optimised.
- 4.10 To note that the Council's financial statements for 2008/09 are to be approved by General Purposes Committee prior to external audit.
- 4.11 To note the treasury management outturn set out in section 16.

5. Reason for recommendation(s)

- 5.1 This report allows Cabinet to consider the financial outturn position against the approved budget and to approve carry forward proposals and transfers to/from reserves.

6. Summary

- 6.1 This report sets out the Council's provisional outturn for 2008/09. The year end general fund surplus is £0.765m (0.3% of the approved revenue budget) excluding the dedicated schools grant (DSG). After carry forward requests of £0.735m proposed for approval in this report, a net underspend of £0.03m results.
- 6.2 The report also sets out the capital outturn position, which is a net underspend of £14.22m (10.5% of the approved budget). Carry forward requests of £10.409m are submitted for consideration. The positions on the HRA, non-schools and schools DSG are also reported.
- 6.3 In overall terms, after taking into account adjustments previously reported through the budget management process, the revenue financial outturn is broadly in line with the agreed financial strategy.

7. Head of Legal Services Comments

- 7.1 The Head of Legal Services notes the report and confirms that all statutory and constitutional requirements are met.

8. Equalities & Community Cohesion Comments

- 8.1 Equalities issues are a core part of the Council's financial and business planning process.

9. Consultation

- 9.1 Consultation on the preparation of the Council's revenue and capital budgets has been undertaken with residents and business community representatives.

10. Use of appendices /Tables and photographs

- Appendix A - Explanation of significant revenue variances.
- Appendix B - Explanation of significant capital variances.
- Appendix C - Revenue carry forward proposals.
- Appendix D – Capital carry forward proposals.

11. Local Government (Access to Information) Act 1985

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

- SAP outturn reports; and
- Final accounts working papers.

For access to the background papers or any further information please contact Kevin Bartle, Head of Corporate Finance, on 0208 489 3743.

12. Background

12.1 This report has four sections:

- outturn – revenue and capital;
- carry forward proposals – revenue and capital;
- provisions and contingent liabilities; and,
- treasury management outturn.

12.2 This report sets out the provisional financial outturn position. The final statement of accounts will be prepared in accordance with the Accounts and Audit Regulations 2003 and will be reported to the General Purposes Committee on 25 June 2009 for approval prior to external audit. This meets the statutory deadline for the financial statements to be approved by the end of June 2009.

12.3 The external audit for the Council's 2008/09 accounts will commence on 1 July 2009. The auditors will submit a report on the findings of their audit to General Purposes Committee on 24 September 2009 and they will subsequently complete their audit by issuing their formal opinion before the end of September.

13. Outturn – Revenue and Capital

13.1 The general fund revenue outturn is summarised in the following table. There is a provisional net general fund underspend of £0.765m after planned transfers to reserves (0.3% of the approved budget). The variances are explained in more detail in Appendix A. The variation has improved from that reported previously, which was a small net overspend of £0.9m at period 11.

Table showing the general fund revenue outturn summary

Directorate	Approved revenue budget	Variance from budget
	£'000	£'000
Children and Young People	67,168	781
Adults, Culture & Community	77,282	589
Corporate Resources	6,562	(20)
Urban Environment (incl. Housing)	46,776	(353)
Policy, Performance, Partnerships & Communications	9,024	(829)
People, Organisation & Development	(27)	(115)
Chief Executive	802	97
Non-Service Revenue	31,374	(915)
Total – General Fund	238,961	(765)
Children and Young People (DSG) – Non Schools	19,053	(1,582)
Children and Young People (DSG) – Schools	140,944	470
Total – DSG	159,997	(1,112)

- 13.2 The two main changes since period 11 are a £0.6m reduction in the overspend in Adults, Culture and Community where the management actions to reduce costs had some impact by the year end and a variation in Policy, Performance, Partnerships and Communications of £0.5m largely due to Area Based Grant (ABG) underspends some of which are proposed for carry forward.
- 13.3 The provisional outturn for the Alexandra Park and Palace Trust shows a deficit of £2.031m, compared with a budgeted deficit of £1.694m, causing an overspend of £0.337m. This is included in the non-service revenue net underspend and is offset by unused NLWA contingency. As reported to Cabinet on 21 April 2009 the Alexandra Park and Palace Board had made a request for the Council to provide additional funds in 2009/10, £0.3m for revenue and £0.3m for capital. The £0.3m for revenue is a continuation of the shortfall experienced in 2008/09. The capital is for essential investment operational equipment, the business case has been set out and it is probable that a further revenue loss of £0.2m would occur without this one-off investment. It is proposed that the Council agree to the capital investment to be funded from the 2008/09 general capital underspend, but that the revenue position is given further consideration.
- 13.4 Transfers to reserves are made at the end of each financial year in line with the approved financial strategy. The table in Appendix A shows the planned transfers to reserves that will be made as part of the accounts closure process. These include transfers for capital financing and interest earnings and are in accordance with previous reports to Members. Use of the corporate redundancy reserve is set out in Appendix A and totals £1.056m leaving £0.944m remaining.

The sum used is substantially in the Children and Young People's and Adults, Culture and Community Services.

- 13.5 Each year the Council submits a substantial housing benefits claim which is in the region of £260m. The position on this claim is yet to be finalised so the accounts have been closed on the latest subsidy reports available. It is proposed that any additional estimated grant above budget should be added to the reserve taking a prudent approach in the event that there are any issues arising from the subsequent audit of the subsidy claim.
- 13.6 In 2008/09 the Council received additional housing benefit subsidy that related to the 2007/08 year. It is proposed that this be added to the reserve in respect of possible future subsidy reductions in line with previous policy for funding homelessness.
- 13.7 The Sustainable Investment Fund (SIF) of £0.5m established by Cabinet in 2007 was designed to finance one-off type 'invest to save' schemes that also reduced the Council's carbon emissions. External grant match funding amounting to £0.155m has helped to deliver a number of schemes since that date. The actual savings in energy costs from these projects for the 2008/09 financial year was £0.082m and 375 tonnes of CO₂. This has contributed to a carbon reduction of 3.3% on the Council's property portfolio against the 2007/08 baseline (ahead of agreed targets). The SIF was a major part in the Council's winning submission to the Government Business Awards. Further projects are planned in 2009/10.
- 13.8 The table in paragraph 13.1 shows an outturn for **schools** of a £0.47m in-year overspend which will decrease school balances to £6.6m at the end of 2008/09. An underspend of £1.582m against the **non-schools** allocation of DSG is also reported.
- 13.9 The final approved **capital programme** for 2008/09 was £135.9m. The provisional underspend is £14.2m as set out in the following table (10.5% of the approved budget). The net capital underspend has not changed from the figure reported to Cabinet at period 11 monitoring.

Directorate	Approved Budget	Outturn	Variance
	£'000	£'000	£'000
Children & Young People	40,268	36,002	(4,266)
Adults, Culture & Community	6,294	4,702	(1,592)
Corporate Resources	7,024	4,940	(2,084)
Urban Environment – General Fund	27,085	24,629	(2,456)
Urban Environment – Housing	55,088	51,273	(3,815)
Policy, Performance, Partnerships & Communications	121	114	(7)
Total	135,880	121,660	(14,220)

13.10 Detailed explanations of the variances are set out in Appendix B but substantially relate to schemes not being completed to time for various reasons and thus slipping into the next financial year. Given this relatively large variance, it is proposed that a more detailed corporate monitoring process is put in place where managers will report progress against milestones and budget at regular meetings with the Chief Financial Officer.

13.11 The Council's agreed capital programme for the period 2008/09 to 2010/11 was partly based on achieving usable **capital receipts** of £9.6m in 2008/09. The final position is that £9.3m has been generated, resulting in a shortfall of £0.3m. This variation is analysed below:

£'m

- Under-achievement of right to buy receipts (1.5)
 - Disposals expected in 2008/09 (2.0)
 - 2009/10 planned disposals – achieved in 2008/09 3.2
- (0.3)**

13.12 Right to buy (RTB) and other expected asset disposals have significantly under-achieved against the plan by £3.5m. This is mainly as a result of difficult property market conditions during 2008/09, which has impacted on the number of RTB sales where plans assumed 40 disposals but only 14 went through. Under achievement against other disposals (£2m) mainly results from deferred sales which are now expected to occur in 2009/10. Property market conditions have continued to deteriorate into 2009 and may significantly affect the 2009/10 capital programme. It is planned to undertake an early review of capital receipts forecasts for 2009/10 to mitigate the potential impact of any downturn in numbers of disposals and values obtained compared to plans.

13.13 The provisional HRA outturn for the year is a surplus of £2.524m against a target of £0.537m, an increase of £1.987m. The working balance, therefore, is increased to £7.25m as at 31 March 2009, as shown in the following table.

Item	Revised Budget	Outturn	Variance	Variance
	£'000	£'000	£'000	%
Income	(107,941)	(109,383)	(1,442)	(1.3)
Expenditure	107,404	106,859	(545)	(0.5)
Net deficit / (surplus)	(537)	(2,524)	(1,987)	
Working balance b/fwd 1 April 2008		(4,724)		
Working balance c/fwd 31 March 2009		(7,248)		
Planned closing balance as at 31 March 2009		(5,261)		
Variation in closing balance		(1,987)		

- 13.14 The excess surplus is mainly due to additional leaseholder contributions towards major works (£0.4m), additional rent and service charges income (£0.3m) following lower right to buy sales during the year, a reduction in the provision for bad debts (£0.5m) following better than forecast income collection performance and a surplus made by Homes for Haringey in their company accounts (£0.6m). It is recommended that the full £1.987m is transferred to the HRA working balance.
- 13.15 Given this increased level of working balance, Members will wish to consider the strategic use of this additional resource in due course.

14. Carry Forward Proposals

- 14.1 The Council's financial regulations stipulate that Cabinet will determine any carry forward sums in respect of budget variations at the year-end. For this year, in view of the potential adverse impact on performance in 2009/10, it is proposed that no revenue overspend be carried forward (other than trading deficits in line with regulations).
- 14.2 Requests have been made to carry forward £1.282m (Non ABG £0.901m and ABG £0.381m) of balances proposed to be utilised as one-off resources going forward. However, given the overall provisional outturn position, it is recommended that only £0.735m of the carry forward proposals as detailed in Appendix C are approved; namely all ABG requests totalling £0.381m and a net total of £0.354m of non-ABG requests (including carrying forward the £0.2m Catering DSO Trading deficit). Approval of the carry forward proposals will reduce the net underspend to £0.03m.
- 14.3 The net amount available to meet carry forward proposals from the general fund is £0.75m. **Revenue carry forwards** proposed to be funded from this sum total £0.735m as detailed above. These requests are summarised in the table below and set out in full at Appendix C. The carry forwards include an item of £110k to support Haringey's Citizens Advice Bureau to help meet the higher level of demand for advice from local residents.

Directorate	Non-ABG	ABG	Proposed carry forward
	£'000	£'000	£'000
Children and Young People	(200)	88	(112)
Adults, Culture & Community	0	0	0
Corporate Resources	0	0	0
Urban Environment (incl. Housing)	425	0	425
Policy, Performance, Partnerships & Communications	129	227	356
People, Organisation & Development	0	66	66
Total – General Fund	354	381	735

- 14.4 Area Based Grant (ABG) carry forwards were discussed at the Haringey Strategic Partnership on 27 April 2009 as part of a wider report on ABG grant and theme board allocations for 2009/10 and, although it was stressed that decisions regarding carrying forward funds into 2009/10 rest with the Council, there was general support to agreeing those sums allocated to partners to enable the on-going delivery against the Local Area Agreement priorities. This is evidenced by the ABG revenue carry forwards proposed in the table above which relate to resources for projects being delivered by partners.
- 14.5 The DSG non schools underspend of £1.582m is also proposed to be carried forward. This represents an increase of £0.4m above the underspend reported at period 11 to Cabinet on 21 April 2009. Any balance of DSG funding is required to be carried forward under legislation. The utilisation of the carry forward is required to be discussed with the Schools Forum. It is permissible to use DSG resources in support of “combined services” and, given the issues in respect of safeguarding children, it is recommended that £0.75m of the underspend is earmarked to help support the delivery of the JAR action plan.
- 14.6 The outturn for schools is an in-year overspend of £0.5m, reducing school reserves from £7.1m at the end of 2007/08 to £6.6m at the end of 2008/09. The overspend will be carried forward automatically as required by regulation.
- 14.7 Capital carry forward proposals are included for consideration amounting to £10.409m (before transfers to capital reserves). This is mainly in respect of schemes that have encountered slippage and the projects will be delivered in the new financial year. The carry forward proposals are detailed in appendix D.

15. Provisions and Contingent Liabilities

- 15.1 Under accounting requirements the Council is required to consider any areas where it feels there is a potential future liability. Depending on the certainty of this liability and information on the value of the liability, the Council will either raise a provision for this liability or disclose a contingent liability in the notes to the accounts. All areas for **provisions and contingent liabilities** are in the process of being reviewed. These will be considered in the near future and finalised and reported as part of the Statement of Accounts.

16. Treasury Management Outturn

- 16.1 The Treasury Management Policy sets projections for treasury management activity for the forthcoming year as well as limits on borrowing and investment. The overall aim of the policy is to meet borrowing requirements at the lowest cost and to ensure security and liquidity of the Council’s investments while optimising returns. The policy requires annual reporting of the outturn position.

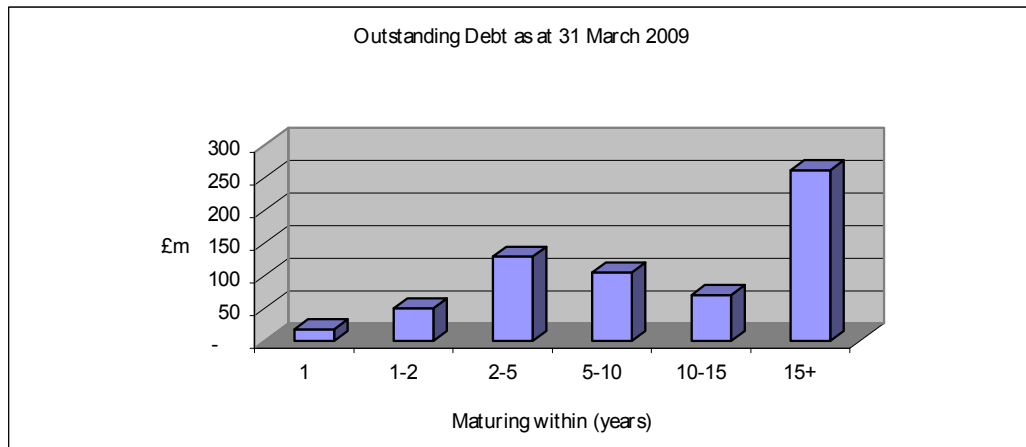
- 16.2 In February 2009 the Council formally approved a revised Treasury Management Strategy that restricts the institutions deposits can be placed with, to reduce risk given the continued difficulties in the global banking sector. The use of additional government backed AAA instruments has also been included for consideration of future use. Detailed reports on the Treasury Management position will be taken to the General Purposes Committee on a quarterly basis. The next meeting is planned for 7 July 2009.
- 16.3 A recent report by the Audit Commission on the national position in terms of the collapsed Icelandic banks was published at the end of March 2009. The report includes recommendations for improvements for central government, CIPFA, as well as local authorities. The recommendations for local authorities have been considered and included within the Council's own action plan in regard to this matter. Progress against the action plan will be reported to the Audit Committee.
- 16.4 The administration process for the Icelandic banks in which Council deposits have been frozen is continuing. The government has issued a regulation to allow authorities to defer accounting for the net loss until later years. CIPFA has recently issued further accounting guidance for authorities on the assumptions for deferred impairments in the 2008/09 accounts and based on the latest position, this recommends assuming recovery of nearly 90% of the capital sum. The Council has, however, accounted for interest not received in relation to these investments in 2008/09.
- 16.5 The Council's borrowing strategy and funding requirement is determined by the maturity of existing debt, new borrowing to fund capital investment and amounts to be set aside from revenue and capital receipts. The estimated position for 2008/09 and the outturn position are shown in the following table:

	Estimated position £m	Outturn position £m
Borrowing approvals/supported borrowing	49	49
Principal repayment	0	0
<u>Less</u>		
Minimum revenue position	(10)	(9)
Usable capital receipts	(9)	(9)
Net Change	30	31

- 16.6 The average level of debt in 2008/09 was £634m and the average level of investments was £144m. The limits and performance for 2008/09 are as follows:

	Approved Limit	Actual performance
Overall borrowing	£696m	£634m
Short term borrowing	20%	0.004%
Amount of debt at variable rates	£66m	0

- 16.7 The Council has complied with the limits set out in the approved Treasury Management Strategy in terms of borrowing and investments.
- 16.8 The average interest rate achieved in 2008/09 on investments was 5.28% which is 1.66% above the average base rate of 3.62%. It is proposed that the additional earnings achieved are transferred to earmarked reserves in order to supplement likely reduced levels of interest earnings in 2009/10, in line with the budget report to Council in February 2009.
- 16.9 The average rate of interest on external debt (the Consolidated Rate of Interest) was 7.27% in 2008/09 compared with 7.22% for the previous year. The reason for this increase was a number of stepped market loans where the initial discount period was over during 2008/09.
- 16.10 The maturity structure of the Council's debt as at 31 March 2009 is shown in the graph below. Treasury management practices require continual review of debt maturity to ensure that the optimal position regarding risk profile, interest rates and redemption penalties is obtained. The profile shows that debt repayment is relatively well spread out.



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Revenue		Variation £000's + / (-)
Outturn 2008/09- explanation of variances from budget		
Total General Fund outturn 2008/09 (Including ABG)		(765)
Children & Young People Services		Variation £000's + / (-)
1	Commissioning - 2008/09 saw a significant and sustained increase in the number of children taken into care. The number of placements (excl. Asylum seeking children) has grown from 366 in March 2008 to 440 in April 2009.	2,725
2	Action Plan Implementation costs - Following the inspection report into children's safeguarding issues it was necessary to incur a range of unbudgeted costs; these have now been formalised into a costed action plan and reflected in the 2009/10 budget strategy.	411
3	Transport - There has been an increase in both the number of routes provided and the cost of escorts accompanying the children on those routes. There was also some one-off costs associated with consultants engaged to assist with the outsourcing of the transport service.	313
4	Section 17 budgets - The Council has a statutory duty to safeguard and promote the welfare of children who are in need by supporting their families and ensuring that their housing and essential needs are met. There has been an increase in such cases in 2008/09. The length of time taken to resolve contributing issues, such as housing, has also had an effect on this budget.	266
5	Legal Costs - The overspend relating to legal costs is associated directly with the higher number of children taken into care.	275
6	Children in Need and Safeguarding - An agreement was made to employ an additional team of six Social Workers to assist with the increase in referrals.	182
7	Grant maximisation - The consideration and use of existing staff has been made to deliver services where external funding is available; this was a conscious decision to assist in releasing core funding as a strategy for managing pressures elsewhere in the CYPS Budget.	(906)
8	Grant Related Overheads - An exercise to ensure that all grants attract an appropriate share of overheads has released core funding and ensured that the full costs of services are charged against grants.	(300)
9	Staff Vacancy Savings - Arising from holding vacant posts across CYPS in order to assist in managing the overspend position.	(363)
10	Asylum Provision - A provision established at the end of 2007/08 in respect of disputed asylum cases was only partially required; the balance has been brought into the CYPS revenue account from where it was originally established.	(247)
11	Asylum Costs - During 2008/09 the number of children across the main categories seeking Asylum status has fallen significantly.	(196)
12	Matched Funding Contributions - The need for the Authority to match contributions in order to receive grant funding reduced in 2008/09.	(145)
13	Income Generation - Additional income has been achieved mainly from areas that provide services to schools; this has arisen because schools have demanded more of those services.	(134)
14	Other net changes within CYPS	342
15	Catering Trading Account - The service experienced pressures arising from increases in consumables and energy that, together with increased single status costs, were not fully covered by the price increase implemented.	200
Total - Children & Young People Services (General Fund excluding ABG)		2,423

Revenue Outturn 2008/09- explanation of variances from budget		Variation £000's + / (-)
16	Area Based Grant - The main area of underspend against this programme was the Behaviour Improvement Programme which was delayed pending a review of the 'Keys to Wellbeing' project in schools. In addition the extended schools project has not progressed as quickly as expected because of a vacancy in the Extended Services Manager post. Neither of these grants are being asked for as carry forward items as they can be delivered from 2009/10 ABG resources. Other projects showed minor variations; carry forward requests are shown separately.	(1,061)
	Total - Children & Young People Services (General Fund including ABG)	1,362
17	Less transfer from redundancy reserve - The cost of implementing savings agreed as part of the PBPR process where there was a need to make staff redundant.	(581)
	Total - Children & Young People Services (Non DSG - Including ABG and transfer from reserves)	781
	Children & Young People Services (DSG)	
18	Dedicated Schools Grant (DSG) - This underspend must be carried forward and used within the Schools' Budget. It reflects a reduced number of early years children attending PVI settings. There was also a planned increase in places at Children's Centres which was delayed by staff recruitment issues. These issues together account for circa £1m of the underspend. The remainder relates to the application of grants to fund appropriate provision, use of the pathfinder grant to reflect the increased number of hours and flexibility offered by schools to 3 and 4 year olds, and the delay with the intended devolution of resources to schools in respect of behaviour management due to the need to carry out a detailed review of the approach to be taken. The recoupment of costs from pupils with SEN from other Local Authorities has generated additional resources of £200k. These savings have been partly offset by an overspend on the transport budget. This variance is after the planned transfer of £500k to capital reserves for BSF.	(1,582)
	Total - Children & Young People Services (General Fund and DSG).	(801)

Revenue		Variation £000's + / (-)
Outturn 2008/09- explanation of variances from budget		
	Adults, Culture & Community Services	Variation £000's + / (-)
19	Director of ACCS - This relates to budgets under the direct control of the Director. A deliberate decision was made during the year to cease all unnecessary expenditure to contribute to areas of pressure elsewhere in the directorate. This achieved underspends of £198k. Of the remaining underspend, £94k relates to bad debt and a further £72k to the trainee Social Work scheme.	(364)
20	Adult Social Care/Commissioning Strategy - The over spend in Adult Social Care was primarily in relation to increased client numbers in Mental Health (12) and Learning Disabilities (31), offset in part by under spends in Older People and Physical Disabilities. The Learning Disabilities Pooled budget overspent by £428k due largely to salary pressures in in-house residential units. Included in the reported net figure of £1,026k are redundancy costs of £105k which will be funded from the redundancy reserve. This overspend has been netted off in part by the underspends of £70k on supplies and £34k receivership fees.	1,026
21	Recreation Services - Major variances include an accrual for backdated water charged at Park Road Pool of £156k and redundancy costs of £184k to be funded from the redundancy reserve. In addition the year end accrual for single status was £350k lower than expected giving rise to an under spend of this amount. Small variances comprise the balance.	(23)
22	Culture, Libraries & Learning - The reported figure includes redundancy costs of £126k to be funded from the redundancy reserve. The balance comprises unachieved consultancy income of £105k and an overspend on the construction costs of the NDC sponsored re-building of St Ann's Library Hall of £83k.	365
23	Area Based Grant - The ABG for ACCS totals £4,385k. A breakeven position has been achieved during 2008/09.	0
	Total - Adults, Culture & Community Services (Including ABG)	1,004
24	Less transfer from reserves - redundancy reserve	(415)
	Total - Adults, Culture & Community Services (after transfer from reserves)	589

Revenue		Variation £000's + / (-)
Outturn 2008/09- explanation of variances from budget		
Item No.	Corporate Resources	Variation £000's + / (-)
25	Housing Benefits (ring-fenced) - The underspend relates to £701k of additional estimated subsidy above budget and £52k being the net of additional HB overpayments debtors raised, less the increase in bad debt provision. The final outturn will be subject to the audit of the grant claim.	(753)
26	Corporate Procurement Savings - Although £711k has been realised this financial year the target was not fully met. The balance will be carried forward as a target for next year and plans are in place to meet this.	291
27	Property Services - The main driver for the overspend has been under achievement of income within the commercial portfolio which has been hit both by additional income targets, changes in when NNDR is charged on vacant properties and more particularly the downturn in the economy. Additional security costs were also incurred as a result of child safeguarding issues.	208
28	Legal - The bulk of this overspend is due to the shortfall in budgeted income from Local Land Charges activity due to competition from private sector providers as well as the economic downturn that has drastically reduced house sales.	201
29	IT - The underspend has arisen from the following:-	
	- Microsoft Enterprise Agreement renewal not required during 2008/09.	(500)
	- Review of annual maintenance contracts led to cost reductions or deletions.	(220)
	- Savings against the training budget delivered by the IT training framework contract.	(60)
	- Smaller savings arising from the use of stocks of data spares, savings on advertising and external advice.	(406)
30	Customer Services - This overspend is due to the costs incurred of a significant restructure of the business unit during 2008/09 enabling planned efficiencies to be released.	395
31	Other Variances (Net):	106
	Total - Corporate Resources	(738)
32	Less transfer to reserves - Property - Planned transfer of £315k to the sinking fund as part of the accommodation strategy. Procurement - Planned release of Sustainable Investment Funding (£97k) to match expenditure on energy projects.	218
33	Less transfer to reserves - Housing Benefit (Ring-fenced)	500
	Total - Corporate Resources after transfer to reserves	(20)

Revenue		Variation £000's + / (-)
Outturn 2008/09- explanation of variances from budget		
	Urban Environment	Variation £000's + / (-)
34	Frontline Services - The underspend is the net position in respect of the parking income shortfall (£600k) offset by other planned under spends within the directorate. The shortfall in parking income was 4% below estimate; the main reason for the shortfall was a reduction in the number of PCNs issued, particularly CCTV enforcement of bus lanes and other moving traffic offences.	(227)
35	Planning Regeneration and Economy - There is an underspend of £225k in respect of The Laurel Health Centre income budget. Some NDC projects funded from this have slipped and it is requested that this is carried forward to assist with meeting commitments under the succession and legacy programme in 2009/10. The underspend is offset by a significant fall in Development and Building Control income in the last quarter of 2008/09.	(58)
36	Strategic and Community Housing Services - This was a planned overspend that will be funded through additional resources agreed by Cabinet on 15 July 2008 as part of the temporary accommodation reduction plan to deliver a significant number of Assured Shorthold Tenancies.	684
	Total - Urban Environment - Non ABG	399
37	Area Based Grant - Budgeted allocations of £2.98m have been fully utilised.	0
38	Less transfer from redundancy reserve - in respect of costs incurred by Planning Regeneration and Economy.	(60)
39	Transfer from Housing reserve - to draw down the Housing reserve to fund the AST's & the ALMO client monitoring team.	(692)
	Total - Urban Environment (after transfers from reserves)	(353)

Revenue		Variation £000's + / (-)
Outturn 2008/09- explanation of variances from budget		
	Policy, Performance, Partnerships & Communications	Variation £000's + / (-)
40	Partnerships - There has been a significant reduction in staff costs following conclusion of the re-organisations and restructure of the business unit to achieve agreed savings in 2009/10.	(340)
41	Performance & Policy - The underspend has mainly been caused by vacancies pending a review of the team structure. Delays in commencing key projects such as GIS has also contributed to this underspend. These issues have now been resolved and recruitment is progressing with full spend expected in 2009/10.	(227)
42	Other minor variances (Net)	(24)
	Total - Policy, Performance, Partnerships & Communications (excluding ABG)	(591)
	ABG Related	
43	Community Safety - The underspend is due to delays in agreeing business cases for ABG related projects to ensure that resources were directed to support agreed LAA outcomes. The bulk of the underspend is the subject of carry forward requests.	(165)
44	Partnerships - The underspend relates to ABG grant funded projects that were delayed in 2008/09 and are subject to carry forward request.	(73)
45	Total ABG Related	(238)
	Total - Policy, Performance, Partnerships & Communications (Including ABG)	(829)
	People, Organisation & Development	Variation
46	OD&L - Two key cross authority learning & development programmes were delayed. All courses are planned to be delivered during 2009/10 and are the subject of carry forward requests.	(177)
47	Temporary Resource Centre - Achievement of higher than budgeted savings through the temporary resource centre contract.	(191)
48	Other minor variances (Net)	128
	Total - People, Organisation & Development (excluding ABG)	(240)
	ABG Related	
49	OD&L - The delivery of the training programme in Children's services during the period of the Ofsted report was delayed. All courses are planned to be delivered during 2009/10 and are the subject of carry forward requests.	(66)
	Total - People, Organisation & Development (ABG Related)	(66)
	Total - People, Organisation & Development (including ABG)	(306)
50	Planned transfer to reserves -Transfer of surplus savings from the temporary Resource Centre to smooth out any future year's losses.	191
	Total - People, Organisation & Development (after transfer to reserves)	(115)
	Chief Executive	Variation £000's + / (-)
51	Other minor variances - Including Chief Executive's & Electoral Services.	97
	Total - Chief Executive	97

Revenue		Variation £000's + / (-)
Outturn 2008/09- explanation of variances from budget		
	Non Service Revenue (NSR)	Variation £000's + / (-)
52	This is the net underspend on NSR, after the planned transfers to/from reserves, mainly due to additional interest earnings achieved and reduced interest payments made during the year and after allowing for interest not received in respect of investments in Icelandic banks. This includes the increased deficit of £337k relating to Alexandra Park and Palace Trust which is funded from some unused NLWA contingency.	(915)
	Total Non Service Revenue	(915)
	Other Planned transfers to/from reserves	£000's
	Non Service Revenue - planned transfers to/from reserves	Variation £000's + / (-)
53	Revenue contribution to the Capital Financing reserve - forward funding for the Hornsey Town Hall capital project as previously agreed by Cabinet.	5,679
54	Transfer of additional investment earnings income into reserves to fund the projected investment income shortfall in 2009/10 as reported to Members in the budget report of February 2009.	2,100
	Total - Planned transfers to/from reserves	7,779

Capital		Variation £000's
Outturn 2008/09 - explanation of variances from budget		
Total Capital Programme outturn 2008/09		(14,220)
	Children & Young People Services	Variation £000's + / (-)
1	BSF - School Construction Project - delays in securing contractual close on early BSF projects and commencing main works has reduced the overall level of payments in 2008/09. The construction completion date will however generally remain unaffected. Additional advanced work has kept site progress moving wherever possible. Also included in this variance is the ICT MSP capital spend that was flowing on a different pattern to that envisaged earlier and work is currently in hand to refine the ICT MSP budget profile.	(1,746)
2	Standards Fund - Funding for various projects including Devolved Capital, City Learning Centres, Harnessing Technology, E-Learning Credits, School Travel Plans and Extended Schools which can be carried forward for spend in 2009/10.	(402)
3	PCP (Primary Capital Programme) - Confirmation of funding received later on in 2008/09. Feasibility work on Rhodes Avenue and Broadwater Farm has been undertaken.	(157)
4	PCP - New Pupil Places Expansion - Tetherdown: Phase 1 & 2 retentions in dispute with contractor.	(226)
5	PCP - New Pupil Places Expansion - Coleridge: Project not complete. Phase 3 of the expansion programme due to commence in 2009/10.	(40)
6	PCP - Other - This includes the Winter Contingency, Planned M&E and Technical Support budgets. The overspend arises mainly from the need to undertake unplanned emergency works in response to statutory requirements e.g. Health and Safety.	597
7	Children's Centres - Project approvals for children's centres delayed till Jan 2009 due to changes in senior staff within the directorate during the autumn. In addition, the Early Years Quality & Access bid and review of administrative processes have taken longer than expected.	(1,710)
8	Autistic Resourced Provision - A school in the west of the borough is still being sought as a partner for autism provision.	(148)
9	Mobile Technology for Social Workers - Progress delayed due to other service priorities. Carry forward of grant funding has been approved by the Department of Children Schools and Families (DCSF).	(187)
10	Computers For Pupils - This represents ICT resources held on behalf of schools which had not been spent by them and will need to be carried forward into next year.	(361)
11	Other Projects - Net overspend (various projects)	114
Total Children & Young People Services		(4,266)

Capital		Variation £000's
Outturn 2008/09 - explanation of variances from budget		
	Adults, Culture & Community Services	Variation £000's + / (-)
12	Bounds Green Community Centre Modernisation - The property consultants originally appointed to this project went into receivership during the year (at no loss to the Council) requiring new consultants to be appointed. Thus commencement of this project has been delayed significantly.	(89)
13	Downhill Park - There has been some confusion regarding available property for this project. This has now been resolved and the project will commence in 2009/10.	(90)
14	E-Care (Framework-I financial module and OCC Software Upgrade) - This project has been delayed due to both difficulty sourcing a project manager - costs have not been considered to be good value for money, and due to re-prioritisation of a number of tasks during the CSCI inspection. It is anticipated that this project will commence in July 2009 and run for 15-18 months.	(260)
15	Disabled Facilities Adaptations - There has been an underspend on major adaptations in private properties. A number of orders have been placed, due for completion in 2009/10.	(89)
16	Coombes Croft Library - Issues with the Environment Agency have delayed progress of this project. The project will continue in 2009/10.	(354)
17	Finsbury Park Athletic Track - Expenditure on this project has been delayed as a result of the funding offer from London Marathon Trust (£50k) expiring. The remaining underspend has been re-phased to 2009/10.	(50)
18	Belmont Recreation Ground - Project delayed due to waterlog. Works to be completed during 2009/10.	(131)
19	Noel Park - The project tender was delayed but has now been completed. Works are due to commence in 2009/10.	(79)
20	Paignton Park - Due to problems with the initially appointed project management consultancy and difficulties securing additional external funding, this project has been delayed. It will now be completed during 2009/10.	(25)
21	Lordship Recreation Ground - Time spent securing additional external funding and lengthy consultations have caused this project to slip. This expenditure has been deferred to 2009/10.	(143)
22	Leisure Centre Refurbishment - Delays in Tottenham Green Leisure Centre decorative works and White Hart Lane Gym works have caused an underspend on this project. This expenditure will be incurred during 2009/10.	(463)
23	Osborne Grove - The final account has not yet been agreed for the building of Osborne Grove Nursing Home. An accrual has been raised based on an estimated final figure.	61
24	Markfield Park - An overspend on this project has occurred but it will be offset by insurance income.	117
25	Minor variances	3
	Total - Adults, Culture & Community Services	(1,592)

Capital		Variation £000's
Outturn 2008/09 - explanation of variances from budget		
Item No.	Corporate Resources	Variation £000's + / (-)
26	IT - Project start dates were delayed pending further detailed appraisal to ensure final schemes committed were fit for purpose.	(768)
27	Property Services - The underspend is mainly in relation to the Hornsey Town Hall projects - roof repair and the re-development of the whole site with some smaller underspend in planned expenditure on the Accommodation Strategy largely caused by delays in finding suitable alternative accommodation for the Citizens Advice Bureau. Full spend against the projects is still expected with most costs anticipated in the first quarter of 2009/10. Carry forward requests have been submitted in relation to these.	(1,290)
28	Other minor variances	(26)
	Total Corporate Resources	(2,084)

Capital		Variation £000's
Outturn 2008/09 - explanation of variances from budget		
	Urban Environment (General Fund)	Variation £000's + / (-)
29	Fuel Management System - Due to staffing issues the necessary EU Tender Process did not commence in time for the project to go forward for completion within 2008/09 - In March 2009, Cabinet approved that some capital underspends would be utilised to contain the Mortuary over spend.	(50)
30	Automated Public Convenience - The underspend is due to the same reason outlined above for the fuel management system.	(124)
31	The Haringey Mortuary -The Cabinet formally agreed at its meeting on 24th March 2009 to increase the budget for the mortuary by £516k using some planned revenue underspends and any available underspends against the 2008/09 capital programme. The draft final account submission has been received which is £202k higher than anticipated, increasing overall construction spend from £2.9m to £3.1m. Negotiations are taking place with the contractor on the final account.	202
32	Local Safety Scheme - Part of the scheme included works to be carried out by the TfL signals Contractor. The responsibility for all signal works is TfL's and, due to their current programme of works, the implementation of these signals has been delayed until 2009/10.	(115)
33	S106 & S278 - Schemes are developed and agreed throughout the year. Some of the schemes were agreed in the last quarter of 2008/09 and monies transferred with the understanding that the schemes would be implemented in 2009/10.	(252)
34	Borough Road - This planned underspend has been used to help finance the Mortuary project.	(88)
35	Flood Relief -This planned underspend has also been used to help finance the Mortuary project.	(72)
36	Myddleton Road - (Partnership Schemes in Conservation Area) - Late confirmation of funding from English Heritage has delayed initial scoping work. The project has to be completed by March 2013.	(100)
37	Tottenham High Road (Partnership Schemes in Conservation Area) - There have been delays in appointing the building conservation consultant and project architect.	(264)
38	Bruce Grove refurbishment and renewal of buildings within the Bruce Grove core centre including shop fronts - Phase 3 works have been delayed because the Heritage Lottery Fund needed to agree the revised programme of works and also the need to procure a separate contract for phase 3 works.	(37)
39	Marsh Lane - The anticipated demolition did not commence in 2008/09 because of the level of asbestos on the site that needs to be cleared. Demolition is to take place in 2009/10.	(344)
40	Compulsory Purchase Order - There is Cabinet approval for 7 dwellings to be purchased through this process, however the Council is awaiting approval from the Secretary of State.	(700)
41	Private Sector Housing Activity - There was a delay in the procurement and there is now a North London contract in place to undertake the works. The programme will therefore commence in the new year.	(500)
42	Energy Efficiency - The additional cost incurred will be funded from the North London Sub Region.	118
43	Hearthstone Project - This project was delayed as it had to be respecified and re-tendered. It is now expected to be completed in June 2009.	(79)
44	Vacant Properties - Underspend on grants to landlords to enable properties to be made habitable.	(77)
45	Other Schemes - combination of a number of underspends below £50k.	(53)

Capital		Variation £000's
Outturn 2008/09 - explanation of variances from budget		
46	A406 - Increased spending permission was received from TfL too late in the financial year for the service to obtain Cabinet approval to increase their budget allocation, hence a technical overspend occurred. This position will be regularised in the new year.	79
	Urban Environment (General Fund) Total	(2,456)
	Urban Environment (HRA)	Variation £000's + / (-)
47	Aids & Adaptations - Additional and one-off resources were approved in the budget process for this programme to be funded from capital receipts. During the year a combination of falling demand and changes in the procurement process have led to a saving against this budget for 2008/09.	(1,386)
48	Planned Maintenance - Some properties have been completed and transferred to the Decent Homes programme. However, the final invoice is yet to be received from the contractor.	(334)
49	Structural Works - Projects accelerated to take up the projected underspend in other programmes.	259
50	Decent Homes Standard - The underspend is due to slippage of projects into 2009/10. This is partly due to 83 refusals to enter property and 62 properties where access was not possible, meaning that work could not be undertaken.	(527)
51	Long Leasehold Dilapidations - Settlement of dilapidations claims delayed.	(276)
52	Major Works Voids Conversions - This project did not go ahead because a decision has been made to sell the North Tottenham property.	(116)
53	Estate Remodelling & Communal Works - Slippage due to delays in the completion of projects and projects being cancelled.	(222)
54	Mechanical & Electrical Works - Expenditure on mechanical and electrical works was underspent principally because of delays in getting the New contractor on site for the Prior Door Entry works at the George Lansbury and Elizabeth Blackwell blocks.	(932)
55	Sewage & Drainage Works - Savings achieved on various projects.	(143)
56	Other minor variances	(138)
	Total - Urban Environment (HRA)	(3,815)
	Policy, Performance, Partnerships & Communications	Variation £000's + / (-)
57	Building Safer Communities - The grant determination was received late in the year leading to delays in approving projects which has led to this small underspend.	(7)
	Total PPP & C	(7)
	Total Capital Variances	(14,220)

Revenue		Carry forward request £'000
Revenue carry forward requests from 2008/09 - (General Fund)		
Total Revenue carry forward requests from 2008/09 - (General Fund)		735
Item No.	Children and Young People Services (Non DSG)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
	ABG related:	
1	14-19 Programme - The provider has been offered more time to deliver the defined outputs and the resource will therefore be needed in 2009/10 assuming they are met.	19
2	Safeguarding Children/ Trust Funds - To undertake deferred training in the new year. Investments in Children's Trust Funds are an entitlement for LAC and these investments will need to take place in 2009/10.	42
3	Holiday Programme - This reflects the need to deliver part of the programme in the Easter Holidays i.e. 2009/10 Financial Year.	15
4	Preventing Violent Extremism - This grant was notified late in 2008/09 and it has proved impossible to deliver the outcomes until 2009/10.	12
	Total Carry Forward Request – Children and Young People Services (ABG)	88

Item No.	Children and Young People (Trading Account)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
5	Catering DSO - (Trading deficit) to be carried forward under accounting procedures.	(200)
	Total Carry Forward Request – Catering DSO	(200)

	Total Carry Forward Request – Children and Young People Services (Non DSG and ABG)	(112)
Non General Fund carry forwards 2008/09		
Item No.	Children and Young People Services (Dedicated Schools Grant)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
6	Non Schools DSG - In accordance with the relevant legislation, variations on DSG must be carried forward and applied for defined purposes under the DSG headings. The planned utilisation of this sum will be discussed with the Schools Forum and will include proposals for supporting the child safeguarding budget under the provisions for 'combined services'.	1,582
	Total Carry Forward Request – Children and Young People Services (DSG)	1,582

Revenue		Carry forward request £'000
Revenue carry forward requests from 2008/09 - (General Fund)		
Item No.	Urban Environment	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
7	Public Realm funding - Delay of 6 months on the start of the commissioning element of the waste/recycling contract. Funding was originally agreed over two financial years with £300k funding in 2009/10.	150
8	Transport Asset Management Fund Grant - Allocation for 2008/09 of Department of Transport grant requested to be carried forward to 2009/10 for slippage on expenditure in 2009/10.	50
9	NDC - The projected underspend is against the Laurel Health Centre income budget. Some of the projects funded from this have slipped and it is intended to carry forward this underspend to assist with meeting commitments under the succession and legacy programme in 2009/10.	225
	Total Carry Forward Request – Urban Environment	425
	Policy, Performance, Partnerships and Communications	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
10	Neighbourhoods - 2008/09 Making the Difference budgets - four projects were unable to complete during 2008/09 however all have been commissioned and will complete in the new year.	19
11	Corporate Voluntary Sector Team - This will fund additional debt, benefit and employment advice to be provided by the Haringey Citizens Advice Bureau (HCAB) as part of their Gateway system for 8 months of 2009/10.	110
	Total Carry Forward Request – Policy, Performance, Partnerships and Communications (Excl. ABG)	129
	ABG related	
12	Community Safety - This money will fund a post in the Youth Crime Prevention Team which will provide increased support to key projects such as intensive intervention & safeguarding.	58
13	Community Safety - This project budget allows projects to be commissioned through localised problem solving linked to Area Based Working to address issues raised by residents in the seven area assemblies. Training and an approved methodology had to be put in place before spend could be approved - this is now in place and the funding is required.	80
14	Community Safety - The carry forward is for Preventing Violent Extremism (PVE) funding which has suffered some small slippage around staffing capacity in 2008/09. The consultation is now coming to a conclusion and this funding will be used to commission Haringey based third sector organisations to deliver work against the consultation outcomes to support NI 35. This work will be commissioned in the first quarter of 2009/10.	16
15	Corporate Voluntary Sector Team - A review of all breakfast club provision and roll out to new schools was put on hold during 2008/09 which prevented the planned funding for Breakfast Clubs that provide breakfasts to vulnerable and economically deprived children, from being spent.	22
16	HSP Team - This ABG funding will be used to purchase an information observatory which will support HSP information and performance management (£41k) and Haringey's contribution to the Third sector mapping project (£10k).	51
	Total Carry Forward Request – Policy, Performance, Partnerships and Communications (ABG)	227

Revenue		Carry forward request £'000
Revenue carry forward requests from 2008/09 - (General Fund)		
Item No.	People, Organisation & Development	Carry forward request £'000
	Budget / Description and Reason for Carry Forward:	
	ABG related	
17	OD&L - Following the Ofsted report, the training programme within CYPS was delayed. This carry forward request will enable the delivery of revised development programmes to be delivered during 2009/10.	66
	Total Carry Forward Request – People, Organisation & Development (ABG)	66

Capital		Carry forward request £'000
Capital carry forward requests from 2008/09		
Total Capital carry forward requests from 2008/09		10,409
Item No.	Children and Young People	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
1	BSF - School Construction Project - Delays in securing contractual close on early BSF projects and commencing main works reduced the overall level of payments in 2008/09 and is now expected to be paid in later years. The ICT MSP capital spend will also be rephased.	1,746
2	Standards Fund - The funding for various projects including Devolved Capital, City Learning Centres, Harnessing Technology, E-Learning Credits, School Travel Plans and Extended Schools which can be carried forward for spend in 2009/10.	402
3	PCP (Primary Capital Programme) - Confirmation of funding received later on in 2008/09. Feasibility work on Rhodes Avenue and Broadwater Farm has been undertaken. Project to be re-phased.	157
4	PCP - New Pupil Places Expansion - Tetherdown: Phase 1 & 2 retentions in dispute with contractor to be resolved in 2009/10.	226
5	PCP - New Pupil Places Expansion - Coleridge: Project slippage.	40
6	Children's Centres - Project slippage. Carry forward to be confirmed following audit of 2008/09 Annual Financial Statement.	1,710
7	Autistic Resourced Provision - A school in the west of the borough is still being sought as a partner for autism provision.	148
8	Mobile Technology for Social Workers - Progress delayed due to service pressures. A request to carry forward the balance has been approved by DCSF.	187
9	Computers For Pupils - Balance of 'Other ICT' funds devolved to schools in cash flow, unspent by schools at 31/03/09.	361
10	Reduction to CYPS programme in 2009/10 for 2008/09 overspend	(711)
	Total Carry Forward Request – Children and Young People	4,266

Capital		Carry forward request £'000
Capital carry forward requests from 2008/09		
Item No.	Adults, Culture and Community Services	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
11	Bounds Green Modernisation - Due to contractor difficulties during 2008/09 this project has been delayed. The carry forward is required to fund the works in 2009/10.	89
12	Downhills Park - Difficulties with property options for this project have delayed commencement. However, this project will proceed in 2009/10 and a carry forward request will be required to fund the project.	90
13	E-Care - The second phase of this implementation programme is phased over two financial years commencing July 2009. This funding will be required to complete the second phase and implement the Framework-I financial project.	260
14	Disabled Facilities Adaptations - Orders for adaptations to private dwellings have been placed during 2008/09 for completion during 2009/10.	89
15	Coombes Croft Library - Approval to award the works tender has now been received. Preparation works commenced in April 2009. The carry forward is requested to fund the remainder of these works during 2009/10.	354
16	Belmont Recreation Ground - Adverse weather conditions during 2008/09 have caused delays to this project which will now be completed during 2009/10.	131
17	Noel Park - The project was tendered and awarded towards the end of 2008/09. Works are due to complete in May 2009.	79
18	Paignton Park - The carry forward requested will fund play ground improvements and further improvements arising from local requirements.	25
19	Lordship Recreation Ground - To be carried forward to match Heritage Lottery Grant on the development of the recreation ground.	143
20	Leisure Centre Refurbishment - The carry forward requested represents works already committed for 2009/10.	463
21	Markfield Park - An overspend on this project has occurred but is offset by insurance income.	(117)
22	Osborne Grove - The final account for this building will be settled during 2009/10.	(61)
Total Carry Forward Request – Adults, Culture and Community Services		1,545

Capital		Carry forward request £'000
Capital carry forward requests from 2008/09		
Item No.	Corporate Resources	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
23	IT - To complete projects for which expenditure has been committed to but not received in 2008/09 for SAP Asset Mgmt, GIS, Traffic Mgmt and Performance Mgmt. To cover the additional cost of E-payments and E-Benefits where the scope of the project has changed and additional costs will be incurred in 2009/10 and to fund GCSx a Central Government mandate where no current funding exists. Full spend is still expected on these projects and carry forward of budget is requested.	768
24	Property Services - Hornsey Town Hall redevelopment - Working with the Community Partnership Board to put together a top quality design team involved identifying the appropriate procurement route for the project. This has taken longer than forecast with the result that there will be some slippage into 2009/10.	1,075
25	Property Services - Accommodation Strategy Phase II - spend not achieved in 2008/09 due to delays in relocation of Age Concern from Tottenham Town Hall and work to Alexandra House refurbishment. These projects are planned for the first half of 2009/10.	152
26	Property Services - this relates to 8-10 Caxton Road, part of the Community Buildings portfolio. Tenders have now been received but spend will fall into 2009/10.	59
27	Bernie Grant Art Centre (BGAC) - The underspend is as a result of a higher than expected contribution from the four other funders. However, it would be prudent for the council to carry forward this underspend as a non-specific contingency against current cost factors relating to the BGAC.	30
Total Carry Forward Request – Corporate Resources		2,084

Capital		Carry forward request £'000
Capital carry forward requests from 2008/09		
Item No.	Urban Environment	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
28	Tottenham High Road (Partnership Schemes in Conservation Area) - Preliminary works (building conservation consultant and project architect) are currently underway, with £36K spend incurred in 2008/09. The funding deadline for the project is March 2012.	260
29	Myddleton Road - Late confirmation of funding from English Heritage has delayed initial scoping work. The project has to be completed by March 2013.	100
30	Bruce Grove - Townscape Heritage Initiative. The anticipated spend on Phase 3 did not take place as a consequence of delay in appointing the project architect and surveyor to commence preliminary works. Slight overspend expected on Phase 2 project, still waiting for the contractor to present final accounts. The funding deadline for the project is June 2010.	37
31	Acquisition of Marsh Lane - This is a three year capital programme to purchase a site, demolish the existing building and construct a new Council refuse and re cycling facility. From the overall 2008/09 budget the site has been purchased, the design has been prepared, and all surveys have been carried out. Demolition is about to be tendered. It was anticipated demolition would have commenced in 2008/09, but because of the level of asbestos on the site that needs to be cleared demolition has been carried forward into 2009/10. Hence the need to carry forward £344k.	344
32	S106 & S278 - These are ongoing works and schemes that are developed over the year without a time restraint. Some of the schemes were only agreed in the last quarter and monies transferred with the understanding that the schemes will be implemented in 2009/10.	252
33	Compulsory Purchase Order - This is an ongoing programme with 7 dwellings having Cabinet approval. Awaiting approval from the Secretary of State.	700
34	Private Sector Housing Activity - There was a delay in the procurement but there is now a North London contract in place to undertake the works. The programme will therefore commence in the new year.	500
35	Hearthstone Project - This project was delayed as it had to be re-specified and re-tendered. It is now expected to be completed in June 2009.	79
36	A406 - Increased budget approval has been received from TfL which will be funded in the new year.	(79)
37	Borough Roads - Works delayed on some Borough Roads in 2008/09.	40
	Total Carry Forward Request - Urban Environment	2,233

Capital		Carry forward request £'000
Capital carry forward requests from 2008/09		
Item No.	Urban Environment (HRA)	Carry forward request £'000
	Budget / Description and Reason for Carry Forward	
38	Major Works - Void Conversions. A carry forward into 2009/10 of £83k is sought to meet commitments outstanding on the 2008/09 programme. Delays in the programme are due to planning and party wall issues needing to be resolved.	83
39	Estate re-modelling - The projects were fully committed by the end of 2008/09. However, it is forecast that £198k of the £1.6 million budget that will need to be carried forward into 2009/10. Delays have occurred due to complex needs to identify scope, consult with tenants and procure works on 168 projects. The programme is funded by capital receipts and approval is sought to carry forward funding of £198k into 2009/10.	198
	Total Carry Forward Request - Housing Revenue Account	281
	Total Capital Carry Forward requests	10,409



Agenda item:

[No.]

Cabinet

On 16 June 2009

Report Title. **Council Plan - Year 3 (2009/10)**

Report of **Sharon Kemp, Assistant Chief Executive, London Borough of Haringey**

Signed :

Contact Officer : **Eve Pelekanos, Corporate Head of Performance and Policy**

Telephone 020 8489 2508

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**
Key Decision

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

1.1. To endorse the update of the Council Plan for 2009/10

2. Introduction by Cabinet Member (if necessary)

2.1. This report updates the existing Council Plan; it reflects the current climate and the challenges for the final year of a 3 year planning cycle.

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

3.1. The Council Plan is the umbrella strategy that reflects the Council's key strategies and business plans; it articulates the Council's contribution to delivering Haringey's Sustainable Community Strategy.

4. Recommendations

4.1. Cabinet is asked to endorse the Council Plan update for 2009/10.

5. Reason for recommendation(s)

5.1. The Council Plan pulls together the change in the strategic landscape and illustrates the key issues, challenges and needs of Haringey.

6. Summary

6.1 Since the Council Plan was published in 2007, the strategic landscape has changed dramatically: we have signed a new Local Area Agreement (LAA), adopted a set of National Indicators, undergone extensive changes in Children and Young People's Services - producing a Joint Area review (JAR) Action Plan, made preparations in anticipation for the introduction of the Comprehensive Area Assessment (CAA) and currently experiencing a deep recession.

6.2 The update of the Council Plan pulls together the key issues, challenges and needs of Haringey aligned to the existing strategic priorities which remain unchanged. However the format and the language have been modified to reflect a crisper message of what we are trying to achieve.

6.3 The design of the update of the Council Plan takes account of expectations of the CAA, our borough profile, recent consultations and the current operating climate with each priority providing the following details:

- **Context** - sourced from the borough profile/consultations.
- **Challenges and opportunities** – taken from Peer review business planning presentations and synchronised with CAA submissions
- **Key Achievements** – performance improvements
- **Moving Forward** – key priorities, underpinned by actions, measures/milestones and accountabilities
- **Key Plans and Strategies** – that support delivery

7. Chief Financial Officer Comments

7.1. The achievement of the Council Plan is supported by the Council's Medium Term Financial Strategy, which is reviewed each year as part of the business planning process. Resources are allocated to deliver on the key priorities and additional investments are also approved as part of this review process

8. Head of Legal Services Comments

<p>8.1. The Head of Legal Services has been consulted on the content of this report and has no specific comment. The statutory framework is set out in the body of the report.</p>
<p>9. Head of Procurement Comments –[Required for Procurement Committee] 9.1. N/A</p>
<p>10. Equalities & Community Cohesion Comments 10.1. Equalities are a central thread throughout the Council Plan</p>
<p>11. Consultation 11.1. The Council Plan has been influenced from a number of consultation activities including the most recent Place Survey and Residents Survey. The plan has been constructed from the business plans of all business units to ensure that each key area of the council makes a contribution to the Council's strategic priorities.</p>
<p>12. Use of appendices /Tables and photographs 12.1. Appendix 1 Council Plan</p>
<p>13. Local Government (Access to Information) Act 1985 13.1. Council Plan 2007-10 13.2. Business Plans</p>

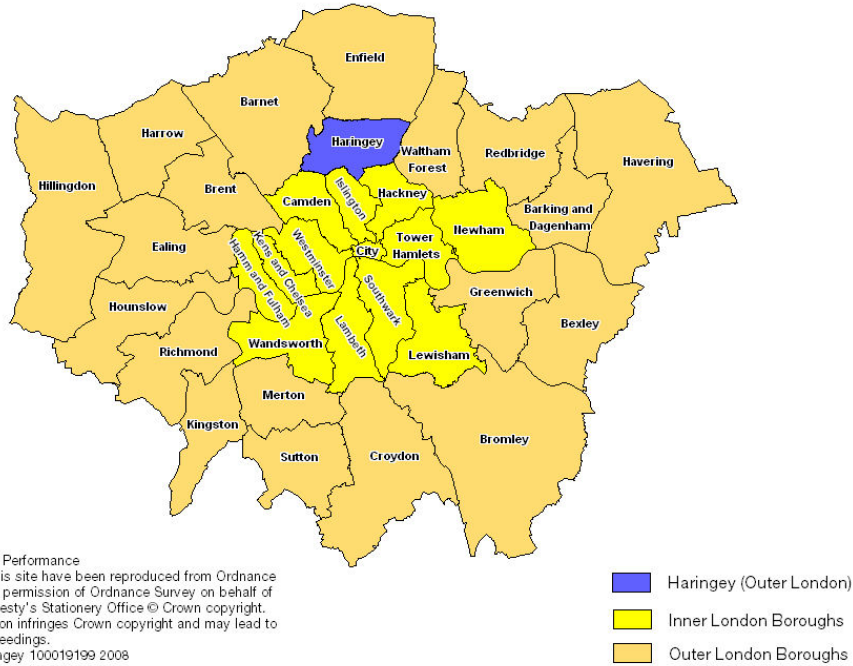
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**Draft
Council Plan - Year 3
2009-10**

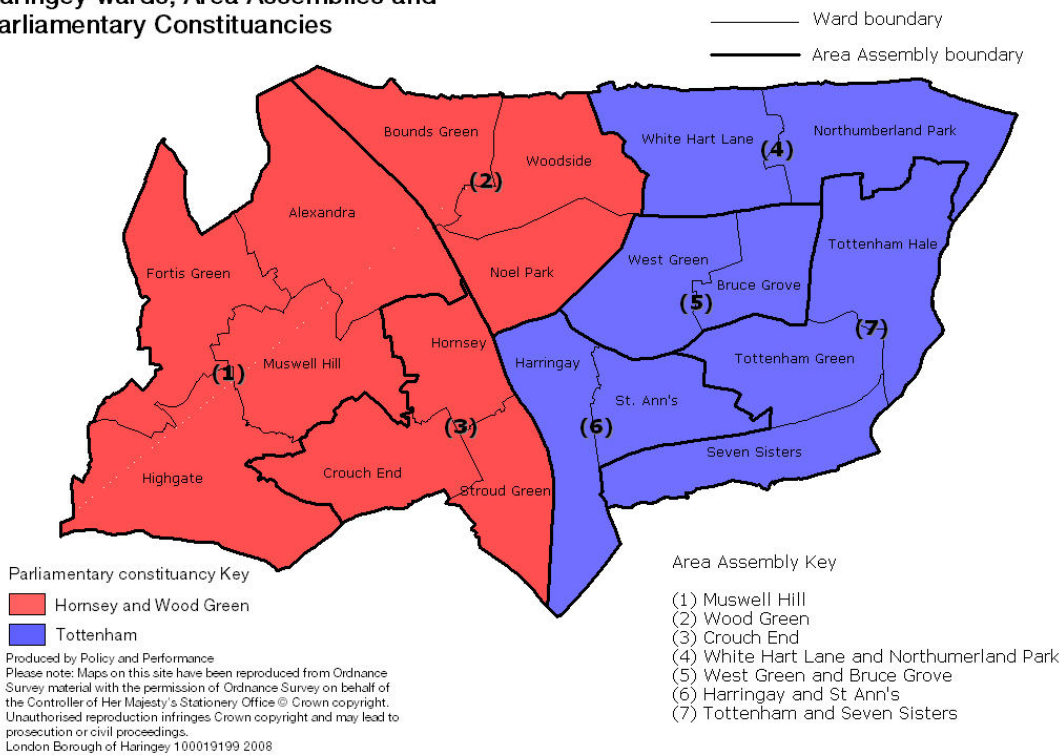
**A Council we are all proud of -
*Delivering high quality, cost effective services***

Maps of Haringey

Haringey in the London context



Haringey wards, Area Assemblies and Parliamentary Constituencies



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1.0 Our Commitment

Introduction by the Leader of the Council and the Chief Executive

Welcome to the annual update of the Council Plan for 2009/10, covering the final year of the period from 2007 to 2010.

The Council Plan sets out our priorities and plans for improvement over the coming year. It also reports back on our performance in 2008/9.

We have done well in many areas. Almost 60 per cent of our pupils achieved 5+ GCSEs at grades A*-C, an improvement rate twice the national average; our parks and open spaces are among the best in London; and social care services for adults were judged in all areas as “good”.

But the last year has also been difficult, particularly because of the serious and well-documented shortcomings in our child protection services.

We have accepted that things went badly wrong, and it is our job now to put them right.

A key priority therefore for the coming year, and beyond, is to ensure that our safeguarding services and arrangements for vulnerable children not only become fit for purpose but improve significantly, aiming over the coming period to reach the highest standards.

We are taking this forward, with our partners, through the three-year Joint Area Review (JAR) Action Plan agreed with government and Ofsted earlier this year.

The JAR priorities are reflected in this Plan, alongside action to address our other key challenges; Improving housing, responding to the recession and tackling health inequalities, and wider improvement.

Our commitment is that 2009/10 will be a year of delivery, making a real difference in the quality of life for everyone who lives and works in Haringey.

Cllr Claire Kober
Leader of the Council

Ita O'Donovan
Chief Executive

2.0 Context for this plan

About the place and its people

Haringey is one of London's 32 boroughs. It is in the north of the capital and more than 11 square miles in area. It has national landmarks including Alexandra Palace, and is the home of Tottenham Hotspur Football Club.

The people who live here have come from many different ethnic backgrounds and brought cultural diversity and vitality to the borough. Haringey has about 224,700 residents and around half come from minority ethnic backgrounds. Haringey's population is the fifth most ethnically diverse in the country.

Haringey is a hive of activity with a wide range of events and recreation opportunities throughout the borough's leisure and sports centres, libraries, parks and open spaces.

The population is young and growing. Over half is under the age of 35; this is above both the London and England averages. Between 1991 and 2001 the population grew by 8% and is projected to grow by a further 28.7% or 34,325 residents over the next 25 years according to the Greater London Authority (GLA).

This growing population presents opportunities, but also challenges. The borough ranks as one of the most deprived in the country with pockets of extreme deprivation most evident in the east. Haringey is the 18th most deprived borough in England and the 5th most deprived in London. Over one in five households are classified as overcrowded and some 4500 households are officially placed in temporary accommodation, one of the highest numbers of all London boroughs.

Just over 30% of households in Haringey live in social housing. Owner occupation in Haringey has declined in recent years to 46% of the total housing stock.

Haringey is feeling the effects of the current economic recession. The Job Seeker Allowance (JSA) claimant count was 9,063 at April 2009 (the highest since September 2000), up 77 (0.9 per cent) over the month and up 2,736 (43.2 per cent) over the year. Since May 2008 the claimant count has increased by 2,789 (44.5 per cent). The Council and its partners are working to support local business and residents through these difficult times

Worklessness is a particular issue in Haringey as some 50,000 residents of working-age are recorded as not in work. Although the Borough's employment rate stands at 64.4% and remains significantly below the England average of 74.5%. However, a large injection of funding from Europe and central Government is financing urban regeneration projects, boosting the local economy and creating local jobs for local people.

3.0 Our vision, values and priorities

Vision

Our vision is to be:

“A council we are all proud of”

To realise this vision, this plan sets out our strategic priorities and what we aim to achieve over the life of the plan. It sets out how we will lead the borough forward and makes explicit the parts of the [Haringey Community Strategy](#) the Council will deliver.

Our Priorities

A Greener Haringey

becoming one of London’s greenest boroughs

A Better Haringey

cleaner, greener and safer places

A Thriving Haringey

encouraging lifetime well-being at home, work, play and learning

A Caring Haringey

promoting independent living while supporting adults and children when needed.

Driving change, improving quality -customer

focused, cost effective achieving high levels of satisfaction

Our Values

Service

we work for the good of all our diverse communities

Integrity

we keep our promises

Improvement

we strive for excellence

Passion

we are passionate about our work and proud of what we do

One Council

we deliver by working together

4.0 Achieving our Priorities

1 - A Greener Haringey

Protecting our environment by becoming one London's greenest boroughs. Reducing our environmental footprint for: waste, transport and energy in our homes, businesses and public buildings to secure a sustainable future for all.

Context

Climate change is our single biggest threat, affecting both the quality of the place in which we live and our economic prosperity. Haringey Council along with large and small organisations, residents and those enjoying the many attractions Haringey has to offer, have a leading role to play by considering the environmental impact of their actions. Reducing their energy usage, choosing environmentally friendlier transport choices and considering the waste we create can together go a long way to create a Greener Haringey.

Haringey has the joint fourth lowest CO₂ emissions per capita of all London boroughs at 4.9 tonnes per capital and an overall baseline of 1111ktpa. Air quality is improving with five out of seven targets below objective levels. However, particulate matter (PM10 – mainly from diesel engines) and nitrogen dioxide (from petrol engines) are still problematic.

Overall, residents of Haringey produce 85,000 tonnes of waste each year with around 25% being recycled. Approximately 73,000 homes receive a green box recycling service, and blocks of flats and housing estates are being provided with dedicated recycling facilities.

Haringey has a wide range parks, green spaces and areas of water covering 27% of the Borough's land area. Including Lee Valley, there are 59 sites of biodiversity importance. Twelve parks have achieved the Green Flag status. Resident's satisfaction with parks has increased to more than 70%.

We have the third highest percentage (54%) of residents who travel to work by public transport, yet the third lowest number of people who walk to work in London.

Challenges and opportunities include:

Delivering the Greenest Borough Strategy – Improving the urban environment; protecting the natural environment; managing environmental resources; leading by example; ensuring sustainable design; promoting sustainable travel; raising awareness and involvement.

Recycling - Making further improvements to recycling rates through a range of measures including extending mixed recycling services to all kerbside households.

Transport - Meeting our stretch target of 0% traffic growth.

Tackling climate change - reducing carbon emissions in Council properties; Working with schools to promote sustainable food.

Key achievements in 2008/09:

- ✓ 24% of household waste was recycled or composted.
- ✓ 100% of schools are participating in the 'Schools Recycling Scheme'.
- ✓ All 98 local authority and independent schools have approved school travel plans. Haringey is one of only four boroughs nationally to reach 100%.
- ✓ Our School Travel Plans won three awards this year; School Travel Plan team, the Guardian Public Service Award for Transport and Mobility, and School Travel Planner of the Year.
- ✓ CO² emissions in council buildings have been reduced by 812 tonnes in 12 months – this is the equivalent of taking 189 cars off the road and has saved around £170,000 a year in utility bills.
- ✓ Haringey Council won the Public Sector Energy Award at the Government Business Awards in March 2009 in recognition of the strides the council has made with effective energy mapping and reduction in CO² emissions.

Moving Forward: Key Priorities

In 2009/10 our priority areas of improvement will focus on the following outcomes:

1.1 Increase recycling and reduce waste			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Improve recycling rates to 32% by March 2010	<ul style="list-style-type: none"> ➤ Further rollout of commingled recycling; Recycling service for flats above shops; food collection service from schools ➤ Street Cleansing Recycling; recycle Litter Bins ➤ Programme of education and communications to improve recycling participation and use of environmental resources 	NI 192: Household waste recycled and composted 32% (2009/10)	Head of Environmental Resources
Reduce amount of waste to 570 tonnes per head in 2009/10	<ul style="list-style-type: none"> ➤ Rollout Waste Minimisation Actions 	NI191: Residual household waste per head 610. (2009/10)	Head of Environmental Resources

1.2 Transport			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Promoting sustainable and safe travel	<ul style="list-style-type: none"> ➤ Develop Transport Strategy ➤ Deliver Sustainable Transport Works Plan 	NI 47: People killed or seriously injured in road traffic accidents 5% (2009/10) NI 48: Children killed or seriously injured in road traffic accidents 6% (2009/10)	Head of Sustainable Transport
Reduce congestion	<ul style="list-style-type: none"> ➤ Travel Awareness programme including Walk to work week; Bike Week; Green Fair; Car free day; and trial use of social networking sites to encourage younger participation ➤ Develop more individual packages for schools based on school travel plans 	NI 175: Access to services and facilities by public transport, walking and cycling (TfL indicator) NI 176: Working age people with access to employment by public transport (TfL indicator) NI 198: Children travelling to school by car: primary and secondary 18% & 4.7% (09/10)	Policy and Projects Manager (Frontline Services)

1.3 Sustainable Haringey

Outcome	Key Actions	Measures/Milestones	Lead Officer
Improve sustainability and reduce CO2 emissions across Council buildings by 3.0 % in 2009/10	<ul style="list-style-type: none"> ➤ Introduce a range of improved systems and office facilities to improve sustainability ➤ Implement a range of technology solutions and physical improvements to support enhanced energy management and reduce costs and CO2 emissions. ➤ Roll-out 'energy champion' initiative ➤ Programme of improvement works for boiler replacement and upgrades 	NI 185: CO2 reduction from local authority operations 3% reduction in 2009/10	Building Maintenance Manager - Corporate Property Services and Sustainable Procurement Manager - Corporate Procurement
Improve the use of our Environmental Resources	<ul style="list-style-type: none"> ➤ Develop Proposals for Climate Change Partnership ➤ Develop partnerships with utilities to promote energy and water saving schemes. ➤ Examine feasibility of a Energy Services Company (ESCo) 	NI 186: Per capita reduction in CO2 emissions in the local authority area. down 7.6% (2009/10)	Head of Environmental Resources (Frontline Services)
"Green Libraries" programme.	<ul style="list-style-type: none"> ➤ To expand the development of Green Spaces around the libraries and to promote "green" activities. ➤ Develop gardens around Libraries at: Saint Ann's, Highgate, Alexander Park ➤ Develop specific attributes of Stroud Green, Marcus Garvey, Hornsey and St. Ann's 	NI 185: CO2 reduction from local authority operations 3% reduction in 2009/10 NI 9 Use of public libraries DCMS DSO 51.9% satisfied or very satisfied (2008/09)	Assistant Director – Culture, Libraries and Learning

For details of how we will achieve our priorities and for the measures and targets, see Appendix 1 of this plan.

The key plans and strategies for delivering this priority:

Plan/Strategy	Contact Officer
Greenest Borough Strategy 2008-2018 - sets out how the Council will take forward actions to tackle climate change and embed environmental sustainability into everything we do	Alex Grear Better Haringey Programme Manager, Urban Environment 020 8489 2243 alex.grear@haringey.gov.uk
Transport Plan 2005-2011 (LIP) The LIP demonstrates how the Council's local transport plans and programmes will contribute to implementing the key priorities set by the Mayor of London.	Malcolm Smith Team Leader Transportation 020 8489 5574 Urban Environment Malcolm.smith@haringey.gov.uk
The Unitary Development Plan - is the Council's statutory plan for the development and use of land and buildings in the borough. The plan contains a set of policies on housing, jobs, leisure, transport, education and health. The UDP will be replaced by the Local Development Scheme by 2009.	Marc Dorfman Assistant Director Planning Regeneration and Economy Urban Environment 020 8489 5538 mark.dorfman@haringey.gov.uk
The Local Area Agreement 2008-11 - Outlines key targets and priorities agreed between the Council and its partners and Central Government.	Sharon Kemp Assistant Chief Executive Policy, Performance, Partnerships & Communication 020 8489 4544 sharon.kemp@haringey.gov.uk
Biodiversity Action Plan 2005 —aims to create, enhance and protect areas for their ecological importance. The plan reflects the structures and priorities of the London Biodiversity Partnership's and both national targets and programmes.	Ian Holt Project Officer Policy and development service 020 8489 5733 ian.holt@haringey.gov.uk

2 - A Better Haringey

Proud of our place: working with local communities to ensure the streets are cleaner, parks and green spaces are attractive, crime is reduced and people feel safer.

Context

The Council and its partners have made significant investment in local neighbourhood services improving the cleanliness of streets, remodelling of parks and green spaces and undertaking more effective enforcement to tackle antisocial behaviour and crime.

According to the latest 'Place Survey', 70% of Haringey residents are satisfied with 'the area a better place to live'. This is supported by significant increases in positive perceptions of local services: Parks and open spaces, up 8%, with street cleaning up 9% and repair of roads and pavements up 10%.

Haringey has a wide range parks, green spaces and areas of water covering 27% of the Borough's land area. We have 36 Historic Parks, two of which, Alexandra Park and Finsbury Park, are on the National Register of Parks and Gardens of Historic Interest. Twelve parks have achieved Green Flag status and resident's satisfaction with parks has increased to over 70%.

Crime has been steadily declining in Haringey, by 8% in the past three years. However some neighbourhoods and groups remain much more likely to be subjected to crime than others. Concern about crime, anti-social behaviour and fear of crime remain major issues, although not now at the very top of concerns for local people.

Challenges and opportunities include:

Restoring pride in Haringey – Delivering the Better Haringey programme.

Public Value and Choice - Enhancing neighbourhood based service delivery delivering further improvements in parks open spaces and streets whilst implementing innovative ways of protecting people and their property.

Recession and impact on crime – Analysing international research to test existing plans and practice to combat emerging crime patterns.

Engaging with communities – Involving local people in the delivery of the right mix of services in the right places at the right time.

Key achievements in 2008/09:

- ✓ Street Cleanliness continues to improve, with targets being exceeded for litter, detritus, graffiti and fly posting.
- ✓ Action on fly tipping has improved, with incidents decreasing and enforcement actions increasing.
- ✓ Increased the number of parks awarded Green Flag status to a total of 12 – the highest number in London.
- ✓ Overall crime rate continues to fall with knife crime falling by 20% from 633 incidents to 508 incidents during the year.
- ✓ The fear of crime has been reduced with fewer people citing it as a concern.
- ✓ Road safety is improving overall and exceeding performance targets.

Moving Forward: Key Priorities

In 2009/10 our priority areas of improvement will focus on the following outcomes:

2.1 Improve the natural environment			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Improve upgrade, replace and add new recreation facilities and physical infrastructure	<ul style="list-style-type: none"> ➤ Implement Muswell Hill playing fields masterplan by 2011 ➤ Complete Mark field Park restoration project by 2010 ➤ Complete Lordship Restoration project by 2011 ➤ Develop Burial Village 	BV119e CPAC9LAA: The overall % satisfied with parks/open spaces (2007-2010 stretch target) 80% (2009/10)	Head of Policy & Development – Recreation Head of Parks and Bereavement Services
Deliver sustainable recreation services and provision across the borough	<ul style="list-style-type: none"> ➤ Prepare and submit 2010/11 Green Flag / Pennants ➤ Complete Parkforce Implementations 	L0118(LAA Local): Increase in number of green flag award parks/ pennants (2007-2010 stretch target) 12 (2009/10) BV119e CPAC9LAA: The overall % satisfied with parks/open spaces 80% (2009/10)	Head of Parks and Bereavement Services

2.2 Continue to improve the cleanliness of the borough			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Improve the cleanliness of our streets	<ul style="list-style-type: none"> > Implement dumping action plan to tackle Trade Waste; Bagged Waste; Tenancy turnover and HMO waste; Development Control; Construction site waste > Improved communication and changing perceptions. (GoL/ ENCAMS sponsored study) > Implement ward level action plans and roll out of named street enforcement officer and ward level activity reporting 	LAA Stretch: Levels of litter & detritus using BV199 in Super Output Areas. NI195: Streets with unacceptable levels of Litter: 11%, detritus; 20%, Graffiti; 3%, fly posting; 2% NI 196: Fly tipping:– Level 1 Enforcement actions increasing and incidents are decreasing.	Head of Waste Management (Frontline Services)

2.3 Improve road condition, street infrastructure and road safety

Outcome	Key Actions	Measures/Milestones	Lead Officer
To improve road condition and street infrastructure	<ul style="list-style-type: none"> ➤ Delivery of the Highways Works Plan ➤ Implementation of Traffic Management Act (TMA) permit scheme for utilities companies 	NI 168: Principal roads where maintenance should be considered 8% (2009/10) NI 169: Non-principal roads where maintenance should be considered improved 8% (2009/10)	Head of Highways (Frontline Services)

2.4 Contribute to the reduction of crime and fear of crime in Haringey

Outcome	Key Actions	Measures/Milestones	Lead Officer
Prevent and reduce persistent anti-social behaviour (ASB)	<ul style="list-style-type: none"> ➤ Implement a programme of intervention for dealing with local concerns about ASB ➤ Deliver targeted interventions against ASB based on localised mapping 	NI 21: Dealing with local concerns about anti social behaviour & crime 32% (2009/10) NI 27: Understanding local concerns about anti social behaviour & crime	Community Safety Strategic Manager
Contribute to the reduction of crime and fear of crime	<ul style="list-style-type: none"> ➤ Programme of enforcement aimed at top 30 rogue traders ➤ Underage Sales Programme for knives, cigarettes, alcohol, solvents, gambling, fireworks ➤ Implement a considerate Licensee Scheme 	NI 42: Perceptions of drug use/drug dealing as a problem 43% (2009/10) LAA S&SSC 5: The reduction people saying they are in fear of being a victim of crime.	Head of Enforcement (Frontline Services)
Reduce the harm caused by alcohol & drugs	<ul style="list-style-type: none"> ➤ Increase the number of problematic drug users entering and being retained in treatment. ➤ Reduce the number of alcohol related hospital admissions 	NI 38 Drug-related class A offending rate NI39 Reduce alcohol related hospital admission rates -1654 (2009/10) NI 40 Drug users entering and being retained in treatment 6% reduction to 2009/10 NI41 Perceptions of drunk or rowdy behaviour as a problem. 28% (2009/10) NI 42 Perceptions of drug use or drug dealing as a problem. 43% (2009/10)	Drug and Alcohol Action Team (DAAT) Strategic Manager

2.4 Contribute to the reduction of crime and fear of crime in Haringey (continued)			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Reduce the number of children and young people involved in crime	<ul style="list-style-type: none"> ➤ Set up Triage system to divert children and young people from the criminal justice system. ➤ Ensure YOS staff are prepared for the introduction of Youth Rehabilitation Order (YRO) in November 2009 ➤ Deliver key actions from the JAR Action Plan in relation to safeguarding children and young people 	<p>NI 19 – rate of further proven re-offending by young people reduction of 25.4% (2008/09)</p> <p>NI 43 – Young people receiving a conviction in court who are sentenced to custody 6.40% (2009/10)</p> <p>NI 44 – Ethnic composition of young people subject to youth justice disposals</p> <p>NI 45 – Engagement by young offenders in suitable education, training and employment (ETE) Increased to 76.1% in 2008/09</p> <p>NI 111 – number of first time entrants to the Criminal Justice System (LAA)</p>	Youth Offending Service (YOS) Strategic Manager

For details on how we will achieve our priorities and for measures and targets see Appendix 1 of this plan.

The key plans and strategies for delivering this priority:

Plan/Strategy	Contact Officer
Greenest Borough Strategy 2008-2018 - sets out how the Council will take forward actions to tackle climate change and embed environmental sustainability into everything we do	Alex Grear Better Haringey Programme Manager, Urban Environment 020 8489 2243 alex.grear@haringey.gov.uk
Domestic & Gender-based Violence Strategy 2008-2012 - sets out how issues around domestic violence will be tackled. Aims and priorities in this strategy are in line with the London Domestic Violence Strategy.	Eve Featherstone Principal Equalities & Diversity Officer Policy, Performance, Partnerships & Communication 020 8489 2583 eve.featherstone@haringey.gov.uk
Drug Treatment Plan Key aims include tackling drug supply, drug related crime, antisocial behavior and harm from drug misuse.	Marion Morris Drug and Alcohol Manager Policy, Performance, Partnerships & Communication 020 8489 6926 Marion.morris@haringey.gov.uk
The Children and Young People's Plan 2006-09 - outlines the strategic priorities for improving services for children, young people and their families and carers in Haringey. This plan is under review and has been supplemented by the JAR Action Plan	Janette Karklins Deputy Director School Standards- Children and Young People's Service 020 8489 5048 Janette.karklins@haringey.gov.uk
Safer for all Strategy 2008 -2011 sets out how we will tackle criminal and anti-social behaviour and reduce the harm caused by drugs and alcohol.	Jean Croot Head of Safer, Stronger Communities Policy, Performance, Partnerships & Communication 020 8489 6934 Jean.croot@haringey.gov.uk
Enforcement Strategy - sets our priorities	Robin Payne

Plan/Strategy	Contact Officer
and plan for implementing enforcement for the next 4 years	Assistant Director for Enforcement Urban Environment 020 8489 5513 robin.payne@haringey.gov.uk
Open Spaces Strategy 2006-2016 - provides a framework for future management for the development of open spaces in the borough.	John Morris Assistant Director Recreation Services Adult, Culture and Community Services 020 8489 5602 John.morris@haringey.gov.uk

3.0 A Thriving Haringey

Encourage lifetime wellbeing at home, work, play and learning making a Haringey a place where people can flourish and reach their potential. We will tackle decline, attract growth and create a more vibrant local economy.

Context

The economic downturn has made jobs and regeneration a key concern to all. Haringey has a significant gap between the more affluent and the most deprived. Our challenge is to ensure we can recapture the recent economic success and ensure that the most vulnerable are protected from the harshest realities of recession.

We will do this by re-energising our economic regeneration strategy ensuring that more people are engaged in employment, training and education and that children and young people given the very best start to achieve their potential.

Haringey's economic activity rate has improved significantly, but is still below the London and England average at 74.5% in 2007/8. The employment rate has decreased to 64.4%, below the London average of 70.5%. Northumberland Park has the highest Job seeker allowance claim rate out of all wards in London.

The skills base of the borough is polarised: 21.4% of the borough's working age population have a level 1 or below qualification while 39.8% have a level 4 or above qualification. At GCSE, Haringey's rate of progress since 2002 has been more than twice the national rate with 59.7% achieving 5 or more GCSEs at grades A*-C). The percentage of young people who are not in education, employment or training (NEET) has decreased significantly to 6.8% in 2009.

We also need to improve housing throughout the borough. There are around 4500 households living in temporary accommodation, 8.9% of households are overcrowded, there is a shortfall of approximately 4,865 affordable housing units per annum, and 36% of council properties are classified as non-decent.

Challenges and opportunities include:

- **Improve attainment and outcomes from learning**, particularly for 16 to 19 year olds with level 2 and 3 qualifications and ethnic minority pupils at Key Stage 4.
- **Improving Housing:** By reducing the number of households in temporary accommodation; reducing the number of non-decent homes.
- **Health and well-being:** Increasing physical activity and reducing inactivity;
- **Leisure:** Enhancing leisure and activity facilities.
- **Regenerating the borough:** Focusing on housing and infrastructure projects such as the Gyratory in Tottenham, Tottenham Hale and Haringey Heartlands. The Council has developed a ten-point plan to tackle the onset of the current recession.
- **Delivering the Building schools for the Future (BSF) programme.**

Key achievements 2008/09:

- √ Haringey is rated 4th out of 148 local authorities by the government for 'value added' scores which reflect the improved academic performance of pupils.
- √ The new Sixth Form Centre was officially opened by the Minister for Children, Schools and Families in April 2008.
- √ The percentage of 16-18 year olds not in education, employment or training (NEET), reduced from 10.4% in November 2007 to 6.7% (319 young people) the in February 2009.
- √ In April 2008 there were 5,389 households in temporary accommodation. This had reduced to 4,500 by May 2009, towards a target of 2,600 by March 2011.
- √ There were over 2 million visits to our libraries, with Wood Green Library being the 2nd busiest library in London and the 9th busiest in England.
- √ Bruce Castle Museum won a distinction in the London Archive Landmark Awards for its project working with adults with literacy difficulties on the life of former Bruce Castle resident and inventor of the penny post Sir Rowland Hill.
- √ Major regeneration schemes in Haringey include the Tottenham Hale master plan which is regenerating the Hale Village where work has begun on homes and other facilities with funding of £2.5 million from the Department of Communities and Local Government Growth Area Fund.

Moving Forward: Key Priorities

In 2009/10 our priority areas of improvement will focus on the following outcomes:

3.1 Children and Young People			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Improve attendance and raise standards of achievement for all children and young people across all sections of our community	<ul style="list-style-type: none"> > Deliver school improvement programmes > Ensure continued progress for all pupils through the effective use of data and appropriate intervention in schools > Challenge & support schools, in relation to standards, > Ensure achievement and standards continue to rise and the gap is narrowed 	Improve attendance Raise standard at each key stage Gap in achievement is narrowed	Head of School Standards and Inclusion
Further improve the quality of early year's education	<ul style="list-style-type: none"> ➤ Raise standards & improve quality of early years provision ➤ Detailed actions are contained in Changing lives 	NI 92: Narrowing gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest 33.4% (2009/10) NI 109: Delivery of Sure Start Children's Centres 85% of our required centres are designated as sure start.	Head of School Standards and Inclusion
Reduce the number of 16-19 year olds who are not in education, employment or training (NEET)	<ul style="list-style-type: none"> ➤ Improve the tracking systems to better understand data and target actions ➤ Improve the data on unknowns so that the NEET figure are more accurate 	NI 117: 16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 stretch target) Improved to 6.8% (2008/09) from 10.4% in 2007/08	14-19 Development Officer
Developing the	➤ Commissioning of new school	July 2009 Annual School Place	Head of Place

3.1 Children and Young People			
Outcome	Key Actions	Measures/Milestones	Lead Officer
CYPS capital strategy, including expansions and children's centres	<ul style="list-style-type: none"> places as required ➤ Delivery of Broadwater Farm inclusive learning campus ➤ Completion of children centre phase 3 developments ➤ Implementation phase of Building Schools for the Future ➤ Delivery of Primary Strategy for Change capital programme 	Planning Report October 2009 – RIBA Stage C completed 2010/11 Proposals – Cabinet October 2009 Works completed – March 2011 Revised programme July 2009	Planning and Programme Director BSF
Deliver the 0-19 strategy so that children and young people are able to enjoy wider opportunities through a broad curriculum and out of school learning activities	<ul style="list-style-type: none"> ➤ Implement extended services strategy ➤ Delivery of the Aiming High for disabled children initiative ➤ Support schools to meet statutory targets for delivery of core offer by 2010 ➤ Ensure national play strategy is implemented locally and the quality of provision meets or exceeds national standards 	Strategy produced NI54 – parental experiences of services for disabled children and young people to deliver core offer by December 2010 NI 199 – Children and young people's satisfaction with parks and play areas. 51% (2009/10)	Head of Services to Children and Young People with Additional Needs & Head of Children's Network

3.2 Improving Housing			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Halve the number of homeless households in temporary accommodation, by March 2010	<ul style="list-style-type: none"> ➤ Produce a TA Procurement Strategy ➤ Set up and launch a rent deposit scheme for non-priority homeless. ➤ Produce a multi-agency strategy and action plan for tackling rough sleeping in Haringey ➤ Develop a Move-On strategy to free up temporary accommodation 	NI156: Number of households living in temporary accommodation reduced to 4460 in March 2010	Heads of Housing Needs and Lettings/ Strategy/ Support & Options
Improve management of Houses in Multiple Occupation (HMO)	<ul style="list-style-type: none"> ➤ Develop a programme targeting rogue landlords & developers to manage HMO ➤ Carry out HMO planning policy review 	Projects delivered by target dates.	Head of Enforcement (Frontline Services)
Ensure the efficient management and maintenance of the Council's housing stock	<ul style="list-style-type: none"> ➤ Review the management agreement with Homes for Haringey ➤ Deliver Decent Homes programme 	NI158: % of non decent Council homes Reduced 36% during 2009/10	Head of Housing Strategy, Development, Partnerships

3.3 Improve Opportunities for leisure			
Outcome	Key Actions	Measures/Milestones	Lead Officer

3.3 Improve Opportunities for leisure

Outcome	Key Actions	Measures/Milestones	Lead Officer
Improve upgrade, replace and add new recreation facilities and physical infrastructure	<ul style="list-style-type: none"> > Implement Leisure strategic renewals programme > Develop outdoor play improvement project – ‘Playbuilder’ > Football Development Plan and develop sports pitches improvement programme > Tennis Development Plan and develop Tennis Facilities Improvement Programme 	NI 57: Children and young people’s participation in high-quality PE and sport NI 185: CO2 reduction from local authority operations 3% (2009/10) NI 199: Children and young people’s satisfaction with parks and play areas 61% (2009/10)	Head of Policy & Development – Recreation
Develop active and health lifestyle programmes	<ul style="list-style-type: none"> ➢ Implement Hactive programme ➢ Implement free swimming initiative 	NI 199: Children and young people’s satisfaction with parks and play areas 61% (2009/10) NI 8: Adult participation in sport and active recreation 26/9% (1009/10)	Assistant Director – Recreation Services
Engage with the 2012 Olympic and Paralympics preparations	<ul style="list-style-type: none"> ➢ White Hart Lane Community Sports Centre masterplan strategy and bid to London Organising Committee of Olympic Games (LOCOG) ➢ Aquatics Development Plan and submit bid to Department of Culture, Media and Sport 	Masterplan Cabinet approval and LOCOG Submission Development plan and bid to DCMS by December 2009	Head of Policy & Development – Recreation Head of Sports & Leisure Services (Recreation)

3.4 Maintain & extend cultural and library services

Outcome	Key Actions	Measures/Milestones	Lead Officer
Enable libraries to become community hubs and expand the range of services	<ul style="list-style-type: none"> ➢ Implement building improvement programme ➢ Expanding the Libraries for Health programme. ➢ Installing wellbeing suites at Hornsey and St Ann’s 	NI 9 Use of public libraries 53 % (2009/10) NI119 Self-report measure of people’s overall health & well-being 80% (2009/10)	Assistant Director – Culture, Libraries and Learning
Increase the number of Haringey residents engaging and participating in the arts	<ul style="list-style-type: none"> ➢ Co-ordinated marketing programme to promote galleries and libraries ➢ Hold the Arty Party ➢ Develop the North London Cultural Map with neighbouring boroughs 	NI 9 Use of public Libraries 53% of residents used a library during 2009/10 NI10 Visits to museums or galleries 66% visited a museum or gallery in 2009/10	Assistant Director – Culture, Libraries and Learning

3.5 Regenerate the borough

Outcome	Key Actions	Measures/Milestones	Lead Officer
Responding to the recession	<ul style="list-style-type: none"> ➤ Evaluate impact of economic activity including employment ➤ Impact on income levels and tailor services accordingly ➤ Employment and Skills Programmes 	L0042 LAA Local: Number of Haringey Guarantee participants with a completed better off calculation 126 (2008/09) L0043 LAA Local: Adults achieving a Skills for Life qualification – 350 (1009/10) L0044 LAA Local: Adults entered into jobs – 140 (2009/10)	Assistant Director - Planning, Regeneration & Economy
Deliver key regeneration programmes in Haringey	<ul style="list-style-type: none"> ➤ Delivery of major sites such as: Tottenham Hale and Haringey Heartlands ➤ Improvements to Tottenham High Road & Myddleton Road 	Completion of projects within agreed timescales	Assistant Director - Planning, Regeneration & Economy
Develop Local Development Framework (LDF) & Core Strategy	<ul style="list-style-type: none"> ➤ Adopt Core Strategy ➤ Continue to develop LDF 	Core strategy and LDF agreed	Assistant Director - Planning, Regeneration & Economy

For details on how we will achieve our priorities and for measures and targets see Appendix 1 of this plan.

The key plans and strategies for delivering this priority

Plan/Strategy	Contact Officer
The Children and Young People's Plan 2006-09 - outlines the strategic priorities for improving services for children, young people and their families and carers in Haringey. This plan is under review and has been supplemented by the JAR Action Plan	Janette Karklins Deputy Director School Standards- Children and Young People's Service 020 8489 5048 Janette.karklins@haringey.gov.uk
Play Strategy Is a commitment to ensuring that all children have access to a range of rich, stimulating and fun play environments, which are free from unacceptable risk, embrace diversity and encourage inclusion of all children.	Paul Ely Policy & Development Manager Recreation Services Adult, Culture & Community Services 020 8489 5642 paul.ely@haringey.gov.uk
The Sports and Physical Activity Strategy 2005-2010 Sets out our approach to the delivery of sport and physical activity across the borough, through which participation levels will be increased year on year.	Paul Ely Policy & Development Manager Recreation Services Adult, Culture & Community Services 020 8489 5642 paul.ely@haringey.gov.uk
Well-being Strategic Framework 2007-10 To promote a healthier Haringey by improving well-being and tackling inequalities and ensuring that all people in Haringey have the best possible chance of an enjoyable, long and healthy life.	Helena Pugh Head of Policy Adult, Culture & Community Services 020 8489 2943 helena.pugh@haringey.gov.uk
Haringey Guarantee A worklessness statement, launched in 2007 which sets out how partners and providers will tackle the high rates of economic inactivity in Haringey.	Martin Tucker Regeneration manager (Employment & Skills) Urban Environment 020 8489 2689 martin.tucker@haringey.gov.uk

4 - A Caring Haringey

Promoting independent living: enabling people to remain independent, have choice and control over their lives, whilst protecting the vulnerable

Context

Everyone, in every part of the borough, deserves the best possible chance of an enjoyable, long and healthy life. But while the health and longevity of Haringey's residents are improving generally, some groups fare less well than others.

Many factors combine to affect the health and quality of life of individuals and of communities in the borough. Health care services themselves play a vital role, as do environmental factors like quality of homes, and lifestyle factors such as diet, smoking rates and physical activity.

Life expectancy is 1.9 years lower for males and 0.2 years lower for females than the average for England and Wales. The life expectancy gap is over 8 years between those who live in the least and most affluent wards of the borough. The main causes of death in Haringey is circulatory disease, cancer and respiratory disease accounting for 49% of all deaths

Smoking is currently the principal avoidable cause of premature death. It is estimated that around 25% of residents smoke. 22.9% of people participate in at least 30 minutes moderate intensity sport and active recreation on three or more days a week, which is slightly above the national and local averages. Childhood obesity is currently above the national predicted levels for 2010 with 15% obese and a further 15% overweight.

Safeguarding of vulnerable children is considered inadequate and has become the primary focus for improvement.

The number of people with a limiting long term illness is 15.51%, around the London average but below the average for England, those of working age stands at 12.81% higher than the London average but lower than the England average.

Challenges and opportunities include:

Safeguarding – Ensuring that services and facilities are designed to protect the most vulnerable people from harm.

Economy – Responding to the recession; addressing rising unemployment levels.

Social Care - Transformation of social care agenda; containing demand led adult commissioning budgets; Recruitment and retention of social work staff.

Affordable Housing: To maximise the development of an affordable housing mix, by attracting investment and ensuring effective partnership working.

Implementing the Child Poverty Strategy.

Key achievements in 2008/09:

- ✓ The CSCI annual Performance Assessment of Social Care Services for Adult Services 2007/08 graded all the outcomes as 'good', rated the capacity to improve as 'promising' and awarded the service 2 stars overall.
- ✓ Good performance has been achieved in delivering services following assessment, with 93% of care packages for adults delivered on time.
- ✓ 665 people per 100,000 population are receiving self directed support, exceeding the target of 210, up from 152 in 2007/08.
- ✓ We have spent £5 million on 400 properties through the Warmth and Comfort scheme where eligible families receive benefits to improve the energy efficiency rating of their homes.
- ✓ During 2008/09 Haringey carried out a successful programme of benefit take up and income maximisation. The campaign was co-ordinated across council directorates with the Citizens Advice Bureau and Age Concern and resulted in an increase in new claims from 1,150 in January 2007 to 1,350 in the same month 2008.

Moving Forward: Key Priorities

In 2009/10 our priority areas of improvement will focus on the following outcomes:

4.1 Support vulnerable adults to live independently			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Maintain and further improve Adult Services 2 star performance rating	<ul style="list-style-type: none"> ➤ Implement action plan from the Independence, Wellbeing and Choice Inspection ➤ Performance Improvement Plan 	All Adult Services PIs and NIs CSCI Performance Letter and cross reference with the Performance Ratings and the Safeguarding Objectives.	Assistant Director, Adult Services
Transforming Adult Services by implementing self-directed support in two pilot areas	<ul style="list-style-type: none"> ➤ Develop adult social care website providing appropriate information about services ➤ Establish an Integrated Access Team to provide access to information advice, contact referral & assessment ➤ Care management pilot ➤ Implement self directed support in services for people with physical and/or learning disabilities using a common core pathway ➤ Implement recommendations of the safeguarding and personalisation report. 	NI 130: Social care clients receiving Self Directed Support per 100,000 population, increased to 665 in 2008/09 NI 132 & NI 133: Timeliness of social care assessments / packages following assessment: 95% and 93.0% (2009/10) NI 136: People supported to live independently through social services (all adults) 3,200 (2009/10) NI 141: % of vulnerable people achieving independent living 77% (2009/10) up 13% NI 142: % of vulnerable people who are supported to maintain independent living 98% (09/10)	Transformation Programme Manager
Ensure Safeguarding Adults practice is fully embedded throughout the service	<ul style="list-style-type: none"> ➤ Create a dedicated service that leads on safeguarding across the council and strategic partnerships ➤ Promote and embed a robust quality safeguarding Adults framework 	NI 141: % of vulnerable people achieving independent living 77% (2009/10) NI 142: % of vulnerable people who are supported to maintain independent living 98% (2009/10)	Assistant Director, Adult Services
Strengthen	➤ Develop a Market	NI 130: Social care clients	Head of

4.1 Support vulnerable adults to live independently

Outcome	Key Actions	Measures/Milestones	Lead Officer
Commissioning and in house services to develop a market that can respond flexibly to individual users support plans outcomes	Management Strategy linked to transforming social care in partnership with providers ➤ Review current contracting arrangements to ensure compliance with self directed care (starting with homecare) ➤ Pilot new approaches to contracting with an emphasis on smaller providers, reaching out to BME groups and social enterprise	receiving Self Directed Support per 100,000 population 665 per 100,000 (2008/09) NI 141: Percentage of vulnerable people achieving independent living 77% (2009/10) NI 142: Percentage of vulnerable people who are supported to maintain independent living 98% (2009/10)	Commissioning
Improve take up of benefit entitlements	➤ Implement Automated Benefit Claims ➤ Introduce an appointments, benefit claims fast track and visiting appointments model ➤ Work with partners e.g. Job Centre Plus, the Pensions Service and CAB to ensure available benefits are taken up ➤ Develop links with local businesses	NI 180 – Changes in benefit entitlement – 34m500 (1009/10) NI 181 – Time taken to process new claims and changes – 17days BV9 – Council Tax Collection – 93.5% BV10 – Business Rates Collection – 98.5%	Head of Benefits and Local Taxation (BLT)

4.2 Support all children

Outcome	Key Actions	Measures/Milestones	Lead Officer
Implement the Pan-London child protection procedures.	➤ Identify opportunities for further integrated working across strategic partnership ➤ Ensure that all Child Protection plans meet an agreed minimum standard ➤ Publish clear set of thresholds to provide guidance on levels of vulnerability and the service required to address these.	NI 65: Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time 10% (2009/10) NI67: Percentage of child protection cases which were reviewed within required timescales 100% (2009/10)	Deputy Director Children & Families and GOSH Partnership
Improve outcomes for vulnerable children	➤ Undertake actions in JAR action plan ➤ Develop pathway for referrals into children's social care to deliver a child focused service ➤ Integrate referral pathways for children's social care Common Assessment Framework (CAF) ➤ Ensure assessment process, referral routes & interventions for vulnerable children and young people are joined up ➤ Multi agency training to ensure practitioners have a common understanding of thresholds	NI 65 & NI 67 as above: NI 59: Percentage of initial assessments for children's social care carried out within 7 working days of referral - 88% (2009/10) NI 60: Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement – 63% (2009/10) NI 68: Percentage of referrals to children's social care going on to initial assessment	Director of Children and Young People's Services
Work with partners to	➤ Improve information sharing between agencies on young	NI 110: Young people's participation in positive	Head of Children's

4.2 Support all children			
Outcome	Key Actions	Measures/Milestones	Lead Officer
improve the identification of children and young people who may be vulnerable or at risk	people who may be at risk ➤ Build a 'team around the child' approach to young people who are involved or at risk of becoming involved in crime ➤ Deliver a joined up approach to prevention and intervention with families and provide effective parenting support	activities 50.7% (2008/09) NI 111 First time entrants to the Youth Justice system aged 10-17 – 2313 (2009/10) NI 114: Rate of permanent exclusions from school 0.095% (2009/10)	Network and Deputy Director Children & Families and Head of the Youth Offending Service
Improve the life chances for children in care	➤ Improve quality of health assessments ➤ Implement procedure for tracking plans of all children under 6 coming into care to ensure prompt placement ➤ Establish a flexible "contact service" responsive to needs of children in care & families	NI62&63: stability of placements of looked after children 11% & 67% (2009/10) NI 66: Looked after children cases which were reviewed within required timescales 98% (2009/10) NI 61: Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption. 78% (2009/10) NI 101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics) 19% (2009/10) NI 147 & NI 148: Care leavers in suitable accommodation/ in education, employment or training: 97% & 78% (2009/10)	Deputy Director Children & Families

4.3 Prevent Homelessness			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Tackle homelessness, overcrowding and under occupation	➤ Develop a new Lettings Policy ➤ Develop Strategy to address overcrowding ➤ Rent deposit scheme for non-priority homeless. ➤ 'Leaving Home' project with schools & Youth Service to inform young people about their future housing.	BV213 – local indicator where homelessness has been prevented for six months	Heads of Housing Needs and Lettings/ Strategy/ Support & Options
Maximise the development of affordable housing	➤ Review the current Preferred Partnership arrangements ➤ Develop a Local Investment Agreement with the Homes and Communities Agency	NI 154 - Net additional homes provided -1602 (2009/10) NI 155 - Number of affordable homes delivered (gross) – 340 (2009/10)	Head of Housing Strategy, Development and Partnerships

For details on how we will achieve our priorities and for measures and targets see Appendix 1 of this plan.

The key plans and strategies for delivering our priorities

Plan/Strategy	Contact Officer
The Children and Young People's Plan 2006-09 - outlines the strategic priorities for improving services for children, young people and their families and carers in Haringey. This plan is currently under review and has been supplemented by the JAR Action Plan	Janette Karklins Deputy Director School Standards- Children and Young People's Service 020 8489 5048 Janette.karklins@haringey.gov.uk
Well-being Strategic Framework 2007-2010 To promote a healthier Haringey by improving well-being and tackling inequalities and ensuring that all people in Haringey have the best possible chance of an enjoyable, long and healthy life	Margaret Allen Assistant Director Commissioning and Strategy Adult, Culture & Community Services 020 8489 3719 Margaret.allen@haringey.gov.uk
The Supporting People Strategy 2005-2010 - sets out the aims and objectives of our Supporting People programme and how this will support independent living	Barbara Nicholls Head of Commissioning Adult, Culture & Community Services 020 8489 3328 Barbara.nicholls@haringey.gov.uk
Adult Carers Strategy – sets out a series of initiatives and some new commitments to help improve the lives of carers. It sets out a vision of what the Government wants to see in place for carers by 2018.	Barbara Nicholls Head of Commissioning Adult, Culture & Community Services 020 8489 3328 Barbara.nicholls@haringey.gov.uk
Child Poverty Strategy 2008-2011 – The Council has developed a Child Poverty Strategy and action plan to ensure that council services and local partners are working in a joined up way to reduce child poverty in the borough and ensure that today's children do not become the parents of poor children tomorrow.	Susan Shaw Head of Inclusion Adult, Culture and Community Services 020 8489 5083 E: susan.shaw@haringey.gov.uk
Haringey Homelessness Strategy 2008-2011 Sets out Haringey's long term strategic approach to preventing and tackling homelessness.	Phil Harris Assistant Director Strategic and Community Housing Urban Environment 020 8489 4338 E: phil.harris@haringey.gov.uk
Experience Counts has been developed to tackle discrimination and to promote positive attitudes towards ageing in Haringey.	Bernard Lanigan Service Manager Physical Disabilities & Occupational Therapy Service: Adult, Culture & Community Services 020 8489 3771 E: bernard.lanigan@haringey.gov.uk
Joint Area Review Action Plan - Set out our approach to ensure that every child in Haringey is safe.	Peter Lewis Director School Standards- Children and Young People's Service 020 8489 5048 E: peter.lewis@haringey.gov.uk

5 - Driving change, improving quality

Delivering customer focused, cost effective services that are responsive to people's needs, producing increased satisfaction reflected in a high performing organisation that delivers value for money.

Context

Haringey Council and its partners are working together to ensure that local services are responsive to the needs of communities and individuals and meet the expectations of the people we serve.

The results of the recent Place Survey (2008/9) show that 70% of residents are satisfied with the local area as a place to live, which is an improvement from 61% in 2006/7.

Satisfaction with key services is also improving. Street cleaning has improved from the 2003/4 baseline of 38% to 52% (a little below the outer London average). Refuse collection has improved to 75% satisfaction compared to 63% in 2003/4 and is now around the London average. Sports and leisure services continues to have a higher than average satisfaction rate of 50% (39% in 2003/4).

Overall satisfaction with the Council and value for money is lower than the London average, but we score above average for keeping people well informed about getting involved in local decision making and our residents feel significantly more empowered (than most in London) to influence local decisions.

Challenges and opportunities include:

Engaging with citizens: Through the implementation of the community. Engagement Framework within the Haringey Strategic Partnership.

Reputation: Increasing the confidence in, and perception of the council.

Delivering value for money: Delivered through the Haringey Forward programme which includes a review of all support services functions, the development of the strategic commissioning capacity and shared service implementation of the Out of Hours and NNDR (collection of business rates).

Smart Working: Making the most cost-efficient use of office space to create a modern, greener, productive work environment.

Key achievements in 2008/09:

- ✓ Customer Services improved from answering 87% of calls in 2007/8 to 93%; customer waiting times have reduced with now 75% of customers having their calls answered within 30 seconds, from 57% last year.
- ✓ 81% of customers at our Customer Service Centres were seen within 15 minutes and only 6 customers waited more than 1 hour. Last year only 71% were seen in 15 minutes and 1388 customers waited over an hour.
- ✓ We achieved London Councils' Charter Status for our Member Development Programme – the 1st London council to achieve this.
- ✓ Haringey was shortlisted for the 2008 Municipal Journal awards for member development.
- ✓ 'Preventing violent extremism' programme for Muslim women in Haringey was commended for its good work by the Minister for Communities and Local Government in 2008
- ✓ Our Leadership Programme for managers won a National Training Award.
- ✓ £988,000 in savings was identified through Value for Money reviews.

Moving Forward: Key Priorities

In 2009/10 our priority areas of improvement will focus on the following outcomes:

5.1 Engaging citizens

Outcome	Key Actions	Measures/Milestones	Lead Officer
Improving stakeholder engagement and consultation	➤ Implement the Community Engagement Framework by March 2010	NI 2: % of people who feel they belong to their neighbourhood 50.1% (2008/09) NI 3: Civic participation in the local area: 17.4% (2008/09) NI 4: % of people who feel they can influence decisions in their locality: 44.9% (2009/10)	Head of Policy and Performance
Support communities to influence and shape the quality of services in their neighbourhoods	<ul style="list-style-type: none"> > Build community capacity of organisations to engage with the council. > Ensure that the voice and local people and businesses contribute to local outcomes > Agreed Neighbourhood Management Area Priority Plans 	NI 2: % of people who feel they belong to their neighbourhood 50.1% (2008/09) NI 3: Civic participation in the local area: 17.4% (2008/09) NI 4: % of people who feel they can influence decisions in their locality: 42.9% (2009/10) NI 5: Overall/general satisfaction with local area 73% (2009/10)	Head of Neighbourhood Management
Support Council Members in their "Community Champion" role.	<ul style="list-style-type: none"> ➤ New duty to promote democracy community engagement and to respond to petitions ➤ Implement Councillor Call for Action 	NI 3: Civic participation in the local area 17.4% (2008/09)	Head of Local Democracy
Contribute to developing greater Community Cohesion	<ul style="list-style-type: none"> ➤ Deliver Muslim Women's Engagement Project ➤ Community cohesion Forum's programme of activity ➤ Commission work with Muslim youth and women's groups to prevent violent extremism. 	NI 2: % of people who feel that they belong to their neighbourhood: 50.1% (2008/09) NI 35 - Building resilience to violent extremism : 2 (2009/10)	Head of Safer, Stronger Communities & Partnerships Police Officer

5.2 Deliver Value for Money

Outcome	Key Actions	Measures/Milestones	Lead Officer
Develop a single approach to the customer	➤ Develop, consult on and adopt a Customer Focus Strategy for the organisation	NI14 (Avoidable contact) reduced from 16% (2009/10) Customer complaints reduced by 10%, Increase customer comment and WOWs by 20%	Head of Customer Services
Implement shared services	<ul style="list-style-type: none"> > Provide a shared service provision for National Non-Domestic Rate (NNDR) with Tower Hamlets. > To join a pan-London shared service for the provision of an out of hours call handling service. > 	Shared service fully established by October 2009 Go-live date implemented – August 2009.	Benefits and Local Taxation Manager. Haringey Forward Programme Manager
Delivery of efficiency savings identified through the Value For Money (VFM) review process	Undertake VFM reviews in conjunction with the Programme office and relevant services in: <ul style="list-style-type: none"> > Property Services > Print & Design > LEA Central Functions > Public Health Services 	Identification of cashable efficiency savings of £1.6m	Haringey Forward Finance Manager

5.2 Deliver Value for Money

Outcome	Key Actions	Measures/Milestones	Lead Officer
	> ICT Services		
Conversion to the International Financial Reporting Standards (IFRS).	➤ Produce and ensure subsequent delivery of a council action plan for conversion to IFRS.	The Standards are required to be fully implemented for the 2010/11 financial reporting cycle.	Head of Corporate Finance
Enhance Treasury Management procedures	Embed new Treasury Management Strategy (TMS) which includes:- ➤ Working to revised counterparty list; ➤ Operate new monitoring of adviser updates; and ➤ Enhance regular Treasury Management meetings with the Chief Financial Officer.	Target levels for security and low risk of investments achieved whilst also achieving reasonable rates of return.	Head of Corporate Finance
Develop and set in place a Framework Agreement for key procurement activities	Develop and set in place Framework Agreements for: ➤ major & minor construction works. ➤ asbestos survey and removal. ➤ Landscape Contractors	Framework agreements established	Head of Corporate Procurement
Develop Procurement Strategy	➤ Develop and gain Council approval for new Procurement Strategy	Procurement strategy approved	Head of Corporate Procurement

5.3 SMART Working

Outcome	Key Actions	Measures/Milestones	Lead Officer
Support and develop staff and managers	➤ Equal pay rollout ➤ The Haringey Offer ➤ Recognition schemes	Single status implementation – 2010	Head of Human Resources
Excellent people management and development	➤ Set up council wide change and improvement network ➤ Deliver smart thinking scheme ➤ Develop Career/talent management scheme	Evaluation of Health & Safety performance – Ongoing Revise mgt and leadership offer – July 09 Staff survey	Head of Organisational Development/ Head of Human Resources
Better collaboration with partners	➤ Haringey Strategic Partnership governance action plan ➤ Deliver social care development package ➤ Staff deployment and secondments across the network of partners	Staff survey Inter partnership events and partnership surveys - July 09	Head of Organisational Development/ Head of Human Resources
Deliver Key strategic property developments	➤ Deliver key projects Hornsey Town Hall Tottenham Town Hall Hornsey Central Depot	Completion of projects within agreed timescales	Asset Strategy & Development Manager

5.3 SMART Working			
Outcome	Key Actions	Measures/Milestones	Lead Officer
Reduce the overall cost of accommodation and realise cashable efficiency savings by rationalising the offices portfolio and disposing of our older, less efficient buildings.	<p>Rationalise main office locations</p> <ul style="list-style-type: none"> • Alexandra House • River Park House • 48 Station Road • 40 Cumberland Road <p>Implement enabling technology and operational procedures to support staff at these sites using</p> <ul style="list-style-type: none"> > Flexible working > Home Working > Desk Sharing > Mobile working > Records Storing & archiving <p>Dispose of 12 buildings</p>	Achieve budgeted savings through a 3 year programme	Smart Working programme manager.

For details on how we will achieve our priorities and for measures and targets see Appendix 1 of this plan.

The key plans and strategies for delivering our priorities

Plan/Strategy	Contact Officer
Equalities Public Duties Scheme 2007 -2010 - The Scheme brings the general and the specific duties around the six equalities strands, age, disability, gender, race, religion/faith and sexuality under one framework	Inno Amadi Principal Equalities Officer Policy, Performance, Partnerships and Communication 020 8489 2580 inno.amadi@haringey.gov.uk
Anti Fraud Strategy –This strategy is used for managing the risk of benefit fraud. The strategy outlines our statement of intent and our approach to tackling and deterring benefit fraud in Haringey	Anne Woods Head of Audit & Risk Management Corporate Resources 020 8489 5973 Yuniea.semambo@haringey.gov.uk
Community Engagement Framework – The aim is to improve public services in the borough through the development of a Community Engagement Framework which provides a set of good practice principles.	Helena Pugh Head of Policy Policy, Performance, Partnerships and Communication 020 8489 2509 helena.pugh@haringey.gov.uk
Data Quality Strategy 2009-2012 Implemented in 2009 to ensure all data used throughout the Council is accurate and of high quality	Eve Pelekanos Head of Policy & Performance Policy, Performance, Partnerships and Communication 020 8489 2508 Eve.pelekanos@haringey.gov.uk
Corporate Asset Management Plan 2009-2012 The purpose of this is to ensure that property assets support service priorities and corporate objectives.	Dinesh Kotecha Head of Property Services Corporate Resources 020 8489 2101 Dinesh.kotecha@haringey.gov.uk
People Management Strategy 2008-2016 – to ensure that we achieve success through our people.	Philippa Morris Head of Corporate OD People and Organisational Development 020 8489 1088 Philippa.morris@haringey.gov.uk

5. Our Decision-making arrangements

The Council has 57 Councillors, three for each of the 19 wards in the borough, who are elected for four year terms by voters in their ward. Councillors set the policies and priorities for the council. They also represent the residents of their ward.

The Council has a Cabinet that makes the key decisions about what the Council does. The Cabinet is chosen by the majority Leader and ratified at the annual full Council meeting. The Forward Plan lists all decisions that the Cabinet and its decision making sub-bodies will be taking. It is published monthly and covers a four month period.

The Council's constitution sets out how we operate, how decisions are made and the procedures we follow to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by law while others have been agreed locally.

In Haringey the scrutiny function is independent of the Cabinet. There is an Overview and Scrutiny Committee, consisting of seven nominated non-Cabinet councillors and seven co-optees. Non-Cabinet members must reflect the political balance of the Council.

The Overview and Scrutiny Committee establishes Task and Finish Scrutiny Review Panels to look at specific topics or issues. The Committee scrutinises performance and budget proposals as well as contributing to policy development.

Day to day decisions are taken on behalf of the Cabinet by council officers, operating within a policy framework and a budget that is set by the Council.

6. Engaging with our communities and partners

Haringey's Strategic Partnership

The Council holds a unique position in the borough through its democratic mandate. This allows us to work with our partners in the Haringey Strategic Partnership (HSP) to deliver seamless services to our residents.

Chaired by the Leader of the Council, the HSP is the forum for agreeing the strategic priorities for the borough and ensuring that all partners deliver our shared priorities for the benefit of all our residents.

Haringey's Community Strategy – *A Sustainable Way Forward 2007-2016*, became effective in April 2007. It articulates how partner agencies will work together to make Haringey a better place we can all be proud of. Elected Members have a leading role in shaping Haringey the place. The Haringey Community Strategy was developed following extensive consultation - the *Have your say Haringey – Shape the Future* campaign.

The Haringey Community Strategy sets out a long term vision for the borough together with clear outcomes:

“A place for diverse communities that we can all be proud of”

- People at the heart of change.
- An environmentally sustainable future.
- Economic vitality and prosperity shared by all.
- Safer for all.
- Healthier people with a better quality of life.
- People and customer focused.

The Local Area Agreement

Alongside the Haringey Community Strategy we have developed, with partners, a Local Area Agreement (LAA). The LAA is a three year agreement (2008-11) between Central Government and the Local Strategic Partnership that sets agreed shared outcomes consisting of 35 targets, 10 education and early years' indicators and 32 local indicators. It was refreshed in April 2009.

The key challenges as highlighted in our LAA are:

- Ensuring that we maintain our excellent community relations.
- Encouraging inward investment into Haringey to help unlock the potential that exists.
- Meeting the demands of a growing population.
- Tackling deprivation and child poverty.
- Reducing levels of worklessness.
- Reducing the fear and incidence of crime.
- Addressing health inequalities.
- Enhancing residents' satisfaction with local services.
- Encouraging more active citizenship and greater community engagement.

As a result of recent events we have added to these the need to:

- safeguard children and vulnerable adults.
- deal with the effects of the economic recession.

7. Valuing our staff

The Council will only ever be as successful as the people who lead it and work for it. Our leaders need to inspire, manage and develop our people to deliver their best.

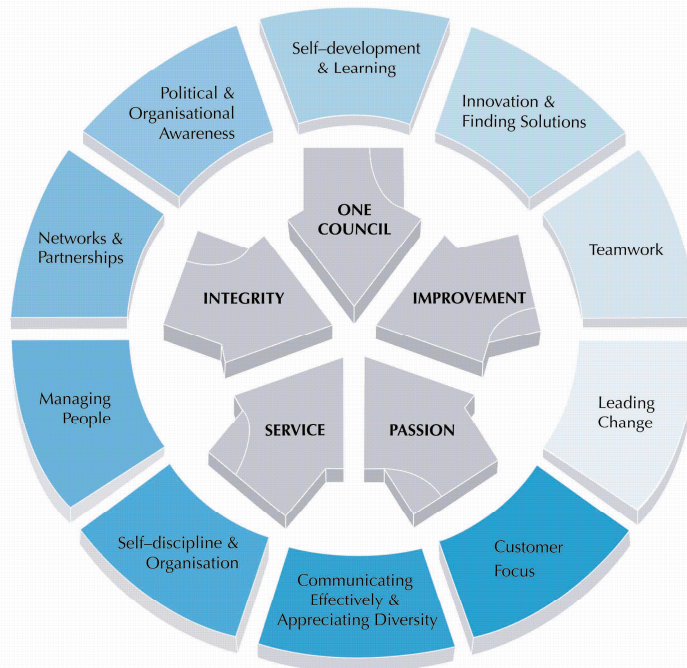
We need to work together for the good of our diverse communities, confident and building on our achievements, while ensuring that basic services are delivered efficiently and effectively so that they meet or exceed customer expectations.

The council has long recognised the importance of organisational culture and people's behaviour as a major determinant of our ability to meet our aims and aspirations. In January 2006 the Council agreed the following statements as the 'Haringey Way of Working' – our values:

- **Service** - we work for the good of all our diverse communities.
- **Integrity** - we keep our promises.
- **Improvement** - we strive for excellence.
- **Passion** - we are passionate about our work and proud of what we do.
- **One Council** – we deliver by working together.

Our values have shaped the competencies (behaviours) that sit of the heart of our people and performance management frameworks. They will help to ensure that our values are lived out at every level and in every corner of the organisation.

Competency Framework Overview



We will continue to use People Planning to develop the organisation and build the confidence, capability and capacity of the Haringey workforce. The plans will help us to ensure that we have:

‘The right people with the right skills in the right jobs at the right time, to deliver highly performing, efficient and effective services to our communities, without compromising their work-life balance’.

Our People Plans form a key part of every business unit's business plan and identify actions to develop, re-skill, skill-up, recruit, retain and re-task people to meet the objectives of their Business units. The key People Planning headings for 2007-10 are:

- **Sustainable Workforce:** To ensure sustainability of the workforce through targeted recruitment and retention programme.
- **Shared Vision and Values:** To ensure that staff know and understand the common goals, beliefs and purpose of the organisation and of the service.
- **Skills and Knowledge:** To continuously develop people's professional and non-professional skills and knowledge and provide support through periods of change.
- **Style of Management:** To increase the capacity of managers at all levels to deliver quality services through use of performance management framework and tools.
- **Developing the Service:** To achieve excellence through job redesign, equality and diversity in service delivery, and flexible working.

Our achievement of corporate Investors in People status is testimony to the strength of our organisational and workforce activities.

We will develop and refine our people management strategies to support council goals and priorities. We will support this with solid human resource matrices and a clear understanding of benefits, costs and the return we expect from our investment in people.

8. Financial Management

The Council's Financial Strategy

The Council prepares a three-year budget which is updated annually and this forms the *Medium Term Financial Strategy*. This approach helps us to anticipate opportunities, commitments and risks identified during business planning as well as allowing us to move resources to address our priorities. The Medium Term Financial Strategy is integral to the Council's business planning process. It supports the Council Plan so that the Council can be clear about what it aims to achieve and how it will allocate its financial resources. Bringing together services and financial planning in this way is crucial for the Council and will help to keep a focus on priorities in the future.

Key Principles of the Strategy

The key principles of the strategy are set out below and underpin the financial planning for the medium term.

Value for money – the Council is committed to providing value for money for all of its services. An integral part of business plans and a key measure of the success of a service is whether it can demonstrate that it is delivering value for money against measures of cost, performance and perception.

Investment in key priorities – through the business planning process resources are allocated to key Council priorities in order to deliver and maintain sustained improvements to services. New revenue investment opportunities of £3.7m over the three year financial planning period have been identified that align with the Council's strategic agenda. The Council's priorities provide the rationale for the allocation of investment resources. The key areas of investment are:

- children's social care – provision for increase in number of looked after children;
- learning disability services – provision for additional demand;
- increase in investment in direct payments for children's social care;
- provision of free swimming for under 16's and over 60's;
- additional resources for anti-social behaviour services, and;
- additional and expanded recycling services to increase coverage;

In addition to the £3.7m, a provision of £4.2m is set aside in the 2009/10 budget to meet the estimated resource requirement of implementing the Child Protection Action Plan following the joint area review inspection.

Efficiency savings – continuous review and improvement of services to achieve year-on-year efficiency savings so that resources can be directed to front line priorities. Building on previous savings, we have identified a further £22 million to be delivered over the next three years as a result of the annual business planning process and challenge to existing working practices and delivery mechanisms.

External funding and partnerships – maximising external funding and partnership working

to deliver increased and improved services with the minimum impact on council tax levels, in particular delivering sustainable regeneration investment to increase local economic activity. The Council works with its partners and other key stakeholders to jointly deliver services within Haringey through the Haringey Strategic Partnership (HSP). Key partners are the Haringey Primary Care Trust (NHS), London Fire and Emergency Planning Authority, Metropolitan Police, Voluntary & Community Sector and North London Waste Authority.

Council tax levels – increases in council tax will be kept as low as possible, but sufficient to deliver sustained investment in key services. The increase in 2009/10 is 1.95%, the planning assumption in each of the two following years is an increase of 3%, however, this will be reviewed in the next budget process. Council tax funds 25% of the Council's gross budget requirement, the rest coming from Central Government grant.

Balances and reserves – a prudent level of balances and reserves will be maintained in accordance with the Council's approved reserves policy. The approach covers such areas as risk management strategy, achieving value for money and financial and performance management. The target level for the general fund general reserve is £12 million at the end of 2009/10 and £10 million for the following 2 years. This is achieved within the existing plans.

Capital – in accordance with the existing allocation policy all resources are considered corporately, other than those specifically ring-fenced for the education and housing revenue accounts. Investment opportunities must demonstrate clear links and benefits against corporate priorities, meet requirements of asset management plans and consider any revenue implications, all as part of the business planning process.

Balance sheet – the Council aims to achieve a strong balance sheet including reductions in debt, sufficient provisions for bad debts, improved cash flow and positive management of treasury opportunities.

The Council's financial planning, though currently operating from a position of strength, faces risks from external factors and policy changes. Some of these may include:

- maintaining and improving the Council's rating in the Comprehensive Area Assessment, and against the Use of Resources and Value for Money assessments.
- 2009/10 is the second of the three year settlement as a result of the Comprehensive Spending Review 2007. Haringey remains on the grant floor receiving the minimum increase in funding for each of the next two years, which is 1.75% for 2009/10 and 1.5% for 2010/11.
- the re-allocation of resources within the new area based grant, through the LAA to support delivery of locally agreed priorities, may present some difficulties in transition. The overall amount of grant is increasing in 2009/10 but reduces for 2010/11 and will also include supporting people grant from that year.
- challenges to the delivery of capital resources for delivering the Decent Homes programme and the Building Schools for the Future programme of £198.6 million and £212m respectively.

- the budget position in respect of the pension fund reflects the 2007 actuarial review and although the Council is on target with its recovery plan, the investment returns are subject to sometimes considerable volatility in the markets and therefore the governance arrangements for monitoring investment performance will play an important part in maintaining the current stability in respect of this;
- homelessness is a key risk with the continued high numbers of clients and uncertainty associated with the subsidy regime
- the reduction in the Supporting People allocation of £1.0 million for 2009/10, although planned for will have an impact on the level of services that can be commissioned
- the economic downturn is likely to impact on the council in a number of ways. This may be in the form of higher demand for Council services, such as homelessness or housing benefits to reductions in revenue income for demand led services, such as building control or leisure centres. If service departments are unable to manage these pressures within their existing resources then they may call on the general contingency that has been set aside in the base budget. If this is not sufficient then this could be supplemented on a temporary basis by using reserves if necessary;

The management of risk is a key part of the Council's business and budget planning processes and is fully reflected in service budget plans.

The Council's financial reserves remain strong, continuing to attract a good score within the CPA process. This financial strength plays a vital part in enabling the Council to respond vigorously to the strategic and performance agendas whilst managing the financial risks inherent in the operation of a large and complex organisation.

Financial plans 2009/10 to 2011/12

The financial plans, budget and council tax level were approved by the Council in February 2009.

The overall three year position is balanced with assumed council tax increases of 1.95% in 2009/10 and 3.0% in each subsequent year. The total planned savings for the three year period is £24m, with £10m of this to be delivered 2009/10.

Summary Financial Information

Medium Term Financial Forecast	2009/10	2010/11	2011/12
<u>General fund budget requirement</u>	£'000	£'000	£'000
Gross budget brought forward	399,578	408,833	420,493
Inflation	8,090	8,510	8,900
Other changes and variations approved	(4,121)	3,069	3,759
Function changes arising from 2008/09 settlement	(581)	581	0
Planned savings *	(9,582)	(7,783)	(7,130)
Planned investments	6,520	699	(246)
Passing to schools increase in dedicated schools grant	4,958	6,533	6,024
Addition to/(planned use of) balances	3,971	51	0
Gross Council budget requirement	408,833	420,493	431,800
Less dedicated schools grant (specific grant)	(165,575)	(172,108)	(178,132)
Net Council budget requirement	243,258	248,385	253,668
Funding			
Council tax (see below)	100,738	103,760	106,873
Government support – formula grant and NNDR	142,520	144,625	146,795
	243,258	248,385	253,668
<i>* planned savings as % of net budget requirement</i>	3.9%	3.1%	2.8%
<u>Council tax</u>	£	£	£
Council tax (LBH)	1,184.32	1,219.85	1,256.44
Council tax base (after provision for non-recovery)	85,060	85,060	85,060
Precept	100,738,259	103,760,441	106,872,786
Rate of council tax increase (Haringey element)	1.95%	3.0%	3.0%
GLA rate of council tax increase	0.0%	n/a	n/a
Combined council tax increase	1.5%	n/a	n/a
£ per week increase (Haringey element)	£0.44	£0.68	£0.70
<u>Estimated reserves (at 31 March)</u>			
General fund general balance	12,110	10,161	10,161
Earmarked reserves (incl. PFI and insurance)	40,393	37,693	36,993
	52,503	47,854	47,154

The three year original capital programme for 2009/10 to 2011/12 totals

£466.4m of investment and is summarised in the table below (this is subject to revisions, especially since the level of capital receipts available for financing may reduce significantly in the current recession).

Approved Original Capital Programme 2009/10 to 2011/12	Original Budget 2009/10 £'000	Indicative Budget 2010/11 £'000	Indicative Budget 2011/12 £'000	Total £'000
Expenditure By Directorate:				
Urban Environment (including Housing General Fund)	14,930	18,292	8,380	41,602
Adults, Culture and Community Services	6,669	10,866	10,334	27,869
Corporate Resources	9,915	10,160	7,660	27,735
Children & Young People	117,766	57,451	22,634	197,851
Subtotal	149,280	96,769	49,008	295,057
Housing Services (HRA)	49,725	58,790	62,790	171,305
Total Capital Programme	199,005	155,559	111,798	466,362
Financed by:				
Haringey Council Internal Funds	25,589	25,719	14,205	65,513
Government Funds	171,163	129,840	97,593	398,596
Grants and contributions from private developers & leaseholders	2,253	0	0	2,253
Total Capital Financing	199,005	155,559	111,798	466,362

The above includes significant increase in investment in respect of two main service areas:

- The increase is primarily due to additional supported investment in respect of Decent Homes (2007/08 to 2009/10 £59.99m is confirmed and for 2010/11 to 2013/14 £138.6m is indicative) – potentially up to £198.6m of capital investment additional resources in housing stock from 2008/09 onwards – to be financed by supported borrowing. The impact of supported borrowing in revenue terms will largely be through the housing revenue account. The cost of borrowing should be met by actual government support through housing subsidy although this will be kept under close review.
- The Building Schools for the Future programme (BSF) has a total of £212m planned to be spent on BSF (made up of £188m of mainstream central government resources, £10m from the Learning Skills Council which contributed towards the cost of the new 6th form centre, schools contributions towards the ICT contract, a specific capital receipt and revenue contributions from the DSG).

The capital investment plans are considered as part of the treasury management strategy and the following statement shows how the supported borrowing impacts on the Council's net debt position over the financial planning period.

Borrowing Requirement and Strategy

The Council's approved Treasury Management Strategy Statement includes the Council's underlying need to borrow for capital purposes and is measured by reference to its Capital Financing Requirement (CFR). The CFR will determine the Council's requirement to make a Minimum Revenue Provision for Debt Redemption (MRP) from within its Revenue budget. Physical borrowing may be greater or less than the CFR.

CFR	2009/10 Estimate £'000	2010/11 Estimate £'000	2011/12 Estimate £'000	In
Non-HRA	226,850	236,758	231,899	
HRA	449,242	495,475	545,708	
Total CFR	676,092	732,233	777,607	

accordance with the Prudential Code, the Council will ensure that net external borrowing does not, except in the short term, exceed the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years.

Capital expenditure not financed from internal resources (i.e. Capital Receipts, Contributions, Revenue or Reserves) will produce an increase in the CFR (the underlying need to borrow) and may in turn produce an increased requirement to charge MRP in the Revenue Account.

The cumulative estimate of the long-term borrowing requirement is calculated as follows:

	31/03/10 Estimate £'000	31/03/11 Estimate £'000	31/03/12 Estimate £'000
Capital Financing Requirement	676,092	732,233	777,607
Less:			
Existing Profile of Borrowing and Other Long Term Liabilities	639,545	676,092	732,233
Borrowing Requirement	36,547	56,141	45,374

Capital expenditure levels, market conditions and interest rate levels will be monitored during the year in order to minimise borrowing costs over the medium to longer term.

In conjunction with advice from its external advisers the Council will keep under review the options it has in borrowing from the PWLB, the market and other sources identified in the Treasury Management Practices Schedules up to the available capacity within its CFR and Affordable Borrowing Limit (defined by CIPFA as the Authorised Limit). Actual borrowing undertaken and the timing will depend on capital expenditure levels, interest rate forecasts and market conditions during the year, in order to minimise

borrowing costs. The Council will be advised by its external advisers of the specific timing of borrowing.

This also impacts on the Council's projected balance sheet position and this is set out in the following table. As the Council makes significant capital investment over this period the additional (supported) borrowing to finance this capital is balanced by increases in the asset base.

A further issue to note is the assumption that the Council continues to improve the way that it manages income recovery and consequently this is reflected in further reductions in the total position on debtors.

Estimated Balance Sheet 2009/10 to 2011/12	2009/10	2010/11	2011/12
	£'000	£'000	£'000
Housing Revenue Account	1,388,885	1,447,675	1,510,465
Land and buildings	658,021	715,472	738,106
Other assets	207,524	207,524	207,524
Fixed and Long Term Assets	2,254,430	2,370,671	2,456,095
Debtors	67,417	62,361	57,684
Investments	100,000	100,000	100,000
Cash and bank	(2,051)	(2,051)	(2,051)
Other current assets and liabilities	(98,695)	(98,695)	(98,695)
Net Current Assets	66,671	61,615	56,938
Long-term borrowing	(746,430)	(811,645)	(866,490)
Provisions	(8,000)	(7,500)	(7,000)
Other long-term liabilities	(511,378)	(533,112)	(555,769)
Long-term Liabilities	(1,265,808)	(1,352,257)	(1,429,259)
Total Assets less Liabilities	1,055,293	1,080,029	1,083,774
General Fund	12,110	10,161	10,161
Housing Revenue Account	5,925	5,526	5,915
Earmarked Reserves (incl. PFI and Insurance)	40,393	37,693	36,993
Pension Reserve	(227,418)	(227,418)	(227,418)
Usable capital receipts	3,000	1,000	1,000
Reserves	(165,990)	(173,038)	(173,349)
Other equities	1,221,283	1,253,067	1,257,123
Total Equities	1,055,293	1,080,029	1,083,774

The following statement is the Council's budgeted cash flow position for the next three years. It summarises the estimated inflows and outflows of cash arising from transactions with third parties in line with the Council's revenue and capital plans as well as the projected treasury management position.

Estimated Cash Flow Statement 2009/10 to 2011/12	2009/10	2010/11	2011/12
	£'000	£'000	£'000
<u>Revenue Activities</u>			
Payments			
Cash paid to and on behalf of employees	318,336	324,703	332,821
Other costs	298,171	298,642	295,683
Housing Benefit paid out	241,105	245,927	252,075
Subtotal	857,612	869,272	880,579
Precepts paid	26,353	26,353	26,353
Non-domestic rates paid to National Pool	55,964	57,083	58,510
Total Payments	939,929	952,708	965,442
Receipts			
Local Tax income	(100,738)	(103,760)	(106,873)
Government support - formula grant and NNDR	(142,520)	(144,625)	(146,795)
Dedicated schools grant	(165,575)	(172,108)	(178,132)
Other government grants	(318,490)	(318,600)	(319,200)
Other income (mainly fees and charges)	(212,606)	(213,615)	(214,442)
Total Receipts	(939,929)	(952,708)	(965,442)
Net Cash Inflow from Revenue Activities	0	0	0

Estimated Cash Flow Statement 2009/10 to 2011/12	2009/10	2010/11	2011/12
---	----------------	----------------	----------------

	£'000	£'000	£'000
Capital payments	199,005	155,559	111,798
Total Payments	199,005	155,559	111,798
Receipts			
Sale of fixed assets	(9,837)	(7,772)	(13,905)
Capital grants received	(131,153)	(70,165)	(30,641)
Major repairs Allowance (MRA)	(12,407)	(12,407)	(12,407)
Provisions for capital and credit liabilities	(9,061)	(9,074)	(9,470)
Total Receipts	(162,458)	(99,418)	(66,423)
Net Cash Outflow from Capital Activities	36,547	56,141	45,375
Net Cash Inflow before Financing	36,547	56,141	45,375
New loans to be raised	(36,547)	(56,141)	(45,375)
Net Cash Outflow from Financing	(36,547)	(56,141)	(45,375)
Increase/(Decrease) in Cash and Cash Equivalents	0	0	0

Government's Code of Practice on Workforce Matters in Local Authority Service Contracts

In letting contracts the Council adheres to the Government's Code of Practice on Workforce Matters in local authority service contracts. Our Corporate Procurement Strategy recognises that the employment practices of our partners are relevant to the purposes of achieving best value. We seek to ensure, through the procurement process, that practices are governed by the principles of negotiation and continuous service improvement by:

- Ensuring that relevant information on bidders' employment practices is required in the Invitation to Tender
- Incorporating the contractor's ability to recruit and retain staff into the quality assessment criteria
- Meeting the government guidelines in respect of a two tier workforce
- Requiring that all potential employers consider applying for Admitted Body Status to the local government pension scheme
- Requiring that all potential employers consider recognising those trade unions currently representing staff
- Ensuring that all TUPE regulations are applied.
-

9. Performance Management and Business Planning

The Council is organised into 24 business units, each of which has a business plan that sets out how services are delivered and at what cost. The business plans contain all the measures on which the performance of the business units is judged.

The business plans set out how each business unit contributes to the Council's priorities and are the basis of work plans for our staff. People Plans accompany the business plans. These ensure that each unit has the required skills to deliver the business.

Progress against the business plans is reviewed mid year through the Pre-business Plan Review (PBPR) process. The review is reported to Scrutiny and Cabinet members and feeds into budget planning, ensuring that resources are directed to priorities. Business plans are also reviewed at year end. At this stage, targets are set for three years in line with top quartile performance, where this is realistic.

We report to the Council's Management Board and the Cabinet monthly on performance against a basket of key indicators. These reports contain headline resource information arising from budget monitoring as well as key performance information.

Year to date performance is awarded a traffic light to show progress towards the target set for the year. In addition trend arrows show progress since the last financial year, so that on-going improvement can also be monitored. The traffic lights and arrows enable the Management Board and Cabinet to assess current performance and track progress throughout the year against targets.

How we will review this plan

We will use existing mechanisms to monitor the progress of the Council Plan. It will be reviewed as part of the pre-business planning process at mid year and at year end as part of the business planning and target setting process.

Although this is a three year plan it will be updated annually as our priorities evolve and performance changes.

The performance indicators that will measure progress against the commitments in this plan are shown in the scorecard below. Performance will be reviewed as part of the Council's monthly performance monitoring.

Performance indicator tables

These tables show Haringey's performance against the National Indicator set, our Local Area Agreement and a selection of local indicators.

The 2008/09 performance figures are provisional because they have not yet been audited. Performance against financial indicators is estimated, based on the latest available information.

For comparison (where available), the tables show:

- Performance in 2007/08.
- Targets and provisional performance for 2008/09.
- Targets for 2009/10 to 2011/12.
- Other local performance information.

Appendix 1 - Performance Tables to be inserted

Appendix 2: Glossary

AAACM	All Age All Cause Mortality
ABG	Area Based Grant
ACCS	Adults, Culture, and Community Service
ACMD	Advisory Council on the Misuse of Drugs
ASB	Anti-social Behaviour
ASBAT	Anti-social Behaviour Team
BEH-MHT	Barnet, Enfield and Haringey Mental Health Trust
BME	Black Minority Ethnic Groups
BSF	Building Schools for the Future
BV	Best Value
BVPI	Best Value Performance Indicator
CAA	Comprehensive Area Assessment
CAMHS	Children and Adults Mental Health Service
CAB	Citizens Advice Bureau
CCU	Community Clear-Up
CDRP	Crime and Disorder Reduction Partnership
CEF	Community Engagement Framework
CLF	Community Link Forum
CLG	Department for Communities and Local Government
CMO	Contract Monitoring Officer
CPA	Comprehensive Performance Assessment
CPS	Crown Prosecution Service
CPZ	Controlled Parking Zone
CSCI	Commission for Social Care Inspection
CSIP	Care Services Improvement Partnership
CVD	Cardio Vascular Disease
CYPSP	Children and Young People's Strategic Partnership
CYPSPB	Children and Young People's Strategic Partnership Board
DAAT	Drug and Alcohol Action Team
DCSF	Department for Children, Schools, and Families
DH	Department of Health
DIP	Drug Interventions Programme
DTOC	Delayed Transfers of Care
DWP	Department for Work and Pensions
EIA	Equalities Impact Assessment
EMS	Environmental Management System
ENCAMS	Environmental Campaign
ESCO	Energy Service Companies
ESOL	English for Speaker of other Languages
FIP	Family Intervention Project

FiW	Families into Work
FSW	Family support workers
GAF	Growth Area Funding
GCSE	General Certificate of Secondary Education
GLA	Greater London Authority
GNVQ	General National Vocational Qualifications
GOL	Government Office for London
GP	General Practitioner
HAGA	Haringey Advisory Group on Alcohol
HALS	Haringey Adult Learning Service
HAVCO	Haringey Association of Voluntary and Community Organisations
HCA	Comes and Communities Agency
HCC	Health Care Commission
HFOP	Haringey Forum for Older People
HIV	Human Immunodeficiency Virus
HMO	Houses in Multiple Occupation
HND	Higher National Diploma
HR	Human Resources
HSP	Haringey Strategic Partnership
HYC	Haringey Youth Council
IAPT	Improving Access to Psychological Therapies
IB	Incapacity Benefit
IDeA	Improvement and Development Agency for Local Government
JAR	Joint Area Review
JCP	Job Centre Plus
JSA	Job Seekers Allowance
JSNA	Joint Strategic Needs Assessment
KS	Key Stage
LAA	Local Area Agreement
LD	Learning Disabilities
LDA	London Development Agency
LEP	Local Employment Partnership
LFB	London Fire Brigade
LGBT	Lesbian Gay Bisexual Transgender
LGPIH	Local Government Public Involvement in Health Act
LiNK	Haringey's Local Involvement Network
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children's Board
MMR	Measles, Mumps and Rubella Immunisation
MPS	Metropolitan Police Service
NDC	New Deal for Communities
NDP	Neighbourhood Development Plan
NDTMS	National Drug Treatment Monitoring Service
NEET	Not in Education, Employment or Training

NHS	National Health Service
NI	National Indicator
NLSA	North London Strategic Alliance
NLWA	North London Waste Authority
NNDR	National Non Domestic Rate
NVQ	National Vocational Qualifications
OD	Organisational Development
OHOCOS	Our Health Our Care Our Say
ONS	Office for National Statistic
OT	Occupational Therapy
OVS	Overview and Scrutiny
PAYE	Pay As You Earn
PCT	Primary Care Trust
PMG	Performance Management Group
POVA	Protection of Vulnerable Adults
PSA	Public Service Agreement
QA	Quality Assurance
RAS	Resource Allocation System
RGF	Research Governance Framework
RSL	Registered Social Landlords
SAB	Safeguarding Adults' Board
SAQ	Self Assessment Questionnaires
SAS	Self Assessment Survey
SCEB	Safer Communities Executive Board
SCS	Sustainable Community Strategy
SNT	Safer Neighbourhood Team – Police
SME	Small and Medium Enterprises
SPD	Supplementary Planning Document
TA	Temporary Accommodation
TPAS	Tenant Participation Advisory Service
TfL	Transport for London
TMA	Traffic Management Act
TPNST	Teenage Pregnancy National Support Team
UDP	Unitary Development Plan
UKYP	United Kingdom Youth Parliament
VAT	Value-added Tax
VfM	Value for Money
WCC	World Class Commissioning
WRAP	Waste and Resources Action Programme
YOS	Youth Offending Service
YP	Young People
YRO	Youth Rehabilitation Order
YTD	Year to Date



Agenda item:

[No.]

Cabinet

On 16 June 2009

Report Title: Haringey Adult Carers Strategy 2009-2014

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

Signed :

Contact Officer : Margaret Allen: 020 8489 3719
margaret.allen@haringey.gov.uk

Wards(s) affected:

All

Report for:

Non Key Decision

1. Purpose of the report

1.1. The purpose of this report is to set out the Haringey Strategic Partnership's (HSP) strategy for improving support for unpaid adult carers in the borough for the period 2009-2014, with an accompanying delivery plan covering 2009-2012.

2. Introduction by Cabinet Member

2.1 I am happy for the report to proceed and ask that Members note that the Adult Carers Strategy 2009-2014:

- Updates the previous Haringey Carers Strategy 2005-2008 for supporting unpaid carers
- Has been widely consulted on and reflects carers' priorities expressed in survey responses, working groups and a well-attended stakeholder event
- Is a multi-agency strategy , and will deliver against the Well-being Strategic Framework
- Will be owned by all the partners and be kept live and outcome-focussed by the 19 carer members of the re-constituted Carers Partnership Board

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

3.1 The aim of this HSP strategy is to improve support and recognition for Haringey's unpaid carers and to tackle the social exclusion and unequal opportunities which carers experience. Carers *should* be able to have a life of their own alongside their caring role.

3.2 The Strategy is comprehensive and holistic and therefore links with the following Haringey Council Plan key priorities 2007-2010:

- *Encouraging lifetime well being at home, work, play and learning*
- *Promoting independent living while supporting adults and children when needed*
- *Delivering excellent, customer focused, cost effective services*

3.3 It also links with Sustainable Community Strategy priorities and the Well-being Strategic Framework outcomes. These links are set out in Section 4.2.1 of the Haringey Carers Strategy 2009-2014.

3.4. HSP membership includes representatives from:

- Haringey Council
- Metropolitan Police
- NHS Haringey
- Job Centre Plus
- Local Businesses
- New Deal for Communities
- College of North East London (CONEL)
- Middlesex University
- Haringey Association of Voluntary and Community Organisations (HAVCO)
- Community Empowerment Network
- Race Equality Joint Consultative Council
- Faith Communities
- Greater London Authority (GLA)
- Members of Parliament
- Registered Social Landlords

The attached delivery plan outlines which organisations will have a lead in each of the key initiatives.

4 Recommendations

4.1 That Cabinet endorse and approve the revised Haringey Adult Carers Strategy 2009-2014 and its accompanying delivery plan to enable carers to achieve a balance between their caring responsibilities and a life outside caring.

5 Reason for recommendation(s)

5.1 Unpaid carers are the cornerstone of the UK's health and social care system. The basic saving to the NHS, social services, and other statutory bodies resulting from the support provided by carers in the UK is in excess of £87 billion per year.

5.2 The cost of replacing carers' unpaid support in Haringey alone is calculated at £236.5 million per year.

5.3 In 2004 carers were described as "one of the most socially excluded groups of people-for whom the Government's inclusion policy appears (to date) to have failed" (Office of Deputy Prime Minister). As a whole social grouping, carers are disadvantaged and long term carers, in particular, suffer from discrimination and economic and social exclusion.

5.4 The issue of economic and social injustice has implications for the future provision of social care- the supply of and demand for carers. In consequence of an ageing population, by 2037 the number of carers is set to increase by around 60% or an extra 3.4 million carers. Yet the UK economy also needs more people to work for longer. Changes in family formation, more lone parent families, increasing geographical mobility within families combined with the economic necessity of paid employment could result in fewer people being available- able and willing- to be carers.

5.5 Carers are also more likely than the general population to be in poorer health as physical and mental health problems can and do accompany caring.

5.5 There are powerful arguments for improving support for carers if carers are to continue to provide the support they do

6 Other options considered

6.1 Not applicable

7 Summary

7.1 The Haringey Adult Carers Strategy 2009-2014 revises and updates the Carers Strategy launched in 2005. Like its predecessor, it is the product of extensive consultation with carers themselves and with HSP officers, internal and external partners and stakeholders.

7.2 The new strategy holds to the vision of the strategy it is updating: *Carers in Haringey are empowered to care and live a better life*. A new national Carers Strategy was published in June 2008 and this has strongly influenced the development of our Haringey strategy. Titled *Carers at the heart of 21st-century families and communities A caring system on your side A life of your own*, the

national strategy sets out the four outcomes for adult carers to be achieved by 2018

- carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role;
- carers will be able to have a life of their own alongside their caring role;
- carers will be supported so that they are not forced into financial hardship by their caring role; and
- carers will be supported to stay mentally and physically well and treated with dignity

7.3 The new Haringey Adult Carers Strategy 2009-2014 is aligned with the outcomes of the national strategy which provide the organising framework for the delivery plan.

7.4 The new Haringey Adult Carers Strategy 2009-2014 is a multi-agency, partnership strategy and takes a holistic view of the needs of unpaid carers and their well-being. Carers' needs cut across the conventional boundaries of client groups and service areas. Carers are everybody's business. In consequence the delivery plan to implement the strategy is complex and far-reaching.

7.5 Key initiatives to achieve the outcomes of the strategy will need to be included in all business plans covering the period 2009 -2012, the first phase of action planning. Progress with the strategy will be monitored through the Carers Partnership Board, a sub-group of the Well-being Partnership Board.

7.6 New initiatives which require resources cannot commence without prior identification of funding, either from existing resources or alternative funding streams.

8 Chief Financial Officer Comments

8.1 There are 28 initiatives within the delivery plan. These will be funded from within existing resources through commissioning and re-tendering of services and reallocating funding. Further plans should be compiled detailing expenditure and funding for each of these areas. Consideration should be given to diverting existing funding e.g. the former Carers Grant element of the Area Based Grant, or approaching external agencies for contributions towards these initiatives.

9 Head of Legal Services Comments

9.1 The Head of Legal Services notes the contents of the report and the attached Haringey Carers' Strategy, and advises that there are no specific legal implications.

9.2 The Head of Legal Services should be kept abreast of the progress of the strategy.
10 Head of Procurement Comments 10.1 Not applicable.
11 Equalities and Community Cohesion Comments 11.1 An equalities impact assessment (EIA) is being carried out as an integral part of the strategy's development. An EIA identifies the potential impacts of the strategy on different groups of carers segmented by age, disability, gender, race/ethnicity, religion or belief, and sexual orientation 11.2 Haringey adult carers are a diverse and changing social group. Notwithstanding gaps in data, which need to be addressed as part of the EIA action plan, there is evidence for the following: <ul style="list-style-type: none"> • In terms of equality of access to support, established BME groups are well-represented /over-represented in carers' services • Male carers aged 18-64 are under-represented • 'Seldom heard' carers include carers from the Bangladeshi, Charedi, and Chinese communities and outreach through umbrella community organisations is indicated • Potential carers within the Polish community, the largest number of new national insurance number registrations 2002-2007, need to be contacted at community information events • Among London boroughs, Haringey has the highest number of carers in the 18-34 age group and their support needs require greater understanding than hitherto 11.3 It should be noted that carers are a disadvantaged group <i>in their own right</i> , facing exclusion and discrimination (especially in relation to work and education) as well as deterioration in their health and financial situation, both of which tend to worsen with length of caring and with intensity of caring. Carers cannot access the opportunities of an ordinary life which people without caring responsibilities take for granted. Discrimination against carers is to be outlawed in the forthcoming Equalities Bill. 11.4 Recognition and respect as a carer, along with flexible support to carry on caring, are carers' own top priorities in planning and implementing change.
12 Consultation 12.1 In preparation for the development of the Haringey Adult Carers Strategy 2009-

2014, the Carers Partnership Board (CPB) has been re-invigorated and now has 19 carer members.

12.2 Carers have been the drivers of the revision and updating of the Strategy and carer members of the CPB took a lead in decision-making about the consultation.

12.3 Haringey's corporate consultation process and guidance has been used throughout and a consultation report will shortly be available on the Council website.

12.4 Appendix D of the Haringey Adult Carers Strategy Draft contains further information on the consultation.

13 Service Financial Comments

13.1 The initiatives outlined in the delivery plan are to be funded through:

- existing resources (within each partner organisation)
- the Personalisation Programme where appropriate, and
- external funding sources which will be sought where available.

13.2 Opportunities for remodelling existing services and reinvestment opportunities to deliver the outcomes identified by carers will be incorporated into the commissioning strategy for Adult, Culture and Community Services.

14 Use of appendices /Tables and photographs

14.1 Haringey Adult Carers Strategy 2009-2014

14.2 Haringey Adult Carers Strategy Delivery Plan 2009-2012

15 Local Government (Access to Information) Act 1985

15.1 Haringey Adult Carers Strategy 2009-2014

15.2 Haringey's Wellbeing Strategic Framework 2007-2010

15.3 Local Area Agreement 2008-2011

Haringey Adult Carers Strategy

2009-2014

This strategy has been developed Haringey Council, working in partnership with the Carers Partnership Board, a subgroup of the Haringey Strategic Partnership.

Members of the Haringey Strategic Partnership are:

- Haringey Council
- NHS Haringey
- Metropolitan Police
- Job Centre Plus
- Local Businesses
- New Deal for Communities
- College of North East London
- Middlesex University
- Haringey Association of Voluntary and Community Organisations
- Community Empowerment Network
- Race Equality Joint Consultative Council
- Faith Communities
- Greater London Authority
- Members of Parliament
- Registered Social Landlords

Carers organisations currently working in Haringey

Age Concern Haringey
Alzheimers Society Haringey
Asian Carers Support Group
BME Carers Support Services
Carers Centre
Mental Health Carers Support Association

Alternative formats

This strategy is available on request in community languages, Braille, on tape, in large print and in a format accessible to people with learning disabilities.

For more information contact:

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Draft Foreword

The carers of Haringey provide unpaid support to the people they care for, to family members, partners and friends. Carers choose to do it because they care about the quality of life of the people they care for and want to support their choice to live at home. Carers' choice to care provides an essential voluntary contribution to society as well as to the people they support. If carers in Haringey stopped their unpaid work the cost of replacing it would be £236.5 million a year. Carers in Haringey are proud of their honourable role which needs to be recognised, supported and celebrated.

Haringey's carers are as diverse as the people of the borough. They live in all parts of the borough and come from all sections of the community. Some may be starting to care as a family member partner or friend becomes frail or disabled. Others may have been caring for many decades. Some carers have given up paid employment; others are balancing employment and caring. Some will be grieving after the death of the person they cared for and trying to work out what that now means for their lives.

Some people may not even recognise themselves as a carer or know there is support available to them in their caring role and in their life apart from caring.

Whatever the differences in their situation, all carers have a right to support for their needs, for advice and information, for a listening ear and for options to enable them to continue caring and to have a life of their own.

We are committed to working together to reach out to, and be alongside, Haringey's carers and to provide them with the personalised support they need in their invaluable work.

Signatories

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Executive Summary

Aim

The **aim** of this Strategy is:

- to identify and support Haringey's unpaid carers in their caring role and in their life apart from caring
- to provide culturally appropriate support for all Haringey's diverse carers throughout their caring lives
- to involve Haringey carers in all developments affecting them and the people they care for
- to ensure that all partners to the strategy work together effectively to support carers

Vision

The vision of the Haringey Adult Carers Strategy 2009-2014 is

'Carers in Haringey are empowered to care and live a better life'.

Outcome 1

Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role

Outcome 2

Carers will be able to have a life of their own alongside their caring role

Outcome 3

Carers will be supported so that they are not forced into financial hardship by their caring role

Outcome 4

Carers will be supported to stay mentally and physically well and treated with dignity

Key actions/ programmes

These are outlined in Section 6

1 Introduction

1.1 Background Information

Haringey Carers Strategy 2005-2008 provided the framework for supporting carers. That strategy was developed by a partnership between carers, Haringey Council, Haringey Teaching Primary Care Trust (HTPCT) – now NHS Haringey-and Barnet, Enfield and Haringey Mental Health Trust, (BEHMHT).

Haringey Carers Strategy 2005-2008

identified five key areas for improvement:

- Information
- Assessment of Carers' needs
- Carers' Health and Short Breaks
- Carers' Employment and Financial Security
- Voice of Carers in Service Planning

The strategy's action plan for 2005-2008 has been reviewed and updated, most recently to 31 October 2008.

It now needs revision and updating in the light of significant national and local developments. The revision provides an opportunity for partners to renew their commitment to more effectively meeting carers' needs in the years ahead and for carers involvement to be the foundation of this process. The new Haringey strategy will have an accompanying delivery plan, which will be completed after consultation with carers and stakeholders.

The most important national development is the 10 year national strategy for carers, *Carers at the heart of 21st century families and communities*, published in 2008.¹ The national strategy was developed after extensive consultation with carers. We will use its outcomes for adult carers as the outcomes for this revised Haringey strategy. They are:

- Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role
- Carers will be able to have a life of their own alongside their caring role

¹ *Carers at the heart of 21st century families and communities* DH 2008
http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationPolicyAndGuidance/DH_085345

- Carers will be supported so that they are not forced into financial hardship by their caring role
- Carers will be supported to stay mentally and physically well and treated with dignity

Who is a carer?

The word carer has been used to mean different things which can be confusing. For example many “carers” of drug and alcohol users do not see themselves as “traditional carers” so do not come forward to access services. Instead they respond more positively to “family and friends”. The government acknowledges in the new 2008 national strategy (Page 19) that *the term “carer” has different meanings in different legislation.*¹

The definition used by the national strategy is:

*A carer spends a significant proportion of their life providing unpaid support to family or potentially friends. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems.*²

The government is proposing that this definition is used across government. The definition does **not** cover paid or employed homecarers or employees in residential homes or volunteers.

1.2 The National Context

Demographic issues

The 2001 Census³ included, for the first time, a question on the provision of unpaid care. It asked:

Do you look after or give any help or support to family members friends or neighbours or others because of: long-term physical or mental ill-health or disability or problems related to old age?

Analysis of the 2001 Census by Carers UK⁴ shows that women are more likely to be carers than men. Across the UK 58% of carers are female and 42% are male. Women have a 50:50 chance of providing care by the time they are 59; compared with men who have the same chance by the time they are 75 years

² As above Page 19

³ <http://www.statistics.gov.uk/census2001/census2001.asp>

⁴ *Statistical analysis of the Census* Carers UK, 2001

old. Women are more likely to give up work in order to care⁵. Most carers (5.7 million) are aged over 18 and the peak age for caring is 50 to 59. More than one in five people aged 50-59 (1.5 million across the UK) are providing some unpaid care. One in four women in this age group is providing some care compared with 18% of men. This compares with 6% of adults aged 18 to 34, 12.5% aged 35 to 44, and 11.5% aged 65 or over.

Caring varies between ethnic groups. Bangladeshi and Pakistani men and women are three times more likely to provide care compared with their white British counterparts.

National data since 1985⁶ shows a continued increase in the number of carers providing in excess of 20 hours of care per week. This figure has risen from 1.5 million in 1985 and 1990, to 1.7 million in 1995, to 1.9 million in the 2001 census.

Figures for the number of carers providing 50 or more hours per week have also increased to 1.25 million in the 2001 Census. Previous GHS figures from 1985 to 2000 were between 750,000 and 850,000.

Carers UK reported in January 2009⁷ that every year over 2.3 million adults become carers and over 2.3 million adults stopped being carers and that 3 in 5 people will be carers at some point in their lives.

Another Carers UK report in 2007 identified that one in five carers give up work to care which usually means a considerably reduced income, if not a slide into poverty. The main carer's benefit, Carer's Allowance, remains the lowest benefit of its kind, at £50.55 per week (2008/9 levels) for providing at least 35 hours of care a week. Helping carers to remain in paid work, through support services and access to flexible working, has a significant impact, for individuals and for the economy as a whole.

The Department of Health identified⁸ that society, and carers themselves, will be affected by the following long-term trends:

- carers are getting older while there is growing demand for care
- changes in the choices people are making about how and where they want their care, with more people wanting to be cared for in their own home
- changes in technology supporting people to live independently for longer
- changes in the caring relationships in families with, for example, increases in young and older carers

⁵ *It could be you*, Carers UK 2000

⁶ *General Household Survey 1985* HMSO 1987

⁷ <http://www.carersuk.org/Home>

⁸ *Terms of Reference for Standing Commission on Carers* Department of Health 2007

<http://nds.coi.gov.uk/environment/fullDetail.asp?ReleaseID=311742&NewsAreaID=2&NavigatedFromDepartment=True>

- changes in the locations of families with more family members working or living further away from those who need to be cared for
- changes in the number of adults and children with chronic conditions and mental health problems.
- growing concerns around the misuse of alcohol

Effects of caring on carers' health

The health of the UK's six million carers suffers as a direct result of unpaid caring work. According to In Poor Health⁹, a survey of the impact of caring by [Carers UK](#) in 2004, the more hours a carer provides, the more likely it is that they will be in poor health. This is particularly so for those providing more than 50 hours a week, which is the case for nearly 21% of carers.

Further research was carried out to launch Carers Week 2006¹⁰. A survey of more than 5,000 carers shows the vast majority of those questioned (79%) reported that caring had made their health worse – and yet just one in four (27%) had been offered a health check by their GP. An overwhelming 89% of carers thought they should be offered an annual health check. Unsurprisingly, 71% of carers said that health problems affected their own ability to care – and, in turn, 57% said their health problems were affecting the person they cared for. The most common complaints, stress/worry (91%), depression (58%) stem from the emotional impact of caring, while backache (50%) demonstrated the physical toll on the health of carers.

Key Legislation

The following is a brief outline of key legislation affecting carers. Full details are to be found in *Carers and their Rights*¹¹ or at the Office of Public Information website¹².

Disabled Persons (Services, Consultation and Representation) Act 1986

requires that during an assessment of a disabled person's needs consideration must be given to whether a carer is able to continue in that role.

NHS and Community Care Act 1990

requires local authorities to involve families and carers when making plans to help vulnerable people.

Carers (Recognition and Services) Act 1995

⁹ In Poor Health Carers UK 2006

<http://www.carersuk.org/Policyandpractice/Research/Healthimpactofcaring/1201185222>

¹⁰ Princess Royal Trust for Carers 2006

¹¹ *Carers and their rights*. Luke Clements Carers UK 2007

<http://www.carersuk.org/Policyandpractice/Delegateresources/Carersandtheirrights>

¹² <http://www.opsi.gov.uk/>

gives carers the right to have their needs assessed in relation to their willingness to continue in their caring role.

Carers and Disabled Children Act 2000

gives all carers the right to ask for an assessment of their own needs in relation to their caring role. Local authorities can offer assessments to carers even when the person they care for refuses an assessment for themselves. They have the power to provide services directly to carers.

Carers (Equal Opportunities) Act 2004 (England and Wales)

- Places a duty on local authorities to inform carers who are eligible of their right to a carer's assessment.
- An assessment must consider work, life-long learning and leisure.
- Gives local authorities new powers to enlist the help of housing, health, education and other local authorities in providing support to carers.

Work and Families Act 2006

gives carers the right to request flexible working from their employer. They can ask their employer to change their work pattern. It can only be refused if it will damage the business or have an impact on other employees.

Law Commission's proposed review of social care legislation

In November 2008 the Law Commission¹³ published a scoping report for a review of adult social care legislation and came to the conclusion that:

the legislative framework for adult residential care, community care, adult protection and support for carers is inadequate, often incomprehensible and outdated. It remains a confusing patchwork of conflicting statutes enacted over a period of 60 years. There is no single, modern statute to which service providers and service users can look to understand whether (and, if so, what kind of) services can or should be provided.

This analysis is especially relevant to legislation affecting carers which has developed in a piecemeal and ad hoc way by means of Private Members Bills.

Relevant national and policy initiatives

Carers Grant

¹³ http://www.lawcom.gov.uk/adult_social_care.htm

The Government introduced the Carers Grant in 1999 to help councils to provide breaks and services for carers in England. From 2008, the Grant has been paid to councils as part of the Area Based Grant (ABG).

Our Health, Our Care, Our Say

In 2006 the White Paper *Our Health, Our Care Our Say*¹⁴ (OHOCOS) proposed a vision of social care services for users and carers that included 'personalisation'. This signalled a strategic shift towards early intervention and prevention.

A New Deal for Carers

This was announced in February 2007. It included a review of the 1999 National Carers Strategy with a consultation which closed in September 2007. An Expert Carers Programme and a national helpline for carers was announced. A new grant of £25million per year for emergency home-based respite for carers is being paid to local authorities from October 1st 2007.

Personalisation: Putting People First

In December 2007 Government launched *Putting People First*. It sets out the shared aims and values of the Government, Local Authorities and the National Health Service which will help guide the transformation of adult social care and support the Government's commitment to independent living for all adults. This move to personalisation will have implications for all service users and carers.

Personalisation means:

*the way in which services are tailored to the needs and preferences of citizens. The overall vision is that the state should empower citizens to shape their own lives and the services they receive.*¹⁵

This means that **everyone who receives social care support, regardless of their level of need, in any setting, whether from statutory services, the third sector and community or private sector or by funding it themselves, will have choice and control over how that support is delivered.**

¹⁴ Our health, our care, our say: a new direction for community services, Department of Health, 2006

¹⁵ As in note 11 above

The introduction of personalisation is being hailed as the biggest change to the delivery of social care since the introduction of the NHS and Community Care Act 1990. There are five elements of the vision for transformation:

1. A new relationship between Government, Local Authorities, the NHS, Independent Sector Providers and the Regulator.
2. A major shift of resources and practice to prevention, early intervention and re enablement.
3. High quality accessible information and advice available to all irrespective of financial means.
4. A commitment to treating carers as partners.
5. Maximum power, control and choice in the hands of the people who use these services and their carers.

Government guidance on personalisation states that, by March 2011, people who use services and their carers, frontline staff and providers should experience significant progress in all local authority areas.

*Personalisation pilots have been taking place prior to full implementation. A recent study has reported a positive response from carers involved in these.*¹⁶

Putting people first without putting carers second

*The Princess Royal Trust for Carers has produced this guidance on good practice in the implementation of personalisation for carers.*¹⁷

Standing Commission on Carers.

In September 2007, Ivan Lewis, the Health Minister, announced the creation of a Standing Commission on Carers. The Commission is chaired by Philippa Russell, a member of the Disability Rights Commission and advocate for disabled children and young people. It reports to the Secretary of State for Health. Its terms of reference are to:

- ensure the voice of carers is central to the development of Government policy
- look at how carers will be affected by demographic issues
- monitor implementation of the Carers Strategy and the New Deal for Carers

¹⁶ [Individual Budgets Pilot Projects: Impact and outcomes for carers](#), 2009

Glendinning, C. and others 2009 <http://php.york.ac.uk/inst/spru/research/summs/DHPcarers.php>

¹⁷ Putting people first without putting carers second. *The Princess Royal Trust for Carers*. 2009

The national Carers strategy 2008¹⁸

After a period of consultation with carers the long-awaited national strategy was published in June 2008. It raises the national profile of carers. It sets out the Government's short-term agenda and long-term vision for the future recognition and support of carers. It states "that the needs of carers must, over the next 10 years, be elevated to the centre of family policy and receive the recognition and status they deserve."

£255 million "new money" is available for new commitments including:

- £150 million for Primary Care Trusts (PCTs) towards planned short breaks for carers;
- £38 million towards supporting carers to enter or re-enter the job market and
- £6 million towards improving support for young carers.

Other schemes include:

- piloting of annual health checks for carers to help them stay well
- training for GPs to recognise and support carers.

A more integrated and personalised support service for carers will be offered through

- easily accessible information,
- targeted training for key professionals to support carers,
- pilots to examine how the NHS can better support carers

The Princess Royal Trust for Carers has produced estimates for individual PCTs of the new money for carers' breaks within their overall allocations. The total money is £150m over 2 years.

The NHS Operating Framework¹⁹ says:

*"The carers' strategy sets out how we can ensure that we support carers. One key requirement is that PCTs should work with their local authority partners and publish joint plans on how their **combined** funding will support breaks for carers, including short breaks, in a personalised way."*

Strategic Health Authorities will be monitoring PCTs' performance on this.

¹⁸ *Carers at the heart of 21st century families and communities* DH 2008

¹⁹ http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_091445

Equalities and social inclusion

Carers in general are a potentially disadvantaged group in comparison with populations without caring responsibilities. Caring intersects with age, gender, ethnicity, religion, sexuality and socio-economic status to compound disadvantage. In addition for carers supporting drug users there is the added issue of the illicit nature of drug use and this will also present as a barrier to accessing services, particularly where children are concerned.

Carers are among the most socially excluded groups in society, less likely than other groups to access services and when they do are less likely to gain from them. This may affect Black and Minority Ethnic (BME) carers disproportionately.

An Equalities Impact Assessment (EIA) is being carried out on this revised Haringey strategy.

The government in the national carers strategy²⁰ points out that:

Carers are not a homogenous group. Caring can take a large number of forms and is undertaken by individuals from all walks of life at different stages in their lives...

The experience of caring will differ according to the circumstances of the person cared for, and the cultural expectations and family structures within different communities. In addition there are some groups of carers about whom little is known due to difficulties in identifying them at a national and local level, for example those with learning disabilities, and lesbian, gay, bisexual and transgender (LGBT) carers.

Carers are developing a higher profile in relation to equalities issues as the following developments show:

- **European Court of Justice “discrimination by association” judgment²¹**

Sharon Coleman’s son, Oliver, was born with a rare condition affecting his breathing. He is also deaf. The court upheld Ms Coleman’s claim of discrimination by association and ruled that treating employees less favourably because of their association with a disabled person is unlawful. Ms Coleman’s case was that she was forced to resign from her job as a legal secretary after being harassed by her employers and refused flexible working, which was allowed to other employees. She believed she was specifically targeted because she has a child with a disability, and was denied the flexible work arrangements offered to her colleagues without disabled children.

- **New Deal for Carers Taskforce**

²⁰ As 9 above, Page 19

²¹ <http://www.equalityhumanrights.com/en/newsandcomment/Pages/legalvictoryinEurope.aspx>

Four Task Forces were created to help in developing the national Carers' Strategy. The Equality Task Force produced a report²² on equality in relation to carers which outlines some of the major issues and debates. The report concludes that their work has

highlighted the ongoing need for effective consultation with carers and those in receipt of care as well as improvements in the evidence base on carers so that carers with different characteristics and their needs can be quantified. This would help to address the problem of carers from some groups under-reporting their caring status and better identify need.

- **Equalities Bill 2009**

Discrimination against carers to be outlawed

The Equalities Bill brings together nine existing major pieces of legislation on equalities. For the first time carers are included and will have protection against discrimination in their own right as people 'associated with' someone who is disabled. The provision will apply in employment and in the provision of goods, facilities and services and education and property services. The Bill will, in effect, implement the 2008 European Court of Justice Coleman judgment, described earlier.

The new ruling will apply to the public, private and voluntary sector. Employers and service providers must not treat carers differently from people who are not carers. They will need to ensure that employees or customers who are carers will be given equal access to jobs or services. This means having an understanding of who carers are and how they might be affected by their policies. The Equality Bill will give carers the right not to be discriminated against. By giving the same rights against 'discrimination by association' across all protected groups such as age, race and sexual orientation, as well as disability, the Government is providing consistency and clarity to both employers and carers.

The Equality Bill passed its second reading in the House of Commons on 11 May 2009. It will now be considered in more detailed by a committee of MPs.

End of life care

²²http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_086585

The National Audit Office ²³(NAO) indicates that the majority of people would prefer to die at home, but because of lack of NHS and social care support, many die in hospital despite there being no medical need for this. The report points out that:

Patients and carers suffer from a lack of integrated care and a single contact for coordination. Only 29% of PCTs report that carer assessments are offered as standard. End of life care in hospitals does not always reflect dignity and privacy and the transition from 'curing' to 'caring' may not be handled well.

The government published an *End of Life Care Strategy*²⁴ in 2008. Primary Care Trusts (PCTs) are the lead organisation for its implementation.

Other relevant initiatives

More care at home

Government initiatives, particularly since the publication of the White Paper *Our Health, Our Care Our Say*,²⁵ generally widely supported in principle, is for more health and social care being provided in people's homes, rather than in institutions. This will add to the pressure on carers.

Implementation of the recommendations in Lord Darzi's recent report, *Healthcare for London: a Framework for Action*²⁶, will move more health services into the community, increasing the need for personal care and demand on carers.

Safeguarding of Vulnerable Adults (SOVA)

The Commission for Social Care Inspection (CSCI) published a report²⁷ in 2008 on arrangements to safeguard vulnerable adults from abuse. The CSCI report identifies that carers and the people they support may be vulnerable adults. In common with other social groupings in society carers may experience abuse themselves or may be the perpetrators of abuse because of the stress of caring. The report emphasises the importance of embedding safeguarding in services for

²³ *End of Life Care*: National Audit Office 2008

²⁴ *End of Life Care Strategy: promoting high quality care for all adults at the end of life. 2008*
http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_086277

²⁵ *Our Health, Our Care, Our Say: A New Direction for Community Services* DH 2006
<http://www.dh.gov.uk/en/Healthcare/Ourhealthourcareoursay/index.htm>

²⁶ *Healthcare for London: a Framework for Action*

²⁷ *Safeguarding adults: A Study of the Effectiveness of Arrangements to Safeguard Adults from Abuse*. CSCI 2008

carers and the people they care for. More information about safeguarding adults in Haringey²⁸ is available at the following website address:

http://www.haringey.gov.uk/index/social_care_and_health/safeguardingadults.htm

If you think you, or someone you know is being mistreated, ring the Safeguarding Adults Referral and Advice Line on 020 8489 1400 (office hours) or 020 8348 3148 (out of hours).

Transition from Children to Adults services

The National Strategy outcome for young carers is that:

Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against all the *Every Child Matters*²⁹ outcomes.

For young carers

Young carers were particularly concerned about gaps in support around the family and the person they care for. They also worry about their own problems, for instance missing out on the opportunities other young people have. Children should not have to take on inappropriate types and levels of caring, which can affect school attendance, emotional and physical wellbeing and longer-term life opportunities.

Task force Equalities report³⁰

Age: Caring undertaken by children and young people

Being a young carer has a detrimental effect on young people's life chances and opportunities. Among young adults (aged 16-24) caring reduces the likelihood of participating in further or higher education, with a resulting impact on future earnings as well as their own personal development.²² More general issues resulting from caring include problems at school, health and emotional problems, isolation, lack of time for leisure, problems with transition to adulthood, lack of recognition and feeling they are not listened to.

1.3 The Local Context

The Borough of Haringey

²⁹ <http://www.everychildmatters.gov.uk/>

³⁰ New Deal for Carers *Equalities Taskforce Report* 2008

Haringey is, in demographic terms, an exceptionally diverse and fast changing borough. Some 50% of our population overall, and three-quarters of our young people, are from ethnic minority backgrounds, and around 200 languages are spoken in the borough.³¹ It is the fifth most diverse borough in London. (See Appendix A for more detailed information on the borough.)

Demographic data on carers in Haringey

According to the 2001 Census, 15,967 people in Haringey identify themselves as unpaid carers³². This means that 7.4% of the total local population are carers, compared with the London average of 8.5%.

The table below provides more detail about the amount of care provided on a weekly basis.

Provision of unpaid care

	Haringey	London	England
All People	216,507	7,172,091	49,138,831
Provides no care	200,540	6,562,201	44,261,771
Provides 1-19 hours care a week	10,637	417,934	3,347,531
Provides 20-49 hours care a week	2,098	72,761	530,797
Provides 50 or more hours care a week	3,232	119,195	998,732

Source: Census 2001

The census figures show that a significant number of Haringey people provide full-time care; 5,330 for at least 20 hours care per week including 3,232 providing at least 50 hours care per week. For some carers, such as those supporting drug and alcohol users, the practical support they give (eg. sorting out benefits and getting them to appointments) is more difficult to quantify given the nature of the issues and the chaotic needs of the user.

Haringey carers identified in the census were estimated, in 2007, to save the borough £236.5 million a year³³. According to a Carers UK report³⁴ (2007) the

³¹ *Haringey's Borough Profile 2008*

http://harinet.haringey.gov.uk/index/news_and_events/fact_file/boroughprofile.htm

³² These figures are likely to be underestimates, as many people who provide help and support to a relative, friend or neighbour do not identify themselves as carers

³³ Estimate from Carers UK, based on 2001 Census

³⁴ *Valuing Carers- calculating the value of unpaid care*

<http://www.carersuk.org/Newsandcampaigns/Valuingcarers/Fullreport>

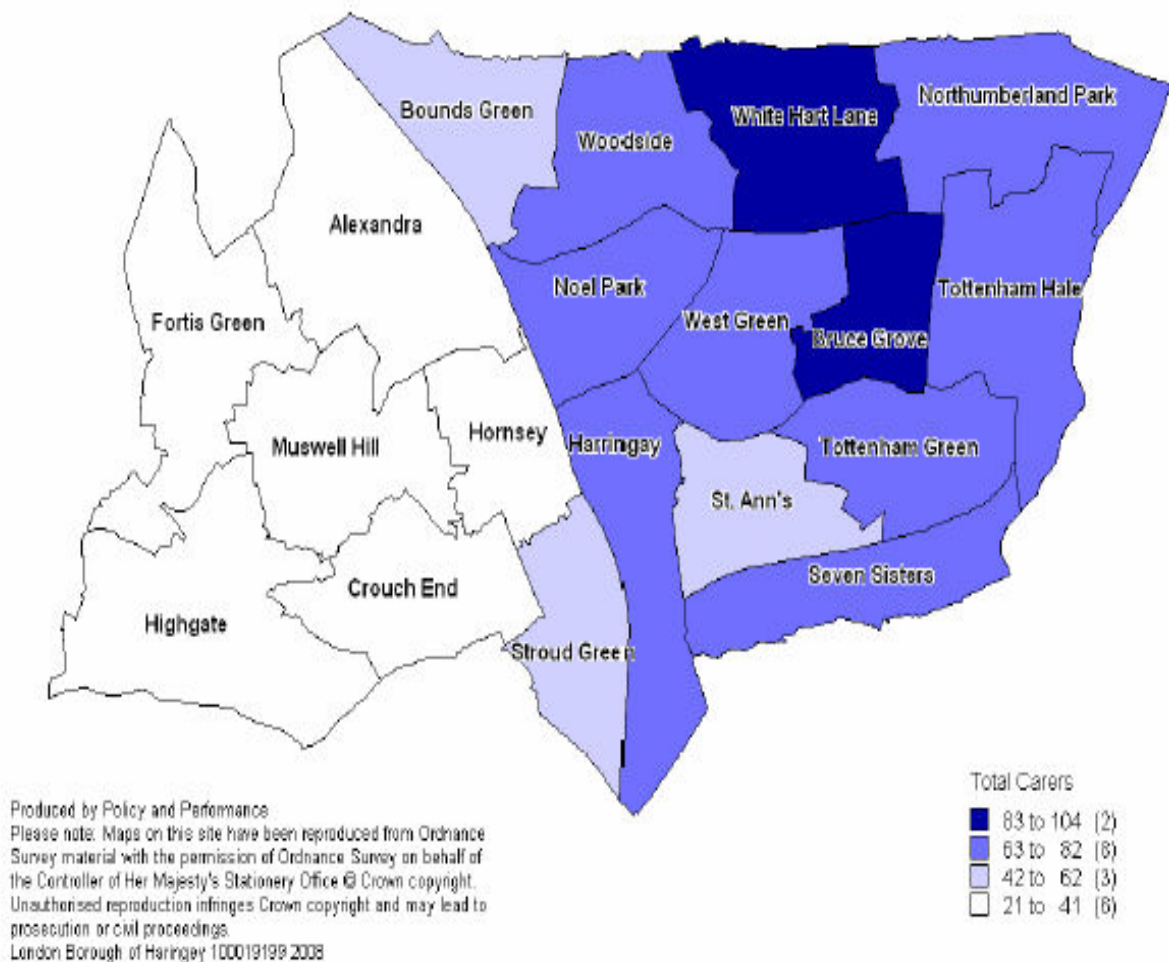
value of the care provided, calculated as replacement care, is estimated to have increased as follows:

	Value of replacement care 2007 (£m)	Value of replacement care 2002 (£m)	Increase (£m)	% increase
Haringey	£236.5	£184.2	£52.3	28

Haringey Carers Register

The Council keeps a register of carers so that we can better plan services for carers. There were 1201 people on Haringey's Carers' Register as at 31st March 2009, with a greater prevalence in the east of the borough as shown in the map on the following page. This is most likely to correspond with the higher level of service users in the east.

All Carers on Haringey Council's Carers' Register at 31 March 2009
Haringey Wards



Source: London Borough of Haringey

Developments and Achievements in Haringey since 2005

- Comprehensive "Essential Guide for Carers in Haringey 2007" - 3000 hard copies and accessible on the website
- Introduction of *Flexible carer's services* (2007)
- Haringey Carers Centre established as independent resource for carers (2007)
- Partnership working with voluntary sector providers
- Between 2005/6 and 2008/9 Haringey Council has doubled the number of carers who have received a service and quadrupled the numbers of carers receiving information and advice.

- Measurable improvement in performance on carers' assessments and services: from 4.8% on C62 in 2005-2006 (services only) to 21.7 % on National Indicator (NI) 135 in 2008-2009 (services *and* information and advice)
- Local Area Agreement target for carers' breaks exceeded in 2006-7 and 2007-8
- Training DVD on information-sharing with mental health carers produced as partnership project between carers, voluntary and statutory organisations (2007)
- Introduction of Carer of the Year award in 2007; year 3 in 2009
- Creation of Carers Champion (elected member) who chairs Carers Partnership Board (2008)
- North London Carers Learning Network 2005-2008: an innovative, voluntary sector project provided training for care-giving and vocational training
- 36 expressions of interest from carers to join the Carers Partnership Board translated into a carer membership of 19 on re-constituted Board (September 2008)
- 2 local consultations contributed to National Carers Strategy (2007)

1.4 Purpose of this Strategy

Haringey Carers Strategy is being reviewed to produce a strategy which:

- will improve support and services
- meets the aspirations of Haringey carers and the people they care for
- meets the requirements of the national carers strategy 2008
- will be an updated 5 year partnership strategy for the period 2009-2014
- will ensure carers' needs are included in the implementation of the personalisation of social care

1.5 Reason for the Change in Policy

A new strategy is needed:

- to enable all partners to deliver their statutory responsibilities to Haringey carers and the people they care for
- to assure the equitable and transparent use of the carers' element of the Area Based Grant
- for the effective monitoring of partners' joint resources
- to plan for the introduction of personalisation

2 Policy Statement

2.1 Aim

The **aim** of this Strategy is:

- to identify and support Haringey's unpaid carers in their caring role and in their life apart from caring
- to provide culturally appropriate support for all Haringey's diverse carers throughout their caring lives
- to involve Haringey carers in all developments affecting them and the people they care for
- to ensure that all partners to the strategy work together effectively to support carers

2.2 Vision

The vision of the 2008 national strategy is that by 2018 carers will have in place “a caring system on your side, a life of your own” and that “carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals’ needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring, whilst enabling the person they support to be a full and equal citizen.”

The vision of the Haringey Carers Strategy 2005-2008 was

‘Carers in Haringey are empowered to care and live a better life’.

This vision is as relevant now and into the future as it has been in the past.

It is proposed that the same vision be adopted for the 2009-2014 Haringey strategy.

2.3 Outcomes 2009-2014

The national strategy identifies four outcomes for adult carers which flow from the vision. They are the main national strategic goals for carers. The following table lists the national outcomes alongside what this might mean for carers in Haringey, the Haringey objectives. These are taken from the Haringey Carers Strategy 2005-2008, as well as national strategy objectives.

Table to show Outcomes from National Carers Strategy and suggested Haringey Objectives		
	National Strategy Outcomes	Haringey Objectives
1	Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role	<ul style="list-style-type: none"> • To ensure recognition and respect for carers • To provide flexible support and breaks to enable carers to carry on caring • To ensure carers are involved in the support planning for the people they care for • To provide carers with clear information to make better choices about the support they need • To involve carers in planning and monitoring services • To ensure that all organisations supporting carers work together to provide personalised and culturally appropriate support • To provide carers with support relevant to their age, gender, race, disability, sexuality and religion and the nature of the caring role
2	Carers will be able to have a life of their own alongside their caring role	<ul style="list-style-type: none"> • To provide support to enable carers to have a life apart from caring • To support carers' education, training and employment and leisure needs
3	Carers will be supported so that they are not forced into financial hardship by their caring role	<ul style="list-style-type: none"> • To provide carers with access to information and advice on income maximisation • To ensure that carers are enabled to choose to remain in, or return to, employment
4	Carers will be supported to stay mentally and physically well and treated with dignity	<ul style="list-style-type: none"> • To provide support for carers' emotional and physical health • To treat carers with dignity

2.4 Who and what is covered by the Strategy (its Scope)

A definition of **carer** needs to be agreed. Below is the proposed national definition and two current definitions used in Haringey:

Definition proposed by government

Government strategy 2008 definition for use across government, out for consultation

*A carer spends a significant proportion of their life providing unpaid support to family or potentially friends. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems.*³⁵

Local definitions

Barnet, Enfield and Haringey Mental Health Trust *Mental Health Carers Strategy 2007* definition

someone who provides practical unpaid help or emotional support to family members, neighbours or friends who are suffering from mental health difficulties; e.g. a carer may or may not live in the same home as the person they are caring for.

Haringey Carers Strategy 2005-2008 definition

A carer is someone who looks after a partner, parent, brother or sister, son or daughter (including adult children) or a friend who is disabled, and would not be able to live in the community without their help. They are unpaid.

Which carers in Haringey are covered by this strategy?

Carers aged 18 and over of people aged 18 and over where the cared for person lives in the borough of Haringey.

Who and what the strategy will not cover

- This strategy is for adults as outlined above and will **not** cover children and young people and their carers who are the responsibility of the Children's and Young People's Partnership.
- The strategy does **not** cover paid or employed care workers or employees in residential homes or volunteers in voluntary agencies

³⁵ *Carers at the heart of 21st century families and communities* DH 2008

3 Equalities Statement

We will update this section when Equalities Bill 2009 is enacted

All organisations who sign up to this strategy are committed, as service providers and employers, to ensuring that carers should not be discriminated against because of their caring responsibilities. We are also committed to ensuring that all carers have equality of access to services and support for their own needs and those of the people they support .

The diversity of carers' needs

Carers needs are as varied as the diversity of carers themselves. The following list, while not exhaustive, provides some indication of the possible range of circumstances of carers in Haringey:

- carers from all of Haringey's changing and diverse BME communities and all cultural and religious groups
- carers at all stages of the caring role (for example at the beginning and end. There is a turnover of a third each year)
- carers caring for people at end of life and with palliative care needs
- carers who themselves have an illness or disability, or a mental health problem or are dying
- carers of different ages, (for example from 18 to over 90 years)
- carers with different levels of income
- carers in different housing circumstances
- carers of people with different needs eg. who have;
 - dementia
 - HIV or AIDS
 - mental health issues and/or
 - misuse substances
 - learning disability
- lesbian and gay carers
- carers with cared for people in transition from Children to Adult Services
- carers who are full-time, part-time or casual employees of the Council, health and voluntary and community sector organisations

4 Links with the Other Strategies

All strategies in Haringey which come under the Haringey Strategic Partnership (HSP) need to flow from the priorities of the HSP and its Sustainable Community

Strategy (SCS). Any strategies concerned with well-being need to reflect the outcomes of the Well-being Strategic Framework. All strategies in which Haringey Council is a partner need to reflect the Council priorities. In this way there should be a golden thread running through the work of all the partners from the strategic level to service level. The following section outlines how the Carers Strategy links with the SCS and WBSF. The aim is to ensure that all the organisations involved are committed to effective support for carers.

4.1 Links with the Sustainable Community Strategy

Haringey Strategic Partnership is responsible for the Sustainable Community Strategy in Haringey. Its vision is:

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

The HSP has established six outcomes.

The Well-being Partnership Board (WBPB) is a strategic body reporting to the HSP. The WBPB contributes to all six outcomes and has adopted them as its priorities. Whilst all six outcomes are significant for carers, the Carers Partnership Board makes a key contribution to three of these outcomes in particular and reports to the WBPB. The following table below shows the links between the SCS priorities and the WBPB outcomes with the WBPB outcomes which have a particular relevance for carers in bold print.

Sustainable Community Strategy Priorities	Well-being Partnership Board Outcomes
People at the heart of change	<i>Improved quality of life</i> <i>Making a positive contribution</i> Freedom from discrimination or harassment Maintaining personal dignity and respect
An environmentally sustainable future	<i>Improved quality of life</i> Economic well-being
Economic vitality and prosperity shared by all	<i>Improved quality of life</i> Economic well-being
Safer for all	<i>Improved quality of life</i> Freedom from discrimination or harassment
Healthier people with a better quality of life	Improved health and emotional well-being <i>Improved quality of life</i> <i>Increased choice and control</i> Freedom from discrimination or harassment Maintaining personal dignity and respect
Be people and customer focused	<i>Making a positive contribution</i>

4.2 Links with Other Relevant Strategies

Sustainable Community Strategy 2007-2010 outcome: *Healthier people with a better quality of life*

Priority:

- *Support people to make healthy choices and lead healthy lives.*

Through improved community-based services we will support vulnerable members of the community so that they can remain at home and maintain their independence and we will give support and recognition to the role of carers.

Haringey Council Plan Key Priorities 2007-2010

- *Encouraging lifetime well being at home, work, play and learning;*
- *Promoting independent living while supporting adults and children when needed*

Key Well-Being Strategic Framework Outcomes

Outcome 2-Improved Quality of Life

Outcome 3-Making a positive contribution

Outcome 4-Increased choice and control

Corresponding national and other indicators

Local Area Agreement Improvement Target

Proposed Improvement Indicator:

NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information

National Carers Strategy 2008 outcomes for adult carers compared with Haringey Carers Strategy Priorities 2005-2008

National Carers Strategy outcomes proposed for the new Haringey strategy	Haringey Carers Strategy 2005-2008
Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role	<ul style="list-style-type: none"> • Information • Assessment of carers needs • Carers' health and short breaks • Voice of carers in service planning
Carers will be able to have a life of their own alongside their caring role	<ul style="list-style-type: none"> • Information • Assessment of carers needs • Carers' health and short breaks
Carers will be supported to stay mentally and physically well and treated with dignity	<ul style="list-style-type: none"> • Information • Carers' health and short breaks
Carers will be supported so that they are not forced into financial hardship by their caring role	<ul style="list-style-type: none"> • Information • Carers' employment and financial security

4.2.1 Links with Haringey's Well-being Strategic Framework

The Well-being Strategic Framework brings together the many strategies and plans of all organisations in the borough which deal with well-being by bringing them together under a coherent framework, organised around the following outcomes:

- **Improved health and emotional well-being**
- **Improved quality of life**
- **Making a positive contribution**
- **Increased choice and control**
- **Freedom from discrimination or harassment**
- **Economic well-being**
- **Maintaining personal dignity and respect**

Outcomes, Objectives and Priorities

The outcomes, objectives and priorities for carers in the Well-being Strategic Framework which are the responsibility of the Carers Partnership Board are as follows:

Outcome 2: Improved quality of life for carers and cared for

This means:

- Access to leisure, social activities and life-long learning and to universal, public and commercial services
- Security at home
- Access to transport
- Confidence in safety outside the home

Our objective is:

To promote opportunities for leisure, socialising and life long learning, and to ensure that people are able to get out and about and feel safe and confident, inside and outside their homes

The priorities are to:

- Promote cultural life and libraries as centres of learning, social, economic and cultural activity
- Enhance future facilities for improving well-being
- Enable people to undertake life-long learning opportunities
- Develop a greater range of social activities within the community
- Reduce fear of crime
- Work to increase access to information technology (IT) for everyone
- Improve transport in the borough so that people are able to get out and about
- Improve sports and leisure provision
- Enhance home care
- Provide culturally appropriate support for carers, including preparing for when they are no longer able to care

- Increase opportunities for people who live independently in their own homes

Outcome 3: Making a positive contribution

This means:

- Active participation in the community through employment or voluntary opportunities
- Maintaining involvement in local activities and being involved in policy development and decision making

Our objective is:

- To encourage opportunities for active living including getting involved, influencing decisions and volunteering

Our priorities are to:

- Create opportunities for having a say in decision making
- Promote user and carer involvement and engagement in service commissioning and delivery
- Increase opportunities for volunteering
- Ensure carers are involved in the support planning for the people they care for and empowered as a member of the care team

Outcome 4: Increased choice and control

This means:

- Maximum independence
- Access to information
- Being able to choose and control services
- Managing risk in personal life

Our objective is:

To enable people to live independently, exercising choice and control over their lives

Our priorities are to:

- Ensure service users and carers have a say, and are actively involved in developing their care plans
- Provide culturally appropriate care in the community
- Promote the use of direct payments as widely as possible
- Further access to employment through individual budgets
- Support individuals with long-term conditions in self-management
- Develop housing-related support services for vulnerable people

5 Measuring Performance

5.1 Links with Haringey's Local Area Agreement

What is a Local Area Agreement (LAA)?

Following the *Local Government and Public Involvement in Health Act* (2007) and local government White Paper *Creating Strong and Prosperous Communities* (2007), all local areas were required by law to have an LAA in place by June 2008. An LAA is a three year agreement and medium term delivery plan for the local Sustainable Community Strategy. It contains the targets agreed between the Haringey Strategic Partnership and the Government Office for London that Haringey is responsible for attaining. It can be found on the web at

<http://www.haringey.gov.uk/index/council/strategiesandpolicies/localareaagreement.htm>

The LAA target for carers

Haringey's LAA includes an improvement target for carers:

By 2011 we will have increased by 25% the number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year.

The government's rationale for having this indicator is because:

Support for carers is a key part of support for vulnerable people. Support for carers also enables carers to continue with their lives, families, work and contribution to their community. This measure provides a measurement of engagement with, and support to, carers.

Local Area Agreement Improvement Target

Proposed Improvement Indicator:

NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information.

5.3 Outcomes and Related Key Targets

This section contains key targets which will measure overall performance within each outcome. Other targets related to the key outcomes are included in the delivery plan.

6 Outcomes and Priorities decided by carers 2009 – 2014 and how these will be monitored

This section summarises how the strategy will be implemented. Full details are in the accompanying delivery plan.

6.1 Outcome 1

Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role

What this outcome means for the carers of Haringey

- To ensure recognition and respect for carers
- To provide flexible support and breaks to enable carers to carry on caring
- To ensure carers are involved in the support planning for the people they care for
- To provide carers with clear information to make better choices about the support they need
- To involve carers in planning and monitoring services
- To ensure that all organisations supporting carers work together to provide personalised and culturally appropriate support
- To provide carers with support relevant to their age, gender, race, disability, sexuality and religion and the nature of the caring role

Related Plans and Strategies

Experience Still Counts 2009-2012

Outcome 1 Priorities 2009 – 2014 decided by carers

Outcome 1	Key targets	Carers Partnership Board workstream responsible for monitoring targets
Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role	1.1 To promote recognition and respect for carers 1.2 To promote awareness of carers as a disadvantaged group <i>in their own right</i> and of the inequality gap for carers 1.3 To enable carers to access integrated and personalised services 1.4 To develop an effective	Information and Communication sub-group Personalisation sub-group

Outcome 1	Key targets	Carers Partnership Board workstream responsible for monitoring targets
	protocol in place which establishes clear responsibilities for assessing the needs of, and providing support for, carers aged under 18 including the period of transition from Children to Adult Services.	

6.2 Outcome 2

Carers will be able to have a life of their own alongside their caring role

What this outcome means for the carers of Haringey

- To provide support to enable carers to have a life apart from caring
- To support carers' education, training and employment and leisure needs

Related Plans and Strategies
Cultural Strategy 2009-2012 in development
Flexible working scheme Haringey Council 2007
Haringey's Housing Strategy 2009-2014

Outcome 2 Priorities 2009 – 2014 decided by carers

Outcome 2	Key targets	Carers Partnership Board Workstream responsible for monitoring targets
Carers will be able to have a life of their own alongside their caring role	<p>2.1 Ensure access to separate carer's assessment and flexible carer's service for eligible carers</p> <p>2.2 Increased number and availability of carers' breaks</p> <p>2.3 Carers have confidence that they can be supported when they have an emergency</p>	Carers and current services sub-group

6.3 Outcome 3

Carers will be supported so that they are not forced into financial hardship by their caring role

What this outcome means for the carers of Haringey

- To provide carers with access to information and advice on income maximisation
- To ensure that carers are enabled to choose to remain in, or return to, employment

Related Plans and Strategies
Experience Still Counts 2009-2012
Haringey Guarantee 2006
Welfare to Work for the Disabled Strategy 2005-15
Worklessness Statement 2007

Outcome 3 Priorities 2009 – 2014 decided by carers

Outcome 3	Key targets	Carers Partnership Board Workstream responsible for monitoring targets
Carers will be supported so that they are not forced into financial hardship by their caring role	<p>3.1 Carers supported with information and advice to maximise their income</p> <p>3.2 Carers supported to remain in or return to work</p> <p>3.3 Employees of Haringey Council who are carers are recognised and supported</p>	Access to education and employment sub-group

6.4 Outcome 4

Carers will be supported to stay mentally and physically well and treated with dignity

What this outcome means for the carers of Haringey

- To provide support for carers' emotional and physical health
- To treat carers with dignity

Related Plans and Strategies
Barnet, Enfield and Haringey Mental Health Trust <i>Mental Health Carers Strategy</i>

2007
Domestic Violence and Gender-Based Violence Strategy 2008-2012
Dying for a Drink: Haringey Alcohol Harm Reduction Strategy 2008-2011
Equal Opportunities Policy Haringey Council 2008
Life Expectancy Action Plan 2007-10
Haringey Joint Health and Social Care Mental Health Strategy 2005-2008 (being updated)
Haringey Multi-Agency Safeguarding Adults Policy and Procedures 2008
Personal and Sexual Relationships Policy (under development)
Safer for All: Haringey's Community Partnership Strategy 2008-2011

Outcome 4 Priorities 2009 – 2014 decided by carers

Outcome 4	Key targets	Carers Partnership Board Workstream responsible for monitoring targets
Carers will be supported to stay mentally and physically well and treated with dignity	<p>4.1 Carers can access a specialised carers' service or resource centre</p> <p>4.2 Carers can access ongoing emotional support</p> <p>4.3 Carers can access health and well-being services</p> <p>4.4 Carers can access psychological support and counselling</p> <p>4.5 Carers can access training for care- giving</p> <p>4.6 Carers are recognised and supported in primary care</p>	Personalisation sub-group

7 Monitoring the Strategy

The strategy will be reviewed after five years and the delivery plan every three years.

The Carers Partnership Board which reports to the Well-being Partnership Board will monitor the implementation of the strategy by:

- monitoring the delivery plan for the strategy and
- assisting in monitoring commissioning performance

The Carers Partnership Board meets every two months and the Well-being Partnership Board meets quarterly.

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[No Secrets: Guidance on developing Multi-Agency Policies and Procedures to Protect Vulnerable Adults from Abuse](#)

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9 Glossary

ABG	Area Based Grant
ACCS	Adult, Culture & Community Services
BCHS	Better Care, Higher Standards
BEHMHT	Barnet, Enfield & Haringey Mental Health Trust
BME	Black & Minority Ethnic
CPB	Carers Partnership Board
DAAT	Drugs and Alcohol Action Team
DH	Department of Health
EIA	Equalities Impact Assessment
EoL	End of Life
GHS	General Household Survey
GP	General Practitioner
HAVCO	Haringey Association of Voluntary and Community Organisations
HSP	Haringey Strategic Partnership
HTPCT	Haringey Teaching Primary Care Trust, now called NHS Haringey
JSNA	Joint Strategic Needs Assessment
LAA	Local Area Agreement
LSP	Local Strategic Partnership
LTC	Long Term Conditions
LGBT	Lesbian, Gay, Bi-sexual and Transgender
NI	National Indicator
NHS	National Health Service
NHS Haringey	The name for the former Haringey Teaching Primary Care Trust since April 1 2009
OHOCOS	Our Health, Our Care, Our Say
ONS	Office for National Statistics
OT	Occupational Therapy
PAF	Performance Assessment Framework
PCT	Primary Care Trust
Personalisation	The government programme to give people more control over their care and support by giving them Personal Budgets to choose how to spend on their support

RSL	Registered Social Landlord
SAB	Safeguarding Adults Board
SAP	Single Assessment Process
SARA	Self-Assessment, Rapid Access
SCS	Sustainable Community Strategy
SDC	Self-Directed Care
SDS	Self-Directed Support
SOVA	Safeguarding Vulnerable Adults
VCS	Voluntary & Community Sector
WBPB	Well-being Partnership Board
WBSF	Well-being Strategic Framework

Appendix A: Needs Assessment - Setting the Scene for the Strategy

Key Statistics

- Haringey's population is projected to expand by 6.6% or 14,900 residents by 2029, according to the Office of National Statistics projections (2004 sub-national population projections) and by 10.6% or 23,800 residents by 2031 according to the GLA projections (2005) estimates.
- The male population of Haringey is expected to grow faster than the female population; by 2029 there will be 6,400 more males than females in the borough.
- There will be a general shift upwards in the average age of Haringey's population over the next 25 years; the number of those aged between 40 to 69 will grow by 26.7%: that is 17,500 residents.
- 34.4% of Haringey's population belong to a Black and Ethnic Minority group.
- Haringey ranks as the fifth most diverse borough in London.
- Almost 50% of residents born outside the UK are from Asia and Africa.
- The top five countries of birth for new national insurance registrations are Poland, Turkey, Italy, France and Australia with Hungary and Lithuania increasingly important.
- There is a distinct polarisation, in terms of 'social grade', between the east and the west of the borough.
- Almost 30% of Haringey's households have dependent children and 13.6% of all households are lone parent households. There are projected growths in households by 2026 of lone parent households (+45%) and cohabiting couples (+118%). Married couple households will fall by 34%.
- 952 people in Haringey were living in a same-sex relationship in 2001³⁶
- There were 31 civil partnerships in Haringey in December 2005, when civil partnerships became legal³⁷, 188 in 2006³⁸ and 40 in 2007³⁹
- Haringey has high levels of mental ill-health⁴⁰. Mental ill-health is particularly common in some of Haringey's newer refugee communities whose members may have experienced trauma in their home countries
- The prevalence of limiting long-term illness and disability in Haringey is similar to its prevalence across London as a whole (Census 2001)
- There are larger than average numbers of households living in private rented accommodation in Haringey, compared with London as a whole, but in Haringey RSL housing is increasing in importance.

³⁶<http://neighbourhood.statistics.gov.uk/dissemination/LeadTableView.do?a=7&b=276756&c=Haringey&d=13&e=16&g=335694&i=1001x1003x1004&m=0&enc=1&dsFamilyId=201>

³⁷http://www.gro.gov.uk/Images/CP_PR_31Jan06_tcm69-31882.pdf

³⁸http://www.statistics.gov.uk/downloads/theme_population/Tables_2_to_5_Area.xls

³⁹<http://www.statistics.gov.uk/statbase/Product.asp?vlnk=14675>

⁴⁰ Haringey Public Health Report 2004

- 'Black and Black British' households are more likely than other groups to be living in social rented housing.
- 'White – Other' households are particularly likely to live in the private rented sector. 'White – British' and 'Asian and Asian British' households are most likely to be owner-occupier.
- The average home in Haringey cost £328,176 in February 2009
- The £27,368, average gross household income in Haringey is lower than the London average of £28,772.
- 46% of households do not have access to a car, compared with 37% in London.
- Since 2002/3 there has been a 102% increase in alcohol related hospital admissions in the NHS Haringey area.⁴¹

⁴¹ Source North West Public Health Observatory. Available: <http://www.nwph.net/alcohol/lape/index.htm>

Appendix B: Lead Contacts for Each Outcome

People to lead on each of the proposed outcomes need to be decided. Each lead person can serve as a single point of contact for any queries on different aspects of the strategy.

Outcomes	Lead/Organisation	Contact Details
Outcome 1 Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role	To be decided	To be decided
Outcome 2, Carers will be able to have a life of their own alongside their caring role	To be decided	To be decided
Outcome 3 Carers will be supported to stay mentally and physically well and treated with dignity	To be decided	To be decided
Outcome 4 Carers will be supported so that they are not forced into financial hardship by their caring role	To be decided	To be decided

Appendix C: Development of the Strategy

This strategy has been developed by the Carers Partnership Board, a sub-group of Haringey Strategic Partnership's Group Well-being Partnership Board.

Appendix D: Consultation about the Strategy

The consultation on the strategy started in January 2009 with a questionnaire on strategy goals to carers via GPs surgeries, community groups, libraries, and all carers on Carers Register. The consultation day looked in more detail at ideas for the delivery plan for the strategy, how we can all work to support carers over the next three years.

Consultation Day Monday 23 March

Over eighty carers took part in the Consultation Day at Bruce Castle Museum on Monday 23 March, with senior managers from ACCS, NHS Haringey, Haringey Association of Voluntary and Community Organisations and the elected member who is the Carers Champion.

Carers from the Carers Partnership Board, which is chaired by the Carers Champion, were involved in planning the discussion topics for the day under the outcomes for adults of the National Carers Strategy, which they had agreed as outcomes for Haringey's strategy. The outcomes are:

Outcome 1

Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role.

Outcome 2

Carers will be able to have a life of their own alongside their caring role

Outcome 3

Carers will be supported so that they are not forced into financial hardship by their caring role

Outcome 4

Carers will be supported to stay mentally and physically well and treated with dignity

Group discussions

Each group took one outcome and identified practical suggestions for how carers' needs under that outcome can be met. The suggestions will be included in the Delivery Plan for the revised Haringey Carers Strategy. Implementation will depend on funding being identified.

Ask the Audience

This interactive session, run by the Council Consultation team, elicited carers' views in confidence about specific suggestions for carer support.

The results of the consultation are informing the strategy, the Equalities Impact Assessment and the delivery plan.

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Haringey Carers Strategy

Haringey's strategy for supporting unpaid adult carers

Delivery Plan 2009-2012

incorporating stakeholder views from consultations

OUTCOME 1: BEING RESPECTED AND SUPPORTED Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role					
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATORS 2009-2012	LEAD	WBSF OUTCOME	
1.1 To promote recognition and respect for carers					
1.1(i) Identify hidden carers and enable carers to recognise themselves as carers <ul style="list-style-type: none"> Maintain the profile of carers and caring through press and media coverage of carers' events, launch of new carers' services, Carer of the Year Award etc Promote the Carers Register as a means of networking carers with borough-wide support and services and accessing carers' discounts Train front line staff across the Council, NHS, MH Trust, Homes for Haringey and Jobcentre Plus to recognise and signpost carers Nominate carers champions in key settings e.g. GP receptions, Customer Services, Library information desks, Haringey Adult Learning Service (HALS) Review GP protocol for referring carers to Adult Social Care 	Within existing resources	Percentage increase year on year in newly identified carers as proportion of total number of carers on Carers Register Baseline 2008-9: 1283 carers on Register @31.3.'09 Percentage increase year on year in number of carers on Carers Register as indicator of reach of key initiatives Baseline 2008-9: 1283 carers on Register @ 31.3.'09	Commissioning Manager Adult, Culture and Community Services (ACCS) Assistant Director, Adult Services ACCS Deputy Director Practice-based and Acute Commissioning NHS Haringey Head of Commissioning South East Haringey Director of Nursing Barnet, Enfield and Haringey Mental Health Trust	Improved quality of life	
1.1(ii) Reach out to hidden carers <ul style="list-style-type: none"> Planned outreach to under-supported groups and new communities and wards with high concentrations of carers Extend distribution networks for Carers Register mailings through partnership working (LBH/NHS Haringey/MH Trust Communications teams & CVS networks inc. Haringey Forum for Older People Targets developed for identifying 'hidden' carers in new contracts with providers 	Within existing resources	As above	Commissioning Manager ACCS Information and Communication sub-group Carers Partnership Board	Improved quality of life	
1.1(iii) Bring about or accelerate culture change in attitudes and	Within existing	NI 4: % of people	Information and		

OUTCOME 1: BEING RESPECTED AND SUPPORTED				
Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATORS 2009-2012	LEAD	WBSF OUTCOME
behaviours towards carers <ul style="list-style-type: none">Awareness raising of carers' contribution at societal and individual levelsDevelop 'Day in the life' and case studies as a means of attracting public interest /challenging perceptions via local mediaTrain carers as trainersCarers present/co-present carer awareness training to be rolled out to front line staff -see 1.1(i)	resources	who feel they can influence decisions in their locality Baseline: 40.5% (2008 Place Survey) 2009-10: 42.9% 2010-11: 45.1% 2011-12: tbc	communication sub-group Carers Partnership Board Carers Centre Director Media and Public Relations representatives: Haringey Council NHS Haringey Barnet, Enfield and Haringey Mental Health Trust	Making a positive contribution
1.1(iv) Increase opportunities for carer involvement and representation in decision-making <ul style="list-style-type: none">Include carers in User Payment Policy roll-out to recognise their contribution to service planning and developmentArrange training and confidence building for carer members of the CPBEnable carer members of CPB to act as representatives on other Partnership Boards of the Haringey Strategic Partnership (HSP)Review carer representation on CPB in Feb.'10 and annuallyCarers Partnership Board to ensure appropriate representation for formal consultations as appropriateOffer support with transport, translation & interpreting and replacement care as standard to all carers participating in consultative forumsContinue to develop opportunities for carers to participate in area assemblies, Overview and Scrutiny reviews, NHS Haringey consultations and Theme GroupsPromote understanding of roles of LINKs and Community Link ForumDevelop a framework for carers to evaluate services and to be involved in service development	Within existing resources	NI 4: % of people who feel they can influence decisions in their locality Baseline: 40.5% (2008 Place Survey) 2009-10: 42.9% 2010-11: 45.1% 2011-12: tbc	Commissioning Manager, ACCS Associate Director of Public Health Adults and Older People NHS Haringey Co-chairs, Making a Positive Contribution sub-group, Haringey Strategic Partnership (HSP) Director, Black and Minority Ethnic Carers Support Service Consultation Manager Communications and Consultation Unit Haringey Council	Making a positive contribution

OUTCOME 1: BEING RESPECTED AND SUPPORTED				
Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATORS 2009-2012	LEAD	WBSF OUTCOME
1.2 To promote awareness of carers as a disadvantaged group in their own right and of the inequality gap for carers				
<p>1.2(i) Following the Equalities Impact Assessment, develop an action plan to challenge discrimination against carers:</p> <p>To include:</p> <ul style="list-style-type: none"> • Recognition of the role and contribution of carers • Awareness of the barriers that caring creates to more equal outcomes between carers and non-carers • Joint strategic needs assessment to reflect diversity of carers and their needs • Establish a consistent definition of term 'carer' across the Haringey Strategic Partnership • Inclusion of carers as a separate equalities strand in Equal Opportunities Policies • 'Carer proofing' (impact assessment) of local policy, practice and procedure • Publicise and promote flexible working to Haringey employers whose staff have caring responsibilities • Local Carers Charter 	Within existing resources	<p>NI 140 Fair treatment by local services Baseline: 60.4% (2008 Place Survey) 2009-10: 62.6% 2010-11: 65% 2011-12: tbc</p>	<p>Commissioning Manager, ACCS</p> <p>Carers Champion, Haringey Council</p> <p>Corporate Equalities Board member</p> <p>Associate Director of Public Health, Adults and Older People, NHS Haringey</p>	Freedom from discrimination or harassment
1.3 To enable carers to access integrated and personalised services				
<p>1.3 (i) In preparation for Personalisation, ensure carers can access comprehensive and reliable information about support and services when they need it</p> <ul style="list-style-type: none"> • Information and communication sub-group of CPB to lead on review of information currently available to carers and make recommendations • Existing carers' services able to provide core information offer (voluntary and statutory) • Quality standards for information set in new contracts for providers • Maintain Carers Register as opportunity to provide newly registered carers with individually tailored information • Update the <i>Essential Guide for Carers in Haringey</i> in paper formats • Ensure information is available at key access points: GP surgeries, 	Within existing resources	<p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information Baseline : 2008-9 22.2% (844 services+ 320 advice and information)</p>	<p>Information and communication sub-group Carers Partnership Board</p> <p>Personalisation sub-group Carers Partnership Board</p> <p>Commissioning Manager ACCS</p>	Increased choice and control

OUTCOME 1: BEING RESPECTED AND SUPPORTED Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role					
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATORS 2009-2012	LEAD	WBSF OUTCOME	
hospital discharge, Customer Service centres, call centre, libraries, Adult referral and assessment teams <ul style="list-style-type: none"> Market personalisation to carers to overcome concerns that it means extra responsibilities for them 					
1.3(ii) With the introduction of Personalisation, provide a "universal offer" of advice and information for carers as well as a personalised service for carers with differing needs: <ul style="list-style-type: none"> Provide a range of information from a single source to save carers' time Develop web-based provision of information Publicise national helpline and web service Develop information about support services for BME communities, LGBT carers, disabled carers, men and women carers Provide information in translation and in accessible formats 	Within existing resources	NI 135 Carers receiving needs assessment or review and a specific carer's service, or <i>advice and information</i> Baseline : 2008-9 22.2%	Programme Co-ordinator, Personalisation, Haringey Council Assistant Director Adult Services	Increased choice and control	
1.3 (iii) To ensure carers have a choice of modernised, reliable, culturally appropriate services which support them and inspire confidence <ul style="list-style-type: none"> Further develop commissioning plans for carers' services through the commissioning cycle Carers involved in commissioning activities Identify the range of interventions needed to deliver integrated and personalised services i.e. brokerage, advocacy, information, caring support and training Review funding for advice, information and signposting provided in the voluntary sector Increase the evidence base for carers commissioning e.g. quality measures of carers' experience of services Identify gaps in information about carers and the diversity of their needs that can be filled 	Within existing resources	Carer User Experience Survey Baseline (pilot): to be confirmed NI130 Social care clients receiving Self Directed Support Baseline 2008-9: 717 carers	Commissioning Manager, ACCS Programme Co-ordinator, Personalisation, Haringey Council	Improved quality of life Increased choice and control	
1.3 (iv) To put in place an effective protocol which establishes clear responsibilities for assessing the needs of, and providing support for, carers aged under 18 including the period of transition from Children to	Within existing resources		Commissioning Manager Children & Young		

OUTCOME 1: BEING RESPECTED AND SUPPORTED Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATORS 2009-2012	LEAD	WBSF OUTCOME
Adult Services			People's Service Adult Service Managers	

OUTCOME 2: BALANCING CARING WITH A LIFE APART FROM CARING Carers will be able to have a life of their own alongside their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
2.1 Ensure access to separate carer's assessment and flexible carer's service for eligible carers				
2.1(i) Ensure holistic carer's assessment offered as Haringey standard by assessment & care management teams <ul style="list-style-type: none"> Carer reasons for declining assessment recorded as outcome of carer's referral on Electronic Social Care Record (Framework-i) Carers routinely signposted to direct access universal services Carers provided with a copy of their support plan and told what will happen next Option of Individual Budget (inc. Direct Payments) for cared for and carer routinely discussed Where a cared for person receives community care services, ensure a carer's assessment is completed for carers who provide regular and substantial care Carers informed of outcome of community care assessments /reviews and told what will happen next Recording of unmet need to inform service developments 	Within existing resources	Carers User Experience Survey Baseline (pilot): to be confirmed NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information Baseline : 2008-9 22.2% NI130 Social care clients receiving Self Directed Support Baseline 2008-9: 717 carers	Commissioning Manager ACCS Service Manager Adult Services	Improved quality of life Increased choice and control

OUTCOME 2: BALANCING CARING WITH A LIFE APART FROM CARING Carers will be able to have a life of their own alongside their caring role					
KEY INITIATIVES	RESOURCES	NATIONAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME	
2.1(ii) Delegated assessments of 'hidden' carers provided by voluntary sector partners <ul style="list-style-type: none"> Review end to end process, carers' eligibility and quality of assessments with partners Set targets and monitor performance quarterly Service level specification in future provider contracts 	Within existing resources	Percentage increase year on year Carers User Experience Survey Baseline (pilot): to be confirmed	Commissioning Manager ACCS Carers Partnership Board sub-group on Carers and Current Services (including Transition)	Improved quality of life	
2.1(iii) Increase expertise of work force undertaking carer assessments <ul style="list-style-type: none"> Carer awareness in induction training for new staff Carer awareness training available in adult social care short course programme Training in teams Performance workshop on carer assessments and support planning Carers' individual needs identified and range of services required to meet them (beyond breaks) Carers' right to an ordinary family life with other family members recognised in assessment and provision of services 	Within existing resources	Carers User Experience Survey Baseline(pilot): to be confirmed	Commissioning Manager ACCS OD & L Consultant Social Care Sector Head of Systems Development & Performance ACCS	Improved quality of life	
2.1 (iii) Make preparations for the introduction of self-directed support for carers <ul style="list-style-type: none"> Involve carers in the design of the carer's self-assessment questionnaire (SAQ) Hold information and feedback sessions for carers involved in pilot projects Develop good quality information for carers about self-directed support and universal and targeted services Regular telecare demonstrations and roadshow Work with provider organisations to update service descriptions and publicity Consider peer and community support available to carers in commissioning plans 	Within existing resources	NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information Baseline : 2008-9 22.2% Carers User Experience survey baseline: to be confirmed	Commissioning Manager, ACCS Programme Manager, Personalisation	Increased choice and control	
2.2 Increased number and availability of carers' breaks					
2.2(i) Joint planning between the Council and NHS Haringey to use pooled funding to provide breaks for carers:	Within existing resources	NI 119 Self-reported measure of people's	Commissioning Manager	Improved health and	

OUTCOME 2: BALANCING CARING WITH A LIFE APART FROM CARING Carers will be able to have a life of their own alongside their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
<ul style="list-style-type: none"> Short breaks provided by in-home replacement care Short breaks provided by carers' organisations: social activities, pampering, opportunities for volunteering, learning and skills development (direct access) Overnight replacement care Rolling breaks Access to regular breaks via domiciliary care package or residential respite for cared for Flexible carer's service can be used to fund break Explore alternative models for break provision e.g. carers registered with Haringey Time Bank accrue credit which can be exchanged for breaks, HomeShare personalised respite (Redbridge Crossroads), breaks fund administered by carers organisation Promote the uptake of direct payments and Individual Budgets to give carers flexible choice and control over breaks 		<p>overall health and well-being Baseline 2008-9 80%</p> <p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information Baseline : 2008-9 22.2%</p>	<p>ACCS Commissioning Manager NHS Haringey</p>	<p>emotional well-being Improved quality of life Increased choice and control</p>
2.3 Carers have confidence that they can be supported when they have an emergency				
<p>2.3(i) Mainstream planning for a carer emergency within carer's assessment and self-assessment</p> <ul style="list-style-type: none"> Redesign business processes Arrange briefings for staff Ensure information available at key access points: GP surgeries, hospital discharge, Customer Service centres, call centre, libraries, Adult referral and assessment teams and on the website Collect and analyse data about carers' needs for replacement care to inform future commissioning 	Within existing resources	<p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information Baseline : 2008-9 22.2%</p> <p>NI 127 Self-reported experience of social care users No baseline till end of 2009-10</p>	<p>Commissioning Manager ACCS Personalisation Programme co-ordinator Service Manager, Community Alarm Service</p>	<p>Improved quality of life Increased choice and control</p>

OUTCOME 3: CARERS FINANCIAL SECURITY				
Carers will be supported so that they are not forced into financial hardship by their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
3.1 Carers supported with information and advice to maximise their income				
<p>3.1(i) Carers have ready access to welfare benefits advice:</p> <ul style="list-style-type: none"> Carer specific services are well publicised and co-ordinated (time/geographical location) Carer specific services are quality assured Carer specific services are flexible (home/telephone/office appointments) Provide information, advice and help with form-filling Reach out to under-served groups Work in partnership to deliver special events e.g. Carers Rights Day Quarterly performance reviews to identify value for money and inform commissioning strategy 	Within existing resources	<p>NI 127 Self reported measure of social care users</p> <p>No baseline till end of 2009-10</p> <p>Carer User Experience Survey Baseline (pilot): to be confirmed</p> <p>Better off calculations</p>	<p>Commissioning Manager ACCS</p> <p>Provider Leads</p> <p>Age Concern</p> <p>Benefits and Local Taxation Manager Haringey Council</p>	Economic well-being
<p>3.1(ii) Develop internal and external partnerships in order to run themed events for carers e.g. <i>Making the most of your money</i> and increase carers' material benefits</p> <ul style="list-style-type: none"> Protocol for joint working already in place between Haringey Council and Benefits Agency Include carers in Claim it campaign Investigate possibility of cross-referencing databases (DWP/Homes for Haringey/Housing Associations/Carers Register) to identify carer households for anti-poverty initiatives (Warm Front Scheme, Decent Homes etc) and targeted carers' information 	Within existing resources	Better off calculations	<p>Finance Assessment Team Manager</p> <p>Service Manager Housing and Health, Urban Environment</p>	Economic well-being
3.2 Carers supported to remain in or return to work				
<p>3.2(i) Carers' eligibility for services reviewed for working carers and returners:</p> <ul style="list-style-type: none"> Minimise risk to employment as consequence of caring responsibilities Carers' aspirations to return to work or undertake work-related training validated in carer's assessment and support planning (self-assessment and resource allocation under Self-directed Support) Option of <i>flexible carer's service</i> (or Individual Budget) publicised to carers 	Within existing resources	<p>NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information</p> <p>Baseline 2008-9 22.2%</p>	<p>Service Manager, Adult Services</p> <p>Head of Learning Disabilities Partnership</p> <p>Mental Health Service Manager</p> <p>Personalisation Programme co-ordinator</p>	<p>Increased choice and control</p> <p>Economic well-being</p> <p>Improved quality of life</p>

OUTCOME 3: CARERS FINANCIAL SECURITY					
Carers will be supported so that they are not forced into financial hardship by their caring role					
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME	
<ul style="list-style-type: none"> Information about eligibility for services of cared for person and carer publicised to carers support organisations Briefings for referral and assessment teams 				Freedom from discrimination or harassment	
3.2(ii) Develop partnership working with Jobcentre Plus (JCP) <ul style="list-style-type: none"> Recruit the Haringey Care Partnership manager or representative to the Carers Partnership Board Clarify employment support services available to carers in local Jobcentre Plus offices Work towards improved information about flexible job vacancies in Jobcentre Plus job banks Provide information about flexible working and job opportunities via the Carers Register and on-line 	Within existing resources	JCP indicators	Haringey Care Partnership Manager Department for Work and Pensions Commissioning Manager ACCS	Increased choice and control	
3.2 (iii) Develop employment support, adult guidance, learning and training opportunities for carers <ul style="list-style-type: none"> Develop a co-ordinated and collaborative approach Incorporate into the carers commissioning plan 	Within existing resources		Commissioning Manager ACCS Head of Haringey Adult Learning Service (HALS) Assistant Director, Learner Information and Support, CONEL Welfare to Work Co-ordinator HC Programme Manager Haringey Guarantee HC Black and Minority Ethnic Carers Support Service	Increased choice and control	
3.3 Employees of Haringey Council who are carers are recognised and supported					
3.3(i) Improve recognition for Council employees who are carers <ul style="list-style-type: none"> Scope areas for development Virtual or actual buddy system or support network Implications of Coleman judgement and Equalities Bill in terms of 	Within existing resources	Satisfaction rating of respondents to specific question in annual staff survey	Commissioning Manager ACCS Carers Champion Head of HR	Increased choice and control	

OUTCOME 3: CARERS FINANCIAL SECURITY				
Carers will be supported so that they are not forced into financial hardship by their caring role				
KEY INITIATIVES	RESOURCES	NATIONAL/LOCAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
<ul style="list-style-type: none"> a Carers Register of employees 'Carer proofing' (impact assessment) of HR policies Time off with pay for employees who are carers to attend Council-run consultations, information and awareness-raising events (max. 2 per year) Annual invitation via pay slips to carers to 'Get connected' 				Improved quality of life Economic well-being

OUTCOME 4: CARERS WELL-BEING Carers will be supported to stay mentally and physically well and treated with dignity				
KEY INITIATIVES	RESOURCES	NATIONAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
4.1 Carers can access a specialised carers' service or resource centre				
4.1 (i) Provide an integrated support service tailored to carers' specific needs, delivering <i>early identification of carers; advocacy, empowerment, involvement; ongoing emotional support</i> <ul style="list-style-type: none"> one point of call for carers increased level of funding and increased level of service provision resource centre model self-organising groups information, advice, signposting, health liaison continuity of support robust monitoring of take up and outreach to under-represented groups 	Within existing resources	NI 119 Self-reported measures of people's overall health and well-being Baseline 2008-9 80%	Commissioning Manager ACCS	Improved health and emotional well-being Improved quality of life Increased choice and control Freedom from discrimination or harassment
4.2 Carers can access ongoing emotional support				
4.2(i) Ensure a range of social and emotional support: peer support groups and activities; pampering days, alternative therapies, stress busting; regular support during vulnerable periods; pre-and post-bereavement support;	Within existing resources	NI 119 Self-reported measures of people's overall health and well-being Baseline 2008-9 80%	Commissioning Manager ACCS	Improved health and emotional well-being
4.3 Carers can access health and well-being services				
4.3(i) Enable access to a range of healthy living activities, especially free and low cost services, advice and information: <ul style="list-style-type: none"> Health walks from libraries Free swimming (over 60s), carers' discounts on sport and leisure centre admission Relaxation classes 	Within existing resources	NI 119 Self-reported measures of people's overall health and well-being Baseline 2008-9 80%	Commissioning Manager ACCS	Improved health and well-being
4.4 Carers can access psychological support and counselling				
4.4 (i) Enable access to appropriate psychological support, including	Within existing	NI 119 Self-reported	Commissioning Manager	Improved

OUTCOME 4: CARERS WELL-BEING Carers will be supported to stay mentally and physically well and treated with dignity				
KEY INITIATIVES	RESOURCES	NATIONAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
counselling: <ul style="list-style-type: none"> Access to Haringey IAPT (Improving Access to Psychological Therapies), GP services, low cost community-based schemes Access to CRUSE for bereavement counselling 	resources	measures of people's overall health and well-being 2008-9 baseline 80%	ACCS NHS Haringey	health and well being
4.5 Carers can access training for care-giving				
4.5 (i) Enable access to or co-ordinate a programme of training to support carers in their caring role: <ul style="list-style-type: none"> Moving and Handling First Aid Nutrition Medication Use of specialist equipment Caring with Confidence/ Expert Patient Programme 	Within existing resources	NI127 Self-reported experience of social care users No baseline till end of 2009-10	Commissioning Manager ACCS	Increased choice and control
4.6 Carers are recognised and supported in primary care				
4.7 (i) Develop a project plan to improve support for carers by the NHS (informed by "Supporting Carers: An action guide for general practitioners and their teams" 2008 RCGP) <ul style="list-style-type: none"> Lead commissioner for carers identified in Primary Care Trust (NHS Haringey) Carers' champions –on PCT and Trust Boards, in GP surgeries, including practice nurses, professionals allied to health and receptionists Carers support and advice workers in acute and community settings Identification of carers and co-carers Effective use of GPs' carers registers Dedicated time for practice nurses to support carers Annual health check for carers Information prescriptions Care passports (let carers help cared-for person express their care needs and staff know they can share information with the carer) 	Within available resources	NI 119 Self-reported measures of people's overall health and well-being Baseline 2008-9 80% NHS Quality Markers	Project Group: Head of Commissioning ACCS Deputy Director, Practice-based Commissioning and Acute Commissioning, NHS Haringey Associate Director of Public Health, Adults and Older People, NHS Haringey Carer representative, Carers Partnership Board	Improved health and emotional well-being Improved quality of life Increased choice and control

OUTCOME 4: CARERS WELL-BEING				
Carers will be supported to stay mentally and physically well and treated with dignity				
KEY INITIATIVES	RESOURCES	NATIONAL INDICATOR 2009-2012	LEAD	WBSF OUTCOME
<ul style="list-style-type: none">• Flexible use of technology e.g. home consultations• Development of carer pathways				



Haringey Council

[No.]

Agenda item:

CABINET

On 16th June 2009

Report Title: Playbuilder Project

Report of : **Mun Thong Phung, Director of Adult, Culture & Community Services.**

Signed : _____

Contact Officer : Paul Ely

Tel: 020 8489 5690

email: paul.ely@haringey.gov.uk

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose of the report

- 1.1 To agree the investment of the Playbuilder funding for the development of eleven (11) new or existing play sites/spaces in the Borough as identified in section 4.1 and Appendix 1.
- 1.2 To endorse the process for identifying a further eleven (11) play sites/spaces in Haringey as set out in section 5.3 for Year 2.
- 1.3 To waive Contract Standing Order 11.03 and delegate authority for the awarding of contracts over £250,000 to the Director of Adult, Culture and Community Services and the Lead Members for Leisure, Culture and Lifelong Learning and Children and Young People.
- 1.4 To not seek a financial contribution from leaseholders towards the capital costs of Playbuilder Schemes located on housing estates.

2. Introduction by Cabinet Member (if necessary)

- 2.1 Playbuilder is a Department of Children, Schools and Families (DCSF) funded project for three years from 2008 – 2011. The intention is to develop high quality and safe public play spaces for children and parents. Developments are expected to be complete or substantial, replacing old equipment for new or the building of a completely new play area.
- 2.2 The London Borough of Haringey has been awarded a capital grant of £1,138,000 and revenue of £46,000 over the next 2 years. We are charged to provide a minimum of 22 projects during the length of the Playbuilder programme. In the first year, the

DCSF requires a minimum of eleven play spaces to be completed and in use by 31 March 2010.

- 2.3 The Playbuilder grant along with already secured match funding over the 2 years of £550,000 from Haringey's capital fund will enable us to support the capital investment needs required to improve play spaces across the borough.

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

- 3.1 The Play Strategy sets out Haringey's strategic vision for Play, recognising the importance of play for the individual child and its strategic significance in contributing to the improvements set out in the strategic plan for Children and Young People in Haringey: Changing Lives¹. Play is recognised as being an important process and tool which can help improve the quality of children's, family and community life.
- 3.2 LB Haringey's Revised Deposit Unitary Development Plan recognises that "everybody in the borough should have good access to well-maintained, good quality, and sustainable open space" (section 7.2) and that "play spaces and open spaces predominantly for the benefit of children are often undervalued, and as such have been seen as a disposable resource. However, there continues to be a shortage of both supervised and unsupervised play spaces throughout the borough. It is important that adequate, suitable and safe play spaces for children are not unduly lost from the borough, and that new areas are provided where additional development creates a demand for them (section 8.32).
- 3.3 The Open Space Strategy recognises that open space, both within parks and on housing estates, provides major opportunities for both fixed play and informal play provision and that visiting a playground is one of the principal reasons for visiting a park (point 2.15)
- 3.4 The Sustainable Community Strategy² and Changing Lives – our children's plan states: "that children need safe places to play and that we need to make our roads safer and provide facilities they enjoy using".
- 3.5 The above strategies for all services outside statutory schooling and play, are central to the play strategy. This brings together opportunities in our newly established children centres, integrated youth services, extended schools and play. The Strategy takes account of the significant projected increases in child population over the next ten years and assesses existing provision in the light of emerging population changes recognising that playable space needs must be addressed as part of a balanced approach to urban management and place shaping.

4. Recommendations

Cabinet is recommended to approve the following:

- 4.1 To confirm the eleven Year 1 sites identified for Playbuilder investment in 2009 – 10. These are:
- Hartington Park N17 - Tottenham Hale
 - Tewkesbery Road N15 – St Ann's
 - Paignton Park N15 – Seven Sisters
 - Tower Gardens N17 - White Hart Lane
 - Bruce Castle Park N17 – White Hart Lane

¹ Changing Lives : the Haringey children and young people's plan 2006-09

² Sustainable Community Strategy 2007-2016: Haringey Council

- West Green Open Space N15 - St Ann's
 - Appleby Close (HFH site) N15 – St Ann's
 - Railway Fields N4 - Harringay
 - Campsbourne Estate (HfH site) N8 - Hornsey
 - Lordship Rec. N17 – West Green
 - Muswell Hill Playing Fields N10 – Muswell Hill
(see Appendix 1 for indicative levels of capital investment)
- 4.2 The development of an open bidding process, using agreed criteria for prioritising sites, for the year 2 programme.
- 4.3 Waiver of Contract Standing Order 11.03 and delegate authority for awarding contracts over £250,000 to the Director of Adults, Culture and Community Services and the Lead Members for Leisure, Culture and Lifelong Learning and Children and Young People.
- 4.4 Not recharging leaseholders for a contribution towards the capital costs of the improvement works on housing estates.

5. Reason for recommendation(s)

- 5.1 Delivering the eleven year 1 sites will be challenging because of the limited time available for delivery to the end of March 2010. The key stages for each project to work through are: Consultation, design, preparation of tender documentation, tendering, tender evaluation and report, seeking approval to spend, preparation of contracts, contractor lead in time and works on site. Because of this challenging timetable, it will be essential to confirm Year 1 sites in June. The initial programme for all the proposed sites is attached at appendix 2.
- 5.2 There is no time or funding tolerance for the programme. Capital monies allocated during 2009 -10 must be spent within the year – all first year projects must be completed and in use by 31 March 2010. There is a severely limited facility for carrying forward monies into the next financial year and any unspent money must be returned to the DCSF.
- 5.3 For year 2 sites, an open bidding process will seek development proposals from any organisations that could fulfil the Playbuilder criteria and would include:
- Parks & Open Spaces
 - Housing Estates
 - Housing Associations
 - Community and voluntary sector organisations
- All sites would be required to demonstrate that works can be completed within the required timescale and that there is a maintenance schedule in place.
(For indicative purposes, a list of possible year 2 sites is attached as Appendix 3).
- 5.4 The programme procurement approach has been considered by officers, including from the Council's Corporate Procurement Group, and external designers. The key factors taken into account in determining the approach have been the Playbuilder criteria, obtaining value for money and the ability of a single contractor to deliver all the year one sites. This is considered further in section 6 of the report.
- 5.5 A key criteria of the Playbuilder programme is that the improved site offers open access to all children and young people who may wish to use it. This indicates that even where an improved site is located on a housing estate that it can and will be used by children and young people not living on the estate.

Research with other London Councils who have already implemented a year 1 programme indicates that leaseholders have not been recharged for schemes based on housing estates. For this reason, it is proposed that, for the Playbuilder programme, that contributions will not be sought from leaseholders.

6. Other options considered

6.1 The principal options reviewed have been against the selection of sites and the approach towards procurement.

6.2 In respect of site selection, initial consideration was given to having an open bidding process for the whole programme in years one and two. However because of the time constraints to deliver the year one programme and the potential risk of losing funding in the event of non delivery, it was not considered feasible to have an open process for year one of the programme.

6.3 In respect of the approach towards procurement, the following elements were considered:

- Core criteria for the Playbuilder scheme including involving the community, including young people in the design, the emphasis on “natural” play and the need for designs to integrate with their surrounding environment. All these factors mitigate against an “off the shelf” approach
- Securing value for money - Tendering each project individually would reduce opportunities for the economies of scale that could be obtained by batching projects together
- Reducing the risk of not completing projects by 31/03/10 Engaging a single contractor for all the projects would increase this risk in the event of poor performance by the contractor

The approach now agreed is to batch the individual projects into 2 main contracts and to tender to contractors on the Council’s pre qualified list of landscape contractors.

The tender will be assessed using price and quality measures.

7. Summary

7.1 The Haringey Play Strategy aims to meet the play and learning needs of children and young people. This strategy signified the start of a four year planning process and local partnership that will ensure that the future child population will be adequately served with good quality, accessible play provision.

7.2 The Play Strategy was endorsed by Cabinet in December 2006 and links to the Children and Young People’s Plan, the Open Space Strategy, and the recently announced NI 199 that measures satisfaction with play provision.

7.3 Playbuilder is a Department of Children, Schools and Families (DCSF) funded project for three years from 2008 – 2011. The intention is to develop high quality and safe public play spaces for children and parents. Developments are expected to be complete or substantial, replacing old equipment for new or the building of a completely new play area. This will build upon investment made by the Council and external funders in recent years across a range of parks and open spaces including Markfield Park, Chestnuts Park, Priory Park, Finsbury Park, Lordship Rec, Russell Park and Belmont Rec.

7.4 The following criteria applies to all Playbuilder project sites:

- Funding must be used to develop new or existing public play area
- space within Haringey;
- Play spaces must be open, free and accessible;
- There must be local need and strong support for the play space from the local community;
- Must be able to demonstrate how children, young people, parents and the local community will be engaged in the design and construction of facilities;
- The play space needs to be innovative and exciting with both stimulating and natural play equipment and landscaping to ensure the site will provide physically active play opportunities which are attractive to children, including 8 – 13 year olds;
- Need to demonstrate how play spaces will be maintained once the funding has been used.

7.5 As part of the project development process, a ward based needs assessment exercise has been undertaken using a number of relevant criteria in order to help determine relative need for new or enhanced provision in different parts of the Borough this included levels of obesity, car ownership, deprivation, number of children in area, overcrowding, deficit of play provision, household tenure, play area per 1,000 of 0 – 16 year olds and the quality of play provision (please see Appendix 4).

However for a number of reasons, this should be regarded as indicative rather than providing concrete evidence of need. These reasons include:

- Analysis at ward level may not be indicative of circumstances at more localised levels
- Conversely some sites have a catchment that draws users from a number of wards

8. Chief Financial Officer Comments

8.1 This report requests authorisation to agree the investment of Playbuilder funding and Council capital resources for the development of eleven new or existing play sites/spaces in the borough. The Department for Children, Schools and Families (DCSF) has awarded Haringey Council capital funding of £1,138k and revenue funding of £46k to fund 22 Playbuilder projects over a 2 year period.

8.2 In addition to DCSF funding, during its recent Pre-Business Planning Review Process, the Council agreed to allocate capital funding of £550k (£275k per annum) to this project for 2 years commencing 2009/10.

8.3 The first phase of this project identifies 11 sites with a total investment cost of £810k, within the total funding allocation. However, ongoing revenue costs to maintain these sites on an on-going basis must be considered and revenue funding identified.

8.4 As further sites are identified for year 2 of the project a subsequent report should be presented and financial implications sought.

8.5 This report also requests waiver of Contract Standing Order 11.03 to allow the Director of Adult, Culture and Community Services and Lead Members for

Leisure, Culture and Lifelong learning and Children and Young People to award contracts in excess of £250k. If Cabinet agree to waive this standing order at the point of awarding any contracts a full report should be presented to the Director and Members detailed above including consideration of value for money.

9. Head of Legal Services Comments

- 9.1 Leaseholder issues: The Council as landlord is in principle able to charge leaseholders for a proportionate part of the cost of works carried out on Estates irrespective of the source of funding for the works or of the fact that the resulting play areas are to be open access.
- 9.2 The proportionate costs above £250 per leaseholder per financial year can only be recovered if leaseholders have been formally consulted in writing in accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003. The Regulations require 60 days for leaseholder consultation prior to work commencing on site or a contract being signed, whichever comes first.
- 9.3 There are procurement considerations to the Playbuilder project identified in the Options for Consideration at paragraph 6.3 on page 4. In order to obtain better value it is envisaged that the contract is to be packaged and the value of the contract to be awarded may be over £250,000. A decision to award any contract over £250,000 may be awarded by the Cabinet in compliance with CSO 11.03.
- 9.4 Under CSO 6.06 no contract shall be let unless the expenditure involved has been fully considered and approved and sufficient money has been allocated in the relevant budget.
- 9.5 The Council has secured funding from external funding body and therefore are required to comply with CSO 6.2 and follow the Contract Standing Orders for procurement of these works.
- 9.6 Under CSO 6.05, except as otherwise provided, contracts with an estimated value of more than £25,000 (twenty-five thousand) must be let following a competitive tendering process in accordance with the procedures set out in these Contract Standing Orders and any guidelines or Codes of Practices issued from time to time under these Standing Orders.
- 9.7 Obtaining a decision via the Cabinet Procurement Committee would add between one to two months to what is already a very tight timetable. For this reason, approval to waive Contract Standing Order 11.03 and delegate authority for awarding the contracts over £250,00 to the Director of Adults, Culture and Community Services and the Lead members of Leisure, Culture and Lifelong Learning and Children and Young People is sought.
- 9.8 The Cabinet may agree a waiver of these Contract Standing Orders under CSO 7.02(a)
- 9.9 The Head of Legal Services confirms that, subject to funding, there is no legal reasons preventing members from approving the recommendation as to the

waiver of the proposed Contract Standing Orders set out in paragraph 1.

10 Head of Procurement Comments

- 10.1 The current pre-qualified list of contractors will enable the Council to tender the services expediently however it should be noted that this list is due to be re-advertised shortly.
- 10.2 By tendering from this list contractors will have been checked for financial stability through Dun and Bradstreet.
- 10.3 By amalgamating the contracts, which is good practice, the Council should benefit both from reduced tender costs from the design team and reduced preliminary costs from the tenderers.
- 10.4 Tenders should be considered by use of a quality and price evaluation process
- 10.5 The Cabinet Procurement Committee can waive standing order CSO 11.03 under CSO 7.02 (a) to delegate to the Director of Adult, Culture and Community Services the award of contracts over £250,000.

11. Equalities and Community Cohesion Comments

- 11.1 A ward based needs assessment exercise has been undertaken in order to assist in determining the relative levels of need for new or enhanced provision in different parts of the Borough.
- 11.2 Well used play sites provide a practical demonstration of the role of play facilities in promoting community cohesion as they are used by children and their parents from all ethnic backgrounds
- 11.3 As part of the project implementation, work is planned to be undertaken with children and parents through the Council's network of Children's Centres to help parents to play more effectively with their children. The aim is to target this intervention towards those parents who might have the greater need.
- 11.4 The potential to influence contractors to use local unemployed people for the construction works will be explored as part of the procurement process.

12. Consultation

- 12.1 Extensive consultation is due to take place during June and July 2009 with a range of play road-shows, school visits and drop in sessions.
- 12.2 Consultation has already taken place with Members and the Lead Member for Children and Young People.
- 12.3 Consultation has already taken place with Procurement, with regards procuring the initial 11 projects.

13. Service Financial Comments

- 13.1 Confirmation of grant funding has been received from DCSF.
- 13.2 Maintenance of play sites in parks and open spaces and on housing estates is undertaken through a specialist team based in Recreation Services. For Homes for Haringey, this work is chargeable as part of a wider service level agreement for grounds maintenance. Any change in maintenance costs arising from the proposed investment will form part of the project development process. On Homes for Haringey sites, if additional levels of maintenance are required this will need to be formalised through revision of the service level agreement

14. Use of appendices /Tables and photographs

- Appendix 1 Proposed Year 1 sites and levels of investment (.doc)
- Appendix 2 Year 1 programme key tasks (.xls)
- Appendix 3 Possible Year 2 sites (.doc)
- Appendix 4 Ward based needs assessment (.doc)

15. Local Government (Access to Information) Act 1985

- 15.1 Haringey Playbuilder Programme files

Appendix 1
Proposed Year 1 sites and levels of investment

Name of Site	Ward	Playbuilder Capital Allocation	LBH Capital Allocation	Total Investment
Hartington Park N17	Tottenham Hale	40,000	30,000	70,000
Tewkesbery Road N15	St Anns	30,000	20,000	50,000
Paignton Park N15	Seven Sisters	35,000		35,000
Tower Gardens N17	White Hart Lane	30,000	35,000	65,000
Bruce Castle Park N17	White Hart Lane	100,000	70,000	170,000
West Green Open Space N15	St Anns	40,000	45,000	85,000
Appleby Close (HFH site) N15	St Anns	40,000	0.00	40,000
Railway Fields N4	Harringay	10,000	20,000	30,000
Campsbourne Estate (HfH site) N8	Hornsey	40,000	0.00	40,000
Lordship Lane Rec. N17	West Green	20,000	0.00	20,000
Muswell Hill Playing Fields N10	Muswell Hill	150,000	0.00	150,000
Contingency	-		55,000	55,000
		£535,000	£275,000	£810,000

Appendix 3

Possible Year 2 sites

- Down Lane Rec
- Wood Green Common
- White Hart Lane Rec
- Downhills Park
- Stationers Park
- Ducketts Common
- Edith Road/ Springfield Park
- Stamford Close (HfH site)
- Northumberland Park (various HfH sites)
- Chettle Court (HfH site)

Appendix 4

Ward Based needs assessment for play provision

	Ward	Obesity*	Car Ownership	Deprivation*	No. Children in area*	Overcrowding	Deficit of Play Provision**	Household Tenure	Play Area / '000 0 - 16 yr olds	Quality of Play Provision	Total	RATING
1	Alexandra	4	1	2	14	1	20	1	1	1	45	18
2	Bounds Green	16	2	8	14	3	20	3	4	2	72	=4
3	Bruce Grove	16	3	8	18	4	15	3	5	3	75	3
4	Crouch End	10	2	2	4	2	25	2	5	2	54	14
5	Fortis Green	4	1	2	14	1	25	1	5	3	56	=12
6	Harringay	10	4	6	4	3	15	2	1	1	46	17
7	Highgate	6	1	2	8	2	25	1	2	2	49	16
8	Hornsey	12	2	6	10	2	25	4	3	2	66	7
9	Muswell Hill	4	1	2	8	1	25	1	4	4	50	15
10	Noel Park	18	5	8	10	4	20	5	5	5	80	2
11	Northumberland Park	10	5	10	20	5	10	5	3	4	72	=4
12	Seven Sisters	14	4	8	20	5	5	4	1	2	63	9
13	St Anns	16	4	8	8	4	10	3	2	5	60	11
14	Stroud Green	6	2	6	4	2	15	3	1	3	42	19
15	Tottenham Green	12	5	10	12	5	5	5	3	5	62	10
16	Tottenham Hale	20	4	10	20	4	15	4	4	5	86	1
17	West Green	8	3	4	16	5	10	4	2	4	56	=12
18	White Hart Lane	14	3	4	18	3	15	5	4	4	70	6
19	Woodside	12	3	4	14	3	20	2	4	3	65	8

Weighting

Each factor is scored between 1 – 5.

* = score multiplied by 4

** = score multiplied by 5

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REPORT TEMPLATE

Agenda item:

[No.]**Cabinet****16 June 2009**

Report Title:

Homes for Haringey Business Plan 2009 - 14Forward Plan reference number (if applicable): **[add reference]**Report of: **Niall Bolger, Director of Urban Environment**

Wards(s) affected: **All**Report for: **Key****1. Purpose**

1.1 This report presents the Homes for Haringey Business Plan 2009 – 14 which has been developed in consultation with the Strategic and Community Housing Service and the Executive Member for Housing. The Business Plan sets out Homes for Haringey's vision, key strategic objectives and operational principles to enable the vision to become an operational policy.

2. Introduction by Cabinet Member

2.1 In seeking to improve the quality of services for residents, Homes for Haringey's Business Plan, includes within the key priorities for 2009 / 2010 the following:

- All blocks of flats where digital cable has been installed to be checked and all subsequently erected satellite dishes to be removed and that the tenancy management officers monitor this issue on a regular basis and take any further actions if required.
- All security grills doors or windows, where the existing locks meet the requirements of insurance companies to be removed and that the tenancy management officers monitor this issue on a regular basis and take any further actions if required.
- All concierge staff to take full responsibility for the cleanliness and image of that particular area and give the impression of hotel reception areas to visitors and tenants within the day-to-day housing management role which should not require additional resources.

- I would also like something mentioned to prevent the situation that occurs now when there are access issues and some individual flats do not receive Decent Homes work, both internal and external, to ensure that these situations are resolved before the contractors leave the site.

3. Recommendations

3.1 The Strategic and Community Housing Service recommends that the Cabinet approves the Homes for Haringey Business Plan 2009-14

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer: **Doris Acquah, ALMO Client Manager, Tel:020 84894858**

Tayo Ajoje, ALMO Client Monitoring Officer, Tel: 020 8489 4854

4. Director of Finance Comments

4.1 The Medium Term Financial Strategy outlined in the HRA Business Plan 2009-14 indicates a budgeted surplus of £670k for 2009/10. This position includes new revenue investment of £1.177m and assumes that new efficiency savings of £1.083m will be achieved during 2009/10. The closing balances for the period of the Plan are projected to be between £5m and £6m up to 2011/12, falling to £4.6m in 2012/13 and £3.8m in 2013/14. These forecasts do not take account of potential changes to the Housing subsidy system from 2010/11.

4.2 The currently approved HRA capital programme for 2009/10 is £49.725m including £1.084m of capital receipts. Government Funding of £48.641m has already been announced as set out in section 4.3 of Homes for Haringey's Business Plan, including £30m for the Decent Homes Programme. The Homes and Community Agency has recently confirmed that an additional £6.5m is to be allocated to Homes for Haringey for the delivery of decent homes in 2009/10, by bringing forward funds from 2010/11 into 2009/10. The currently approved HRA capital programme will need to be amended to reflect the higher allocation.

4.3 The total Decent Homes funding allocation for the period 2007/08 to 2013/14 is £198.579m including £11.4m for environmental improvements. Funding is only confirmed up to 2009/10; funding in subsequent years are indicative and subject to Homes for Haringey retaining two stars in its inspection in 2010.

4.4 The HRA's financial and non-financial performance for 2009/10 will be carefully monitored on a monthly basis throughout the year so that appropriate actions are taken where necessary to ensure that the business plan objectives are achieved.

5. Head of Legal Services Comments

The Head of Legal Services has been consulted in the preparation of this report, and advises that there are no specific legal issues which arise out of the contents.

6. Local Government (Access to Information) Act 1985

- 6.1 Council's Draft Housing Strategy 2009-19
- 6.2- Council Plan 2007-10
- 6.3- Sustainable Community Strategy 2007-16
- 6.4 Homes for Haringey Business Plan 2008 - 13
- 6.5 Audit Commission Inspection report 2007
- 6.6 Council's Performance Management Framework
- 6.7 HfH Performance Management framework
- 6.8 HfH Medium Term Financial Strategy
- 6.9 HfH Asset Management Strategy 2007-17
- 6.10 HfH Environmental Sustainability Strategy

7. Strategic Implications

7.1 The Council's Housing Strategy contains a number of core objectives and has the overarching aim of ensuring that Homes for Haringey provides and maintains an excellent housing service and effectively delivers decent homes for the residents of Haringey. In support of the housing strategy the Homes for Haringey business plan sets out its strategic aims over a five year period and shows links to:

- The Council's corporate objectives as set out in the Council Plan
- The Council's housing priorities as set out in Haringey's Housing Strategy
- The Council's other statutory and strategic plans
- The Haringey Strategic Partnership's objectives as set out in the Sustainable Community Strategy 2007-16: *'A sustainable way forward'*.

8. Financial Implications

8.1 The Business Plan includes the Housing Revenue Account Medium Term Financial Strategy for Plan 2009-14. The plan details the new proposed efficiency savings from 2009/10 to 2013/14. The plan does not take account of potential changes to the Housing subsidy system from 2010/11.

8.2 The Decent Homes funding in the plan has been updated to incorporate the funding profile provided by Communities and Local Government.

9. Legal Implications

9.1 None for the purpose of this report

10. Equalities Implications

10.1 The plan spells out that the principle of equality and diversity is fundamental to the business and its relationships with staff and residents.

Equalities and diversity is a cross-cutting theme in the performance framework for Homes for Haringey and all aspects of their service delivery through the organisation's team planning process. The Homes for Haringey Board has adopted the Council's Equalities and Diversity policy and this will be an area for review in 2009/10.

10.2 Homes for Haringey ensures that they understand the profile of residents in order to deliver appropriate services and using the information they collect and analyse using it to tailor services and inform business planning.

10.3 Homes for Haringey have self assessed themselves against requirements of Level 3 of the Equalities Standard for Local Government and are addressing issues identified.

11. Consultation

11.1 Homes for Haringey consulted its Board, the Residents Consultative Forum, its Executive Management Team and all its managers as part of the business planning process, and the outcomes were used to draw up the organisation plans for the next five years. These outcomes were then used to determine the key programmes of work in 2009 - 10.

11.2 Sitting beneath the business plan are team plans, which identify how each team contributes to the organisation's strategic aims and priority programmes of work. Team plans have been developed by all third tier managers following consultation with staff and residents.

11.3 Homes for Haringey then further developed the plan to meet the Council's objectives in consultation with the ALMO Client Team and the Cabinet Member for Housing. Homes for Haringey is submitting the business plan to the Council's Cabinet in June 2009 in order to fit in with the Council's business planning timetable.

12. Background

12.1 Under the terms of the Management agreement, Homes for Haringey is required to set out how the organisation will deliver the key strategic goals of the Council, and meet the expected key performance standards and requirements for the service. Homes for Haringey is also required to provide details of its fiscal and staffing resources which will support the organisation to provide an excellent service for the residents of Haringey.

12.2 Homes for Haringey have produced its business plan in a similar format to the plan of 2008-13. The Business Plan is very comprehensive and it takes into account of the requirements of the Strategic and Community Housing Service.

13. Business Plan 2009-14 Summary

13.1 The Homes for Haringey business plan sets out the key operating principles governing how the organisation will meet the strategic objectives of the Council, as contained in the Council's Corporate Plan while explaining how the business is organised both in terms of human and financial resources.

13.2 The Plan also addresses the key cross cutting themes relating to customer access and how this can be improved by tailoring and delivering services to groups of residents with similar needs, reviewing service standards and publishing the standards for all areas of the business.

13.3 Performance and monitoring

13.4 The National Indicator Set are now the only set of indicators on which central government would monitor performance of local authorities. Homes for Haringey will be required to report on two national indicators:

1. National Indicator 158: % of Decent Council Homes.
2. National Indicator 160: Local Authority Tenant's Satisfaction with Landlord Services.

13.5 Homes for Haringey's Business Plan addresses the corporate priorities and Comprehensive Area Agreement targets to provide decent homes for all, and to invest in the housing stock. The action plans at Appendix A of the Business Plan show how the Strategic Aims and Key Service Objectives link in to and support the Housing Strategy, the Council Plan, and the Community Strategy.

13.6 In seeking to develop a detailed performance indicator set to enable the Council to monitor performance, the Business Plan contains a proposed indicator set that will form the basis for monthly and quarterly performance assessment. The proposed key performance indicators have been developed through a series of discussions with officers from the Strategic and Community Housing Service.

14 Conclusions

14.1 The Strategic and Community Housing Service have considered the details as presented in the Business Plan and are satisfied that the revised plan meets the needs of Homes for Haringey as a planning tool as well as complying with the monitoring requirements of the Council.

14.2 The Strategic and Community Housing Service believe the plan supports the strategic objectives of both the Council Plan and the Haringey Housing strategy, and

also takes into account the requirements of the wider national, regional and sub-regional policy context.

15 Use of Appendices

15.1 The Business Plan is being submitted to the Cabinet for approval as:

- **Appendix 1:** Homes for Haringey Business Plan 2008 – 13 (this document also includes the Summary Year 3 Delivery Plan)

15.2 The electronic version of the Business Plan contains hyperlinks to the following documents on the Council's intranet (these documents are also available as hard copies in the Members' room):



Homes for Haringey

Homes for Haringey: Business Plan 2009 – 2014

Introduction

Our vision for Homes for Haringey is of 'a valued and exceptional company maximising its positive impact on people's lives. We want to be an outstanding housing provider – an organisation of which our residents and our partners are proud'. This business plan sets out our improvement, performance and finance strategy for achieving this vision in 2009/10.

The business plan sets out our long term strategic aims and our key service objectives for 2009/10. The plan identifies the special project groups that will help oversee the delivery of these objectives:

- The Service Excellence group will help ensure that we provide excellent services to residents, and aim to achieve the Customer Service Excellence standard and three stars in the next Audit Commission inspection.
- The Repairs group will help establish a repairs service that meets its targets, is financially viable and delivers on our customers' and stakeholders' aspirations.
- The Decent Homes group will ensure that we continue to deliver the Decent Homes programme on time, within budget and to a high level of customer satisfaction.
- The Aspirations group will find out and respond to the aspirations of our existing customers, for their homes and their communities, and will explore what the likely aspirations of our future customers will be.
- The People group will examine how we can modernise our organization by improving standards of leadership and management, and developing all our people.
- The Futures group will examine what future opportunities exist for Homes for Haringey and how these opportunities can be developed.

The plan also explains how these groups contribute to a five year vision of providing excellent services, achieving three stars and delivering the Decent Homes programme in a way that maximises the benefits to our residents and their communities (Section 7).

The plan shows how all of this work supports the delivery of the aims of the **Council's Draft Housing Strategy 2009-19** and the overall vision of the Council as set out in the **Council Plan**. It also shows how our services contribute to the delivery of the objectives set out in the **Community Strategy**.

Our financial strategy in the business plan covers a five year period to 2013/14. The business plan is reviewed annually in agreement with the Homes for Haringey Board and the Council's Strategic and Community Housing Service.

Business Plan 2009 / 2014

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1. Vision and Key Service Objectives

1.1 Service Vision and Strategic Aims

Our vision for Homes for Haringey is of 'a valued and exceptional company maximising its positive impact on people's lives. We want to be an outstanding housing provider – an organisation of which our residents and our partners are proud'.

We have five strategic aims to ensure we achieve our vision. These long term aims were developed in consultation with our residents, Board and staff. They are:

- To deliver excellent services
- To provide better homes
- To help develop safer and stronger communities
- To become an excellent well-led organisation
- To deliver value for money

Running through all of these strategic aims are four cross-cutting themes: equalities and diversity, involving residents, sustainability, and working in partnership with stakeholders.

Section 1.4 sets out the Key Service Objectives that will help us deliver our vision in 2009/10.
Section 7 explains how the special project groups will contribute to delivering this vision over a 5 year period.

1.2 Service Description

Homes for Haringey was launched in April 2006 following a resident led stock options appraisal and a positive vote for an Arms Length Management Organisation (ALMO) by Haringey tenants and leaseholders. It is managed by a Board comprising six residents (five tenants and one leaseholder), five Council nominees and five independent experts.

Homes for Haringey manages all landlord services, including repairs and maintenance, right to buy administration and resident involvement. Haringey Council has retained the housing strategic services, including lettings, allocations and homelessness. The relationship between Homes for Haringey and Haringey Council is set out in the Memorandum and

<p>Articles of Association and the Management Agreement. The Council monitors performance to ensure that Homes for Haringey is delivering agreed strategic and performance objectives. The Management Agreement identifies areas where Homes for Haringey cannot act without consultation or express permission of the Council and sets out some areas of activity in which Homes for Haringey will operate within the strategic framework set by the Council.</p> <p>Homes for Haringey was inspected by the Audit Commission's Housing Inspectorate in May 2007 and achieved a two star rating. The Audit Commission found that Homes for Haringey provides a good housing service to tenants and leaseholders in Haringey, and has promising prospects for further improvement. The two star rating means we have received funding from the Government to bring all homes in the borough up to the Decent Homes standard. In the Inspection report, the inspectors said we:</p> <ul style="list-style-type: none"> • have a 'well trained and highly motivated workforce'. • have a strong approach to customer services and provide polite and prompt services which meet the needs of highly diverse communities. • provide high quality service information which is available in a range of community languages and have an excellent website. • provide a very strong service in some areas including access and customer care, diversity, resident involvement and leasehold management. <p>Homes for Haringey aims to build on these strengths to achieve three stars in the next Audit Commission Inspection in 2010.</p> <p>The Audit Commission also identified weaknesses in four areas of service delivery and made recommendations to help improve these services. Section 7.7 of the plan provides a summary of how these recommendations were addressed.</p>
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1.3 How is the service delivered?

<p>Homes for Haringey has five service areas: Asset Management, Business Improvement, Finance, Housing Management, and Repairs.</p> <p>Asset Management</p> <p>The Asset Management Service is responsible for delivering our Decent Homes and Capital Programmes. The service includes: a Programme Delivery team; a Knowledge Management team; and a Strategy, Customer Care and</p>

Administration team.

Business Improvement

The Business Improvement Service includes three main teams responsible for driving improvement across the organisation. The Business Improvement team is responsible for Best Value and Projects, Governance, and Business Support and Customer Feedback teams. Our People Team includes Human Resources, Learning and Development, and Health and Safety teams. The third main team is responsible for Involvement, Equalities and Communications.

Finance

The Finance Service oversees financial governance of the organisation. The service includes a Finance team, an IT team, a Performance and Business Planning team, and a Procurement Manager. The service also includes the Repairs Client team responsible for managing the repairs contract.

Housing Management

Our Housing Management services are provided through specialist teams for Tenancy Management, Income Collection, Estate Services, and Home Ownership. There are three Tenancy Management teams, covering the North (including North Tottenham and supported housing); the South (South Tottenham and Broadwater Farm neighbourhood office) and the West (including Hornsey and Wood Green). Income Collection for the three areas is provided by a central team but remains part of the generic functions of the Supported Housing and Broadwater Farm Neighbourhood teams. We deliver estate services through a dedicated Estate Services team which also client manages other service providers including grounds maintenance, estate cleaning, refuse removal and parking. Our Home Ownership Team manages leasehold accounts, Right To Buy (RTB), resale queries, and sub-let registration.

Repairs

Our Repairs Service includes a Responsive Repairs team, a Vacant Property team, a Design and Engineering team, a Repairs Control Centre team, and a Quality and Performance team. From April 2008, all maintenance and repairs calls have been taken at the Repairs Contact Centre based at the Ashley Road depot.

Partnership with Haringey Council Customer Services

In partnership with the Council's Customer Services, we also offer frontline services to tenants and leaseholders through four conveniently situated customer service centres and a satellite office on the Broadwater Farm estate.

1.4 Achievements

Since Homes for Haringey was set up in 2006 we have achieved a great deal and this section summarises some of the highlights:

Excellent Services

- We received a two-star rating from the Audit Commission, which recognised that we provide good housing services and have promising prospects for improvement.
- We carried out over 60,000 repairs in 2008, with 93% completed on time and nine out of 10 residents reporting that they were satisfied with our service.

Decent Homes

- We secured £200 million of government funding to bring council homes in Haringey up to the Decent Homes Standard in 2007 – the biggest allocation of funding in Haringey's history.
- The first year of our Decent Homes programme is on target and resident satisfaction is high at 94% across the borough.

Stronger and safer communities

- We signed up to the Respect Standard for Housing Management in 2007 and this has improved the way we work in partnership with the Council and Police to address anti-social behaviour in the borough.
- As part of this project, Haringey's first Good Neighbour Agreement was launched at Mountview Court in October 2008, with residents signing up to become better neighbours.

Residents

- We won a Tenant Participation Advisory Service (TPAS) Award in March 2009 for our innovative work with young people on film projects about their estates.
- We agreed our Resident Involvement Agreement with residents, the Council and our Board in 2007, which sets out how residents can get involved in decisions about housing issues that affect them.

Becoming an excellent well-led organisation

- Homes for Haringey retained its British Standards Institute ISO accreditation with a glowing report from the independent auditor in February 2009.
- We achieved 'Investors in People' accreditation in 2007 and 'Two ticks' accreditation for our commitment to employing disabled people in 2009.

1.5 Key Service Objectives

2009/10 Objectives	Key actions to achieve	Year(s) key actions to be undertaken in	Link to Draft Housing Strategy 2009 – 2019	Link to Council Plan priority	Link to Community Strategy priority
<ul style="list-style-type: none"> - Demonstrate improved services to residents by achieving the Customer Excellence standard in 2009 and three stars (or at least two stars excellent) in the Audit Commission re-inspection in 2010. - Move the organisation from 'inconsistently good' to 'consistently good' and establish it as a top quartile performer. 	<ul style="list-style-type: none"> - Gain accreditation against Customer Excellence Standard - Further develop HfH's performance management culture and improve performance across all service areas - Ongoing work to improve areas of weakness identified at last inspection - Prepare effectively for re-inspection 	<ul style="list-style-type: none"> - 2009/10 - 2009/10 - 2009/10 - 2009/10 and 2010/11 	<ul style="list-style-type: none"> - To ensure all housing in the borough is well managed and of high quality and sustainable 	<ul style="list-style-type: none"> - Delivering excellent, customer focused cost effective services 	<ul style="list-style-type: none"> - Be people and customer focused
<ul style="list-style-type: none"> - Establish a repairs service that meets its targets, is financially viable and delivers aspirations. 	<ul style="list-style-type: none"> - Repairs stores function fully reviewed, modernised and integrated with the Decent Homes supply chain. - SMS text messaging systems developed to manage both surveyor and operative workloads - Fully formed Decent Homes team established in the DLO (external from the Voids team). 	<ul style="list-style-type: none"> - 2009/10 - 2009/10 - 2009/10 	<ul style="list-style-type: none"> - To ensure all housing in the borough is well managed and of high quality and sustainable 	<ul style="list-style-type: none"> - Delivering excellent, customer focused cost effective services. 	<ul style="list-style-type: none"> - Be people and customer focused
<ul style="list-style-type: none"> - Continue delivering the Decent Homes Programme effectively; on time, within budget and to a high level of customer satisfaction. 	<ul style="list-style-type: none"> - Deliver the Year 2 Decent Homes Programme - Deliver the entire programme by 2013 - Maximise additional benefits of the programme to improve people's lives in Haringey 	<ul style="list-style-type: none"> - 2009/10 - 2012/13 - Ongoing to 2012/13 	<ul style="list-style-type: none"> - To ensure all housing in the borough is well managed and of high quality and sustainable 	<ul style="list-style-type: none"> - Encouraging lifetime well being at home, work, play and learning. 	<ul style="list-style-type: none"> - Have an environmentally sustainable future
<ul style="list-style-type: none"> - Identify customer and stakeholder aspirations, and 	<ul style="list-style-type: none"> - Recruitment of stakeholder 	<ul style="list-style-type: none"> - 2009/10 	<ul style="list-style-type: none"> - To provide 	<ul style="list-style-type: none"> - Delivering 	<ul style="list-style-type: none"> - Be people

2009/10 Objectives	Key actions to achieve	Year(s) key actions to be undertaken in	Link to Draft Housing Strategy 2009 – 2019	Link to Council Plan priority	Link to Community Strategy priority
<p>ensure that HfH is able to positively impact on the lives of all our residents</p>	<p>groups: residents, staff, council officers</p> <ul style="list-style-type: none"> -Establish steering group and theme groups (people, places) - Market research of options suggested with tenants / leaseholders - Clear vision for future of Homes for Haringey reached in agreement with stakeholders 	<ul style="list-style-type: none"> - 2009/10 - 2009/10 - 2009/10 	<p>people with the support and advice they need</p>	<p>excellent, customer focused cost effective services.</p>	<p>and customer focused</p>
<ul style="list-style-type: none"> - Use people and talent management to modernise the organisation and help instil a new culture. - Transform the culture of the organisation into a culture of doing the right things and doing things right - Develop an effective Executive Management Team and leadership body at Homes for Haringey 	<ul style="list-style-type: none"> - Graduate trainee, work placement, and school leaver programmes implemented. - Fix-it programme introduced to develop can-do culture - HfH 'leaders' identified and development plan in place for each one. - Investors in People Accreditation retained in 2010/11 	<ul style="list-style-type: none"> - 2009/10 - 2009/10 - 2009/10 - 2010/11 	<ul style="list-style-type: none"> - To ensure all housing in the borough is well managed and of high quality and sustainable 	<ul style="list-style-type: none"> - Delivering excellent, customer focused cost effective services. 	<ul style="list-style-type: none"> - People are at the heart of change
<ul style="list-style-type: none"> - To identify future opportunities for the organisation and the steps needed to capitalise on these opportunities - [Further discussion is needed with the Council to achieve the renewal of the management agreement, so the milestones of this group are not yet set out in section 7 or Appendix A]. 	<ul style="list-style-type: none"> - Discussions with the Council to achieve the renewal of the management agreement - Programme of value for money reviews of all internal services completed and recommendations implemented 	<ul style="list-style-type: none"> - 2009/10 - Ongoing to 2012/13 	<ul style="list-style-type: none"> - To ensure all housing in the borough is well managed and of high quality and sustainable 	<ul style="list-style-type: none"> - Delivering excellent, customer focused cost effective services. 	<ul style="list-style-type: none"> - Have economic vitality and prosperity shared by all

1.6 Local issues

Homes for Haringey works in partnership with residents, Haringey Council, and other stakeholders to support the objectives set out in the Haringey Strategic Partnership's (HSP) **Sustainable Community Strategy 2007-16**. We work with the partnership boards established to support the HSP by representation on these boards or through regular liaison with them. We also work in partnership with residents outside the HSP framework. Much of our service delivery and planning is done in conjunction with residents on Resident Involvement Panels, and residents have worked with us on various procurements, including the Decent Homes, Repairs and Gas Contract procurements.

A key objective of the Council's **Greenest Borough Strategy 2008-18** is to 'work with Homes for Haringey and other housing providers and home owners to ensure investment and improvements secure the best possible environmentally sustainable solutions'. Our Environment Sustainability strategy sets out how our work supports the Greenest Borough strategy, as we recognise our responsibility to improve the energy efficiency of residents' homes and to embed sustainability in all our activities. We are working to provide every council tenant in Haringey with an energy and water efficient home. We are installing double-glazed windows and temperature controls; replacement roofs have improved insulation; and we invest about £1.7 million every year in replacing ageing boilers with efficient condensing boilers. Through joint working with the Council's Urban Environment directorate, we provide near-entry recycling facilities or doorstep recycling collections to all our properties on housing estates. We also work in partnership with the Council to deliver recreational (grounds maintenance and play) and waste management services.

Our Decent Homes Programme is contributing to Neighbourhood regeneration. Projects in 2008/09 included the refurbishment of the Eric Allin community centre in Tottenham and the development of the new Eastfield Community Centre on the Campsbourne Estate in Hornsey. We also work in partnership with Neighbourhoods in delivering a range of estate-based projects including work on film projects with young people in 2008/09. We contribute to The Bridge New Deal for Communities regeneration programme; for instance, we worked in partnership to improve landscaping, paving, street lighting and play facilities on the Suffolk Road estate, in addition to bringing properties up to the Decent Homes Standard.

Homes for Haringey recognises that as a large local employer we have a commitment to the local community. We demonstrate our commitment to local employment and training in the following ways:

- In 2008/09, we received 89 applications for the six places available on our Apprenticeship scheme. The new apprentices started in September and are all signed up to college. The trades covered this year are: one plasterer, two carpenters, two plumbers and one electrician. Seven apprentices completed the three year scheme in

2008/09, are now qualified, and were offered permanent positions in October 2008.

- Our Learning and Development team works with the Haringey Education Business Partnership supporting their local school work placement scheme. In this financial year, we have taken three work placement students from the borough's secondary schools in administrative and trades posts. Work placements range from one to two weeks.

Our Income Collection team are working with the Council to address worklessness through participation in anti-poverty initiatives. They are also working with the Council's Economic Regeneration and Corporate Finance services to understand and address the impact of worklessness on the community.

We work with Urban Environment and other local partners through its Area Based Working framework to address emerging crime, disorder and environmental problems. Partners include Neighbourhood Management, Street Enforcement, Wardens, Recycling, Waste Management, Highways and Metropolitan Police Safer Neighbourhood teams. Area based working ensures that front line service operatives from different teams work in a coordinated way. We are working closely with the Anti-Social Behaviour Action Team (ASBAT), the Police and other partners to implement the Respect Standard for Housing Management and address anti-social behaviour (ASB) in the borough. Safer Neighbourhood Panels have now been established across the borough and are an effective way of identifying issues and taking a multi agency approach to problem solving. We also work closely in partnership with Haringey Council's well regarded domestic violence centre, Hearthstone. Our tenancy management staff attended workshops on domestic violence, anti social behaviour and harassment as part of their development programme.

We also contribute to the safeguarding of vulnerable children and adults. We participate on the Joint Strategic Needs Assessment (JSNA) steering group, gathering information about the current and future health, care and well-being needs of the local population. This information is used for service planning and commissioning strategies. We work with Adult services to deliver sheltered housing and Community Good Neighbour schemes for older tenants. We work in partnership with Supporting People support providers to sustain tenancies and provide support to vulnerable people. Our formal service level agreement with Citizens' Advice Bureau allows the provision of debt advice and counselling to our tenants via referral.

Our Aspirations project group is making use of the Borough Profile and Geographical Information Systems (GIS) to develop and adapt our services to suit local needs. We will also be working directly with tenants and leaseholders to understand their needs and with partners to deliver services appropriate to this culturally rich and diverse borough. The group will work with the Tenant Services Authority and the Council to find out what they expect from us as an organisation.

Needs Information

Haringey is a socially polarised borough, ranging from the relatively affluent areas in the west to more deprived areas, particularly in the east. Nearly 30 per cent of Haringey's population live in wards that are amongst the 10 per cent most deprived in the UK. The **Council's Draft Housing Strategy 2009-19** highlights the scale of the housing needs facing the borough and identifies the following key findings:

- That just under half of Haringey's households are owner-occupiers, with around 30% living in the social rented sector (18% Council stock, 11% Housing Association) and 22% in private rented accommodation
- That there are high levels of demand for housing across all tenures
- The need for affordable housing outstrips supply, with a shortfall in provision of 4865 units per annum
- Housing need particularly affects BME households, with 40% of Black African and Asian households living in unsuitable accommodation
- A high number of households in temporary accommodation (4800 households at November 2008)
- A high demand for social housing: in 2007/08, 1488 households joined the housing register, while only 868 households secured a permanent social rented home
- Evidence suggesting 18.6% of homes are under-occupied (applying to both private sector and social housing, including Council housing)
- That the 2007 Housing Needs Assessment identified 20.9% of households to be living in unsuitable housing, the main reason being overcrowding
- That within the social rented sector, 15% of households are overcrowded
- Insufficient availability of larger, three to four bedroom, dwellings in the borough
- 26% of residents consider affordable decent homes to be the most important thing in making somewhere a good place to live, and 17% think it is the thing that most needs improving in the local area.

Several of these findings present community cohesion and stock management challenges to Homes for Haringey. We are responding to these challenges through a programme of unprecedented investment in our housing stock and a range of other initiatives that respond to local needs.

Following a successful two star rating from the Audit Commission Housing Inspectorate, we received Decent Homes funding of £198.5 million from the Department of Communities and Local Government in January 2008. A survey of Council housing stock concluded that at March 2008 42% of Council stock did not meet the Decent Homes standard. The Decent Homes programme commenced in April 2008 and by 31st December 2008, 1067 units had brought up to the Decent Homes standard. Overall the programme is on target to complete 1,894 units by the end of March 2009, which will take the

total of non-decent Council housing stock down to 36%.

Homes for Haringey serves a diverse community and we have put a lot of effort into ensuring that we understand the profile of residents in order to deliver appropriate services. The 2001 Census found that:

- 62% of Council tenants were female and 38% male
- 42% of all people living in Council accommodation were under 24
- 53% of tenants are White (of which the largest group is White British – 32% of all tenants)
- 47% are Black and Minority Ethnic
- 30% of all tenants are Black; 4% are Asian; 1% mixed; and 12% belong to other ethnic groups.

We have some form of demographic information on 92% of our tenants and aim to improve on this total. We have carried out Equalities Impact Assessments for a range of services to ensure equalities issues are addressed in service development and delivery (see section 2b).

According to Census data, 22% of people living in council properties are disabled or have a long term limiting illness. Our individual needs project and our work with the Council's Aids and Adaptations service and Supporting People floating support providers help us to deliver appropriate housing services for these residents.

1.7 Service Context

Local Management Issues

As part of our long term strategy to become a top performing organisation, we created a comprehensive and tough Homes for Haringey Management benchmark for all our people managers. We have been assessing our managers against this benchmark to ensure we have the skills, people, and capability to deliver our objectives. In 2007/08 we assessed 35 managers and in 2008/09 we have been assessing a further 23. Where managers do not meet the standard we are doing intensive tailored development to help them improve. We use appropriate procedures to manage those unable to make the required improvement.

To build on this work, one of our key service objectives in 2009/10 is to use people management services to modernise the organisation and help instill a new culture. Now that we are providing Human Resources through a new in-house team, we will use people management to assist us in transforming Homes for Haringey into a high performing and well regarded organisation. We aim to do this by improving the consistency and quality of leadership and management within the organisation. To further this aim in 2009/10 we will:

- improve talent management by identifying current and future leaders and putting development plans in place for each one.
- put in place retention and succession plans for each key post
- embed a 'coaching for performance' culture and introduce a quarterly review of performance across all management tiers
- develop new graduate trainee and work placement programmes, and introduce a school leaver programme
- ensure managers adhere to induction, probation and sickness monitoring procedures.

We aim to build on our success in achieving the award of *Investors in People (IiP)* in 2007 by retaining accreditation in a re-inspection in 2010/11.

In 2007/08 we established a Repairs client structure within Building Services to manage the Repairs contract. In 2008/09 we further developed the organisational structure and management capacity of the Repairs service. A key objective in 2009/10 is to implement a service improvement programme that ensures the Repairs service meets its targets, is financially viable, and delivers aspirations on an ongoing basis. We aim to develop a more effective interface between the Decent Homes programme and the Repairs service, and to further develop partnership working with the Council and other key

stakeholders.

In 2008/09, we established a Director of Asset Management post and Asset Management service to focus on delivery of the Decent Homes programme and the Capital programme. This restructure allows clear management responsibility for Decent Homes at Executive Management team level. The dedicated Asset Management service allows an effective and specialist focus on delivery of the Decent Homes and Capital Programmes. We also established a Decent Homes special project group to provide an organisation-wide focus on delivering the Decent Homes programme on time, within budget, and to a high level of customer satisfaction. This group will also allow us to maximise the additional benefits of the programme to improve people's lives in Haringey, through regeneration, employment and environmental sustainability initiatives.

Homes for Haringey faces some ongoing and some new challenges as we move into our fourth year of operation. The key issues for us in 2009/10 are:

- Working in partnership with residents to deliver continuous service improvements within available budgets
- Delivering Decent Homes and managing residents' expectations
- Improving the Repairs and Maintenance service provided to residents
- Identifying and responding to resident and stakeholder aspirations
- Working in partnership with Haringey Council and key partners to support delivery of the objectives of the Housing Strategy, Council Plan and Community Strategy.
- Improving value for money by continuing our programme of reviews of internal services, identifying further efficiencies through our business planning process and identifying future opportunities for the organisation

Links to statutory and other plans

We mainly contribute to Haringey's Housing Strategy and a draft version of the 2009-19 strategy is currently being consulted on. The key aims of the strategy are:

- To meet housing need through mixed communities which provide opportunities for our residents
- To ensure housing in the borough is well managed, of high quality and sustainable
- To provide people with the support and advice they need
- To make all homes in the borough a part of neighbourhoods of choice

For further detail on links between Homes for Haringey's priorities in 2009/10 and the Council's Housing Strategy please see section 1.4 and the Action Plans in Appendix A.

<p>Other plans we have links to include:</p> <ul style="list-style-type: none"> • Sustainable Community Strategy 2007-2016 • Council Plan 2007-2010 • Local Area Agreement 2008-2011 • Unitary Development Plan / Local Development Framework • Well Being Strategic Framework 2007-2010 • Neighbourhood Renewal Strategy 2002-2012 • Safer for All - Haringey's Community Partnership Strategy 2008 - 2011 • Homelessness Strategy 2008-2011 • Council's Medium Term Financial Strategy 2008 – 2011 • Private Sector Housing Strategy and Empty Property Strategy • Supporting People Strategy 2005-2010 • Children and Young People Plan 2006-2009 • Achieving Excellence Programme • Greenest Borough Strategy 2008-2018 	<p>Policy Context:</p> <p>The key challenges for the context in which we operate are:</p> <ul style="list-style-type: none"> - Decent Homes Standard: Homes for Haringey are required to achieve the Decent Homes Standard across our housing stock and to meet agreed annual targets. In January 2008, the Department of Communities and Local Government (DCLG) announced a Decent Homes funding allocation of £198.5m to run over a period of 6 years (funding for years 2010 onwards is to be confirmed). - Aim to deliver Decent Homes programme in 5 years: Our Constructor Partners have been procured under a framework agreement which lasts for 4 years (extendable by a further year to 5 years). It is therefore our aim to complete the programme in 5 years, with the possibility of forward funding by the Constructor Partners or a revised resource allocation from Communities and Local Government. - Audit Commission Inspection: In order to continue to release funding to meet the government's Decent Homes Standard, we will need to retain a score of at least two stars in the next Audit Commission inspection (scheduled for 2010). - Government strategy for housing supply: The Government has announced plans to provide three million new homes by 2020. Homes for Haringey needs to determine our role in new supply initiatives in agreement with the Council. The Housing
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and Regeneration Act established a Homes and Communities Agency focused on delivering more new and affordable homes across all tenures. If Homes for Haringey and the Council agree to explore the options for the development of new homes we will need to develop a relationship with this new agency as the funder.

- **Environmental sustainability:** The Government wants all new homes to be carbon neutral by 2016 with a progressive tightening of the energy efficiency building regulations until then (with a target of achieving 25 per cent by 2010)

- **National Economy:** The current economic downturn and the slow down in house building may provide some immediate and medium term opportunities (for instance, in 2008 the Government announced a mortgage rescue scheme that will allow local authorities to buy properties from those struggling to pay mortgage debt and rent the properties back).

- **National Politics:** A change in National Government at the next election would have a major impact on the housing sector.

- **Review of Council Housing Finance (including the Housing Revenue Account [HRA] system):** Homes for Haringey will need to assess and respond to the impact of changes to the HRA subsidy system arising from this review, which is due to report in Spring 2009.

- **National policy on the future of ALMOs:** Homes for Haringey's Futures Group will be working with the Council's ALMO client team to explore the options for our longer term future in the context of national policy and the outcomes of the HRA subsidy review (see section 7.6).

2. Customer Focus

This section is about customer satisfaction and resident perceptions of Homes for Haringey.

2a. Perception

Customer type	Current assessment of perceptions	Proposed actions to address
Tenants and Leaseholders	<p>An overview of the findings from the 2008 Status survey is that satisfaction against the majority of key areas has increased since the last survey in 2006:</p> <ol style="list-style-type: none"> 1. Satisfaction with the overall service provided by Homes for Haringey has increased by 2% to 61%. 2. Satisfaction with repairs was at 68%, showing a rise of 9% from the 2006 figure. 3. Opinions on the condition of property have risen from 55% to 57% satisfied. 4. Satisfaction with their neighbourhood as a place to live has risen by 2% to 64%. 5. Satisfaction with value for money is 64%, the same as in 2006, but with a slight shift towards 'very satisfied'. 6. Satisfaction with opportunities to participate has fallen slightly to 51%. 7. The level of satisfaction for being kept informed was at 71% - a fall from the 2006 figure of 75%. <p>- We also use a range of other sources of satisfaction data, such as the comprehensive range of service satisfaction surveys we undertake (including repairs; gas maintenance; and new tenants) to gain a more complete picture of what our customers think. Evidence from these surveys</p>	<p>Our improvement work in 2009/10 includes a range of projects that will improve services and perceptions.</p> <ol style="list-style-type: none"> 1. We aim to continue to increase satisfaction with our overall service and attain the Customer Service Excellence standard in 2010. This standard is a practical tool for driving customer-focused change within organisations, and will assist our focus on improving service delivery, timeliness, information, professionalism and staff attitude. It will help us develop customer insight, understand the user's experience, ensure robust measurement of service satisfaction, and increase user satisfaction across all areas of the business. 2. The repairs group has been set up to continue to improve the repairs service and increase satisfaction. 3. The Decent Homes programme and Capital programme will work to improve the condition of our housing stock. 4. The Decent Homes programme also aims to increase satisfaction with the neighbourhood by maximising the programme's potential to regenerate neighbourhoods. 5. Our programme of VFM reviews will involve residents and aims to increase their satisfaction with VFM. 6. Our Aspirations group will be providing new opportunities to participate, through a residents' steering group and theme groups, which will have greater influence on Homes for Haringey's long term future. 7. The Aspirations group will be working with residents to find out

	suggests that where tenants have direct experience of a service, satisfaction tends to be higher than results for the tenants' survey. For example, so far in 2008/09, 92.7% of tenants returning survey cards have been satisfied with the repair they had carried out compared to 68% who stated they were satisfied with the repairs service in the 2008/09 tenants' survey.	<p>the best ways of involving them and keeping them informed.</p> <ul style="list-style-type: none"> - We also established a Learning Project in 2007/08 and this is ongoing: we produce bi-annual learning reports that collect and analyse issues, suggestions and learning points from a multitude of sources (complaints, Member Enquiries, surveys, staff suggestion scheme, internal audits, etc.). These reports ensure that we use customer feedback to make continuous improvements to our services. <p>For some individuals and ethnic/community groups, services are harder to access.</p> <ul style="list-style-type: none"> - Our individual needs project aims to ensure that we have a comprehensive database of information on the profile of our tenants and leaseholders. We currently have some form of demographic information on 92% of our tenants. - Individual needs are flagged on our database OHMS and Tenancy Management Officers visit vulnerable tenants on a twice yearly basis. - We identify vulnerability or special needs at an early stage of the sign-up process and make referrals to floating support agencies, the Citizens Advice Bureau or other agencies as appropriate. - A report summarising the number of tenants with individual needs flags is regularly reviewed by the Equalities Manager and recommendations are made to improve service delivery through our Business Planning process. - Following an equalities impact assessment, we have concentrated recently on engaging young people and those aged under 55. We have set up a youth panel to listen to the views of young people and help them get involved in their community. - Each Tenancy Management Officer has drawn up a patch plan to identify local issues and develop strategies to address them. Each plan includes the diversity profile of the individual patch to enable Homes for Haringey to contribute towards community cohesion by understanding and responding to the
Black and Minority Ethnic (BME) and hard to reach groups	<p>The Audit Commission Inspection in 2007 assessed the services we provide to BME and hard to reach in this area in a positive way: 'Homes for Haringey provides good translation and interpretation services for residents who have difficulty speaking English and links are beginning to be made with under represented and hard-to-reach groups. Procedures for dealing with racial harassment and domestic violence demonstrate good practice and the response to racial harassment and domestic violence is being monitored'.</p> <ul style="list-style-type: none"> - The Status Survey in 08/09 has provided us with up-to-date information on the perceptions of BME and hard to reach groups. As these findings only became available in February 2009 we will be doing further work to understand and respond to these findings in 2009/10. Examples of the insights given include the following: <ul style="list-style-type: none"> • White British and Asian respondents are a little more satisfied than other ethnic groups and further work will be undertaken to explore why this is the case. • Respondents with a disability were more likely than those without to make contact about a repair (82% compared to 71%). • Females (80%) were more likely than males 	

	(75%) to have contacted Homes for Haringey in the last 12 months, and Asian respondents were more likely to have done so than Black or White British/Irish (91%, 82% and 75% respectively).	<p>particular needs of local areas.</p> <ul style="list-style-type: none"> - We self assessed ourselves against the requirements of Level 3 of the Equality Standard for Local Government and are addressing the issues identified. The revised Equalities Framework for Local Government will be released in 2009, and we are currently considering our approach to this new standard. We achieved the Employment Service's "positive about people with disabilities" two ticks accreditation in 2008/09.
Leaseholders	<ul style="list-style-type: none"> - Leaseholder satisfaction improved to 48% in the 2005/06 survey, a 10% increase from 2004/05. This was second highest in comparison with other ALMOs in our benchmarking group. - The most recent survey of leaseholders took place in November / December 2008 and we are currently awaiting the results of this survey. When the results are available, the Home Ownership team will undertake an analysis and plan actions to respond to the findings, which will then be included in the business planning process. 	<ul style="list-style-type: none"> - We survey new leaseholders following completion of their Right to Buy and use their suggestions to improve our processes. - We provide induction seminars and information booklets which leaseholders find informative. - Some leaseholders felt that there are delays in the Right To Buy process. This is in part due to valuation delays by the Council's Property Services. The manager of HOT has taken over as client of this service in 2008/09 and has been addressing these delays directly.
Sheltered Housing	<ul style="list-style-type: none"> - A survey of tenants in supported housing (in 2005) found that although 79% of supported housing residents overall were satisfied and 41% very satisfied, there was a marked difference between sheltered housing residents who were satisfied (83%) and those in Community Good Neighbour Schemes (CGNS) (73%). - The Council commissioned focus groups in 2007 to further explore the reasons for these differences. An action plan developed by the Council to address issues raised has been implemented. 	<ul style="list-style-type: none"> - Our value for money review of tenancy management is also looking at provision of sheltered housing and will be making any appropriate recommendations to improve service delivery (due to report in June 2009). - We are currently preparing a schedule of works for inclusion of the supported housing stock in the Decent Homes programme from 2009/10 onwards. This is subject to the outcome of the Council's review into meeting future housing needs of older people in the borough.

2b. Ensuring equal access and diversity; addressing known inequalities

The principle of equality and diversity is fundamental to our business and to our relationships with staff and residents. Equalities is a cross-cutting theme in our performance management framework and actions to ensure equality of service delivery are included in team plans. We have published our *Equalities Policy* and *Diversity Strategy* on our website at the following web addresses:

Equalities Policy: http://www.homesforharingey.org/hfh_equalities_policy_final-2.pdf
 Equalities and Diversity Strategy: http://www.homesforharingey.org/equalities_and_diversity_strategy.pdf

Homes for Haringey serves a diverse community and we have put a lot of effort into ensuring that we understand the profile of residents in order to deliver appropriate services. We are systematically collecting and analysing equalities data and using it to tailor our services and inform business planning.

We self assessed ourselves against the requirements of Level 3 of the Equality Standard for Local Government and are addressing the issues identified. The revised Equalities Framework for Local Government is being released in early 2009, and we are currently agreeing our approach to this new framework.

The Audit Commission audited Haringey's Race Equality Scheme in August 2003 and commended the Council on its commitment to race equality. Homes for Haringey has adopted the Council's Equalities Scheme (incorporating disability, age and gender equality) and will be developing our own Equalities Scheme. We have also self assessed against the revised Commission for Racial Equality Code of Practice in Rented Housing and consider that we are compliant. We propose to arrange for a peer assessment to validate our self assessment.

A comprehensive and tailored equalities training programme has been developed and rolled out across the organisation from the Board and Executive Management team to operational and front line staff to ensure everyone is fully aware and values what equalities means for Homes for Haringey. The Director of Housing Management chairs the bi-monthly Equalities Forum which project manages the equalities work programme.

We are using the specific needs of our customers intelligently to deliver tailored services. We sent questionnaires to all our

tenants asking them to identify any specific needs they had, such as their preferred language to receive information in. Over 1200 tenants responded to this survey and we have put 'flags' on our databases to inform officers of these individual needs. We are continuing to increase the number of tenants we hold this information on through contact with tenants and are developing ways to use the information more effectively. The information is collected for all new tenants and on an ongoing basis for existing tenants through occupancy checks.

In 2007/08, we carried out Equalities Impact Assessments on our Customer Access Strategy, our Decent Homes Programme, our Individual Needs project, our Asset Management Strategy, and our Repairs Improvement plan. In 2008/09, we carried out an Equalities Impact Assessment of our Mobile Working priority project (these documents are available on request).

The following specific equality initiatives are to be undertaken in the coming year:

- Continue work to increase the level of individual needs and equalities data and ensure that staff are using it.
- Improve systems that identify and monitor the needs of vulnerable service users and people with disabilities to ensure that they are getting the right amount of support.
- Produce a corporate equalities scheme as required by the Equality Standard for Local Government.

3. Performance

Homes for Haringey's full set of key performance indicators is monitored by our Executive Management Team (EMT) and the Council's Strategic and Community Housing Service. If any area is underperforming, the head of service produces an exception report that explains the reasons for the poor performance, provides evidence for this, and proposes and implements an action plan to address the issues identified.

The Board and Council have also agreed their own different subsets of the full key performance indicator set that are reported at Board meetings and at quarterly meetings with the Council respectively. The key performance indicator targets are agreed with the Board and Council on an annual basis. **The Performance Tables at Appendix B show the key performance indicators that Homes for Haringey will be reporting to Haringey Council at monthly and quarterly meetings in 2009/10.**

Year End Performance 2008/09

The text below is taken from our Year End 2008/09 Performance report and summarises the areas of the service that are performing well, those areas where performance is moving in the right direction, and those areas where targeted improvement work is being undertaken to increase performance.

Performing well

- All four Estate Service measures exceeded their targets again in March 2009. They have each exceeded their respective targets for six successive months.
- The fourth quarter saw the Asset Management Team achieve three of its quarterly targets. Importantly, the headline figure on non-decent properties hit its year end target of 36%.
- The percentage of welcome visits completed within the first six weeks of a new tenancy reached its highest monthly position for the year in March at 96.7%.
- Throughout 2008/09, 88.3% of new tenancies were visited in the six week timeframe, ahead of the 85% target.
- The percentage of stage one anti-social behaviour tasks completed within timescales rose in quarter four to 77.5% against a 70% target. For the end of 2008/09 this indicator was at 71.3%.
- Gas servicing levels improved in March 2009 to its highest month end level. Although this indicator still trails its 100% target, this margin is very small. The number of cases overdue by more than three months has again fallen and is comfortably exceeding its target.
- Home Ownership continues to perform at a high level. Over the course of the year performance has been consistently strong.

- Customer Contact continues to provide consistently good performance. Both measures of resident access have remained above target in March, and the Year to Date figures have also exceeded their objectives.
- Homes for Haringey currently has equalities information on 92% of its residents, which is well in excess of the 80% target for this indicator.

Moving in the right direction

- Rent collection performance improved in the three board indicators in March. The headline collection rate including rent arrears met its 97.6% target, achieving 98.13% for 2008/09. Although the other two indicators missed their respective targets, the movement in performance throughout the year has been positive.
- Repairs performance rose in two monthly assessed indicators in March. Although the other two measures drifted, this was only by a small amount. The biggest shift was in the average time taken to complete a non urgent repair. This improved from 13.6 days last month to 11.8 days in March. Although this indicator is still behind its 10 day target, this is a significant single month improvement. Over the course of 2008/09 there has been a sustained improvement in performance in all the repairs indicators.
- The percentage of invoices paid within timescales improved in March to 90.5% compared with a target of 92%. Over the course of 2008/09, Homes for Haringey paid 90.9% of its invoices in fewer than 30 days.

Areas for improvement

- Customer Contact (Feedback) performance improved in March compared to February in two of the three monthly indicators. All three at least equalled their earlier performance on a quarterly basis. Despite this improvement, all three indicators ended the year below target, which makes this area of Homes for Haringey's service delivery an ongoing area of concern. There was a positive sign however, with the amount of stage one complaints escalating to stage two again exceeding target in quarter four.
- Void turnaround figures for the whole end to end process remained below target in March. However, the time taken for building repairs to carry out works to minor, or VAV, properties improved, breaking though the 20 day barrier for the first time since May. This indicator, at 19.7 days is still behind its 15 day target. The percentage of rent lost from voids increased to 1.63% in March, above its 1.5% target, partly due to the larger amount of properties vacant. This makes Voids performance an ongoing area of concern.

Our Year End 2008/09 Performance report contains details of our plans to improve performance in the above areas. This report is available on request from joy.walton@homesforharingey.org

4. Finance and Resources

4.1 Efficiency Savings (approved as part of the 2009/10 Budget Process)

New efficiencies have been identified in the Team Plans that form the basis of our Performance Management Framework and business planning process. Each saving identified above is linked to a specific Team Plan item, and is reflected in our budgets and the HRA Medium Term Financial Strategy.

Change from 2009/10 to 2013/14	2009/10 over 2008/09 £'000	2010/11 over 2009/10 £'000	2011/12 Over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000
Gas Maintenance Contract	-1,083	0	0	0	0
Further Efficiencies	0	0	-2,000	0	0
Total Changes to Existing Efficiencies	-1,083	0	-2,000	0	0

4.2 Revenue Investments 2009/10 – 2013/14 (approved as part of the 2009/10 Budget Process)

Revenue investment proposals have been identified in the Team Plans that form the basis of our Performance Management Framework and business planning process. Each proposal has been considered by our Executive Management Team and the Board in order to ensure that our priorities are reflected in our resource allocation. Approved investments identified are reflected in our budgets and in the HRA Medium Term Financial Strategy.

Revenue Investments 2009/10 to 2013/14	2009/10 over 2008/09 £'000	2010/11 over 2009/10 £'000	2011/12 Over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000
Control of bacteria in water systems	60	0	0	0	-60
Road and footpath maintenance	300	0	0	0	0
Review career development for Surveyors	40	0	0	0	0
Develop Resident Association Project Grants	10	0	0	0	0
Central Ventilation maintenance	0	300	-250	0	0
Lighting inspection test and maintenance	200	0	0	0	0
Fire Risk Assessments	250	0	0	0	0

	2009/10 over 2008/09 £'000	2010/11 over 2009/10 £'000	2011/12 Over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000
Revenue Investments 2009/10 to 2013/14					
Signing sheets for cleaning records	10	-10	0	0	0
Customer Service Excellence Award	37	-30	-7	0	7
Training & Development of Residents for Board	10	0	0	0	0
Lightning protection maintenance	0	30	0	0	0
Letting of Gas Maintenance Contract	0	0	0	100	-100
Embed information management strategy / maintain ISO accreditation	12	0	0	0	0
Preparation, project management and cost of Audit Commission re-inspection	47	40	-77	0	0
Staff events to help build relationships	20	0	0	0	0
Produce printed annual report for all stakeholders	15	0	0	0	0
Renew door entry maintenance contract	20	-20	0	0	0
Vehicle re-indexing costs	4	0	0	0	0
Accord contractual inflation	4	0	0	0	0
Annual safety checks for worklodes and stores	4	0	0	0	0
Additional Support costs for parking	8	0	0	0	0
Maintain Investors In People	9	-9	0	0	0
Additional HR Support (2 additional staff)	75	0	0	0	0
Ensure compliance with Construction regulations	50	0	0	0	0
Develop youth engagement project	30	-20	-10	0	0
Additional Accommodation - Ashley Road	30	0	0	0	0
Increased Waste Costs	160	0	0	0	0
Programme of window inspections and repairs	200	0	0	0	0
Link 12 new lifts on BWF by phone to concierges	5	0	0	0	0
Mobile estate monitoring working	8	0	0	0	0
Specialist Resident Estate Monitors	8	0	0	0	0
Cleaning in Supported Housing	125	0	0	0	0
Additional Income Collection Support Costs	20	0	0	0	0
Total New Investment	1,771	281	-344	100	-153

4.3 Capital Investment 2009/10 – 2013/14

The Capital investment proposed is made up of Major Repairs Allowance received through Housing Subsidy, Supported Capital Expenditure received through the Regional Housing Strategy, and Decent Homes funding resulting from our bid to Communities and Local Government. Details of the management of the resources and expenditure programme are shown in our Asset Management Strategy. Capital Investment will be updated to reflect out-turn Capital Expenditure 2008/09 and the re-scheduling of Decent Homes once approved by the Council.

Capital Investment	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Major Repairs Allowance – Government Funding	12,408	12,408	12,408	12,408	12,408
Supported Capital Expenditure – Government Funding	6,233	6,233	6,233	6,233	6,233
Decent Homes Government Funding	30,000	40,000	44,000	41,589	13,000
Total Capital Investment(s)	48,641	58,641	62,641	60,230	31,641

4.4 Medium Term Financial Strategy

The following table is an extract of the HRA Medium Term Financial Strategy prepared for the current year. It shows the changes in resources and planned expenditure from year to year brought about by external factors (such as Subsidy changes) and agreed actions (such as those arising from Team Plans). This evidences the flow of resources to support Council and Homes for Haringey priorities, and the financial viability of the Housing Revenue Account over the planning period.

HRA Summary	2008/09		2009/10		2010/11		2011/12		2012/13		2013/14	
	Original Budget £000s	Revised Budget after P7 Adj £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s	Increase / (Decrease) £000s	Draft Budget £000s
Company Income	(52,756)	(52,564)	(1,890)	(54,454)	(1,643)	(56,097)	942	(55,155)	(1,479)	(56,634)	(1,263)	(57,897)
Chief Executive	253	244	6	250	6	257	6	263	7	270	7	276
Housing Management	10,784	10,238	449	10,557	254	10,811	270	11,081	277	11,358	285	11,643
Business Improvement	2,680	2,965	340	3,335	65	3,400	(9)	3,391	86	3,477	94	3,570
Finance	2,007	20,495	1,560	22,135	553	22,689	568	23,256	581	23,838	596	24,433
Building Services	28,752	9,928	(629)	9,306	542	9,849	(4)	9,845	346	10,190	94	10,285
Asset Management	848	837	14	857	22	879	22	900	22	923	23	946
Corporate	7,433	7,863	150	8,013	200	8,213	(1,795)	6,419	160	6,579	164	6,744
Total Company Accounts	0	6	0	0	0	0	0	0	0	0	0	0
Rental Income	(64,504)	(64,504)	(4,092)	(66,483)	(3,999)	(72,596)	(3,435)	(76,031)	(3,597)	(79,628)	(3,767)	(83,396)
Non Dwelling Rents	(2,127)	(2,127)	(89)	(2,216)	(46)	(2,261)	(47)	(2,308)	(48)	(2,356)	(49)	(2,405)
HRA Subsidy	(16,081)	(16,081)	(160)	(18,292)	627	(15,614)	285	(15,329)	457	(14,872)	1,787	(13,085)
Leasehold Service Charge Income	(4,730)	(4,730)	(128)	(4,858)	(132)	(4,990)	(135)	(5,125)	(138)	(5,263)	(142)	(5,404)
Tenant Service Charge Income	(8,585)	(8,585)	(1,239)	(9,823)	(227)	(10,050)	(232)	(10,282)	(238)	(10,521)	(244)	(10,765)
Miscellaneous Income	(5,626)	(5,626)	213	(5,413)	(128)	(5,541)	(131)	(5,672)	(134)	(5,806)	(138)	(5,943)
Housing Management Costs	6,824	6,824	494	7,318	176	7,494	180	7,674	185	7,859	189	8,048
Repairs & Maintenance	210	210	5	215	5	221	6	226	6	232	6	238
Bad Debt Provision	1,100	1,100	50	1,150	50	1,200	50	1,250	50	1,300	50	1,350
Service Charge Costs	7,178	7,178	788	7,966	199	8,165	204	8,369	209	8,578	214	8,792
Total Managed Accounts	(86,341)	(86,341)	(4,158)	(90,436)	(3,474)	(93,973)	(3,255)	(97,228)	(3,249)	(100,477)	(2,094)	(102,571)
Temporary Accommodation Income	(4,931)	(4,931)	455	(4,476)	(132)	(4,608)	(116)	(4,725)	(122)	(4,847)	(128)	(4,975)
Housing Management Direct Costs	1,435	1,435	36	1,471	37	1,507	38	1,545	39	1,584	40	1,623
Supported Housing Costs	3,175	3,175	(49)	3,126	81	3,206	83	3,289	85	3,373	87	3,460
Repairs & Maintenance	308	308	8	316	8	324	8	332	8	340	9	349
Capital Financing Charges	43,599	43,599	2,550	46,149	3,180	49,329	3,678	53,007	3,740	56,746	606	57,352
Other Property Costs	2,498	2,498	(553)	1,945	47	1,991	48	2,039	49	2,088	50	2,138
Bad Debt Provisions	31	31	10	41	10	51	10	61	10	71	10	81
ALMO Management Fee	39,690	39,690	1,569	41,259	1,313	42,571	(1,280)	41,291	1,132	42,424	908	43,331
Total Retained Accounts	85,804	85,804	4,025	89,829	4,542	94,371	2,468	96,839	4,940	101,779	1,580	103,360
TOTAL HOUSING REVENUE ACCOUNT	(537)	(531)	(133)	(607)	1,069	399	(788)	(389)	1,692	1,302	(513)	789
Planned Opening HRA Balance	(4,690)	(4,724)		(5,255)		(5,862)		(5,463)		(5,852)		(4,550)
In-Year Use of Balances	(537)	(531)		(607)		399		(389)		1,302		789
Planned Closing Balance	(5,227)	(5,255)		(5,862)		(5,463)		(5,852)		(4,550)		(3,761)

4.6 Achieving outcomes in partnerships

The Decent Homes Programme is being delivered through Contractor Partners – proposed 2009/10 values are shown in the table below.

Partnership Name	Financial Value(in 2009/10)	Funding Source	Statutory targets	Local Area Agreement outcomes
Apollo Limited	£8.8 million*	Decent Homes funding through Communities and Local Government (CLG)	NI 158 - % of non-decent council homes	NI 158 - % of non-decent council homes
Wates Limited	£5.2 million*	As above	As above	As above
Lovell Partnerships Limited	£7.1 million*	As above	As above	As above
Mulalley Limited	£7.5 million*	As above	As above	As above
Total	£28.6 million			

*All figures shown are subject to negotiation and agreement with Decent Homes contractor partners.

4.7 Procurement

Contracts with a value in excess of £250,000 to be procured between 2009/10 to 2011/12.

Contract title	Coverage	Approximate value	Contract Start date	Contract End Date
Vehicle leasing – to support DLO service	4+2	£800,000	July-2009	July-2013
Door Entry and Concierge Systems - East	2+2	£300, 000 p.a.	Oct-2010	Oct-2012 (or Oct 2014 if extended)
Door Entry and Concierge Systems - West	2+2	£300, 000 p.a.	Oct-2010	Oct-2012 (or Oct 2014 if extended)
DLO supply contracts	To be confirmed	To be confirmed	To be confirmed	To be confirmed

<div><div>4.8 Assets</div><div><p>As described in section 8, Homes for Haringey’s Asset Management Strategy 2007-2017 sets out a strategic framework within which we manage, maintain and invest in the Council’s housing stock.</p><p>Our People Manager and Projects & Best Value team are currently working with the Council’s Corporate Property service to agree a long-term Accommodation Strategy for Homes for Haringey. We also have flexible working policies and procedures in place that encourage the use of arrangements like hot-desking and home working, and this will ensure we continue to make the most effective use of our existing office accommodation.</p></div></div>
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5. Value for Money

5a. Value for Money profile.

Homes For Haringey operates a financial planning cycle aligned to that of the Council. This allows Value for Money to be embedded in our financial processes and allows us to plan and deliver efficiency gains. Our Value for Money Strategy is set out at the following address: http://haringey.gov.uk/value_for_money_strategy.pdf

The section below is a summary of our Value for Money profile, which is based on the Audit Commission's Value for Money Profile tool. The Value For Money Profile report on Housing for 2007/08 indicates the following when compared with London councils that are our "Nearest Neighbours" (2007/08 is the last year end data currently available from this source):

Housing Management and Rents

- Average weekly cost of management is lower than average (lower is good) and we are in the top quartile when compared with neighbouring councils.
- Average weekly rent per dwelling is at the median for councils in the comparator group.
- Rents in Haringey for 2007/08 are below the average for London Councils.

Repairs and Maintenance

- Percentage of urgent repairs completed in government time limits is higher than average and in the third quartile.
- We are undertaking work to improve on the following four findings:
- Average weekly maintenance cost per dwelling is higher than average and we are in the third quartile.
 - Percentage spend on minor/routine planned repairs is at the lower quartile.
 - Time (average days) to complete non urgent repairs is higher than average and in the third quartile.
 - Average days to re-let vacant dwellings is higher than average and in the third quartile.

Initial work in the independent review of the voids process started in March 2009 suggests we have high voids costs. We will review the standard we are working to and make sure it is consistent with the Decent Homes programme. We aim to make the voids process as efficient as possible.

To improve the Value for Money of the organisation we carried out a comprehensive programme of Value for Money reviews of all services provided to us by the Council in 2006/07 and 2007/08. The focus was on making sure the services met the needs of Homes for Haringey and putting in place performance measurement and monitoring. These exercises helped show whether services were providing Value for Money and provided a model for reviewing internal services and structures in 2008/09. Implementation of the results of the programme of external reviews led to savings of an estimated £950,000 in 2008/09.

We aim to continue to improve the Value for Money of our services through a programme of reviews of internal services (as detailed in section 5c below). Our business and financial planning processes will also drive further cost efficiencies and performance improvements, informed by resident involvement and a robust resource allocation process.

5b. Internal Value for Money reviews

The programme of internal Value for Money reviews started in 2008/09 is part of the organisation's Value for Money strategy. The aim of the programme is to achieve better Value for Money across the organisation and to ensure that money is spent in line with the priorities of Homes for Haringey and its residents. The review will establish the cost, quality and performance of our internal services, and make recommendations for future service delivery. The following internal Value for Money reviews are currently taking place:

- Value for Money review of the Resident Involvement Service - May 2008 to March 2009.
- Value for Money review of the Tenancy Management Service – August 2008 to June 2009.

An indicative programme of internal Value for Money reviews was agreed in January 2008 (subject to review on an annual basis). The indicative timetable for other internal services due to be reviewed as part of this programme is as follows:

- Jan 09-Sep10 - Design & Engineering, Repairs Client Management, Income Collection.
- Jan 10-Sep10 - Estate Services, Housing Information Team, Finance and Procurement.

- Jan 11-Sep11 - Repairs Operations and Voids & Specialist Works, Business Improvement, Asset Management.
- Jan 12-Sep12 - Human Resources, Home Ownership, Communications & Equalities.

6. Risk Management

Homes for Haringey has a comprehensive **Risk Management Strategy** that has been updated in 2008/09. This sets out our tolerance for and approach to managing risks to Homes for Haringey achieving its objectives and meeting its commitments. The Board reviews corporate risks on a quarterly basis, and other risks are monitored and managed at appropriate levels within the organisation. The strategy can be accessed at the following address:

http://www.homesforharingey.org/almo_risk_management_strategy_2009.pdf

Homes for Haringey's **Corporate Risk Register** covers significant risks identified at both the Executive Management Team and at Board level. These are risks that, if they materialise, would have a significant impact on the achievement of the company's objectives (this risk register contains the high level risks; each part of the company has its own risk register that sits below this one). The strategy can be accessed at the following address:

http://harinet.haringey.gov.uk/risk_register.pdf

Homes for Haringey's **Business Continuity Plan** sets out how we would maintain the organisation's critical functions and services in a crisis. The plan can be accessed at the following address:

http://harinet.haringey.gov.uk/business_continuity_plan.pdf

7.0 Five Year Vision and Priorities for 2009/10

Five year vision

Our vision for Homes for Haringey is of 'a valued and exceptional company maximising its positive impact on people's lives. We want to be an outstanding housing provider – an organisation of which our residents and our partners are proud'.

In 2008/09 the organisation asked our Board, residents, staff and the Council what an excellent housing organisation would look like. The outcomes agreed form the basis of a vision that is an aspirational statement of intent for what we want to achieve within the next 5 years:

- We want to be a company that gets things done and which provides great services that meet people's needs.
- We want our customers and our partners to be proud of us and to value what we contribute to Haringey and its residents.
- We will get to know our residents better and make sure that what we do serves them efficiently and effectively.
- We will make the most of the experience, expertise and commitment of our staff and give everyone the opportunity to contribute to our success.
- We will improve how we manage, support and develop staff right across the business.
- We will build on the strengths of our tenancy management and estate services until people say that what we do is truly excellent.
- We will continue modernising our repairs service, getting it right first time more of the time, achieving our targets more consistently and driving up customer satisfaction.
- We will continue our effective delivery of the Decent Homes works and maximise the value of this unprecedented investment programme.
- We will reduce the number of complaints we receive and get better at how we deal with the ones that we do get.
- We will continue to look at ways of providing services that are better value for money.

This vision is supported by our long-term strategic aims, yearly service objectives, and the special project groups. The special project groups discussed in the following pages are the starting point for our work towards achieving these 5 year outcomes, and we will review our progress towards these outcomes on an annual basis.

7.1 Service Excellence

Our Service Excellence group will help ensure we are able to provide excellent services to our residents in future. We aim to move the organisation from 'inconsistently good' to 'consistently good' and establish it as a top quartile performer. The key service objective is to oversee service improvements across the business with the aims of:

- getting accreditation for the Customer Service Excellence standard in 2009/10
- getting 3 stars (or at least 2 stars excellent) at re-inspection in 2010/11.

We decided to go for the Customer Service Excellence Standard because it puts the customer at the heart of service provision and will help shape our services in response to residents' needs.

Progress in 2008/09

The group was formed in 2008/09 with representatives from across the business. It has undertaken a self assessment against the Customer Service Excellence standard and has carried out a gap analysis showing what we need to improve. We are approximately 50% compliant with the standard and estimate a further 25% of the work required to meet the standard is already set out in team plans for 2009/10. We are putting plans in place to address all the areas identified for improvement.

Plans for 2009/10

The main areas identified that we will be working to improve in late 2008/09 and 2009/10 are:

- Customer Insight and segmentation (this means tailoring and delivering services to groups of residents with similar needs)
- Journey mapping needs to be embedded (thinking of the approach residents make to us from their perspective)
- Customer Satisfaction needs to be measured throughout our service
- Service standards need to be reviewed and published for all areas of the business
- Individual needs project needs to deliver outcomes
- Need improved performance on performance indicators
- Customer focus and culture needs to be further developed

We intend to go for mock assessment against the standard in quarter 2 and then carry out any further work required to achieve successful assessment by quarter 4, as this sustained focus on our customers' requirements will be a means of preparing ourselves for a successful inspection in 2010. In preparation for inspection we have begun a new gap analysis against the 3 star standard and will be writing a revised self assessment shortly.

The quarterly milestones of actions overseen by the Service Excellence group are set out in Appendix A.

7.2 Repairs

In 2008/09 we established a Repairs special project group to ensure that the repairs service is able to meet its current commitments and improve services to meet the future aspirations of our customers. The key service objective is “To establish a repairs service that meets its targets, is financially viable and delivers aspirations”. Supporting objectives of the group include ensuring there is an effective interface between the Decent Homes programme, engaging the Council and other key stakeholders in effective partnership working, and carrying out an aspirational appraisal of the longer-term future of the Repairs service.

Progress in 2008/09

Repairs, voids, and gas performance has shown improvement since weekly review meetings were put in place at the end of August 2008. The fully integrated repairs control centre team became operational on 5th January 2009 so we now have interchangeable resources covering both call handling and job ticket processing. Overall year to date performance is above target. The new repairs organisational structure is also now in place and management capacity has been developed.

The Repairs group has identified 14 separate categories of work and identified a lead person for each one. The categories include: performance management, support services, systems and processes, stores, vehicles, sub contracting, business scope and accommodation. In addition, the project group has completed some detailed process mapping to identify blockages and areas for improvement and started putting action plans in place for each key category.

Plans for 2009/10

Priorities for the service in 2009/10 include performance management, mobile working, and voids management:

- **Performance management:** Weekly performance meetings will continue to focus on improving performance across the main indicators. Our Repairs Management Team will focus on areas of consistent underperformance and develop practical proposals for driving up performance. We will also be conducting a comprehensive analysis of our performance and control systems.
- **Mobile working** - SMS text messaging has been in place for some time for residents to remind them of forthcoming appointments. The next stage is to use text messaging to manage both surveyor and operative workloads. This represents a major operational change for the way the repairs service is delivered. Operatives will be sent their work direct to their mobile phone, one job at a time. They will hold stock on their vans to minimise the number of visits to stores. This will lead

to more efficient working which will optimise the use of available resources.

- **Voids Management** - The Council and Homes for Haringey continue to work together to achieve our objective of improving the management of void properties. The aim is to reduce the number of empty homes to a sustainable level of approximately 140 vacant properties; to make normal turnaround voids ready for let within 16 calendar days; to let a minimum of 15 properties per week; and to achieve an overall turnaround time within 27 days on routine void properties (in partnership with the Council's lettings team). Plans to improve void turnaround time include eliminating delays in supply chains, expanding the use of in house multi-skilled tradespersons, and improving management of sub-contractors.

Our improvement programme aims to respond to the repairs needs of our customers, to increase customer satisfaction, and to demonstrate an improved service by consistently meeting and exceeding our performance targets.

The quarterly milestones of actions overseen by the Repairs group are set out in Appendix A.

7.3 Decent Homes

By achieving two stars in the Audit Commission Inspection in 2007, Homes for Haringey has been able to access Decent Homes funding of £195.8 million from central government. The money is being used to improve council homes in all parts of the borough. A range of works is being carried out, including new roofs, rewiring, double glazing and insulation to make homes more energy efficient. Some outdated kitchens and bathrooms will also be replaced as part of the programme. The figure of £198.5m includes £11.4m for environmental improvement projects.

The Decent Homes group established in 2008/09 will help ensure the programme maximises the benefits it delivers to HfH residents and communities. The key service objective is to continue *'delivering the decent homes programme effectively - on time, within budget and to a high level of customer satisfaction'*. The group also aims to maximise the additional benefits of the programme to improve people's lives in Haringey, by contributing to the regeneration of neighbourhoods and improving environmental sustainability of our housing stock. We are working closely with the Council to link in with their wider regeneration and neighbourhood working initiatives.

Progress in 2008/09

We are currently on target to deliver the first year of the Decent Homes programme successfully. At 31ST December 2008, 1067 units had been brought up to the Decent Homes standard which is 91% against the agreed profile. The programme is on target to complete 1,894 units by the end of March 2009. Resident satisfaction surveys are completed and analysed during each phase of the programme. Satisfaction with the work to date is running at an average of 94%. A report setting out the proposed programme for Years 2-5 is with the Council's client team and will be presented to the February Council Cabinet meeting for formal approval. Pre-commencement activity on the year 2 programme is progressing well and we are on target to have all work packages approved no later than March 2009, for a start on site in April 09. There will be 8 work packages across the borough.

Plans for 2009/10

A request has been submitted to the Housing Minister expressing our interest in accelerating the Decent Homes programme. This follows the Government's November 2008 Pre Budget announcement about bringing forward capital expenditure from 2010/11 and 2011/12 to 2009/10. We are awaiting further details about the process from the Homes and Communities Agency.

We are currently preparing a schedule of works for inclusion of the supported housing stock from 2009/10 onwards. This is subject to the outcome of the Council's review into meeting future housing needs of older people in the borough.

The main objective of the Decent Homes group in 2009/10 is to oversee successful delivery of the Year 2 programme and our quarterly milestone targets support this objective. The group will also aim to maximise the additional benefits of the programme to improve people's lives in Haringey in a variety of ways:

- We aim to reduce unemployment by increasing construction training opportunities. We have already agreed targets to increase opportunities for local labour and apprentices under the Decent Homes programme, in consultation with our construction partners. 50 people from the borough have been employed so far and each partner has agreed to take on 4/5 apprentices. We are currently making preparations for a jobs fair to be held in Spring 2009.
- We aim to contribute to Neighbourhood regeneration. As mentioned in section 1.5, projects in 2008/09 included the refurbishment of the Eric Allin community centre in Tottenham and the development of the new Eastfield Community Centre on the Campsbourne Estate.
- We aim to reduce overcrowding by adapting suitable properties where this is possible
- We aim to improve environmental sustainability by working to provide every council tenant in Haringey with an energy and water efficient home (as set out in section 1.5).
- We aim to increase residents' satisfaction and improve their health by ensuring they live in Decent Homes.

To support these aims the group will also oversee the following work:

- We will ensure an appropriate level of resident involvement by producing a stakeholder management plan, by further developing the residents' asset management panel, and by working with schools to inform local kids about the programme and its benefits.
- We will embed effective joint working with Tenancy Management staff to eliminate silo working.
- We will further develop effective partnership working with the Council to link in with wider regeneration initiatives and neighbourhood working.
- We will establish a communications strategy which provides regular updates on the programme for all stakeholders in an attractive and exciting way.
- We will develop an effective interface with the Repairs service to maximise the benefits of Decent Homes supply chains: i.e., materials will be bought for the repairs service at the same beneficial rates as for Decent Homes, and we will ensure materials / components used are easy to maintain in future years.

The quarterly milestones of actions overseen by the Decent Homes group are set out in Appendix A.

7.4 Aspirations

The Aspirations group will discuss with our existing customers what their aspirations are for their homes and communities, and will explore what the likely aspirations of our future customers will be. The key service objective is *'to identify customer and stakeholder aspirations, ensuring that Homes for Haringey is able to positively impact on the lives of all our residents'*. The supporting objectives of the group are to:

- Facilitate stakeholder and resident input into the future direction of Homes for Haringey
- Increase our understanding and responsiveness to the needs of the community
- Compare ourselves with other organisations in order to ensure that we deliver added value and that we are innovative
- Engage new residents in discussions of our future
- Bring harmony amongst the multiplicity of stakeholders by agreeing common objectives and our overall direction

Progress in 2008/09

The Aspirations group has been formed with representatives from across the business and also includes a member of the Housing Client team. The group has agreed the project's information needs and have assigned leads to research and report on all the relevant categories of information. The group has started carrying out research into benchmarking data, best practice within the Housing sector, and innovative approaches taken by other service organisations. We have also started working with the Corporate Policy and Performance team to make use of customer data available through the Borough Profile and its Graphical Information Systems, with the aim of investigating how we can tailor our service delivery to meet local needs.

Plans for 2009/10

Key tasks to be undertaken in the following year include:

- All desk-top research completed and background demographic information collated.
- All stakeholder groups established, including residents; staff, and other council officers
- All groups to have met or been interviewed
- Best practice research completed
- Registered Social Landlord stakeholder event organised
- Cabinet Members interviewed
- Board input gained via away day and /or questionnaire
- Article in Homes Zone published seeking feedback and steering group volunteers
- Steering group and theme groups established (people, places)

- Groups used to carry out fact finding and narrowing down of possible options
- Proposals drafted and market research conducted to test the level of support for the proposals
- Feedback provided to all stakeholders and participants
- Final report, recommendations and action plan agreed.
- Agreed actions to commence from April 2009.

The desired outcomes of the Aspirations project are as follows:

- Increased stakeholder awareness of opportunities
- Increased stakeholder involvement in determining the future direction of Homes for Haringey
- Consensus reached on key themes and objectives
- Clear list of our customers aspirations agreed
- Organisation recognised as a leading and innovative social landlord.

The quarterly milestones of actions overseen by the Aspirations group are set out in Appendix A.

7.5. People

The People group will examine how Home for Haringey can use people management to achieve its strategic aims and objectives. The key service objective is *'to use people and talent management to modernise the organisation and help instil a new culture'*. We aim to develop an effective Executive Management Team and leadership body at Homes for Haringey, and transform the culture of the organisation into a culture of doing the right things and doing things right. The group aims to develop the way we attract, develop and retain new staff, with a particular emphasis on developing our current and future leaders and our organisational capability and talent.

Progress in 2008/09

This project is focussing on how we can use people and talent management to transform Homes for Haringey into a high performing and well regarded organisation. A workshop with staff from all levels and areas of Homes for Haringey helped set the ongoing agenda for the project. An early success of the project is the launch of our Employees' Support Programme. We appointed a company to provide a range of telephone advice and support services to our staff and members of their family who live with them. The aim of the service is to assist staff to remove any barriers to them attending work or becoming stressed about problems outside work. We will be monitoring uptake of the service and will get feedback from staff that use it.

Plans for 2009/10

Key tasks to be undertaken in the following year include:

- Day to day basics for delivering Human Resources, Learning and development, and Health and Safety services effectively, are in place
- Organisational learning and development needs identified
- Plans for identifying and developing capability in place and working effectively
- Plans for identifying and developing talent in place and working effectively
- Succession planning developed
- Graduate trainee scheme re-introduced
- Incentive and reward system modernised, including rewards for discretionary effort
- Flexible working procedures developed to improve outcomes for the business
- Long-term accommodation strategy agreed
- All Human Resources policies modernised
- Our approach to engaging staff in decisions in this area modernised

- Programme of culture change introduced and tested to check extent of actual change
- Approach to people management evaluated to ensure it aligns effectively with overall business objectives

The desired outcomes of the People project are as follows:

- High quality leadership and management for the organisation
- Graduate trainees adding value and energy to Homes for Haringey
- Higher levels of staff motivation, effort and achievement
- Staff report improved opportunities for development
- Clear direction for people plans set for the next 5 years
- Home for Haringey shortlisted in the Guardian's list of the top 100 employers

The quarterly milestones of actions overseen by the People group are set out in Appendix A.

7.6 Futures

The key service objective of the Futures group is to 'identify future opportunities for the organisation and the steps needed to capitalise on these opportunities'. The group will be working closely with the Council to explore options for Homes for Haringey's future development and to carry out a thorough review of the Management Agreement. The group aims to identify the steps needed to renew the Management Agreement and to identify the long term options for the organisation.

The review of the HRA subsidy system that is due to report in Spring 2009 is relevant to the future of Homes for Haringey and ALMOs nationally. ALMOs are lobbying for changes to the national housing subsidy system which will be vital in securing their long term financial stability. Therefore, our Futures Group will be working with the Council's ALMO client team to explore the options for our longer term future in the context of national policy and the outcomes of the HRA subsidy review.

The desired outcomes of the project are that Homes for Haringey will:

- become a Value for Money organisation that is an integral part of the community
- gain a commitment from the Council to extend the initial management agreement
- secure a future for the organisation beyond Decent Homes.

Further discussion is taking place with the Council to agree the steps needed to achieve the renewal of the management agreement, so the milestones of this group are not currently set out in Appendix A.

7.7 Response to Audit Commission recommendations

The organisation carried out the following actions to address the four recommendations in the Audit Commission Inspection report (August 2007) in 2007/08 and 2008/09.

- The Aids and Adaptations Service to physically disabled residents (Recommendation 1) was improved through the work of a priority project in 2007/08. The service was transferred to Haringey Council in 2008/09 following a Council decision that the end-to-end process should be provided by one organisation. This means that Homes for Haringey are no longer responsible for providing this service.
- We have improved access to services and standards of customer care (Recommendation 2) through the implementation of the first year of the Customer Access Strategy in 2008/09. Ongoing improvement work to this area continues through our work to attain the Customer Service Excellence Standard in 2009/10.
- We are improving the performance of tenancy management (Recommendation 3) through a VFM review of Tenancy Management and the Income Collection performance priority projects. We also undertake rigorous investigating and pursuing of rent arrears of former tenants.
- We have improved the management of the capital and repairs programmes (Recommendation 4) through the creation of a Director of Asset Management post and a dedicated Asset Management service, and the Repairs Improvement plan implemented in 2008/09. We have also created the Decent Homes and Repairs special project groups to make ongoing improvements to these two key service areas.

8. Managing People and Resources

<p>People plan objectives for 2008/09:</p> <ul style="list-style-type: none"> • Continued improvement of the way staff are led, managed and developed • 100% of managers' adherence on induction , probation and sickness monitoring • Improve sustainability and talent management by improving reward and recognition and succession planning • Embed the People Plan and develop the People Planning Group • On-going culture change and further development 	<p>Summary of progress to 31/03/2009:</p> <ul style="list-style-type: none"> • We are assessing all our people managers against a comprehensive and tough Homes for Haringey Management benchmark. • Phase 1 of Homes for Haringey Management Assessment and Development programme has been completed and evaluated. Phase 2 of the programme is currently underway • Tailored development training is taking place for those managers identified as not meeting the Homes for Haringey Management benchmark. • Five Homes for Haringey staff achieved Institute of Customer Service accreditation certificates. • Robust sickness reporting and monitoring is now in place. • Four group corporate inductions have been held for new staff and Board members – achieving a satisfaction rating of 87%. • We launched an Employees' Support Programme, run through an external company, which provides a range of support services to our staff and family members. • A 'People' project group has been established, with a lead at Executive Management team level, to ensure there is a high level focus on organisational culture change.
<p>Summary of key People plan issues 2009/10</p> <p>The following key issues were identified as challenges for the year ahead:</p> <ul style="list-style-type: none"> • Need to develop leadership within the organisation. • Need to develop staff succession 	<p>Summary of planned actions</p> <ul style="list-style-type: none"> • Talent management improved by identifying current and future leaders and putting development plans in place for each one. • Retention and succession plans put in place for each key post. • A 'coaching for performance' culture embedded and a quarterly review of performance introduced across all management tiers.

<p>planning.</p> <ul style="list-style-type: none"> • Need to improve managerial performance across the organisation. 	
<p>Technology</p> <p>Homes for Haringey consider the use of technology as a key enabler in achieving the strategic aims set out in our business plan. Four major IT projects being planned for the coming year are summarised here.</p>	<p>Summary of major IT projects planned</p> <ul style="list-style-type: none"> • <u>Introduce Customer Relationship Management (CRM) technology</u> CRM technology will allow us to share consistent and accurate data across the business. It will give us the ability to develop more effective business processes based on knowledge of our customers. • <u>Implement new digital telephony using Voice Over IP technology:</u> This technology will assist in the provision of excellent customer service as it will be used to improve the efficiency of the SAP CRM system being introduced in 2008/09 and 2009/10. • <u>Roll out of mobile working technology, introduced in 2008/09, to our Repairs Client staff</u> • <u>Develop SMS text messaging systems to manage both surveyor and operative workloads (as set out section 7.2)</u>
<p>Natural Resources / Environmental Sustainability</p> <p>Homes for Haringey's Environmental Sustainability Strategy identifies the work that we are undertaking that will impact on the environment and our plans to reduce environmental risks.</p>	<p>Our Environmental Sustainability Strategy supports our organisational aims as well as Council objectives set out in the Greenest Borough Strategy and associated strategies. We recognise our responsibility not only to improve the energy efficiency of residents' homes, but to embed sustainability in all our activities. Actions identified in the strategy and action plan include:</p> <ul style="list-style-type: none"> • Ensure all homes are well maintained, in a good state of repair and meet the government's Decent Homes Standard. • Increase the energy efficiency of homes through investment in the decent homes, boiler replacement, and energy efficiency programmes with a target to increase the average energy rating of our stock, as measured by the Standard Assessment Procedure (SAP), from the current rating of 66 to 71 by the end of the decent homes programme.

	<ul style="list-style-type: none"> • Identify and reduce the level of carbon dioxide emissions from council stock. • Complete cavity wall and loft insulation programmes to all appropriate stock. • Use results of energy surveys and thermal imaging to target future investment more effectively. • Deliver a planned boiler replacement programme which makes us fully compliant with energy efficiency standards set out in current building regulation part L1B. • Improve the water efficiency of our homes. • Evaluate the viability of installing renewable energy schemes. <p>The strategy and action plan can be viewed at the following web address: http://harinet.haringey.gov.uk/environmental_sustainability_strategy.pdf</p>
<p>Asset Management</p> <p>Homes for Haringey's Asset Management Strategy 2007-2017 sets out a strategic framework within which we manage, maintain and invest in our housing assets.</p>	<p>We aim to deliver capital investment, planned/cyclical maintenance, repairs to empty property and responsive repairs programmes in a structured and sustainable way. The Strategy contains a series of tasks, outputs and outcomes all linked to improvements in performance and delivering value for money. The Strategy is based on the following principles which were agreed by the HfH Board in July 2006:</p> <ul style="list-style-type: none"> • tackling homes in the worst condition first • targeting deprived areas and linking in with existing regeneration and neighbourhood plans • programming delivery of works in the most cost effective manner. <p>We have also added the following principle:</p> <ul style="list-style-type: none"> • delivering sustainable investment which contributes to reducing carbon emissions and benefits the local community. <p>The detailed objectives of the strategy which we are currently working towards include:</p>

	<ul style="list-style-type: none"> • Delivering Decent Homes by the government target • Delivering an efficient and effective responsive repairs and empty property service which provides value for money • Increasing the ratio of planned versus responsive repairs to 60:40 and sustain at that level. • Increasing the energy efficiency of our homes and deliver sustainable investment. • Helping to regenerate Haringey's neighbourhoods and provide a safer, greener and cleaner environment • Developing effective systems and software to support the Asset Management Strategy • Being legally compliant in relation to health, safety and access for people with disabilities • Consulting, listening to, and engaging residents fully in the development and implementation of the Asset Management Strategy. <p>The strategy can be viewed at the following web address (<u>Section 1 sets out the context for the Strategy and explains how it links to the Council's strategic priorities</u>):</p> <p><u>http://harinet.haringey.gov.uk/asset_management_strategy.pdf</u></p>
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9. Resident Involvement

Residents are at the heart of service development throughout Homes for Haringey; from our six resident board representatives involved in the strategic direction of the organisation, through those on panels helping to shape our services and procure contracts, to estate monitors, residents' associations and casual engagement. All of this helps to ensure that we deliver what residents want and need.

- Our [resident involvement structure](#) was developed following consultation with residents at the time we became Homes for Haringey, and contains nine function-based panels that monitor and help determine borough-wide services.
- We have groups to look at the needs of disabled people, decide about training for residents and plan our open day.
- Each year we send annual participants' questionnaires to everyone who has attended our panels and groups or taken part in checking our estates and these allow us to see how well residents think each activity is going. Comments are reviewed by the groups and result in improvements. For example, residents now chair seven of the panels, and the borough-wide Residents' Consultative Forum is planned and run by residents. For 2007/8 we sent out questionnaires to 761 residents who had attended panels or estate inspections or who acted as estate monitors.
- Homes for Haringey is currently undertaking a door-knocking exercise that will call at every household we manage.
- In 2008/9 we commissioned four films from young people working with professional video makers about their estates. These have been shown to local residents with discussions about what they have said, and various comments and suggestions have been followed up in partnership with Neighbourhoods, the Bridge NDC and other Council teams.
- We continue to support local residents' associations and their projects, and we follow up on new leads where residents wish to explore the possibility of starting a new association or becoming an advocate.

Our Resident Involvement Agreement and strategy are reviewed each year with residents. We work on four themes – embedding involvement throughout our organisation, broadening engagement so more people can be involved in a variety of ways which suit them, and deepening involvement by building capacity and encouraging residents to get involved increasingly in planning our services alongside staff and governance. The fourth theme is value for money.

We are in regular contact with different community groups so we can pick up on housing issues of concern to Council tenants and residents in their communities and we use a range of market research approaches to gather and analyse the views of those who do not attend meetings.

Each of our panels is supported by the appropriate service manager, and an ongoing programme of training and team meetings helps keep staff up to date with ways to engage with residents. The resident-planned training programme provides support for residents whatever their level of involvement. Residents are on the Strategic Core Group set up to plan our decent homes delivery with our construction partners. Details of planned activities for 2009/10 are available in the Resident involvement Team Plan (available on request). For more information, see [[Resident Involvement Agreement Summary](#)].

10. Appendices

[Appendix A – 2009/10 Action Plan](#)

[Appendix B - Performance Tables](#)

[Appendix C - Structure Chart](#)

A high level structure chart of Homes for Haringey can be viewed at the following web address:
http://www.homesforharingey.org/top_tier_structure.pdf

[Appendix D - Asset Management Strategy](#)

The strategy can be viewed at the following web address:
http://harinet.haringey.gov.uk/asset_management_strategy.pdf

Appendix A: 2009/10 Action Plan:

This appendix shows how Homes for Haringey will deliver on its key service objectives in 2009/10, identifies high level milestones / deliverables for each target quarter, and sets out targets identified for future years.

1. Service Excellence

Key service objective:		Responsibility of:
Demonstrate improved services to residents by achieving the Customer Excellence standard in 2009 and 3* stars (or at least 2 stars excellent) in the Audit Commission Inspection in 2010.	Executive Director of Business Improvement	
Homes for Haringey Strategic Aim:		
Council's Draft Housing Strategy Aim:	- To deliver excellent services - To ensure housing in the borough is well managed, of high quality and sustainable - Delivering excellent, customer focused, cost effective services	
Council Plan Priority:		
Description of performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.		
This project is not directly linked to performance indicators, but all Customer Access Pls will feed into achievement of the key service objective.		
Activity to be undertaken:	Lead Officer	Due date
Action plan in place following gap analysis against Customer Service Excellence standard; implementation has started and is on target	Sue Hunter	June 2009
Mock assessment against Customer Service Excellence standard completed.	Sue Hunter	Sept 2009
Any additional work, as identified in mock assessment, completed.	Sue Hunter	Dec 2009
Successful assessment against the Customer Service Excellence standard achieved.	Sue Hunter	Mar 2010
Targets for future years		Due date
3 stars achieved (or at least 2 stars excellent) in the Audit Commission Inspection	Sue Hunter / Arshi Zaman	2010/11

2. Repairs

Key service objective:		Responsibility of:
Establish a repairs service that meets its targets, is financially viable and delivers aspirations		Executive Director of Repairs
Homes for Haringey Strategic Aim:		- To provide better homes
Council's Draft Housing Strategy Aim:		- To ensure housing in the borough is well managed, of high quality and sustainable
Council Plan Priority:		- Delivering excellent, customer focused, cost effective services
Description of performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.		
1. % of non-emergency repairs where appointment made and kept 2. % of urgent (RTR) repairs completed within Government time limits 3. Average time taken to complete non-urgent responsive repairs		
Activity to be undertaken:	Lead Officer	Due date
Process of procuring a new fleet contract completed	Bob Watts	July 2009
SMS text messaging systems developed to manage both surveyor and operative workloads	Bob Watts	Sept 2009
Repairs stores function fully reviewed, modernised and integrated with the Decent Homes supply chain.	Bob Watts	Dec 2009
Fully formed Decent Homes team established in the DLO (external from the Voids team).	Bob Watts	Mar 2010
Targets for future years		Due date
Aspirational appraisal of the longer term future of the repairs service carried out following improvement work in 2009/10.		2010/11

3. Decent Homes

Key service objective:		Responsibility of:	
Deliver the decent homes programme on time, within budget and to a high level of customer satisfaction.		Executive Director of Asset Management	
Homes for Haringey Strategic Aim:		- To provide better homes	
Council's Draft Housing Strategy Aim:		- To ensure housing in the borough is well managed, of high quality and sustainable	
Council Plan Priority:		- Encouraging lifetime well being at home, work, play and learning.	
Description of performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.			
1. The proportion of local authority homes which were non 'decent' (Quarterly Indicator)			
2. Decent Homes Programme – number of units completed against number programmed (Quarterly Indicator)			
3. Energy Efficiency - the average SAP rating of local authority owned dwellings (Annual Indicator)			
Activity to be undertaken:		Lead Officer	Due date
Year 2 Pre-possession and Commencement Agreements signed off.		Head of Programme Delivery	April 2009
Programme started in all four contract areas. Monthly reporting structure for all contracts commenced.		Head of Programme Delivery	June 2009
Works being delivered in line with the programme and spend profile.		Head of Programme Delivery	Sept 2009
Works being delivered in line with the programme and spend profile. Detailed surveys commenced for year 3 of the programme. 5 year programme spend profile updated.		Head of Programme Delivery	Dec 2009
Works delivered in line with the programme and spend profile. Year 2 lessons learned exercise completed and recommendations implemented. Review of schedule of rates items carried out and rates streamlined where possible.		Head of Programme Delivery	Mar 2010
Targets for future years			
Decent Homes programme delivered on time, within budget and to a high level of customer satisfaction		Head of Programme Delivery	- 2010/11 - 2011/12 - 2012/13

4. Aspirations Project

Key service objective:		Responsibility of:
To identify customer and stakeholder aspirations, and to ensure that HfH is able to positively impact on the lives of all our residents		Executive Director of Housing Management
Homes for Haringey Strategic Aim:		- To help develop safer and stronger communities
Council's Draft Housing Strategy Aim:		- To provide people with the support and advice they need
Council Plan Priority:		- Delivering excellent, customer focused, cost effective services
Description of performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.		
<ul style="list-style-type: none"> - This project is not linked to performance indicators at this stage, but will feed into customer satisfaction PIs for future status surveys. - Actions arising from this project will also be linked to future PIs in our corporate performance management framework. 		
Activity to be undertaken:	Lead Officer	Due date
All desk-top research completed and background demographic information collated.	Simon Godfrey	April 2009
All stakeholder groups established and all groups to have met / been interviewed. Best practice research completed.	Simon Godfrey	June 2009
Options arising from consultation and research agreed.	Simon Godfrey	Sept 2009
Market research of options completed; final report, recommendations and action plan agreed.	Simon Godfrey	Dec 2009
Agreed actions to commence from April 2009	Simon Godfrey	April 2010
Targets for future years		
Delivery of agreed actions to meet customer and stakeholder aspirations	TBC	TBC

5. People Project

Key service objective:		Responsibility of:
- Use people and talent management to modernise the organisation and help instil a new culture.		Executive Director of Business Improvement
Homes for Haringey Strategic Aim:		- To become an excellent, well-led organisation
Council's Draft Housing Strategy Aim:		- To ensure housing in the borough is well managed, of high quality and sustainable
Council Plan Priority:		- Delivering excellent, customer focused, cost effective services
Description of performance measures relevant to this objective, including all relevant National Indicators; Local Area Agreement targets and key local Performance Indicators.		
This project is not directly linked to performance indicators, but all People and Organisational PIs will feed into achievement of the targets identified in future years.		
Activity to be undertaken:	Lead Officer	Due date
Talent development pool/talent grid is in place: an agreed retention / risk management/ succession plan is in place for each key post	Yewande Showunmi	June 2009
HFH 'leaders' identified and development plan in place for each one.	Bola Akenla	Sept 2009
Coaching for performance culture embedded and quarterly review of performance established across management tiers	Yewande Showunmi	Dec 2009
Graduate trainee, work placement, and school leaver programmes implemented.	Jennie Wyatt	Mar 2010
Targets for future years	Lead Officer	Due date
Investors in People Accreditation retained in 2010/11	Yewande Showunmi	2010/11
Home for Haringey shortlisted in the Guardian's list of the top 100 employers	Yewande Showunmi	2010/11

Appendix B - Performance Tables

The Performance Indicators shown below are those that Homes for Haringey will be reporting to Haringey Council at monthly and quarterly meetings in 2009/10.

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Income Collection						
Ex BV 66a	% of rent collected (including arrears and excluding water rates)	96.53%	98.20%	98.13%	97.6%	97.9%
Ex BV 66b	% of tenants with more than seven weeks rent arrears	14.74%	13.23%	12.23%	12%	11%
Ex BV66c	% of tenants in arrears who have had notices seeking possession served.	9.96%	20.04%	21.51%	15%	18%
Ex BV66d	% of tenants evicted as a result of rent arrears	0.51%	0.46%	0.54%	0.8%	0.7%
IC01	% of rent collected (of rent due excluding arrears)	97.80%	99.34%	99.17%	100.5%	100.5%
	% of Former Tenants Arrears collected			Awaiting data	8%	8%

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Voids						
Ex BV212	Average relet times (calendar days)	36.8	50.3	43.9	27	27
Ex BV 69	Rent loss from voids	1.96%	1.95%	1.63%	1.5%	1.5%
VO03	Average time to repair - VAV	21.9	27.8	22.2	15 by	15 days by

						31/3/09	31/3/10
VO04	Number of days for a void to reach ready to let status (VAV)	23.8	33.2	27.8		16 by 31/3/09	16 days by 3/3/10
VO06	% of new tenants satisfied with the condition of the property when they moved in	N/A	N/A	77.9%		60%	70%
In development	Average cost of voids (starting from second quarter)	N/A				N/A	Trend

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Repairs						
Ex BV 185	% of non-emergency repairs where appointment made and kept	89.8%	96.6%	96.2%	97.0%	97%
Ex BV 72	% of urgent (RTR) repairs completed within Government time limits.	93.2%	96.0%	98.4%	97.0%	98%
Ex BV 73	Average time taken to complete non-urgent responsive repairs (calendar days) ALL CONTRACTORS	12.2	16.9	12.0	10	9

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Design and Engineering						
GS01	% of properties with valid gas certificate	97.85%	97.10%	99.50%	100%	100%

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Estate Services						
ES01	% of estates graded at A or B by Estate Service Managers - overall grade	94.7%	97.7%	95.7%	95%	95%
Tenancy Management						
TM01	% of stage 1 anti social behaviour tasks completed within timescales	58.6%	46.2%	71.3%	70%	70%
Asset Management						
NI 158	The proportion of LA homes which are non 'decent'	42.58%	42%	36%	36%	30%
Ex BV63	Energy Efficiency - the average SAP rating of local authority owned dwellings.	N/A	N/A	65 (number not percentage)	70	68
	DHP - no. of units completed against no. programmed	N/A	N/A	99%	100%	95%

AS01	% of major projects (those over £100k at tender approval) completed within 5% of estimated time at tender approval stage	New	50%	27%	70%	70%
AS02	% of major projects completed within 5% of estimated budget at tender approval stage	New	93.3%	75%	70%	70%

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Home Ownership						
HO01	% of day to day service charges collected	101.01%	106.00%	100.54%	100%	100%
H009	% of all leaseholders satisfied with landlord	N/A	N/A	30%	45%	45%

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Customer Contact						
CA01	% of all phone calls answered	87%	90%	91.6%	90%	90%
CA08	% of customers seen within 15 minutes at customer service centres (council)	48.1%	71%	82.0%	70%	70%
NI14	Avoidable contact - proportion of customer contact that is low/no value to customer	N/A	N/A	Awaiting data	Trend	16% (Haringey Council corporately)

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Feedback						
CA10	% stage 1 complaints answered within 10 days	70%	80%	78%	90%	90%
CA12	% stage 2 complaints answered within 25 days	74%	82%	63%	85%	85%
CA14	% members' enquiries answered within 10 days	70%	87%	82%	90%	90%
New	Number of Ombudsman cases	N/A	N/A	N/A	N/A	Trend

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Finance/VFM						
Ex BV8	% of invoices paid within 30 days	73.6%	85%	90.9%	92%	93%
New	% of invoices paid within 10 working days (New)	N/A	N/A	N/A	N/A	75%

Indicator	Description	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2008/09 Target	2009/10 Target
Corporate						
NI160	LA tenants' satisfaction with landlord services	59%	N/A	61%	64%	66%

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	HfH Board meeting dates	Cabinet Advisory Board Months	Cabinet Advisory Board dates
Board meeting, Civic Centre Rm 2	26/01/09		
Board meeting, Civic Centre Rm 2	03/03/09		
		April	2, 9, 16, 23 ,30
		May	7,14,21,28
Board meeting, Civic Centre canteen	01/06/09	June	11,18,25
		July	2,9,16,23, 30
Board meeting, Civic Centre Rm 1 & 2	03/08/09	August	27
AGM Civic centre council chambers	21/09/09	September	3,10,17,24
		October	1,8,15,22,29
Board meeting, Civic Centre Rm 3	24/11/09	November	5,12,19,26
		December	3,10,17
		January	7,14,21,28
		February	4,11,18,25
		March	4,11,18,25

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[No.]

Agenda item:

CABINET

On 16th June 2009

Report Title: Approval for Compulsory Purchase Action - Empty Properties

Report of Niall Bolger, Director of Urban Environment

Signed : *N Bolger* 31st June 2009

Contact Officer : Steve Russell, Housing Improvement Manager (Private Sector)

Tel: 0208 489 5196

Wards(s) affected: All

Report for: Key decision

1. Purpose of the report

- 1.1. To obtain authorisation to submit to the Secretary of State a request for Compulsory Purchase Orders in respect of the nine properties listed in this report following the owners' failure to repair and bring the properties back into use.

2. Introduction by Cabinet Member

- 2.1. The staff within the Council's Strategic and Community Housing Service have been very motivated and hard working in their endeavour to take action that will renovate and bring back into use eyesore properties such as these that have blighted the streets of Haringey. They are to be commended and assured that it is the Council's intention to take the actions highlighted in this report, in an increasing number of cases, as a long term policy to improve the borough's neighbourhoods.

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

- 3.1. There are clear links with the Housing Strategy, Homelessness Strategy, Greener Borough Strategy and Community Strategy.

4. Recommendations

- 4.1. That authority is given for submission of the properties listed in 7.10 to the Secretary of State for a confirmed Order under compulsory purchase powers.

5. Reason for recommendation(s)

- 5.1. That all other methods have failed to persuade or encourage the owners of the nine listed properties to repair and bring back in to use. These properties are considered the worst eyesore vacant properties in the borough and should not be allowed to remain empty, blight areas or cause potential nuisance, especially as there is such a very high demand for accommodation in Haringey.

6. Other options considered

- 6.1. All options have been tried and exhausted. Letters have been sent to the owners, offering advice and grant aid. Some of these properties have a debt outstanding to the Council, which is being pursued under the enforced sale process. If the owner does not pay, an enforced sale will be pursued and the property sold at auction. If they do pay but do not improve and occupy the property, the Council will proceed with compulsory purchase.

7. Summary

- 7.1 The Council has a very robust empty property process that has been developed in partnership with the North London Sub Region, a partnership of 6 local authorities that has provided advice and funding to enable Haringey to establish a working group and effective process.
- 7.2 Using the funding provided, Haringey undertook a street survey of vacant properties that identified 1450 empty homes. This survey has provided the information that is being used as a basis for future activity in respect of vacant properties. The addition of a 'vacant property' module on the Private Sector Housing Improvement Team's computer system will make it easier to load and update property details on a central system, helping to provide a complete picture and track the properties over time.

- 7.3 The street survey has helped the Council to identify the worst eyesore properties. All of these have been visited, photographed and 'pointed' using a guide (attached to this report in Appendix 1) that helps officers to place properties in priority order by taking into account the condition of the property, the length of time it has been empty, any illegal activities or nuisance to neighbours, any potential danger and the number of complaints received in respect of issues or activities.
- 7.4 All properties have been inspected and notices served. This is to prevent the need to pay Basic Loss Payments (equivalent to 7% of the market value) on top of the market value that will need to be paid if possession is gained through CPO action.
- 7.5 All owners have received a number of letters explaining what needs to be done and what is on offer, together with details of the CPO and/or enforced sale action that will be taken if the owners do not take the appropriate action to restore the property to good repair and occupation.
- 7.6 A working group of all officers associated with vacant property enforcement, chaired by the Housing Improvement Manager (Private Sector), meets every 6 weeks to review progress of all cases and to agree on the next steps. Instructions are given to all relevant services to progress all cases to the agreed stages.
- 7.7 At present, funding is not an issue for enforced sales because they are cost neutral, with all costs being recovered from the sale proceeds. The North London Sub Region also contributes £3,000 to the work involved in bringing each property back into use through an enforced sale. Often, a Council Tax debt is also recovered.
- 7.8 CPO action may not be cost neutral as there may be a difference between the purchase price and sale price and, although every effort is made to avoid it, there may be occasions when compensation needs to be paid. This cost will be offset, however, by the £20,000 that the North London Sub Region is able to pay Councils for each property approved by Cabinet via the Forward Plan.
- 7.9 If Cabinet approval is obtained, the properties will not be sent immediately to the Secretary of State. Instead, officers will first notify the owners of the Cabinet's decision, as this often helps to focus the owners' attention on restoring and occupying the property. Of the 7 properties that Cabinet has approved for CPO action, 2 have been referred to the Secretary of State, and 1 large site is the subject of negotiation between the owners and a registered social landlord. Building works are already underway on the other 4 sites, 3 of which are already occupied.
- 7.10 The nine vacant properties listed below have been subject to the standard letters, grant offers, inspections, service of notices and enforced sale:
 - (1) Ground Floor Flat, 15 Terront Road N15
 - (2) 26 Gedeney Road N17

- (3) 39 Broad Lane N15
- (4) 160 Seaford Road N15
- (5) 95 Birkbeck Road N17
- (6) 1 Strode Road N17
- (7) 174 Sirdar Road N22
- (8) 81 Grove Park Road N15
- (9) 16 Woodside Road N22

7.11 Some of these properties have already been the subject of works in default (undertaken to deal with urgent issues) and, for others, a considerable amount of council tax is owed. A brief description of each property, together with a photograph and details of any past action, is attached in Appendix 2 of this report.

7.12 All properties that have an outstanding debt will first go through the enforced sale route, as cost neutral. Authorisation is requested for CPO action as well, should the owner pay the debt and still not restore the property to repair and use. Cases will only be submitted to the Secretary of State when all other options have been exhausted and funding is identified and available to complete the purchase and sale.

8. Chief Financial Officer Comments

8.1. This report seeks approval to submit to the Secretary of State a total of 9 properties for Compulsory Purchase Orders, following failure of the owners to repair and bring the properties back in to use.

8.2. The use of CPOs has both capital and revenue implications for the Council. A capital provision is required to acquire a property and this takes the form of a payment to the current owner based on an independent valuation of the property in its existing state. This payment is initially funded from capital receipts, to be repaid once the sale of the property is executed. Several options are available for disposal including a back to back disposal agreement with an RSL so that the capital receipt is received as soon as possible, sale to a private developer, and sale at an auction.

8.3. A separate report on the Financial Outturn 2008/09 includes a request to carry forward capital provision of £700k from 2008/09 in respect of 7 properties previously approved for CPO action. Of these, only two have been referred to the Secretary of State, but it is not known when approval will be given. When the properties are resold, the sale proceeds will be put back into corporate funds, where the agreed policy on allocation of receipts for spending is that all receipts go into a corporate pot and bids are made against this as part of the Council's capital programme process.

8.4. Currently, there is no provision within the Council's 2009/10 capital programme for the 9 properties identified in this report. However, cases will only be sent on the Secretary of State when all other routes have been exhausted and funding is identified to complete the purchase and sale process. There is a risk that the Council may not recover the acquisition costs in a stagnant property market.

- 8.5. The revenue costs associated with Compulsory Purchase Orders (eg legal fees, surveyor fees and stamp duty) will generally be non recoverable. These costs should be covered by a contribution from the North London Sub Region (£20,000 for every case approved by Cabinet).

9. Head of Legal Services Comments

- 9.1. The Head of Legal Services comments that the key purpose of the use of the available statutory powers is to bring long-term empty properties back into permanent residential use. Compulsory purchase is a means of last resort to achieve this objective.
- 9.2. The recommendations allow for owners to undertake themselves to carry out works by means of a legally enforceable undertaking where the timetable is reasonable.

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

11. Equalities &Community Cohesion Comments

- 11.1 Vacant properties have a negative effect within areas. These properties in particular are not only vacant but are in a very poor state and will cause serious issues to local neighbours. They also attract unwanted attention either through dumping of waste materials or illegal acts. They can also pose a serious threat to children who gain access and may injure themselves through a dangerous structure.

12. Consultation

- 12.1 The use of the compulsory purchase process as an enforcement tool was included in the Empty Property Strategy 2005-8, developed following consultation with Council officers and partners at an event in January 2005. Regular consultation has continued, since that time, with local authorities in the North London Sub Region.

13. Service Financial Comments

- 13.1 Although there is no specific capital provision for the acquisition of these units, the Capital Financial Regulations will allow the acquisition costs to be financed from the subsequent disposal proceeds of these units. There is a risk that disposal proceeds may fall short of the acquisition costs and provision would have to be made for this before CPO action is finalised. This risk can be mitigated by putting in place 'back to

back' sales as necessary. Revenue costs will be met by money drawn down from the North London Sub region.

14. Use of appendices /Tables and photographs

- 14.1. Appendix 1: Rating sheet.
- 14.2. Appendix 2: Property description of properties and photographs.
- 14.3. Appendix 3: Maps of Property location.

15. Local Government (Access to Information) Act 1985

- 15.1 Empty Property Strategy.
- 15.2 Detailed plans identifying all properties have been made available to scale through property services and are attached as Appendix 3 to this report.
- 15.3

Empty property point rating form

Address.....

Ward

Date

1	<u>How long empty</u>	
	1-2 years	1
	2-4 years	2
	4-6 years	3
	6-8 years	4
	8 years plus	6
2	<u>Exterior - visually</u>	
	Good condition	0
	Slight defects	2
	Some defects	3
	Run down	6
	Boarded up	7
	Major Eyesore	9
3	<u>No. of units</u>	
	1 unit	1
	2 units	2
	3 units	3
	4 + units	4
4	<u>Is it causing problems</u>	
	No complaints	0
	Letters sent by EPO	1
	Some Complaints received	2
	Failure of owner to take up support from EPS	3
	Complaints and Council action	4
	Enforced sale case paid by owner	5
	Complaints, Squatted, council action	6
	TOTAL POINTS	
	PRIORITY RATING	

Points 0 - 4	5- 9	10-14	15-19	20-25
1.	2.	3.	4	5

Priority rating

- 1 Low priority
- 5 High Priority

Note

The score is out of a total of 25 points. Place the points against the table and you are given the priority rating.

This is weighted to tackle eyesore long term larger properties first.

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Compulsory Purchase Cabinet Report

Appendix 2 – Property Descriptions + Photos

(I) GFF 15 Terront Road NI5 3AA



This two bedroom ground floor flat has been empty since 1998. Until recently when officers entered the flat under section 15 authorisation from the Director, the owner had ignored the many letters sent to him advising of potential CPO action and offering advice and help to bring the property back into use. The owner told officers that he intended to renovate the property to move into and had made a start on works. Unfortunately he ran out of money and also had personal problems which resulted in the flat being left unoccupied and in a poor condition for many years.

He has expressed an interest in receiving an Empty Property Grant but to date has yet to submit any estimates for the cost of work or any other paperwork. He has also refused to give officers a current address to contact him at.

His joint freeholder who lives in the first floor flat has complained to the Council about the state of the place and the fact that the ground floor is obviously empty which she feels is a security risk.

There is nearly £8,000 in owed Council Tax so this flat has also been put forward for an Enforced Sale due to this debt.

(2) 26 Gedeney Road NI7 7DY

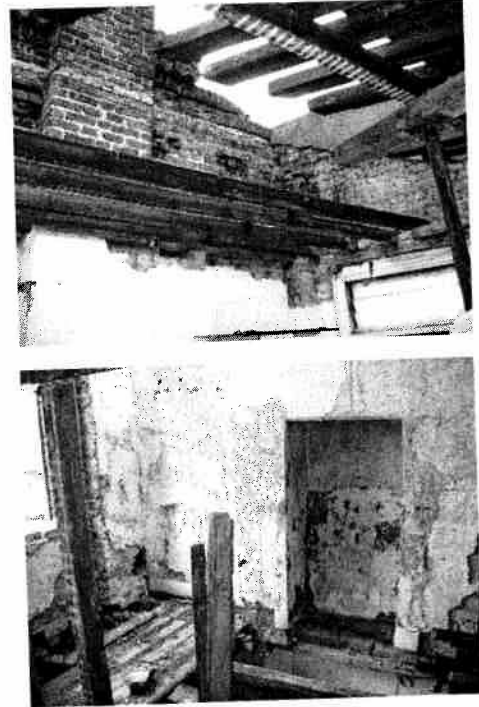


This two bedroom house has been empty for the last 7 years after the owner moved out to another property owned by his work. The house has deteriorated greatly in this time and is now in a very poor state of repair with a very overgrown front and rear garden.

Officers have been talking to the owner for the last five years and he submitted the paperwork needed to approve an Empty Property Grant back in July 2007. Unfortunately no work was done at all following approval of the grant and to date the house remains empty and in an ever worsening condition. The next door neighbour has complained about how the overgrown garden and a dripping overflow from the kitchen were affecting his house to the Council.

There is over £5 ,000 owed on Council tax on this house so it has also been referred for Enforced Sale due to this debt.

(3) 39 Broad Lane NI5 4DJ



This large two storey flat and shop have been empty since the owner bought the property in 1994 (15 years ago). It is in a terrible state of repair and is no longer weathertight as most of the roof is now missing. This has resulted in the floor joists and boards becoming rotten. Parts of the floors are missing and the staircase is in a dangerous state. The whole property is completely derelict.

Until recently when officers entered the flat under section 15 authorisation from the Director, the owner had ignored the many letters sent to him advising of potential CPO action and offering advice and help to bring the property back into use. The owner informed officers that he had bought the property as an investment for his son so has no intention to sell it and wants to renovate it himself. He expressed interest in the Empty Property Grant but to date has yet to submit any estimates or paperwork needed for approval of a grant. There is no Council Tax debt on this property.

(4) 160 Seaford Road NI5 5DS



This two bedroom mid terrace house has been empty since 2000. The owner inherited it after living in the property as a lodger. He is elderly and lives in sheltered accommodation in Clacton-on-Sea and has written to the Council stating that he would like the house taken from him via CPO action as he doesn't want to do anything with regard to selling the house himself. The Legal Department have written to him stating that Haringey could purchase the house from him rather than CPO it but to date he has not replied to this letter.

Soon after the house fell vacant there was a fire in it. Building insurance paid for a new roof. Haringey has had to do work in default to the house many times to rectify the problems arising from its poor state of repair affecting the neighbours on both sides. To date, the owner has paid all the invoices sent to him and is up to date with his Council Tax. Recently the house has had to be boarded up both in the front and back to stop wild animals living in the house and the front and rear gardens have both had to be cleared to stop the rat problem in the area. The inside of the house is derelict. It has been squatted many times but in recent years is in such a poor state that it has only been inhabited by foxes! The back addition floor has collapsed and the back addition is pulling away from the rest of the house due to subsidence.

(5) 95 Birkbeck Road N17



This end of terrace three bedroom house has been empty since 2006. It was bought at the start of 2008 by two men intending to develop the house by renovating and extending it and to then sell it on. Work had started to the house, windows were replaced and the roof had been removed to repair a bulging back flank wall and allow for a loft conversion. Unfortunately, the financial crisis then hit leaving the developers with no funds to continue work. Work on site ceased in the autumn of 2008. The house has been left with only a temporary roof and scaffolding down the side of the building.

There is a primary school opposite the house and children are continually climbing the scaffolding, entering the house and breaking windows. Rubbish is dumped on the site frequently. The great concern is that a child will seriously injure themselves or get killed climbing the scaffolding or entering the house. The scaffolding cannot be removed as it is holding up the temporary roof. The owners try their best to remove rubbish when it gets dumped and to close windows when children open them. Officers have advised the owners about the Empty Property Grant and advised them to get on with obtaining Planning Permission while they wait for funding to be agreed by their bank. However, to date no steps have been made to get Planning Approval and the site remains in a very dangerous state. The owners are unable to advise when they think work may continue to the house.

(6) 1 Strode Road NI7 6TZ



This end of terrace first floor two bedroom flat and corner shop below has been empty since 1999. The corner shop went out of business and the owners left the flat upstairs and moved into another property. The owner is very elderly and her three children are in dialogue with the Council. The property is boarded up and is an eyesore. Internally it has no kitchen or bathroom and is in a poor condition. It has been squatted on a couple of occasions. Many complaints have come in about this property including from 3 different Councillors.

Officers have been in contact with the family since 2006 and have been trying to get an Empty Property Grant approved for the property. Planning Permission was obtained in February 2008 to turn the shop into a residential unit but to date no works have started and no grant application has been received by the Council. The owner and her children have been written to many times by officers offering advice and grants and advising that CPO action is taken where no action is taken by owners to bring properties back into use. Even so, they have still failed to take any real steps to bring these two properties back into use.

(7) 174 Sirdar Road N22 6QX



This two bedroom ground floor purpose built maisonette has been empty for the last 7 years. The owners are both dead, probate has never been settled and their son occasionally visits the property. The flat holds the freehold of the building and the leaseholder who lives upstairs is very concerned about the state of the flat and rear garden and the fact that his freeholder is absent when it comes to repair issues.

The flat is structurally sound but is in a very poor condition internally as no maintenance work has been done to it for many years. The plaster on the bathroom walls and ceiling has blown and crumbled away leaving the bathroom unusable. The flat has a rodent and mould problem which is evident in all rooms.

There is over £4,000 Council Tax owed on the property and work in default has also been carried out for drainage works that were needed totalling nearly £1,000. Due to this debt, Enforced Sale proceedings are also being moved forward.

(8) 81 Grove Park Road NI5 4SL



This three bedroom mid terrace house has been empty for 6 years. The owners moved away and the Council has no address for them. Neighbours say they occasionally visit the property and the very overgrown hedge has been cut back since officers started visiting the house. Letters have been sent to the property offering grant aid and assistance to bring the house back into use. To date, the owners have ignored all letters and have not been in touch with officers at all.

The neighbours on both sides have been complaining to the Council about the very overgrown rear garden and the fact that the house was insecure with broken windows to the back and open windows in the front. The property has recently been boarded up by the Council to secure the property and to date no-one has been in contact to get the new keys to the house. The house has been squatted in the past.

(9) 16 Woodside Road N22 5HU



This two bedroom first floor flat is owned by a gentleman who died 38 years ago. Probate has never been settled. The ground floor flat is also owned by the same person and his son and daughter reside in this flat. The upstairs flat used to be rented out but fell into disrepair and so got locked up and left. It has been empty for the last 16 years. It is in a very poor state of repair and one sash window is falling out from it's frame as can be seen in the photograph above.

The Council have offered to pay for the cost of solicitors to sort out probate. However, to date they have not contacted officers to discuss this option. There is a large Council Tax debt of over £11,000 on the flat so it has also been referred for an Enforced Sale.

Compulsory Purchase Cabinet Report
Appendix 3 – Maps of property Location



**Map 1 referred to in the LONDON BOROUGH OF HARINGEY
(Ground floor flat 15a Terront Road London N15 3AA) COMPULSORY PURCHASE ORDER 2009**



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**Haringey Council
CORPORATE PROPERTY SERVICES**

**Anthony Roberts Share of freehold
(MX402315 shared freehold title)**

Site Area (square metres) : n/a

Overlay : Property Terrier

Scale 1:500

**Map 2 referred to in the LONDON BOROUGH OF HARINGEY
(Ground floor flat 15a Terront Road London N15 3AA) COMPULSORY PURCHASE ORDER 2009**



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**Haringey Council
CORPORATE PROPERTY SERVICES**

The CPO is of the leasehold interest comprised in title NGL258032 and shown edged red.
As to the area shaded blue the CPO includes only the ground floor

Site Area (square metres) : n/a

Overlay : Property Terrier

Plan produced by Janice Dabinett on 01/05/2009

Scale 1:500

Drawing No. BVES A4 2579a

Map referred to in the LONDON BOROUGH OF HARINGEY
(26 Gedeney Road London N17 7DY) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

NGL329695 freehold

Site Area (square metres) : 139 sq m

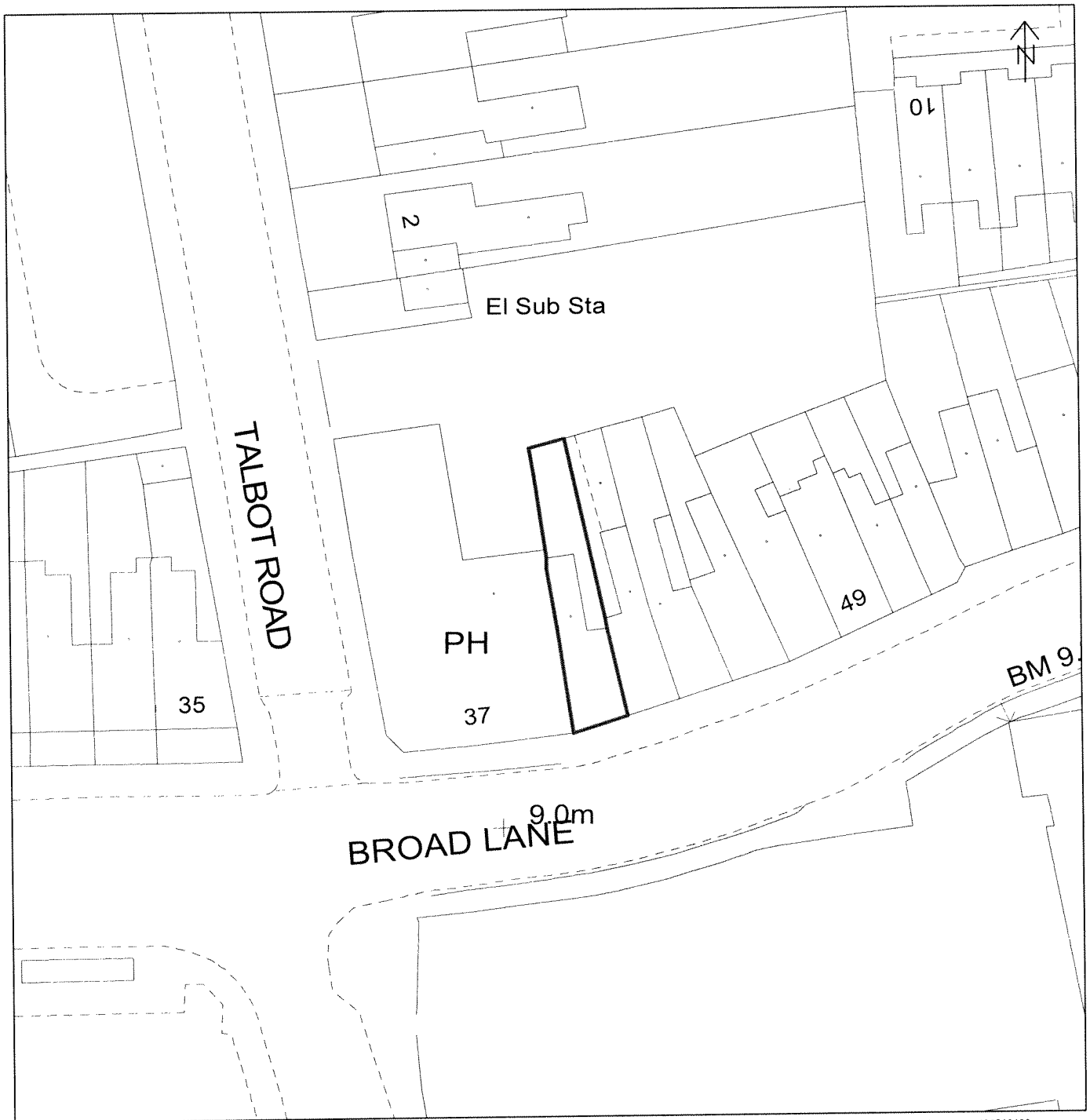
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2578

Map referred to in the LONDON BOROUGH OF HARINGEY
(39 Broad Lane London N15 4DJ) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX441481 freehold

Site Area (square metres) : 104 sq m

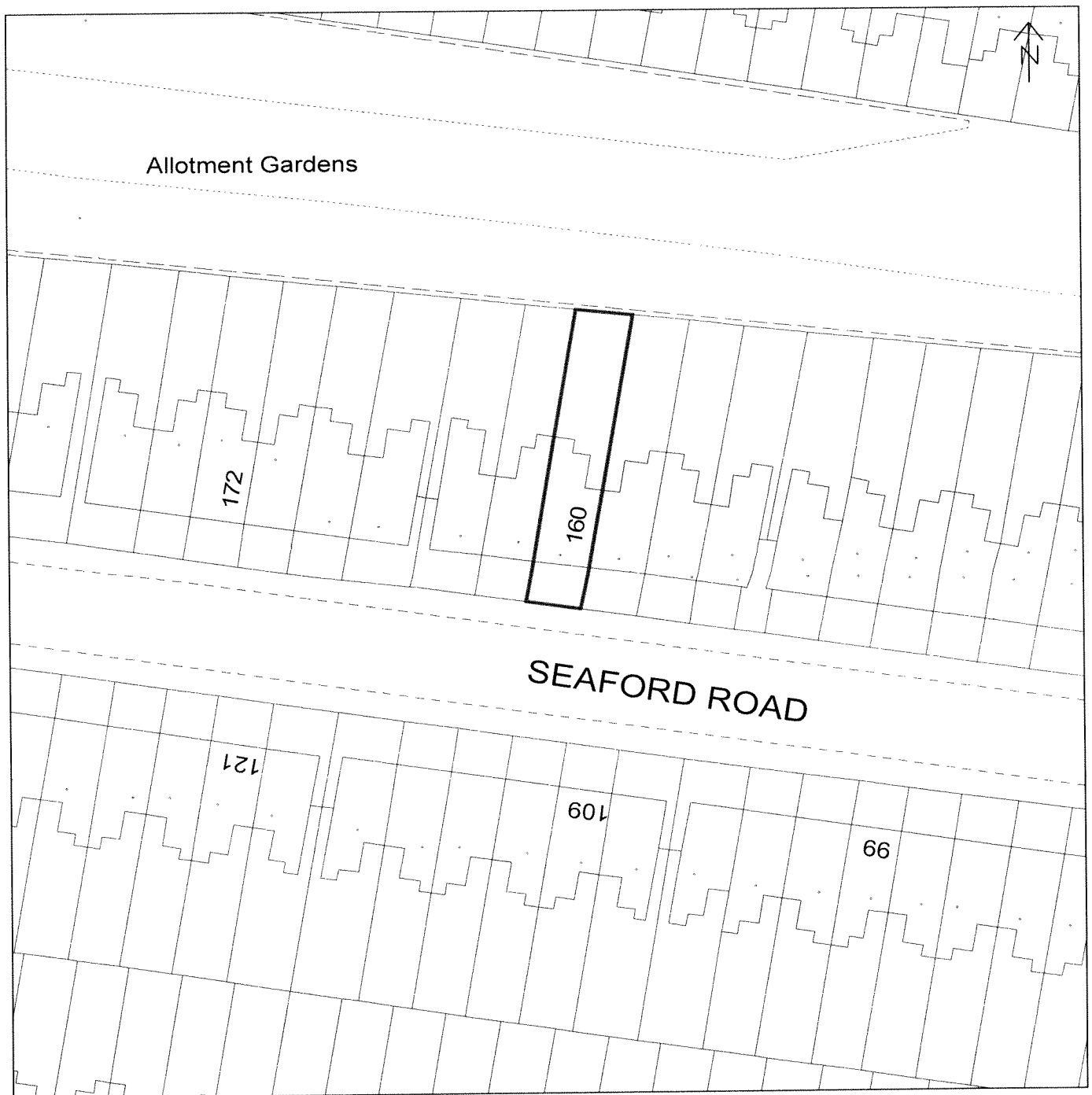
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2577

Map referred to in the LONDON BOROUGH OF HARINGEY
(160 Seaford Road London N15 5DS) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX50775 freehold

Site Area (square metres) : 135 sq m

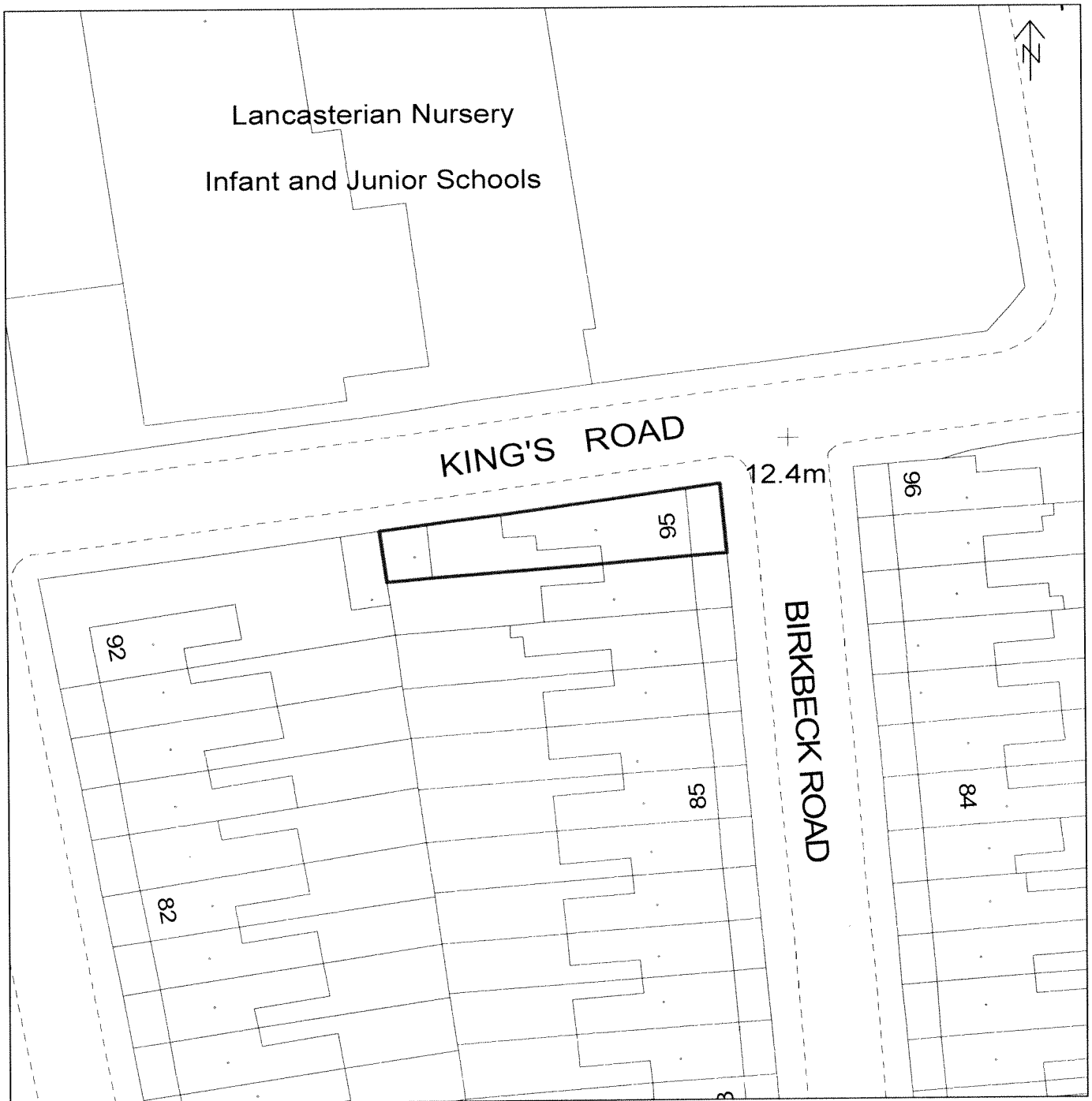
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2584

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(95 Birkbeck Road London N17 8NH) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX217324 freehold

Site Area (square metres) : 164 sq m

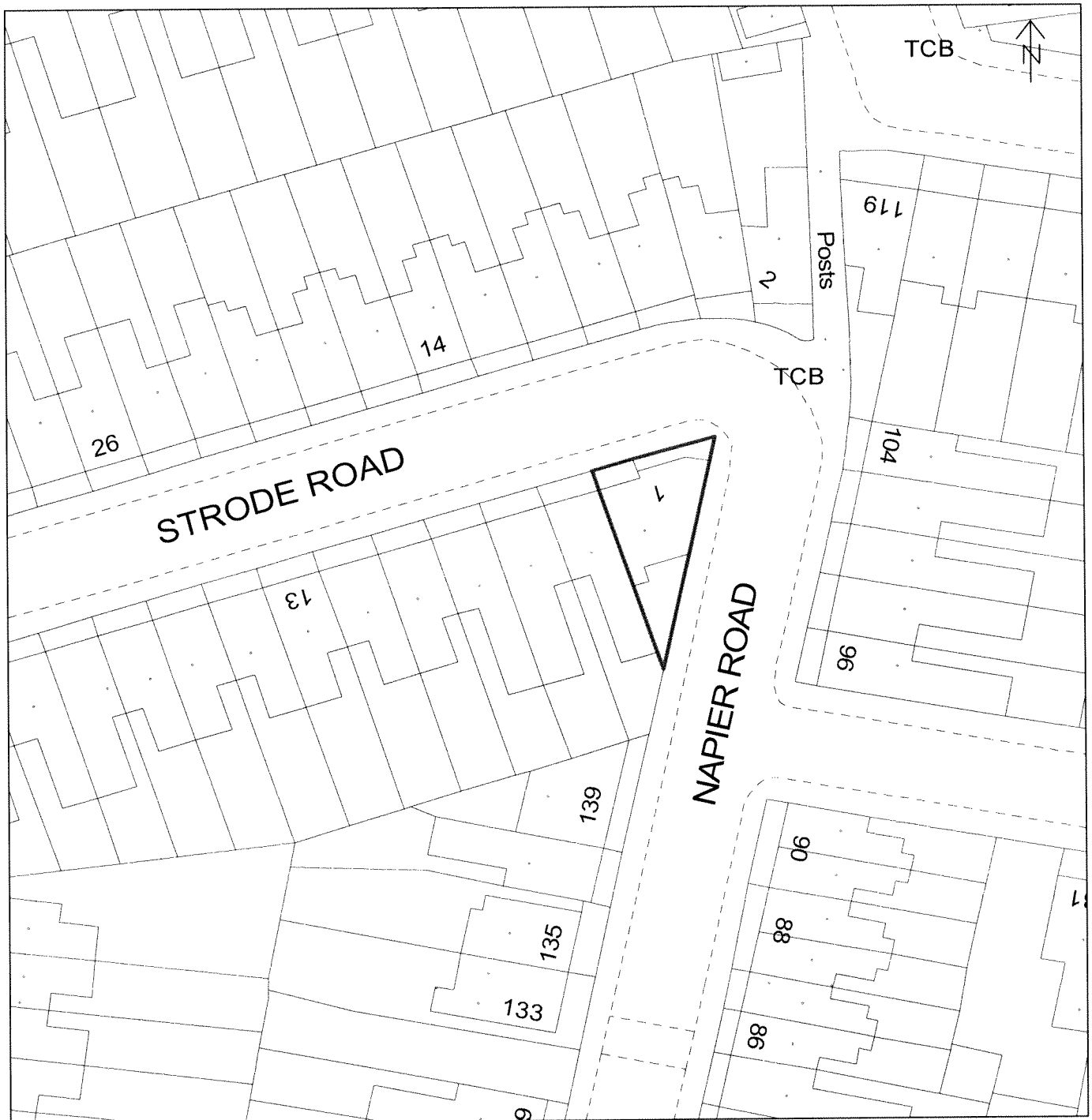
Overlay : Property Terrier

Plan produced by Janice Dabinett on 30/04/2009

Scale 1:500

Drawing No. BVES A4 2594

Map referred to in the LONDON BOROUGH OF HARINGEY
(1 Strode Road London N17 6TZ) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX93561 freehold

Site Area (square metres) : 105 sq m

Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2576

**Map referred to in the LONDON BOROUGH OF HARINGEY
(Ground floor maisonette 174 Sirdar Road London N22 6QX) COMPULSORY PURCHASE ORDER 2009**



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**Haringey Council
CORPORATE PROPERTY SERVICES**

Site Area (square metres) : n/a

Overlay : Property Terrier

Plan produced by Janice Dabinett on 01/05/2009

The CPO is of the freehold interest comprised in MX421203 and shown edged red.
The following are excluded from the CPO
1. Tinted blue - rooms over passageway
2. Leasehold interest NGL357375 (172 Sirdar Rd upper maisonette)
a. Tinted orange - garden ground
b. Tinted orange/hatched black - first floor

Scale 1:500

Drawing No. BVES A4 2582

Map referred to in the LONDON BOROUGH OF HARINGEY
(81 Grove Park Road London N15 4SL) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

NGL324879 freehold

Site Area (square metres) : 167 sq m

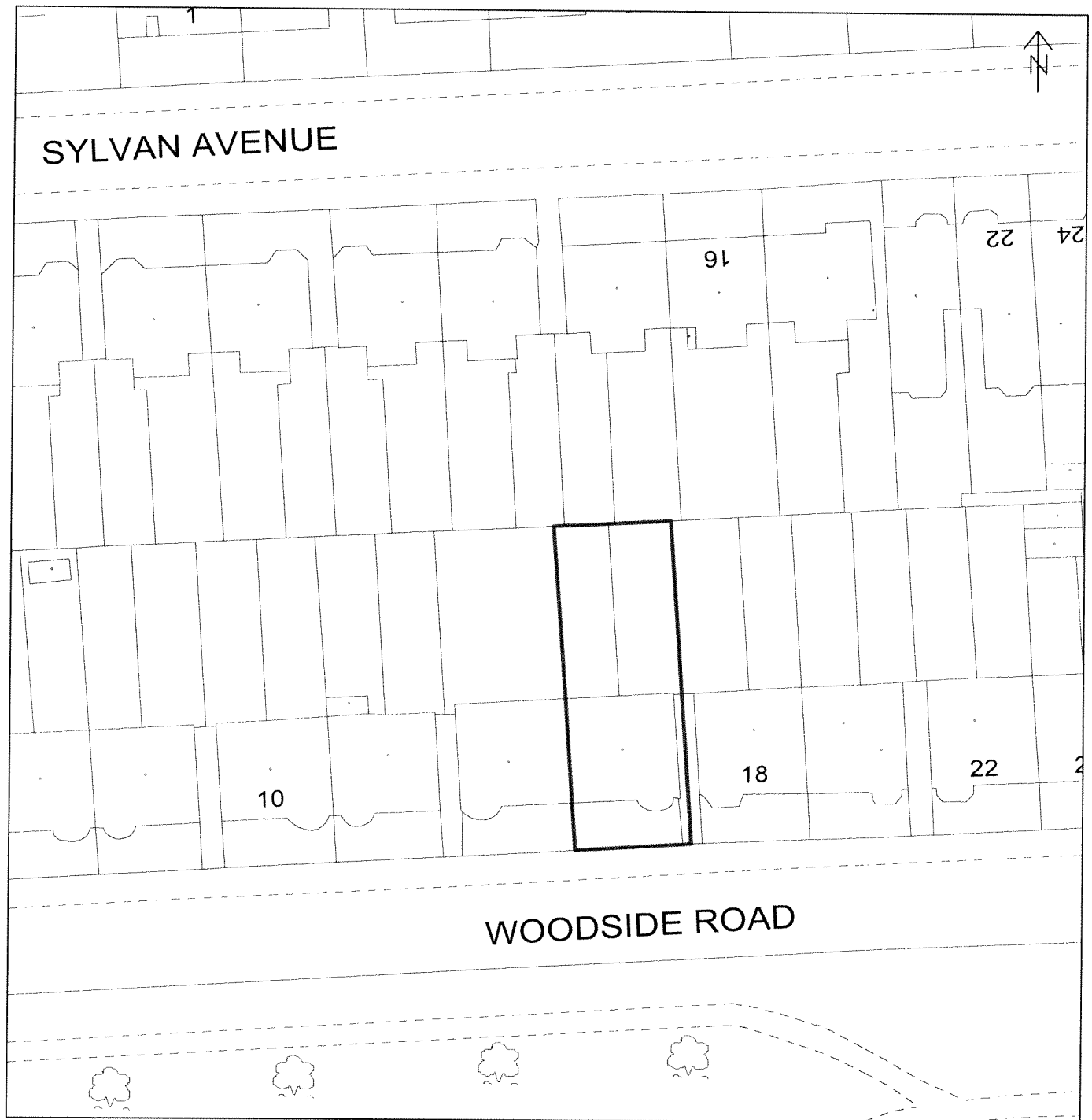
Overlay : Property Terrier

Plan produced by Janice Dabinett on 30/04/2009

Scale 1:500

Drawing No. BVES A4 2593

Map referred to in the LONDON BOROUGH OF HARINGEY
(16 Woodside Road London N22 5HU) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

NGL227977 freehold

Site Area (square metres) : 295 sq m

Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2583

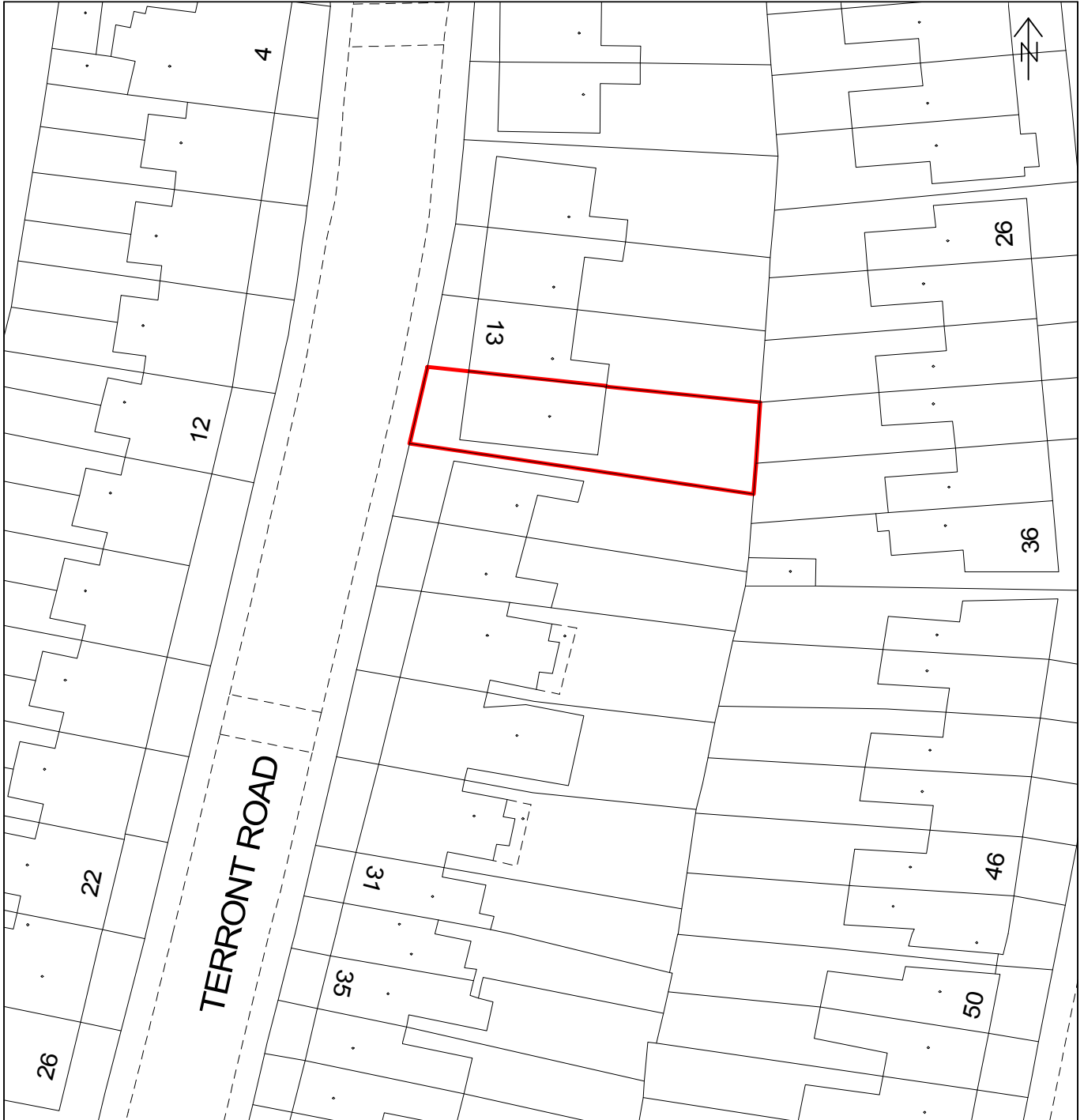
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Compulsory Purchase Cabinet Report
Appendix 3 – Maps of property Location



**Map 1 referred to in the LONDON BOROUGH OF HARINGEY
(Ground floor flat 15a Terront Road London N15 3AA) COMPULSORY PURCHASE ORDER 2009**



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Haringey Council
CORPORATE PROPERTY SERVICES

Anthony Roberts Share of freehold
(MX402315 shared freehold title)

Site Area (square metres) : n/a

Overlay : Property Terrier

Plan produced by Janice Dabinett on 01/05/2009

Scale 1:500

Drawing No. BVES A4 2579

**Map 2 referred to in the LONDON BOROUGH OF HARINGEY
(Ground floor flat 15a Terront Road London N15 3AA) COMPULSORY PURCHASE ORDER 2009**



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**Haringey Council
CORPORATE PROPERTY SERVICES**

The CPO is of the leasehold interest comprised in title NGL258032 and shown edged red.
As to the area shaded blue the CPO includes only the ground floor

Site Area (square metres) : n/a

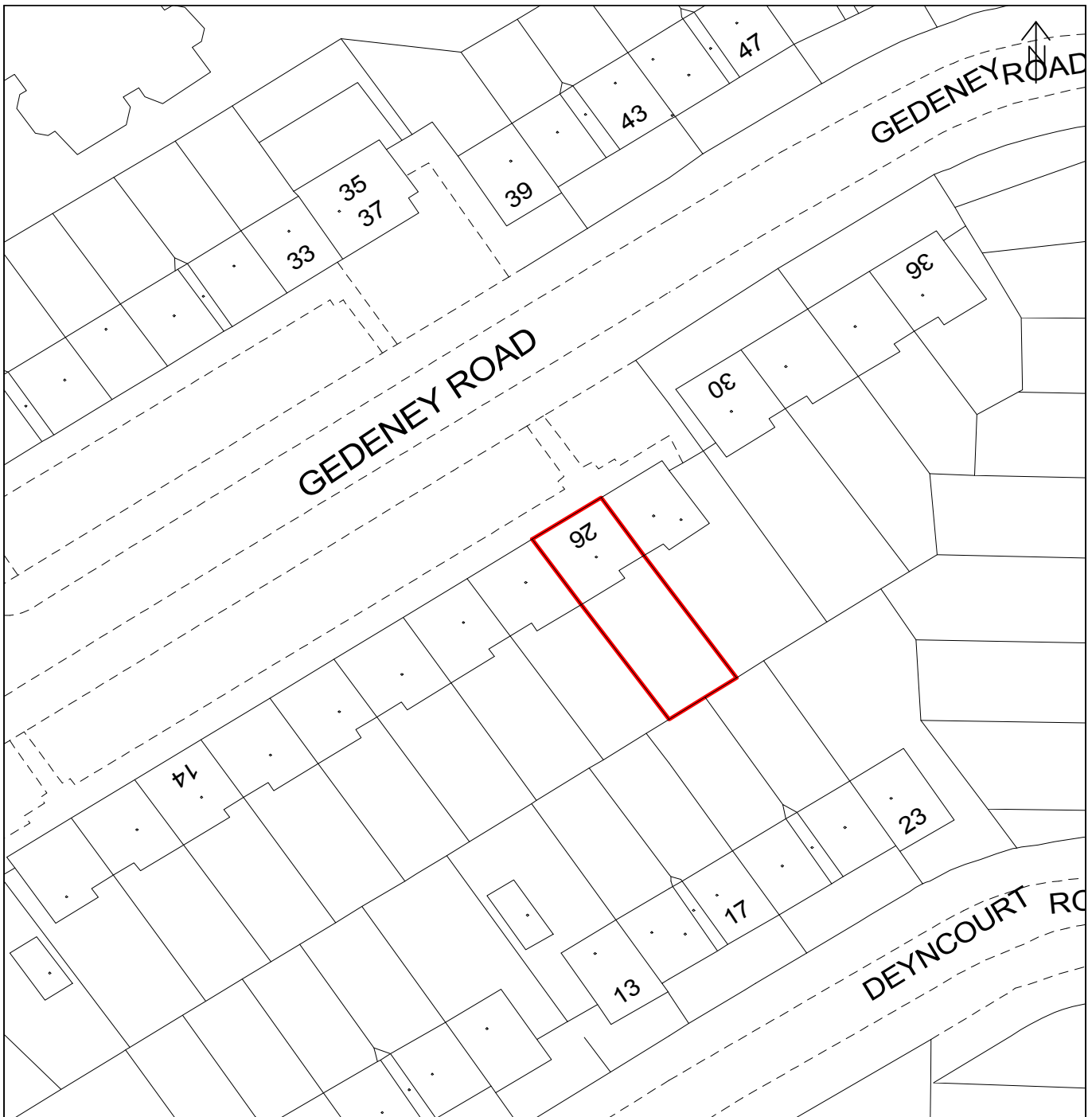
Overlay : Property Terrier

Plan produced by Janice Dabinett on 01/05/2009

Scale 1:500

Drawing No. BVES A4 2579a

**Map referred to in the LONDON BOROUGH OF HARINGEY
(26 Gedeney Road London N17 7DY) COMPULSORY PURCHASE ORDER 2009**



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**Haringey Council
CORPORATE PROPERTY SERVICES**

NGL329695 freehold

Site Area (square metres) : 139 sq m

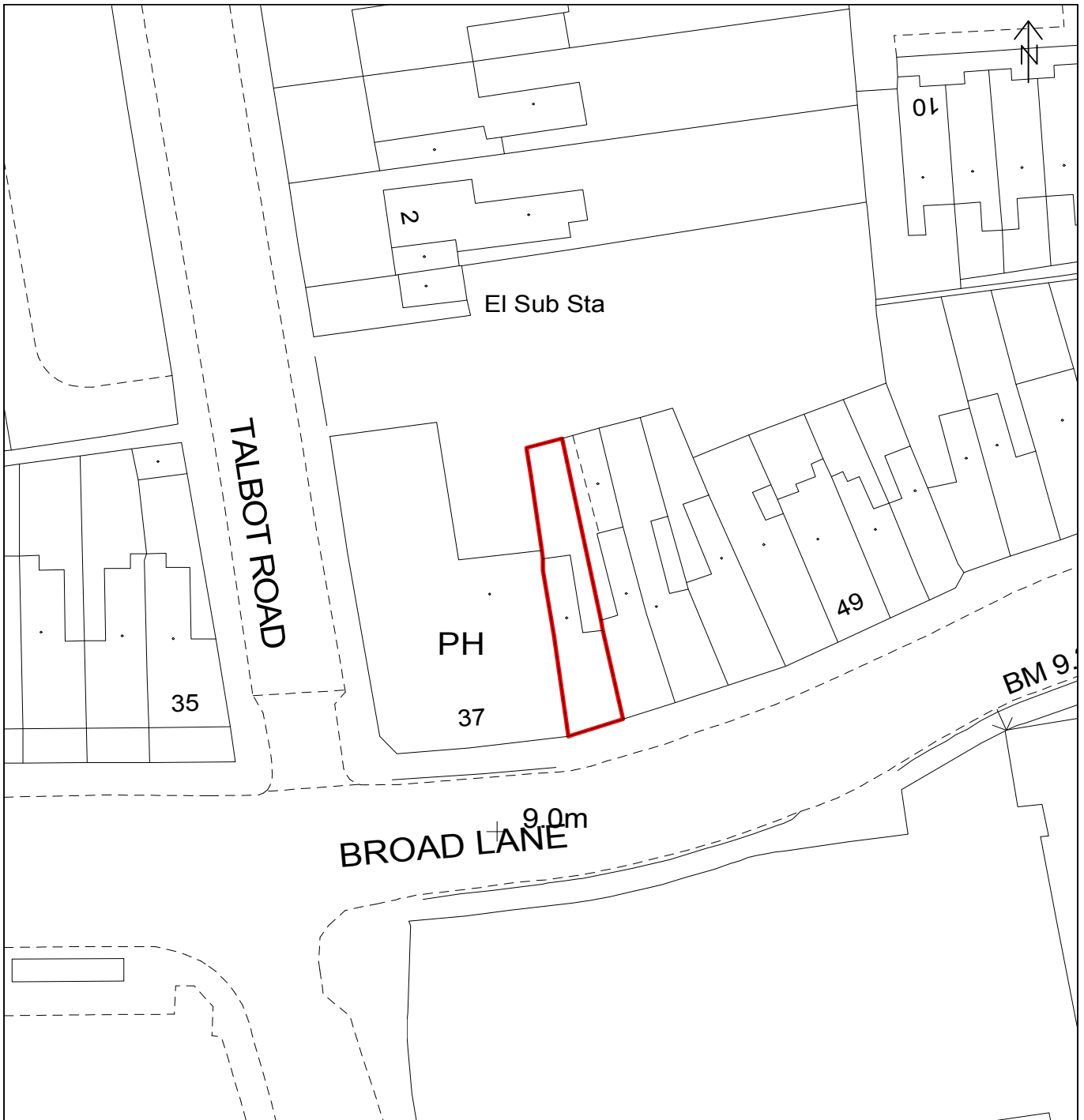
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2578

Map referred to in the LONDON BOROUGH OF HARINGEY
(39 Broad Lane London N15 4DJ) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX441481 freehold

Site Area (square metres) : 104 sq m

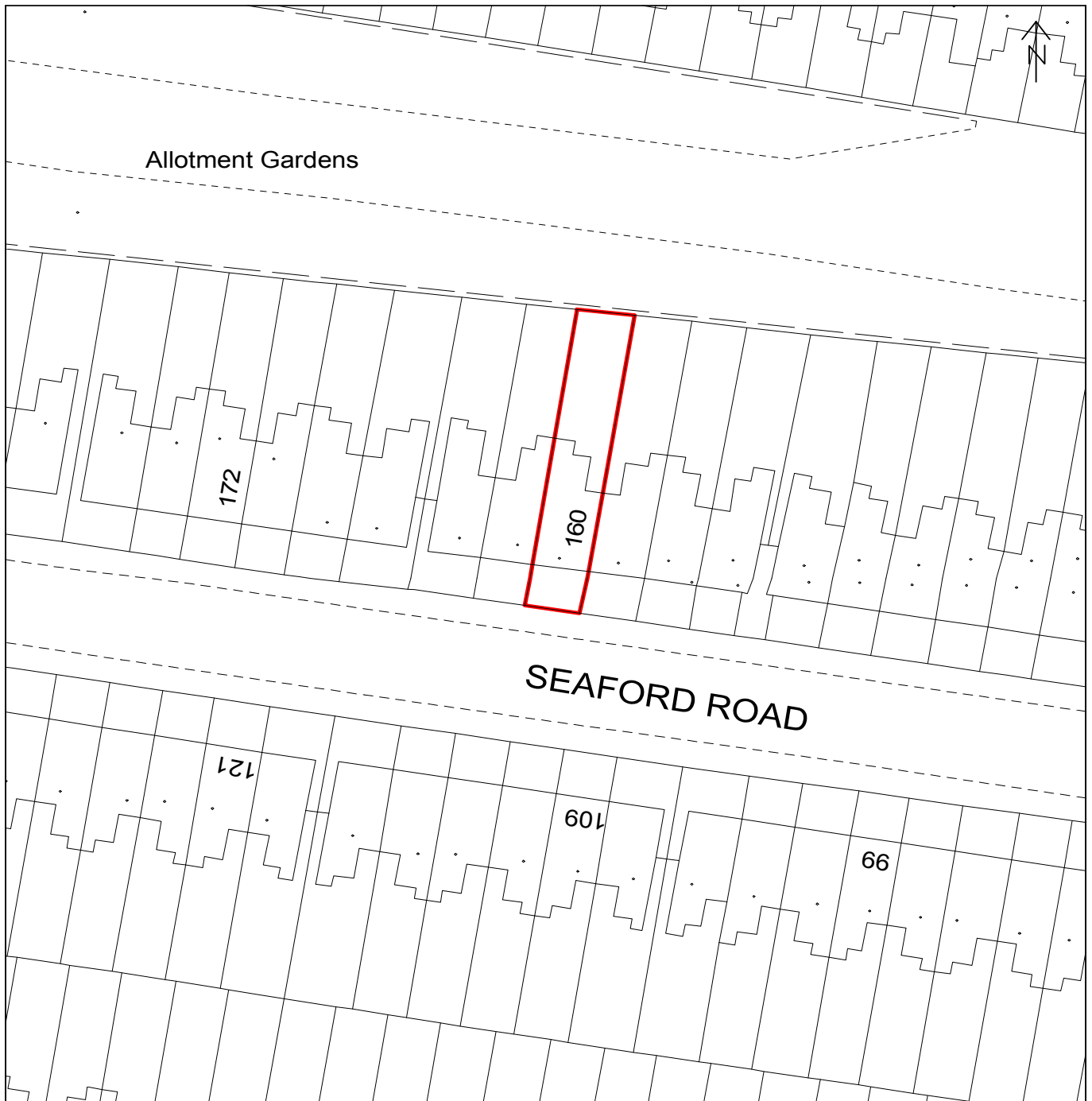
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2577

Map referred to in the LONDON BOROUGH OF HARINGEY
(160 Seaford Road London N15 5DS) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX50775 freehold

Site Area (square metres) : 135 sq m

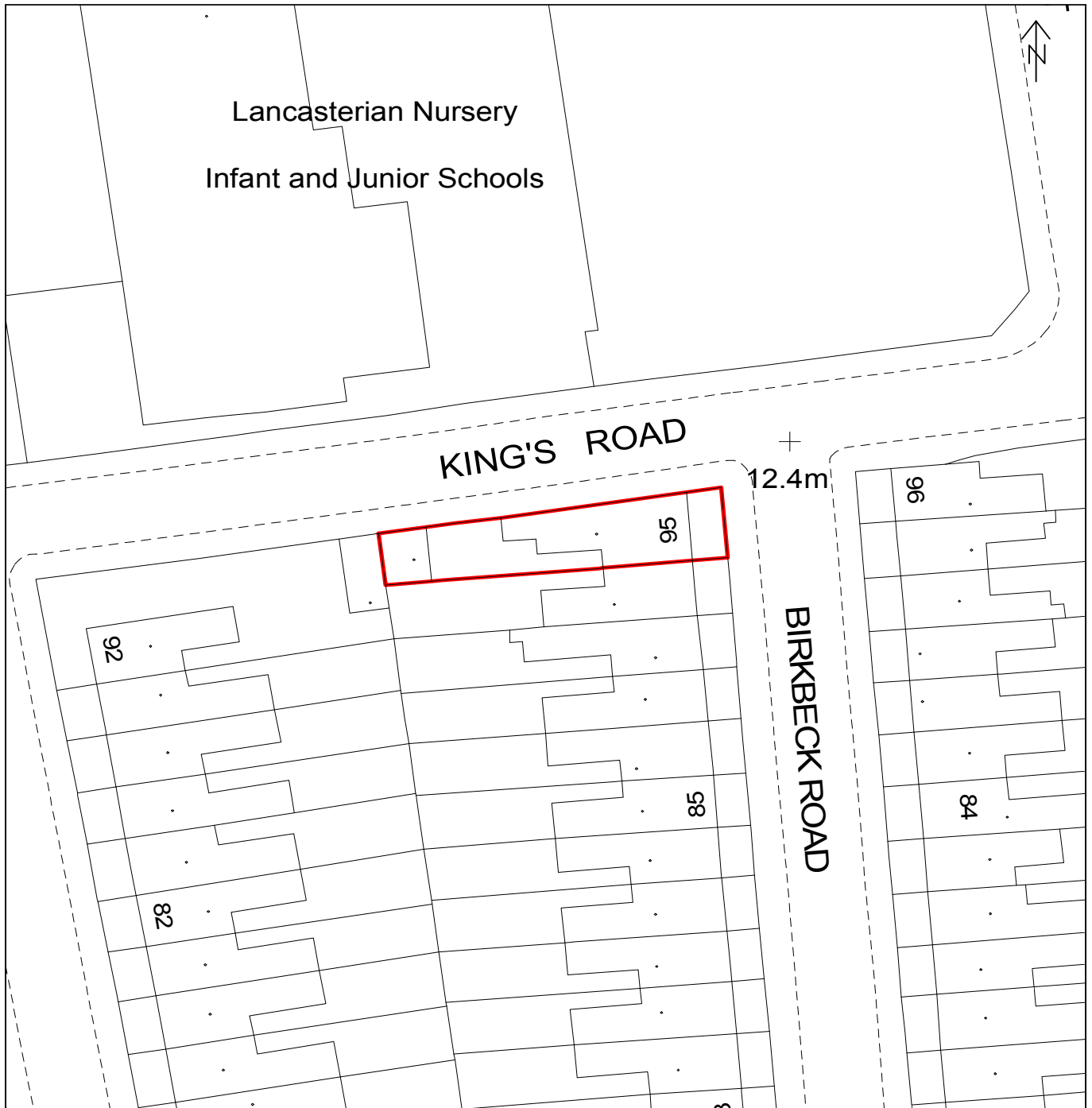
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2584

Map referred to in the LONDON BOROUGH OF HARINGEY
(95 Birkbeck Road London N17 8NH) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX217324 freehold

Site Area (square metres) : 164 sq m

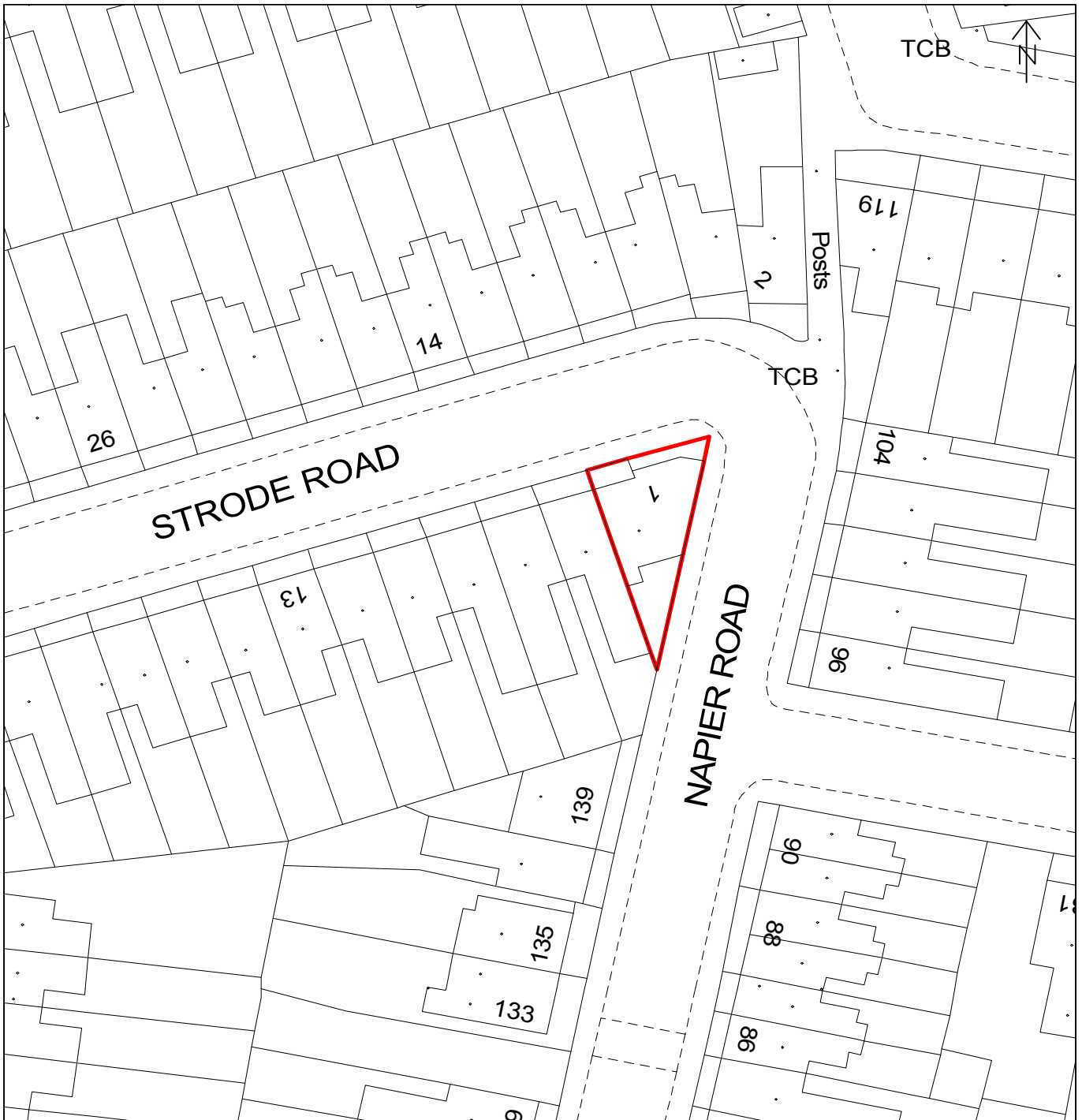
Overlay : *Property Terrier*

Plan produced by Janice Dabinett on 30/04/2009

Scale 1:500

Drawing No. BVES A4 2594

Map referred to in the LONDON BOROUGH OF HARINGEY
(1 Strode Road London N17 6TZ) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

MX93561 freehold

Site Area (square metres) : 105 sq m

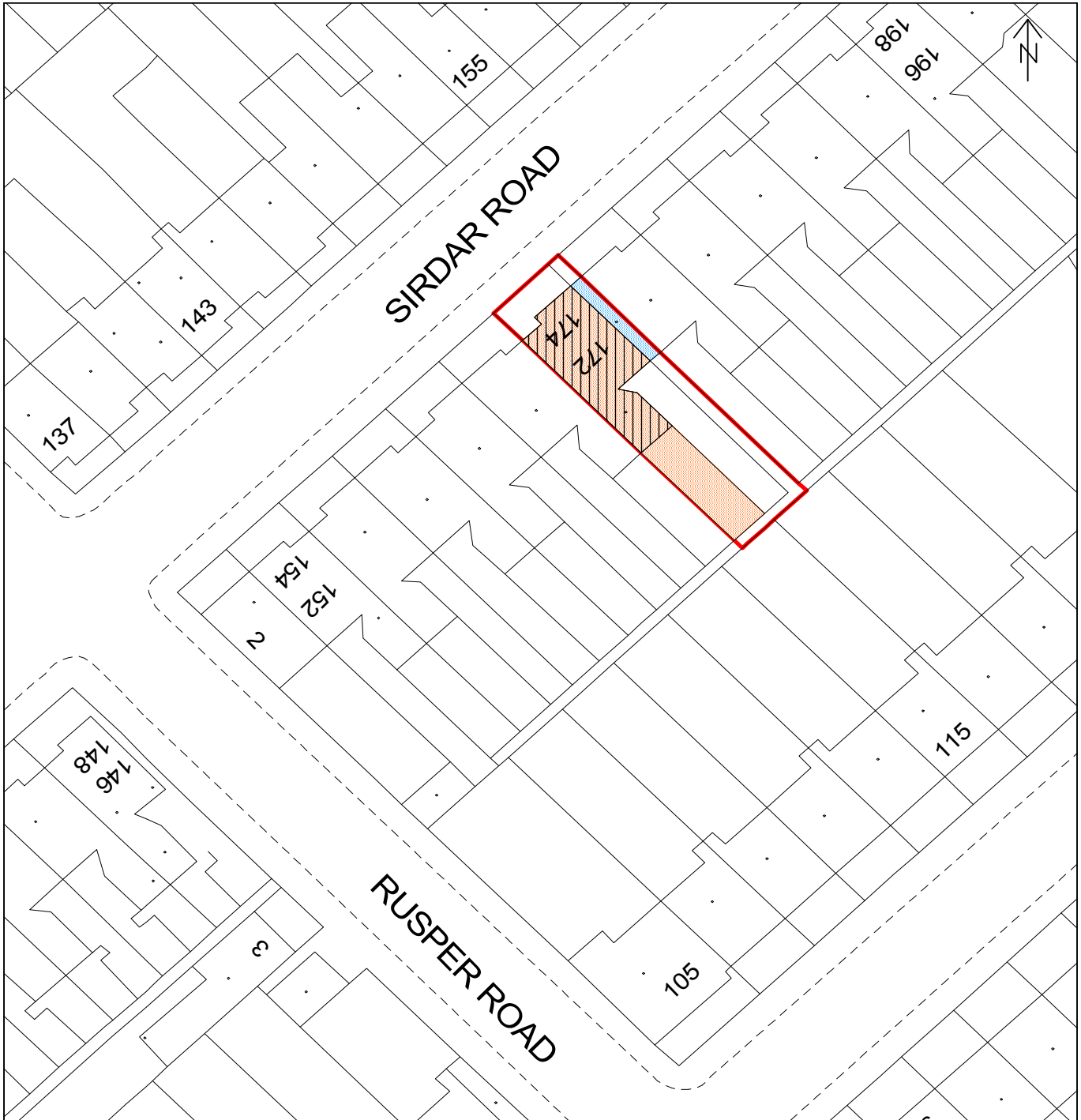
Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2576

**Map referred to in the LONDON BOROUGH OF HARINGEY
(Ground floor maisonette 174 Sirdar Road London N22 6QX) COMPULSORY PURCHASE ORDER 2009**



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**Haringey Council
CORPORATE PROPERTY SERVICES**

The CPO is of the freehold interest comprised in MX421203 and shown edged red.

The following are excluded from the CPO

1. Tinted blue - rooms over passageway
2. Leasehold interest NGL357375 (172 Sirdar Rd upper maisonette)
 - a. Tinted orange - garden ground
 - b. Tinted orange/hatched black - first floor

Site Area (square metres) : n/a

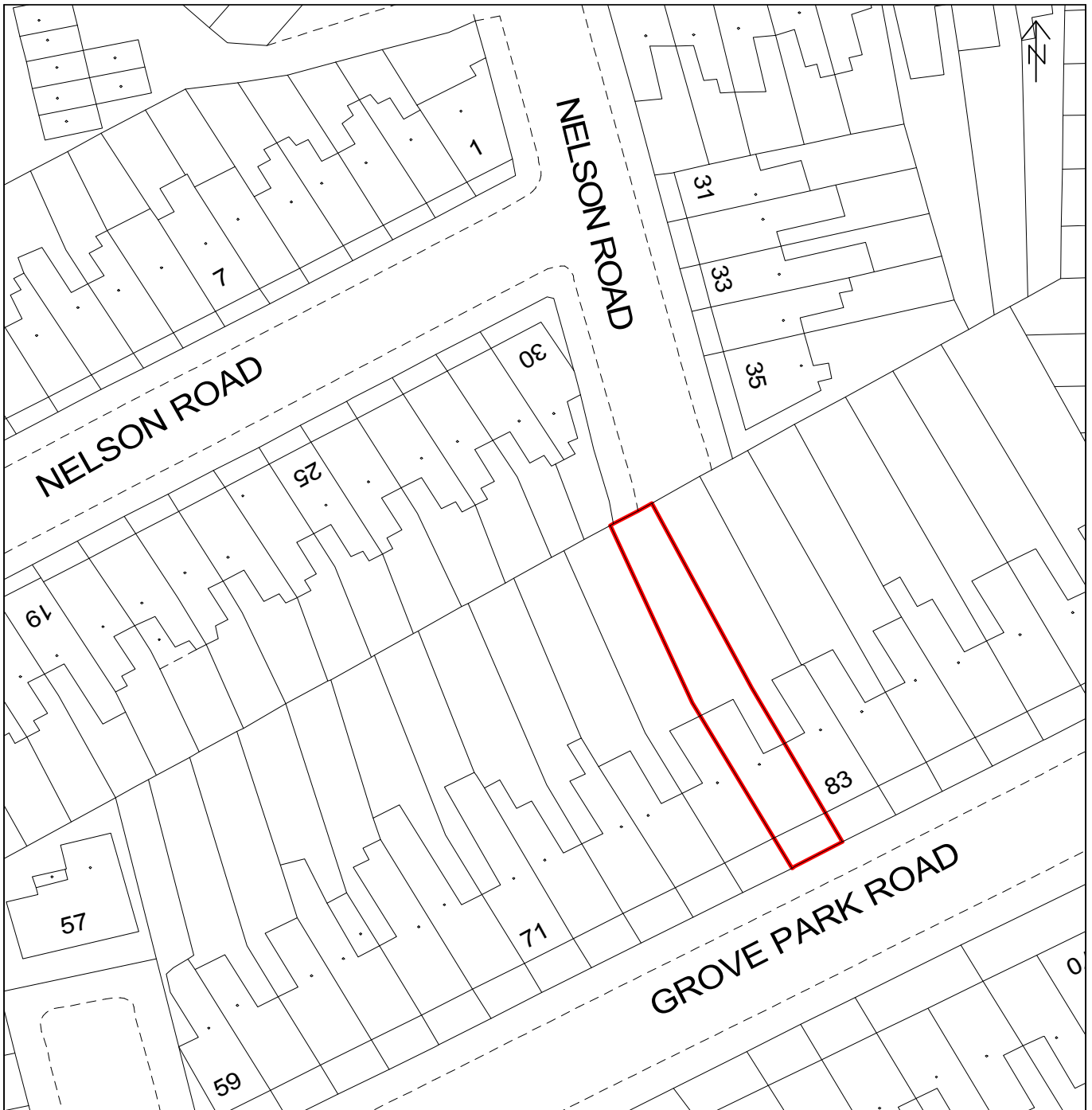
Overlay : Property Terrier

Plan produced by Janice Dabinett on 01/05/2009

Scale 1:500

Drawing No. BVES A4 2582

Map referred to in the LONDON BOROUGH OF HARINGEY
(81 Grove Park Road London N15 4SL) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

NGL324879 freehold

Site Area (square metres) : 167 sq m

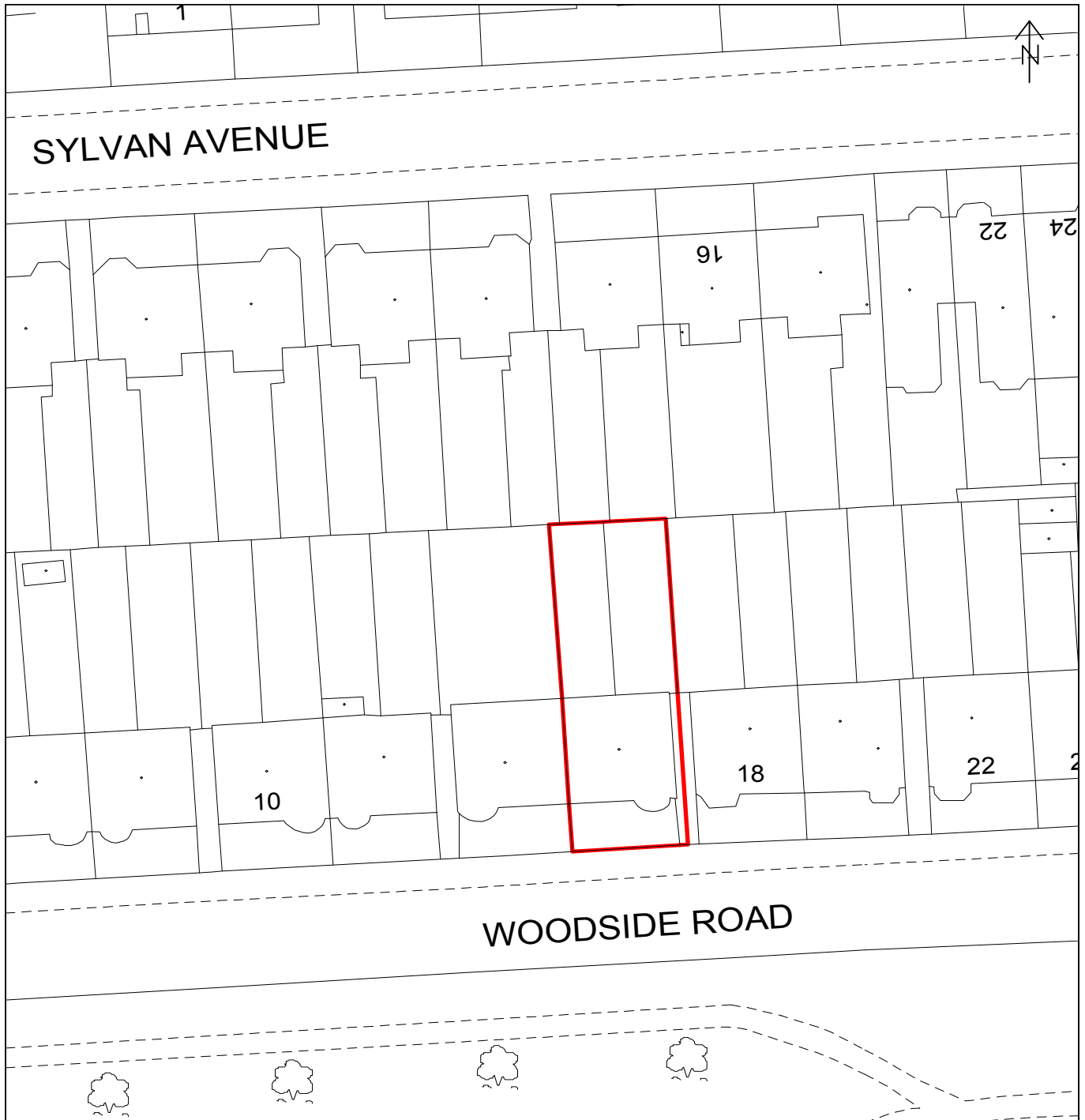
Overlay : Property Terrier

Plan produced by Janice Dabinett on 30/04/2009

Scale 1:500

Drawing No. BVES A4 2593

Map referred to in the LONDON BOROUGH OF HARINGEY
(16 Woodside Road London N22 5HU) COMPULSORY PURCHASE ORDER 2009



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Haringey Council
CORPORATE PROPERTY SERVICES

NGL227977 freehold

Site Area (square metres) : 295 sq m

Scale 1:500

Overlay : Property Terrier

Plan produced by Janice Dabinett on 20/03/2009

Drawing No. BVES A4 2583



Agenda item:

[No.]

Cabinet

On 16th June 2009

Report Title : **New Coroners Court - Conversion and refurbishment**

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

Signed :

Contact Officer : **Keith Betts, Commercial Service Manager, Enforcement**

Telephone 020 8489 5525

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose of the report

- 1.1. To inform Cabinet of the proposals to relocate the Coroner to new accommodation and to approve these works for admission to the Council's Capital Programme.

2. Introduction by Cabinet Member

- 2.1 The new Coroner's accommodation supports both the regeneration of the heartlands programme and an improved service for the residents of the Coronal jurisdiction. The new Court is more centrally located and with it's improved facilities, will ably support those who lives have been touched and saddened by a sudden or unexpected death.

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

3.1. Priority 5 – Delivering excellent , customer focused , cost effective services.

The new Coroner's Court and Offices provide a facility centrally located within the jurisdiction it serves . It will provide more space for the bereaved and next of kin to liaise with court officials and legal representatives, and is fully adapted for users with disabilities. Families, relatives and friends experiencing the unexpected death of a loved one will be able to visit premises that provide comfort and support to them , in pleasant and respectful surroundings.

3.2. Regeneration Strategy.

The new premises will enable the closure of the existing Coroner's Court adjacent to the Hornsey Central Depot site and enable the unaffected redevelopment of the depot site as part of the Heartlands regeneration programme. The existing Coroner's Court building is also the site of the old mortuary which has now relocated to our new mortuary in Church Lane, Tottenham . Part funding of the new mortuary (£1.5 million) was achieved from the Growth Area Fund Round 2 through the Department of Communities and Local Government (CLG). This was on the basis of heartlands regeneration and the associated housing delivery in line with Government Policy. CLG would be concerned if the old mortuary / Coroners building was not redeveloped as part of the larger Hornsey Central Depot development as this would be contrary to the new mortuary funding agreement.

4. Recommendations

4.1. That Cabinet approve these works for admission to the capital programme and note the proposals to relocate the Coroner.

5. Reason for recommendation(s)

- 5.1. As part of the redevelopment of the Hornsey Depot site, the current building in Myddelton Road , N 8 , containing the old mortuary and the Coroners Court and offices is to be demolished. It has been necessary to both build a new mortuary and to relocate the Coroner to new accommodation. This report relates to the relocation of the Coroner and the police Coronial staff.
- 5.2. The Enforcement part of Frontline Services has the responsibility on behalf of the Council for the local authority support to the Coronial function, as determined in statute. This includes not only the appointment of the Coroner, but also to all

financial aspects and matters relating to the provision of accommodation and court facilities.

- 5.3. Suitable new accommodation for the Coroner has been located within Barnet. This listed building at 29, Wood Street (High Barnet) was the authority's former Registry & Registrar's office until its closure a few years ago. Following Director's approval, this was leased for an initial 10 years and some months later, the single storey annexe to the building was leased to provide a separate area for jury deliberations. The main building is in generally good order, but does need both external and internal repairs and the removal of a redundant cash receiving office that was situated on the ground floor. The annexe requires more significant refurbishment together with a new flat roof.
- 5.4. The original budget estimate for the building works was £120,000. This figure did not include provisional sums or contingencies. There were also subsequent pre-tender revisions to the mechanical and electrical works.
- 5.5. In order to manage, design and supervise works the Frankham Consultancy Group Ltd were appointed by Construction Procurement as consultants under the Council's Framework Agreement. A specification for the works was completed to include :
- Conversion of the first floor Wedding Room into the new Coroner's Court with suitable court furniture including witness and jury boxes.
 - Removal of the ground floor cash office and reinstatement as a general office.
 - Extensive renovations and improvement to the annexe to provide jury accommodation with dedicated washroom facilities.
 - External repairs including decoration, servicing and improvement to plumbing and electrical installations and general repairs.
 - Improvements to security including intruder and fire alarm, CCTV entry and security protection to the rear fire escape staircase.
- 5.6 A tendering process managed by Construction Procurement was undertaken, using the Framework Agreement. A report has been prepared by Frankham and Construction Procurement in respect of the contract award, and this matter will be considered by the Director of Urban Environment under his delegated powers.
- 5.7 Contract Procedure Rules state that no contract shall be let unless the expenditure involved has been fully considered and approved and sufficient money has been allocated in the relevant budget (6.06). This will be undertaken by the Director of Urban Environment under delegated powers.
- 5.8 However, the proposed Coroner's Court project is not currently in the capital programme. This is needed even though the project is not to be financed by the capital programme. Financial Regulations state that the addition of or amendment to any scheme in the capital programme above £100,000 requires the approval of the Cabinet (5.40).

5.9 The works are to be financed through prudential borrowing with repayment over the next five years . Based upon borrowing at 7.28% the cost for the whole jurisdiction is about £60k per year for the next five years as follows

- Brent is £12,396 (20.66%) per year
- Enfield is £12,870 (21.45%) per year
- Barnet is £14,796 (24.66%) per year
- Harrow is £9,756 (16.26%) per year.
- Haringey is £10,182 (16.97%) per year

5.10 The costs of this borrowing have been agreed with the jurisdiction authorities who have confirmed they are happy to proceed on this basis. Approvals for Barnet, Brent and Enfield were all received by 23 January 2009, however Harrow only confirmed their acceptance on 5 May 2009. The Harrow delay was not related to the proposal, but purely that there had been three changes in senior manager over the past six months.

6. Other options considered

6.1. In discussions with the jurisdiction authorities, the option to spread this expenditure over five years was considered to be the best option . The financial arrangements / agreement with the other authorities is that they contribute to the cost of the Coroner's Service in proportion to their populations as detailed by the percentages list in paragraph 5.9 above.

7. Summary

- 7.1. A new Coroner's Court and accommodation is required to release the present site in Hornsey for redevelopment. The building leased for this purpose in Barnet requires conversion and repair to provide the new facilities.
- 7.2 The works are currently not in the Council's capital programme and Cabinet approval is required to place works in the programme where the cost exceeds £100k.
- 7.3 Subsequently, the approval of the costs for the works and the award of contract can be considered by the Director of Urban Environment under delegated powers.

8. Chief Financial Officer Comments

8.1 The total cost of the proposed works to the new Coroners Court is estimated to be £275,000 including fees and, as this sum exceeds £100,000, Cabinet will need to

consider whether to approve an addition to the authority's 2009/10 capital programme.

8.2 Ordinarily, the cost of the works would be funded from revenue contributions from the five boroughs in the jurisdiction but the other boroughs would prefer to pay for the works over a number of years. It is now proposed that the works are initially financed through prudential borrowing with repayment by the contributing boroughs over the next five years. Written confirmation has been received from all other boroughs to this arrangement. This therefore meets the Council's policy on passing the affordability test where the cost of borrowing is being met by additional revenue income and/or expenditure savings.

8.3 The annual cost to Haringey over the next five years is approximately £10,200. This can be met from within existing Urban Environment budgets.

9. Head of Legal Services Comments

9.1. The costs of the Coroner's Service are statutorily the joint responsibility of the 5 Boroughs within the local Coroner's District based on percentage contributions agreed between the Boroughs or in default fixed by the Ministry of Justice.

9.2. As stated in paragraph 5.8 of the report, the addition of a scheme to the capital programme in excess of £100,000 requires the approval of the full Cabinet.

9.3. A separate report will be submitted to the Director of Urban Environment who has delegated powers to award the contract where the value is below £250,000.

10. Head of Procurement Comments – Not applicable in this instance

10.1 This report is seeking approval to include the cost of the relocation of the Coroners office, in the Haringey Council Capital Programme.

10.2 There are no procurement implications or decisions required in this report.

11. Equalities & Community Cohesion Comments

11.1 The new premises have been previously adapted by Barnet Council to full Disability Discrimination Act standards including adapted toilet provision, access ramp and lift .

11.2 The premises are to serve the population and needs of the whole jurisdiction, five authorities spread across a wide strip of North London. This new building is more centrally located with good transport links which will enable better access by all users.

12. Consultation

- 12.1 Consultation has been undertaken with the other four jurisdiction authorities over the past year and they are in agreement with our proposals as lead authority for the Coronial function. HM Coroner, Mr Andrew Walker , is fully supportive of the proposals and sees the new court and accommodation as an integral part of his proposals to provide a 'gold standard' Coronial service for the jurisdiction authorities.

13. Service Financial Comments

- 13.1 The total cost of the proposed works to the new Coroners Court is estimated to be £275,000 including fees. The annual cost for the jurisdiction is £60k of which Haringey's cost will be £10,182 per year.
- 13.2 There is a budget provision identified within the Coroner's budget of V32600 to be used for the yearly charge of £10,182.

14. Use of appendices /Tables and photographs

- 14.1. There are no appendices , tables or photographs attached to this report

15. Local Government (Access to Information) Act 1985

- 15.1. Approval to lease accommodation
Works specification and tender documentation.



Haringey Council


Agenda item:

[No.]**Cabinet****On 16 June 2009**

Report Title: Myddleton Road – Proposal to re-profile the Partnership Schemes in Conservation Areas (PSiCA) scheme capital budget

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

Signed :


 3rd June 09

Contact Officer : Mark Hopson, Physical Regeneration Manager
mark.hopson@haringey.gov.uk; x4529

Wards(s) affected: **Bowes Park**Report for: **Non-Key Decision**

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

- 1.1. To seek approval to re-profile Haringey's capital spend allocation for the delivery of the Myddleton Road PSiCA programme. The original budget for this programme was approved by Cabinet on 22 January 2008.

2. Introduction by Cllr. Cooke – Cabinet Member for Enterprise & Regeneration

2.1 This report details the proposed variation to the previously agreed Haringey capital budget for the regeneration scheme for Myddleton Road, N22. Consideration and approval is sought from Members on the proposals set out in the report below which is designed to deliver a programme of regeneration in partnership with English Heritage, traders and local residents over the next three years.

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

- 3.1. Haringey's Sustainable Community Strategy
3.2. Haringey Council's Regeneration Strategy – People, Places, Prosperity

3.3. Haringey UDP Policy 11 – Conservation

4. Recommendations

- 4.1. That Cabinet approve the proposal set out by the Myddleton Road strategy group to permit flexible spend for £100,000 of Haringey's PSICA capital budget allocation on other improvement projects in Myddleton Road.

5. Reason for recommendation(s)

- 5.1. Any proposal to change previously approved budget allocations requires Cabinet authority to proceed.

6. Other options considered

- 6.1. The original programme for delivery is set against 10 potential properties identified in Myddleton Road. The updated proposal is a revision to this programme as an alternative option to deliver a more tailored set of projects that will add value to the regeneration of Myddleton Road. As such, no other options arise for consideration as a result of this report.

7. Summary

Background

- 7.1 Myddleton Road is a designated shopping parade situated close to Bowes Park and Bounds Green station. It is also within a conservation area that contains a number of historic shop fronts and buildings of interest.
- 7.2 In November 2008 the Economic Regeneration department was successfully awarded grant funding under the Partnership Schemes in Conservation Areas (PSICA) programme from English Heritage. The programme aims to deliver shop front improvements to a prescribed group of buildings along Myddleton Road, N22, as set out in Appendix 1.
- 7.3 The total allocated budget for the delivery of this programme is estimated to be £660K which is profiled as follows:

	Haringey Council	English Heritage	Private contributions from shop owners	
2008/09	£100K			
2009/10	£100K	£30K		
2010/11	£100K	Allocation to be announced		
2011/12		Remainder of grant		
Total	£300K	£300K	Estimated £60K	
Total scheme fund				£660K

- 7.4 The current delivery plan for the programme is to restore 10 shop fronts in Myddleton Road and budget permitting, undertake improvements to upper (front facing) elevations above identified properties. An initial group of units have been short listed and a reserve list of properties compiled.
- 7.5 The funding agreement (Appendix 2) between English Heritage and the Council is based on ratio of 1:1 which in total grants a £300K match to the Council's £300K investment. In addition to this, a private contribution from participating shop owners is also required in the form of a contractual obligation which secures certain requirements from participants. It is estimated that private contributions for the scheme will be £60K.
- 7.6 It should be noted that whilst grant funding has been approved in principle, actual grant allocations are assessed and awarded on an annual basis. Grant allocations could therefore potentially be reduced or withdrawn –this however has never been the case on any previous schemes in Haringey.

Proposal

- 7.7 The Myddleton Road strategy group is a stakeholder steering group chaired by Cllr. Cooke which discusses neighbourhood issues and prioritises areas for local improvements.
- 7.8 A proposal has been received from the stakeholder group to use £100K of the £300K capital allocation for PSICA to undertake other improvement projects on Myddleton Road. The proposal seeks flexibility to deliver a project that could:
- help to improve business and retail footfall in Myddleton Road
 - encourage future participation in the PSICA shop front scheme and;
 - foster good partnership working between local stakeholders and the

Council

- 7.9 Discussions with the strategy group have identified some initial projects that include a window replacement and upgrade scheme, upgrading the public domain or facilitating a local street market. A final proposal is still being discussed and is subject to further consultation with local businesses and residents.
- 7.10 If the proposed improvement projects remain within the grant funding objectives of PSICA it may be possible to re-negotiate the existing agreement and delivery plan with English Heritage without loss of match funding. Initial discussions with English Heritage indicate that this option could be approved - subject to approval of a revised delivery plan.

Risk

- 7.11 It should be noted that re-profiling the existing budget to divert £100K for other improvement projects may risk the match funding proportion i.e. £100K from English Heritage and, will reduce the current delivery plan for improving 10 shop fronts to 6.

8. Chief Financial Officer Comments

- 8.1. The Council has provisionally agreed to provide £300k of capital receipts over three years to support a bid for match funding from English Heritage for the delivery of the Myddleton Road PSICA. If revised proposals were to lead to a loss in match funding from English Heritage, the Cabinet will need to review whether it wishes to continue to make its own resources available.
- 8.2. A request to carry forward the £100k capital allocation from 2008/09 will be considered by Cabinet at its meeting on the 16th June 2009. A further allocation of £100k is in the 2009/10 capital programme. A formal bid for additional resources of £100k in 2010/11 will need to be made as part of the budget setting process.
- 8.3. So far English Heritage has only agreed to make an allocation of £30k for 2009/10. Given the 50% reduction in national capital programmes from 2011/12 in the Chancellor's April Budget Statement, there is a risk that match funding from English Heritage will not be available.
- 8.4. The Cabinet will need to consider whether it wishes to agree to spend £100k on any of the options outlined in this report, given other demands on the Council's limited capital resources. This is subject to successful renegotiation of the existing agreement and delivery plan with English Heritage.

9. Head of Legal Services Comments

- 9.1. The Council has on 12 March 2009 entered into a funding agreement for period of five years with English Heritage for an initial grant of £30,000, match funded by the Council with a similar sum of £30,000. The monies are to be used as grants for the repair and enhancement works at Myddleton Road, Bowes Park as set out in the delivery plan ("the scheme").
- 9.2. The funds are to be targeted in accordance with the priorities set out in the delivery plans. The funding allocation from the English Heritage cannot be used to fund any proposed works which do not fall within the scheme and which does not comply with the priorities contained within the delivery plan. Any changes to the scheme, the delivery plan or to the terms of the funding agreement will need the written approval of English Heritage. That approval may or may not be forthcoming.
- 9.3. If the English Heritage do not approve of any changes then their funding cannot be used for any other scheme and the Council may lose the funding available. The seeking of approval may also delay the delivery of the project.

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

10.1. N/A.

11. Equalities & Community Cohesion Comments

- 11.1. The proposal for flexibility in spend adheres to the Council's Equalities policies and does not deviate from the original intention of delivering positive regeneration benefits to all citizens and communities who live and interact with Myddleton Road.

12. Consultation

- 12.1. The proposal under consideration was drawn up and put together by the Myddleton Road strategy group which consists of a number of local residents and stakeholders. The stakeholder group is a vehicle for consultation and discussion on matters relating to Myddleton Road and ongoing liaison with this group will form the basis of any new project proposals.

13. Service Financial Comments

The service financial impact of the proposal remains unchanged subject to approval from English Heritage.

14. Use of appendices /Tables and photographs

- 14.1. Provisional schedule for list of properties identified in Myddleton Road
- 14.2. PSiCA Funding Agreement

15. Local Government (Access to Information) Act 1985

- 15.1. English Heritage Guidelines for PSiCA.
- 15.2. 22 January 2008 Cabinet report.

Appendix 1:

14.1 Provisional schedule and cost estimates for properties identified in Myddleton Road

	Proposed Work	Estimate Build Cost*	<u>Notes</u>
143	upper floors, windows, roof, shopfront	55,000	
141	upper floors, windows, roof, shopfront	55,000	
139	upper floors, windows, roof, shopfront	55,000	
137	upper floors, windows, roof, shopfront	55,000	
123	upper floors, windows, roof, repair shopfront	55,000	<i>Original shopfront</i>
136a	upper floors, windows, roof, shopfront	55,000	
136	upper floors, windows, roof, shopfront	55,000	
134	upper floors, windows, roof, shopfront	55,000	
99	upper floors, windows, roof, repair shopfront	55,000	
			<i>Original shopfront</i>
95	upper floors, windows, roof, repair shopfront	55,000	<i>Original shopfront</i>
	Subtotal	£550,000	
	Professional Fees	£72,000	<i>Architect, legal, procurement</i>
	Contingency	£38,000	
	TOTAL	£660,000	

Reserve properties

135	upper floors, windows, roof, shopfront	55,000
133	upper floors, windows, roof, shopfront	55,000
131	upper floors, windows, roof, shopfront	55,000
132	upper floors, windows, roof, shopfront	55,000
115	upper floors, windows, roof, shopfront	55,000
113	upper floors, windows, roof, shopfront	55,000

* Estimate build cost based on previous schemes delivered in Haringey.

111	upper floors, windows, roof, shopfront	55,000
102	upper floors, windows, roof, shopfront	55,000
100	upper floors, windows, roof, shopfront	55,000
98	upper floors, windows, roof, shopfront	55,000
96	upper floors, windows, roof, shopfront	55,000
94	upper floors, windows, roof, shopfront	55,000
92	upper floors, windows, roof, shopfront	55,000
90	upper floors, windows, roof, shopfront	55,000
97	upper floors, windows, roof, shopfront	55,000
93	upper floors, windows, roof, shopfront	55,000
91	upper floors, windows, roof, shopfront	55,000
89	upper floors, windows, roof, shopfront	55,000
71-73	upper floors, windows, roof, shopfront	55,000
69	upper floors, windows, roof, shopfront	55,000
65-67	upper floors, windows, roof, shopfront	55,000

RECEIVED

17 NOV 2008

Funding for Local Authorities PARTNERSHIP SCHEMES IN CONSERVATION AREAS

AGREEMENT FOR MYDDLETON ROAD, BOWES PARK CONSERVATION AREA

This Agreement is made on the [12] day of [03] 2008¹
BETWEEN

1. The Historic Buildings and Monuments Commission for England ("English Heritage") of 1 Waterhouse Square, 138-142 Holborn, London EC1N 2ST and Haringey Council, Economic Regeneration, Urban Environment Directorate, Lee Valley Technopark, Unit 212, Ashley Road, Tottenham, London N17 9LN ("the Council") under Sections 57, 77, 79 and 80 of the Planning (Listed Buildings and Conservation Areas) Act 1990 ("the 1990 Act") and Section 33 of The National Heritage Act 1983 ("the 1983 Act").
2. English Heritage and the Council agree, pursuant to section 79 of the 1990 Act, to make funds available for grant-aiding works of repair ("Repair Scheme") within the Myddleton Road, Bowes Park conservation area, in accordance with the programme and strategy of works [dated September 2007] and submitted to English Heritage by the Council ("Delivery Plan").
3. Where the Delivery Plan specifies non-repair works which in the opinion of English Heritage will make a significant contribution towards the preservation or enhancement of the character or appearance of the Myddleton Road, Bowes Park conservation area ("Enhancement Works"), English Heritage agrees to make funding available as separate grants under its powers under Section 77 of the 1990 Act.
4. The Repair Scheme and the Enhancement Works are jointly referred to as "the Scheme".
5. The Council will observe and perform the special conditions (if any) set out in Annexe A to this agreement.

ALLOCATION OF FUNDS

6. English Heritage agrees to set aside the sum of £30,000 and the Council agrees to set aside the sum of £30,000 for the first financial year of the agreement (1 April 2009 to 31 March 2010). Thereafter, the sums allocated will be reviewed on an annual basis for the subsequent two financial years.
7. The amounts specified above and the amounts committed for subsequent years may be varied only by written agreement between the parties to this Agreement.

8. For the avoidance of doubt, the agreement will last for a period of five years from 1 April 2009 to 31 March 2014. Subject to the terms of this Agreement, the Council may only make offers of grant for the first three years of the Scheme, up to and including 31 March 2012, and must submit to English Heritage all returns of grants paid, by 31 March 2014.

THE SCHEME

Programme of Work

9. The Scheme shall operate in accordance with the programme of work included in the Delivery Plan. Only properties identified in the list and map contained in the Plan will be eligible for grant. English Heritage must approve any revisions to the agreed Delivery Plan, or to the individual projects or works, in writing, before the Council offers grant.

Publicity

10. The Council agrees to publicise the Scheme at its commencement, and inform owners of eligible properties of the availability of grant and the relevant criteria and grant conditions.
11. The Council agrees to acknowledge the provision of English Heritage funding in accordance with such guidance in this respect as may, from time to time, be issued by English Heritage or in such other manner as the parties to this agreement may, from time to time, agree.
12. English Heritage may make public the purpose and amount of funding provided in whatever way it shall think fit. This may include the applicant being requested to display a sign acknowledging the scheme's funding partners at the project site while the works are in progress.

Eligibility/Standard of Works

13. Works that may be accepted as eligible for grant are as described in sections 1.7, 3.4 and 3.5 of the Guidance Notes ("Grant-Eligible Works"). All Grant-Eligible Works must be carried out in accordance with the standards required by English Heritage as described in Annexe 4 (*A guide to Specification Requirements for Grant-Aided Works*) of the English Heritage booklet 'Managing Your Scheme' ("Managing Your Scheme"). If, in the opinion of the Council, any unusual methods of repair are proposed, or there are structural issues that require specialist advice, the relevant application can be referred to the regional English Heritage officers specified in clause 37 of this agreement for advice before a grant is offered, using the form Annexe 1 of Managing Your Scheme.

ADMINISTRATION OF THE SCHEME

14. The Council shall be responsible for the administration and management of the Scheme and, in particular, shall target funds in accordance with the priorities set out in the Delivery Plan, assess and determine applications for grant, make offers of grant, inspect works in progress and on completion, and make payments of grant. These responsibilities shall be discharged in accordance with the conditions of this Agreement and such other rules and criteria as may from time to time be agreed by English Heritage and the Council.
15. Offers of grant may be made to cover the proportion of the cost of Grant-Eligible Works of repair work as specified in the Delivery Plan, or as amended by written agreement between the parties to this Agreement. The contributions from English Heritage and from the Council (and from other sources) shall be in the proportion specified in the Delivery Plan or at any other such standard rate as may be agreed in writing by the parties hereto.
16. The Council must obtain English Heritage's written approval before making an offer for individual projects within the scheme that involve:
 - a property owned by an elected member of the Council, an employee of the Council, a family member, co-habitee or business partner of a member or employee of the Council, or body corporate with which the member or employee of the Council is associated, of which the Council is aware;
 - a contribution from English Heritage that would be more than £20,000;
 - a percentage rate of grant that is not in accordance with the agreed Delivery Plan;
 - funding stand-alone reinstatement of architectural features;
 - temporary building works;
 - any unforeseen or contentious issues.

The Council must obtain English Heritage's written approval **and the formal offer will be made by English Heritage** for:

- funding public realm works;
- using partnership scheme funds to pay for management costs;
- properties owned by the Council

after which the Council will monitor the work.

17. Referral of any cases to English Heritage for approval must be accompanied by the supporting documentation necessary for English Heritage to reach a decision (for example the detailed application, costings, specification, photographs, financial appraisals) and accompanied by a referral form as set out in Annexe 1 of Managing Your Scheme. A copy of the standard grant application form is attached at Annexe 2 of Managing Your Scheme.
18. Offers of grant made under this Agreement shall not exceed in total the agreed joint annual allocation in any one financial year and English Heritage shall not be liable to make any payments to the Council in excess of its agreed annual allocation.
19. A grant may not be offered if the work for which it is sought has commenced prior to submission of the application, or if such work commences thereafter without the Council's prior written consent.

Conditions of Grant for the Scheme

20. All grant offers shall be made in the form of the standard offer of grant using Annexe 3 of Managing Your Scheme as a template, unless otherwise agreed in writing by English Heritage and shall be made subject to any other terms or conditions which English Heritage may from time to time require. Where the repair works cost £20,000 or more in total, the Council will require the applicant to employ an appropriately qualified conservation-accredited professional adviser (although applicants can still be required to seek professional advice below this threshold where the Council considers it appropriate).
21. The Council may not vary the standard conditions contained in the grant offer without the prior approval of English Heritage.

Additional Conditions Relating to the Council's Property

22. The Council shall observe and perform in relation to any works to be carried out to the Council's property (and for the benefit of English Heritage) grant conditions no less onerous than those contained in Annexe 3 of Managing Your Scheme, as if those clauses related to works to be carried out to the Council's property and recited English Heritage in place of the Council and the Council in the place of the applicant.

Grant Offers

23. The Council shall, within one calendar month of the end of each quarter, submit to English Heritage a return of grants offered in the form set out at Annexe 6 of Managing Your Scheme. If no offers have been made, a Nil return should be submitted. Quarter periods run as follows: 1 April – 30 June; 1 July – 30 September; 1 October – 31 December and 1 January – 31 March.

Grant Payments

24. The Council will only release payment to the applicant in accordance with the percentage specified in the Delivery Plan, or at any other rate as may be agreed in writing by the parties hereto.
25. The Council will not release a payment of grant to the applicant except in arrears, in response to an application by the applicant for reimbursement for goods or services received and upon their production to the Council of either invoices for such goods or services (certified as appropriate by a suitably qualified person) or a professional supervisor's certificate indicating the cost of the goods or services received. Furthermore, the Council will only release such a payment if:
 - i) the invoices or certificate are for Grant-Eligible Works;
 - ii) such works have been carried out in full and to the required standard; and
 - iii) subject to Clause 26, the aggregate amount paid to the owner is less than 90% of the grant offered.
26. The Council should withhold at least 10% of the grant offered until all the Grant-Eligible Works to the property have been completed, a copy of the final account from the applicant's contractor has been received by the Council and the applicant has provided the regeneration outputs information specified in the grant offer letter.
27. The Council shall, within one calendar month of the end of each quarter, submit to English Heritage returns of grants paid to applicants and sums expended by the Council upon the Council's own property, using the form at Annexe 7 of Managing Your Scheme, endorsed by an authorised signatory of the Council and counter-signed by an authorised finance officer of the Council. The Council must include with the return copy, copies of invoices for goods or services supplied to the Council (certified as appropriate by a suitably qualified person) in relation to works to the Council's property, or a professional supervisor's certificate indicating the cost of such goods or services required. If no payments have been made, a Nil return, which does not require the second signatory, should be submitted. Quarter periods run as follows: 1 Apr – 30 June; 1 July – 30 Sept; 1 Oct – 31 Dec and 1 Jan – 31

March.

28. The Council shall, within one calendar month of the end of each quarter, submit to English Heritage details of the economic regeneration benefits of the grant-aided projects, in the form at Annexe 8 of Managing Your Scheme. Nil returns should be submitted if no there have been no benefits in the past quarter. Quarter periods run as follows: 1 Apr – 30 June; 1 July – 30 Sept; 1 Oct – 31 Dec and 1 Jan – 31 March.
- 29 Provided the returns set out in Clauses 27 and 28 are completed, and in accordance with the terms of this Agreement, English Heritage shall pay to the Council by BACS:
- i) English Heritage's proportion of the grant paid by the Council to the applicant or as otherwise agreed pursuant to Clause 24; and
 - ii) the appropriate proportion indicated in the Delivery Plan of the cost of the part of the works to the Council's property.
- within 30 days of receipt of the return.
- 30 The Council shall keep and make available to English Heritage upon reasonable request any correspondence, specifications, plans, drawings, bills of quantities and schedule of rates relating to any grant offered under this Scheme.

ENFORCEMENT

- 31 The Council must take all reasonable steps to enforce the conditions subject to which grant is paid. This includes seeking repayment if a grant recipient disposes of the grant-aided property by way of sale, exchange or lease while the grant conditions are still in force.

REVIEW PROCESS

- 32 The Council shall undertake an annual review of the Scheme in liaison with English Heritage, to monitor progress on the Delivery Plan and consider revisions as necessary. A final, more detailed review will be carried out before the agreement is due to expire to determine whether the objectives of the Scheme have been achieved.

33. If, in the Council's reasonable opinion it believes that it will not, in aggregate, have offered the total of the agreed joint annual allocation by the end of a financial year, then English Heritage reserves the right to withdraw the uncommitted balance of its allocation before the end of that financial year. Any proportion of the English Heritage allocation un-offered by 31 March in any year will be lost. It cannot be carried forward to the next financial year.

STAFFING

The Council

34. In accordance with the Delivery Plan, the Council shall make available, and continue to make available, adequate and appropriate staff resources for the on-going promotion, management and administration of the Scheme. It is a term of this Agreement that the staff posts named below ("key post/s") will be responsible for managing the Scheme, particularly for the monitoring and approval of grant-aided work. Provided that, subject to Clause 35 hereof, where the key staff are unable to manage the scheme due to sick or maternity leave and other unavoidable matters, the provisions of this agreement shall not be affected.

Post Title/s

- * REGENERATION & CONSERVATION PROJECTS OFFICER
- * PHYSICAL REGENERATION MANAGER

35. Should there be any change in the key post/s or should they cease for any reason to discharge the functions they currently fulfil in respect of the Scheme for a period of longer than two months, the Council shall notify English Heritage within 28 days of the fact, and of what measures are to be taken to fill the key post/s. Any change to key post/s must be approved in advance in writing by English Heritage, such approval not to be unreasonably withheld or delayed.
36. Where Council management costs have been included within the Delivery Plan for funding, such costs will only be eligible for English Heritage funding if the post(s) relate solely to the Scheme and are wholly additional to the usual work of the Council (that is to say, a new post or part of a post has been created, or additional staff have been employed to cover the time spent by existing staff in managing the Scheme).

English Heritage

37. The focal point at the Regional English Heritage office, to whom all correspondence and requests for advice should be sent shall be:

For technical matters:

Richard Parish
Historic Areas Adviser, City & Nth
English Heritage
London Region
1 Waterhouse Square, 138-142 Holborn,
London EC1N 2ST

For administrative matters:

Robert Brabner
Casework Officer
English Heritage
London Region
1 Waterhouse Square, 138-142 Holborn,
London EC1N 2ST

Tel: 020 7973 3717

E-Mail: Richard.Parish@english-
heritage.org.uk

Tel: 020 7973 3727

E-Mail: Robert.Brabner@english-
heritage.org.uk

TERMINATION

38. Any party to this Agreement may terminate it at any time by giving not less than 3 months notice in writing.
39. English Heritage may without prejudice to any other right terminate this Agreement in writing with immediate effect if:
- i) the Council commits a material breach of any of its obligations under this Agreement and (where capable of remedy) fails to take all reasonable steps to remedy such default within such reasonable time as may be specified by English Heritage;
 - ii) The Council fails to notify English Heritage of a change of key post/s as required under Clause 35 above.
 - iii) English Heritage considers, acting reasonably, that the Council is no longer able to run the scheme effectively in accordance with the provision of this agreement.
40. Termination shall neither affect the validity of grants properly offered or paid before the date of notice of termination, nor the Council's right to be reimbursed by English Heritage in respect of such grants under the provisions of this Agreement. The provisions of this Agreement contained in clauses 20, 21, 24, 25, 26, 29, 30, 31 and 34 which require or are capable of imposing any obligations after the termination of this agreement and any corresponding right of either party, shall continue in force after termination.

WAIVER

41. If at any time either party fails or neglects to assert its rights under any provision of this Agreement, such Delivery or lack of Delivery in that respect shall not be construed as a waiver of its rights under that provision or any other provision of this Agreement.

ASSIGNMENT/SUBCONTRACTING

42. The Council shall not assign, sub-contract or transfer this Agreement or any part thereof without the prior consent in writing of English Heritage.

SEVERANCE

43. If any provision of this Agreement is held by any competent authority to be invalid, unlawful or unenforceable in whole or in part, the validity, lawfulness and enforceability of the other provisions of this Agreement and the remainder of the provision in question shall not be affected thereby.

HEADINGS

44. The headings in this Agreement are inserted for convenience only and shall not affect its construction.

LAW

45. This Agreement shall be subject to and interpreted according to the laws of England and Wales and shall be subject to the jurisdiction of the English Courts.

Signed.....

Name (capitals).....KAREN GALEY

Position.....HEAD OF ECONOMIC REGENERATION

An authorised officer on behalf of Haringey Council

Signed..... *R Brabner*

Name (capitals)..... *ROBERT BRABNER*

Position..... *CASEWORK OFFICER*

As duly authorised signatory for and on behalf of the Historic Buildings and
Monuments Commission for England

APPENDIX A

**Funding for Local Authorities
PARTNERSHIP SCHEMES IN CONSERVATION AREAS**

**AGREEMENT FOR MYDDLETON ROAD, BOWES PARK
CONSERVATION AREA**

Special Conditions

None .



Agenda item:

Cabinet 16 June 2009

Report Title	Improving marriage and civil partnership services through the decommissioning of register office rooms and to review fees of the Registration and Citizenship Service
Report of:	John Suddaby – Head of Legal Services.
Signed :	
Contact Officer:	Paula Hall – Superintendent Registrar
Report for:	Non key decision
Wards(s) affected:	All
1. Purpose of the report 1.1 To propose changing the status of the current “register office” to become an approved premises for the conduct of marriage and civil partnership services providing by this means a superior and more customer focused service. 1.2 To propose alternative arrangements for the provision of the statutory “register office”. 1.3 To propose an increase of fee from £750 to £1,375 for the designation of a private premises as an approved premise. 1.4 To propose other increases in fees for services provided by the Registrars Service as detailed in the report.	
2. Introduction by Cabinet Member 2.1 It will be important to ensure that the changes outlined in this report are delivered and that following the changes there is an enhanced level of customer service offered by the Council’s marriage and civil partnership registry services. Not only should the report	

provide this it should also enable improved value for money on the part of the Council and ensure that the offer is better than current arrangements. It will also be important to ensure that these arrangements are kept under review so that the twin aims of improved customer satisfaction and value for money are delivered.

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

- 3.1 To deliver an excellent service to customers that is focussed on meeting individuals' current and future needs.
- 3.2 To monitor customer satisfaction levels by consultation with customers through feedback.
- 3.3 To provide a value for money service.

4. Report

- 4.1 Statutory marriage and civil partnership services are held in a number of rooms at the Civic Centre collectively known as the "register office" for a set statutory fee of £43.50. There are also a number of "approved premises" (approved by the Council) able to offer such services in the borough. These premises are in the main privately owned premises but also include Alexandra Palace. Approved premises are free to charge more than the statutory fee and consequently able to provide a superior service.
- 4.2 This report principally sets out to provide an improved, more flexible and customer led service. This is to be achieved by changing the status of specific rooms forming part of the "register office" to a combined "approved premises" known as the "Civic Suite" which would operate separately from the "register office". This will also move the Registration Service closer towards a position of a self funding service and to set its own fees.
- 4.3 The statutory service would still be provided by the "register office" at the same set fee of £43.50 in two rooms which are already part of the "register office" (the superintendent and additional superintendent registrars offices which are considered appropriate for such use).
- 4.4 The proposed changes would enable the registration service to fall more in line with services provided by the majority of register offices in England & Wales following a benchmarking exercise illustrated in **Appendix 1**. Ceremony times could be extended thereby allowing a more personalised service e.g. by including readings, allowing musicians to sing/play music and allowing more time for photographs etc. The Registration Service offers a high quality service; however, it is doing so in an increasingly competitive environment with many alternatives on offer to couples.

Officers consider that by expanding the service on offer, and by increasing flexibility and income, the outcome will be an improved service offered to the public. Enhanced publicity could be funded by the increased fees, ensuring that all groups within the community are informed of the services available e.g. taking into account the number of languages spoken in borough.

4.5 This report also sets out to increase the fee charged to applicants wishing to have their private premises approved for wedding and civil partnership ceremonies from £750 to £1,375 to cover increased advertising costs incurred by required public consultation and the costs of officer time taken to process these applications. No profit is intended nor permitted by the legislation in this aspect.

4.6 This report also sets out to increase fees for related matters as detailed in the recommendation sections including those of the Nationality Checking Service (unchanged since its introduction in 2005) to fall more in line with other authorities following the above mentioned benchmarking exercise. The service helps reduce unnecessary delays in the process of application for British Citizenship to the Home Office by ensuring that applications are accurate and complete. The fees for the service are intended to be cost covering. Projected income from the revised fees is illustrated in **Appendix 3**.

5. Recommendations

5.1 That members agree to the decommissioning of the ceremony room, council chamber and committee rooms 1 & 2 from the “register office”.

5.2 To note that the statutory service of £43.50 would be provided in the superintendent and additional superintendent rooms.

5.3 That an internal application be made by the Director of Corporate Resources on behalf of Council as the property owner to make the decommissioned rooms into “approved premises” known as “The Civic Suite” (or such other name deemed appropriate). The decision to approve to be made by the Registration Service in the ordinary way.

5.4 That members agree the following scale of charges for the marriage/civil partnership service in the “Civic Suite” (this includes the conduct of the service):

Ceremony Room:	
Monday, Wednesday, Thursday:	£70
Tuesday:	£43.50
Friday:	£100
Saturday:	£130
Council Chamber (all times)	£250
Committee Rooms 1&2 (all times)	£150

5.5 To note that the above fees will be reviewed annually.

5.6 That members agree the following revised fees (inclusive of VAT) charged for the Nationality Checking Service:

Single applicant:	Current:	£34.50	Proposed:	£46.00
Couple		£57.50		£69.00
Child		£23.00		£23.00
Additional child after 2 children		£23.00		£17.25

5.7 That members agree to the following charge for Birth, Death and Marriage certificates not currently charged:

Issue of certificate on day of request (new proposal)	£3.00	administration charge
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5.8 That members agree to the fee charged to applicants wishing to have their premises approved for wedding & civil partnership ceremonies increased from £750 to £1,375.

5.9 That members agree to all changes being effective from 1 September 2009.

6. Reason for recommendation(s)

6.1 Please see the section 4 of the Report.

7. Other options considered

None

8. Summary

8.1 That members agree to the decommissioning of the above specified rooms of the current register office.

8.2 That Property Services makes an application to the Registration Service to approve the decommissioned rooms as approved premises known as the Civic Suite.

8.3 That members approve the new/revised fees for:

- Marriages and civil partnership ceremonies;
- Applications for approved premises
- Nationality checking service
- Administrative charge for certificates issued

9. Chief Financial Officer Comments

9.1 The Chief Financial Officer has been consulted over the contents of this report and has discussed the proposals and implications with the Service head. The recommended changes should support the service to deliver an improved service offer and brings charges in line with other boroughs and should reduce the net cost of the service from £131k (2009/10 original budget) to £75k assuming current volumes are maintained.

10. Head of Legal Services Comments

10.1 Under the Marriages and Civil Partnerships (Approved Premises) Regulations 2005 the Council has a power to set fees reasonably representing the cost of providing a registrar and superintendent to attend ceremonies at approved premises. Different fees may be set for different cases or circumstances. In contrast there is a separate fee for the statutory service at a Register Office. These fees for officiating over a service are distinct from the fee charged by an approved premises owner for the use of the building which is at the discretion of the owner, including the Council in the case of the Civic Centre.

10.2 In order for part of the Civic Centre to become “approved premises” instead of a Register Office, there must be an application on behalf of the Council as the property owner and this must be subject to public notice and consultation. Approval may be granted if the premises meet statutory requirements which should not be a problem given the past use of the Civic Centre for such ceremonies. It is recommended that the decision to approve be made by the Registration Service.

10.3 A Member-level decision will be required to fix the fees recommended in this report.

11. Head of Procurement Comments

N/A

12. Equalities & Community Cohesion Comments

12.1 The Registration Service continues to address all ethnic and cultural requirements within the secular requirements of marriage and civil partnership legislation. The availability of translations of ceremonies in the community languages totalling over 30 will continue with the addition of further languages as the need arises. Diversity will continue with choices for everyone to have either a simple ceremony or an individual personalised one, with music, readings, additional vows, flower arrangements and facilities for photographs indoors and out.

13. Consultation

13.1 Public consultation is required in respect of the internal application to create the "Civic Suite". This is detailed in the Marriages and Civil Partnerships (Approved Premises) Regulations 2005. In essence, the application and plan must be made available to the public and notice of the application must be advertised in a newspaper allowing 21 days for objections.

14. Service Financial Comments

14.1 The Register Office is an income generating service, which has a duty to provide a statutory service to members of the public. These statutory duties do not generate sufficient income to cover the cost of running the service. Financial support is currently required from the Council to effectively run the Registration Service.

14.2 The table below sets out the budget, actual & variance for the BM&D service for the last 2 years.

BM&D Budget History	2007/08			2008/09		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Expenditure	532,700	492,018	40,682	538,000	522,463	15,537
Citizenship	185,100	165,346	19,754	189,700	135,984	53,716
BMD receipts	197,800	194,821	2,979	205,800	206,857	(1,057)
Income	382,900	360,167	22,733	395,500	342,841	52,659
Net Council Support	149,800	131,851	17,949	142,500	179,622	(37,122)

This clearly shows that the income from Citizenship activity has fallen short of the income target for the last 2 years. It also shows that even if current income targets were met, the Council would still be providing a budgeted net contribution to the service of over £100k.

14.3 As shown in **Appendices 2 and 3**, the action recommended in this report should result in an increase in income. Based on 2007/08 volumes the potential annual income would increase by £42,670 for marriages/civil partnerships, and £10,600 for the nationality checking service. It should be noted that this may be optimistic in the current economic climate however; even a more modest increase in income should allow the service to move closer to a position of covering its costs. If volumes do hold up, the proposed fees could reduce the Council's net contribution to the service

from £131k (2009/10 original budget) to circa £75k assuming current volumes are maintained.

14.4 The proposed increase for the approval of private premises will not make any significant contribution to the overall income as the annual volumes are small (4/5 pa) however, this higher amount will ensure that all costs are recovered, including officer time.

14.5 Should members agree to change the name and status of the register office the service will incur some one-off costs as the Council would be liable to refund couples the notice fee of £30.00 each paid in advance for their marriage or civil partnership to take place at the "Register Office". A fresh notice would be required stating the revised name of the "Civic Suite". For the period covering Sep - Dec 09 only 8 couples have given notice to date which would require a refund of £240.

15. Use of appendices /Tables and photographs

Appendix 1 – Table of fees charged by Register Offices

Appendix 2 – Table of fees for marriages with projected income

Appendix 3 – Income and Projection of fees for the Nationality checking service (NCS)

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APPENDIX 1		Ceremonies				Nationality Checking Service	
		De-commissioned rooms (Council owned Approved Premises)				Other Approved Premises in borough (e.g. The Decorium for Haringey)	- Adult - Couple - Child See corresponding entries below. Only some authorities (including LBH) charge VAT for this service. Figures below are inclusive of VAT where charged.
		Mon-Thurs	Friday	Sat-Sun	Total Range		Current: Proposed:
Haringey (Current) Only statutory service available		£43.50	£43.50	£43.50	£300 - £400 + £3.50 marriage cert		£34.50 £46.00 £57.50 £69.00 £23.00 (£17.25 for additional child after 2 children)
Haringey (Proposed) - Statutory service; - Civic Suite – Ceremony room Mon,weds,thurs Tuesday Council Chamber - Committee Rooms 1&2		£43.50 £70.00 £43.50 £250 (at all times) £150 (at all times)	£43.50 £100	£43.50 £130			
Barnet		£43.50	£90	£135 - £275	£275 - £375		£40 £80.00 £15
Enfield		£63.50	£200	£300	£400		£35 £50.00 £15
Richmond		£43.50	£65.00	£130-£230	£285 - £400		£40 £60 £10
Wandsworth Only statutory service available		£43.50	£43.50	£43.50	£129 - £199		£40 £80 £20
Camden		£43.50	£125	£175 - £400	£250 - £550		£40 £70 £20
Brent		£90	£110	£160 - £185	£200 - £300		£40 £60 £20
Hounslow		£50.50	£200.50	£200.50	£400		£40 £80 £15
Islington		£47.00	£90.00	£115	£370 - £767		£45-£60 No rate for couple £20-£25
Southwark		£43.50	£137.50	£137.50	£226.50 -£372.50		£47 £74 £21
Barking & Dagenham		£80	£100	£185 - £210	£290 - £310		£40 N/A N/A

APPENDIX 2
NUMBER OF REGISTRARS - CEREMONIES
INCOME GENERATED

MARRIAGE/CIVIL PARTNERSHIP	YEAR	NO. OF CEREMONIES	INCOME GENERATED CURRENT FEES	INCOME GENERATED PROPOSED FEES	DIFFERENCE
TOTAL	2006-2007	581	£25,274	£63,890	£38,617
MID WEEK		138	£6,003	£9,660	
FRIDAY		112	£4,872	£11,200	
SATURDAY		331	£14,399	£43,030	
TOTAL	2007-2008	640	£27,840	£69,530	£41,690
MON,WEDS,THUR		112	£4,872	£7,840	
TUESDAY		37	£1,610	£1,610	
FRIDAY		125	£5,438	£12,500	
SATURDAY		366	£15,921	£47,580	

PERCENTAGE CHANGE IN FEES - MARRIAGE/CIVIL PARTNERSHIP

	Current Fee	Proposed Fee	Percentage Increase
MON,WED,THUR	£43.50	£70.00	61%
TUESDAY	£43.50	£43.50	0%
FRIDAY	£43.50	£100.00	130%
SATURDAY	£43.50	£130.00	199%

COMMITTEE ROOMS INCOME(BASED ON5% OF TOTAL 07/08 VOLUMES)

VOLUMES	INCOME GENERATED
PROPOSED FEE	£32.00 £150.00 £4,800

APPENDIX 3
NUMBER OF REGISTRARS - NATIONALITY CHECKING SERVICE
INCOME GENERATED

NATIONALITY CHECKING SERVICE	YEAR	NO. OF NCS	INCOME GENERATED CURRENT FEES	INCOME GENERATED PROPOSED FEES	DIFFERENCE
TOTAL	2007	1610	£45,200	£58,200	£13,000
ADULTS		1300	£39,000	£52,000	
MINORS		310	£6,200	£6,200	
TOTAL	2008	1250	£35,600	£46,200	£10,600
ADULTS		1060	£31,800	£42,400	
MINORS		190	£3,800	£3,800	

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Agenda item:

[No.]

Cabinet

16 June 2009

Report Title. APPOINTMENT OF CABINET COMMITTEES

Report of Assistant Chief Executive (People and Organisational Development)

Signed :

Contact Officer : Richard Burbidge
Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Non Key Decision**

1. Purpose of the report

To appoint Cabinet Members to serve on the Procurement Committee and the Voluntary Sector Committee for the 2009/10 Municipal Year and to confirm the terms of reference of the two committees.

2. Introduction by Cabinet Member

2.1. This report sets out proposals for the establishment of two Cabinet decision-making committees:

- Cabinet Procurement Committee
- Cabinet Voluntary Sector Committee

Their terms of reference, membership and quorum are outlined in this report.

2.2 The Cabinet Procurement Committee will play an important part in enabling the Cabinet to undertake our responsibilities in relation to contract and procurement decisions. Good procurement decisions are central to sound financial management and our continued commitment to achieving value for money and the delivery of excellent services to Haringey's communities.

<p>2.3 The Cabinet Voluntary Sector Committee will enable this Council to build on the constructive and positive relationships with our partners within the Voluntary Sector. The remit of this body is broader than in previous years and goes beyond the scope of solely allocating grant aid to that of issues relating to the Voluntary Sector in general.</p>
<p>3. State link(s) with Council Plan Priorities and actions and/or other Strategies:</p> <p>3.1 Section 2 (Committees of the Cabinet) of Part Three Section D of the Council's Constitution provides that -</p> <p>The Cabinet may delegate any of its functions to a Committee of the Cabinet. Committees of the Cabinet shall report to the Cabinet. The Cabinet may establish decision-making Committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion.</p> <p>Committees established by the Cabinet shall be empowered to perform their functions with immediate effect unless the Cabinet imposes any express restriction when they are established. Unless stated otherwise, all Decision-Making Committees will continue in operation until expressly abolished by the Cabinet and all Advisory or Consultative Committees will continue in operation only until the first meeting of the Cabinet in the next municipal year following their establishment when they must be expressly renewed or they cease to exist.</p> <p>The establishment, abolition or cessation of Committees and the amendment of their terms of reference will be reported to full Council in due course for noting in the Council's Constitution.</p>
<p>4. Recommendations</p> <p>4.1. That the Cabinet appoint Cabinet Members to serve on the Procurement Committee and on the Voluntary Sector Committee for the 2009/10 municipal year.</p> <p>4.2. That the terms of reference of the Cabinet Procurement Committee and of the Cabinet Voluntary Sector Committee as outlined in paragraphs 7.1 and 7.2 below respectively be confirmed.</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. To ensure that the Cabinet responsibilities in relation to contract and procurement matters are properly discharged as good procurement decisions are central to sound financial management and our continued commitment to achieving value for money and the delivery of excellent services to Haringey's communities.</p>

5.2 To enable this Council to build on the constructive and positive relationships with our partners within the Voluntary Sector. The remit of this body is broader than in previous years and goes beyond the scope of solely allocating grant aid to that of issues relating to the Voluntary Sector in general.

6. Other options considered

6.1. Not applicable

7. Summary

7.1 In the municipal year 2008/09 the membership of the Procurement Committee was 4 with a quorum of 2 and consisted of -

Cabinet Member Resources (Chair)
 Leader of the Council
 Cabinet Member Children and Young People
 Cabinet Member Housing

In addition, the Members appointed were entitled to name any other Member of the Cabinet as a substitute in the event of absence from a meeting with the proviso that substitutes, when attending in that capacity, be recorded in the minutes as so doing and be entitled to carry full voting and other rights and responsibilities.

The Terms of Reference of the Committee agreed by the Council were as follows:

- a) To exercise the functions of the Cabinet in respect of all contracts for procurement for works, goods or services in accordance with the Contract Procedure Rules set out in Part Four Section J of the Constitution except for those matters expressly delegated to any other body or person;
- b) To undertake particular powers included within (a) as follows:
 - (i) waiver of Contract Procedure Rules where appropriate;
 - (ii) acceptance of tenders/award of contracts where appropriate;
 - (iii) approving variations, extensions and novations of contracts where appropriate;
 - (iv) annual review of Contract Procedure Rules;
 - (v) receive quarterly reports of the Director of Adults, Culture and Community Services and the Director of the Children and Young People's Services in relation to 'spot contracts';
 - (vi) agreeing of approved lists of contractors;
- c) To oversee the process and receive reports at key milestones in respect of procurement of strategic service areas;

- d) To advise the Cabinet on all matters concerned with procurement generally.

7.2 In the municipal year 2008/09 the membership of the Voluntary Sector Committee was 5 with a quorum of 2 and consisted of-

Cabinet Member for Community Cohesion and Involvement (Chair)
Cabinet Member for Enforcement and Safer Communities
Cabinet Member Resources
Plus 2 other Members of the Cabinet (All Members of the Cabinet to act as a panel of substitutes with two to be selected according to whose portfolio responsibilities were relevant to the particular areas of activity under review).

The Terms of Reference of the Committee agreed by the Council were as follows:

- a) To consider officer recommendations for future funding and agree the awarding of grant aid to the voluntary and community sector;
- b) To review funding to organisations where there is a potential breach of conditions of grant aid and/or service level agreement
- c) To advise the Cabinet on variations to the overall grant policy;
- d) To advise the Cabinet on all aspects of the Council's relationship with the Voluntary Sector including the management and use of the community buildings portfolio.

8. Chief Financial Officer Comments

8.1. The Chief Financial Officer has been consulted on this report and has no comments to add.

9. Head of Legal Services Comments

9.1. The Council's Constitution sets out the relevant Cabinet arrangements at Part Three, Section D and confirms that the Cabinet may establish decision making committees, which may only include Cabinet Members. The Cabinet may establish advisory Committees, the membership of which need not be limited to Cabinet Members. The Cabinet may change them, abolish them, or create further ones, at its own discretion. Unless changed or abolished, the two decision-making Committees continue in operation without the need for formal renewal each year.

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

10.1. None

11. Equalities & Community Cohesion Comments

11.1. The recommendations of Members to serve on the Procurement Committee and the Voluntary Sector Committee reflect Members' roles and specialisms because of the diversity of members the suggestions are balanced in terms of gender and ethnicity.

12. Consultation

12.1. Not applicable.

13. Service Financial Comments

13.1. It is not envisaged that the establishment of these Committees and Panels will of itself have any direct financial implications.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985**15.1 Background Papers**

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

Report to the Cabinet on 17 June 2008 entitled Appointment of the Procurement Committee and the Voluntary Sector Committee.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.



Agenda item:

[No.]

Cabinet

16 June 2009

Report Title. Appointment of Representatives to Serve on the Haringey Strategic Partnership and its Theme Boards

Report of Assistant Chief Executive (People and Organisational Development)

Signed :

Contact Officer : Richard Burbidge
Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Non Key Decision**

1. Purpose of the report

1.1 To propose the appointment of Members to serve on the Haringey Strategic Partnership and its six Theme Boards.

2. Introduction by Cabinet Member

2.1 Haringey Council joined with local agencies to create the Haringey Strategic Partnership (HSP) in April 2002.

2.2 One of this administration's priorities is to continue to work constructively with stakeholders and partners and to build on the successes of recent years. The Haringey Strategic Partnership aims to improve the lives of all Haringey residents through effective partnership working between all the service providers across the borough. The role of the Haringey Strategic Partnership Theme Boards is to manage and develop the key objectives of the partnership

2.3 The Cabinet is asked to confirm the appointment of Members to serve on the HSP Board and its respective Theme Boards.

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

- 3.1. The Haringey Strategic Partnership Board is the body through which the priority outcomes agreed within the 2008/09-2010/11 Local Area Agreement (LAA) are monitored and these align to and reflect all five Council priorities. They also directly link to the objectives of the majority of the main Council strategies.
- 3.2. The LAA is the main delivery plan for the Sustainable Community Strategy and the outcomes and improvement targets directly relate to achieving the ambitions and priorities within it.

4. Recommendations

- 4.1 That the Cabinet appoint three of its members to serve on the **Haringey Strategic Partnership Board** (in addition to the Leader and the Chief Executive who are ex-officio members).
- 4.2 That the following nominations made by HSP Theme Boards at their initial meetings in the current municipal year of representatives to serve on the **Haringey Strategic Partnership Board** be noted -

Enterprise Partnership Board - Councillor Amin
Integrated Housing Board - Councillor Bevan
Safer Communities Executive Board – Pastor Obunge
Well Being Partnership Board - Councillor Dogus

(The Better Places Partnership Board and the Children's Trust [formerly the Children and Young People's Strategic Partnership Board] will be considering their respective nominations at their meetings in July).

- 4.3 That approval be granted to the following appointments of Cabinet Members to serve on the HSP Theme Boards indicated:

Better Places Partnership -
Cabinet Member for Environment and Conservation
Cabinet Member for Community Cohesion and Involvement

Enterprise Partnership Board -
Cabinet Member for Regeneration and Enterprise

Integrated Housing Board -
Cabinet Member for Housing

Safer Communities Executive Board –
Cabinet Member for Enforcement and Safer Communities

Well Being Partnership Board -

Cabinet Member for Adult Social Care and Wellbeing
Cabinet Member for Housing

Children and Young People's Strategic Partnership Board -

It is proposed that this Board be re-constituted as a Children's Trust and this is the subject of a separate report which appears elsewhere on the agenda for this meeting.

4.4 That non Cabinet Members be appointed on the Theme Boards indicated below:

Enterprise Partnership Board - One place
Well Being Partnership Board – Two places

5. Reason for recommendation(s)

5.1. Within Haringey's LAA there are a number of designated national indicators and local targets set which require to be performance managed.

5.2. The HSP Board and its Theme Boards provide the vehicles through which the achievement of attainment targets will be measured and delivered.

6. Other options considered

6.1. Not applicable

7. Summary

7.1 The current list of HSP bodies to which the Council appoints Members is -

- Haringey Strategic Partnership Board (parent body of the theme boards below):
- Better Places Partnership Board
- Children and Young People's Strategic Partnership Board
- Enterprise Partnership Board
- Integrated Housing Theme Board
- Safer Communities Executive Board
- Haringey Well-Being Partnership Board

Haringey Strategic Partnership Board

There are two ex-officio positions which are filled by the Leader and the Chief Executive. There are 3 other positions to be filled by Members. In 2008/09 these were filled by

Councillor Amin
Councillor Canver
Councillor Reith

Better Places Partnership Board

There is an ex-officio position filled by the Cabinet Member for Environment and Conservation. There is one other position to be filled by a Member. In 2008/09 this was filled by

Cabinet Member for Community Cohesion and Involvement

Children and Young People's Theme Board

It is proposed that this Board be re-constituted as a Children's Trust and it is the subject of a separate report which appears elsewhere on the agenda for this meeting.

Enterprise Theme Board

There is one ex-officio position filled by the Cabinet Member for Regeneration and Enterprise. There is one other position to be filled by a Member. In 2008/09 this was filled by

Councillor Egan

Integrated Housing Board

There is one ex-officio position filled by the Cabinet Member for Housing.

Safer Communities Executive Board

There is one ex-officio position filled by the Cabinet Member for Enforcement and Safer Communities.

Well Being Theme Board

There are two ex-officio position filled by the Cabinet Member for Adult Social Care and Wellbeing and the Cabinet Member for Housing. There are two other positions to be filled by Members. In 2008/09 these were filled by

Councillor Bull (as Chair of the Overview & Scrutiny Committee)
Councillor Dogus

8. Chief Financial Officer Comments

8.1. The Chief Financial Officer has been consulted on this report and has no

comments to add.
<p>9. Head of Legal Services Comments</p> <p>9.1 There are no specific legal implications but there are strong arguments for appointing the relevant Cabinet Member(s) to the Theme Boards that match their portfolios. The role of the HSP and theme boards will increase in importance with the Local Area Agreement and the new statutory duty for the Cabinet/Committees to have regard to local improvement targets in the LAA when exercising their functions.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. The recommendations of Members to serve on the Haringey Strategic Partnership and its six Theme Boards reflects Members roles and specialisms, because of the diversity of Members the suggestions are well balanced in terms of gender and ethnicity.</p>
<p>12. Consultation</p> <p>12.1 Not applicable.</p>
<p>13. Service Financial Comments</p> <p>13.1. It is not envisaged that the establishment of these Committees and Panels will of itself have any direct financial implications.</p>
<p>14. Use of appendices /Tables and photographs</p> <p>14.1. Not applicable</p>
<p>15. Local Government (Access to Information) Act 1985</p> <p>15.1 <u>Background Papers</u></p> <p>The following background papers were used in the preparation of this report:</p>

Report to the Cabinet on 17 June 2008 entitled Appointment of Representatives to Serve on the Haringey Strategic Partnership and its Theme Boards

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.



Agenda item:

[No.]**Cabinet****On 16th June 2009**

Report Title. Implementation of Haringey Children's Trust within the Haringey Strategic Partnership

Report of : Chief Executive
Signed :

Contact Officer : Tim Dauncey Interim Director of Special Projects

Wards(s) affected: [All / Some (Specify)]

Report for: **[Key / Non-Key Decision]**

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

1.1 The Joint Area Review report into Haringey's Children Services identified the need to improve governance of children safeguarding arrangements. This report sets out proposals for the creation of a Children's Trust within the Haringey Strategic Partnership to replace the Children and Young People's Partnership. This will help strengthen the commitment and focus of strategic partners on the needs of children and the 5 outcomes within Every Child Matters.

2. Introduction by Cabinet Member

- 2.1. There has been widespread support for the establishment of a Haringey Children's Trust from amongst the partner organisations previously on the CYPSP. The Trust Board brings additional representation through the Chair of the LSCB, an opposition member and GP representative, which will strengthen its work.
- 2.2. The creation of the Trust marks a step change in partnership working between organisations delivering services to children in the borough and will lead to better outcomes for children and young people.

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

- 3.1. The changes proposed will strengthen the Council and partners ability to deliver on the Children and Young People's Plan as it impacts upon all children within the borough.

4. Recommendations :

4.1 Cabinet is recommended to:

- agree the proposals set out in the report for creating a Children's Trust.
- agree that following further discussion and negotiations with Strategic Partners a further report setting out the detailed governance framework and partnership agreement for the Children's Trust be submitted to the next Cabinet meeting.

5. Reason for recommendation(s)

5.1. To respond to the recommendations within the JAR Action plan

6. Other options considered

6.1. Options for developing the Trust are considered within this report.

7. Summary

7.1 Background

7.1.1. The Joint Area Review report 2008 into Haringey's Children Services identified the need to improve governance of safeguarding arrangements for children and young people.

7.1.2 The meeting of the Cabinet 21st April 2009 considered a report setting out proposals for the creation of a Children's Trust and agreed that the proposals set out be noted and approval granted, following further discussion and negotiations with Strategic partners, to a further report setting out the detailed governance framework and partnership agreement for the Trust to be submitted to the next meeting of Cabinet (16th June 2009). A developmental session for members of the Trust was held to look at the future role of the Trust, what difference it would make to children and young people and how the sub group framework would operate.

7.1.3 The Children's Trust Board (19th May 2009) considered and agreed the proposals for the implementation of the Children's Trust. Draft minutes from the meeting set out the following resolutions :

- That the strap line set out below be adopted: 'Working together for the children of Haringey'
- That one of the two places currently held by NHS Haringey for Non-Executive Directors should be given to a Non-Executive Director of Great Ormond Street Hospital (GOSH).
- That the Children's Trust Board recommend to the Haringey Strategic Partnership that the Children's Trust should be formally established on the basis of the report and protocol attached.

These resolutions and other comments from the meeting have been included in this report.

7.1.4 The Governments Response to Lord Laming ' The protection of Children in England action plan ' published 6th May 2009 gives further clarity to the roles of Children's Trust. In summary the key conclusions for Children's Trusts are as follows :

- There will be stronger central guidance that will make it absolutely clear to every agency and practitioner in children's services, police, health, and other sectors, what they need to do to keep children safe.
- Subject to the passage of legislation, the Children Trust Board will have responsibility for producing a Children and Young people's Plan for the local area informed by a needs analysis and full consultation including with children, young people and their families.
- The Children's Trust Board - drawing on support and challenge from the Local Safeguarding Children Board – will ensure that the Children and Young People's Plan covers strengths and weaknesses in the area, what has been achieved in the last year and what more needs to be done by each partner to improve outcomes in safeguarding. The Plan should also include clear targets for improving outcomes for keeping children safe. A new set of national indicators will be published by September 2009 and will form the basis of targets set by Children Trusts.
- The Children's Trust and the LSCB have important, but distinctive roles in keeping children safe. The Children's Trust is accountable for ensuring that services deliver better outcomes, with the Children's Trust Board being specifically accountable for overseeing the delivery of the Children and Young People's Plan. The LSCB should be responsible for challenging every member of the Children's Trust on their success in ensuring that children and young people are kept safe.
- The challenge of the LSCB to the Children's Trust will only work effectively if the two bodies are chaired by different people.
- Both the Director of Children and Young People and the Cabinet Member for Children and Young People should always be members of both the Children's Trust Board and the Local Safeguarding Children Board.
- Every year as part of the Children's Trust annual report, the Chief Executive and the Leader of the Council should make an assessment of the effectiveness of local governance and partnership arrangements for improving outcomes for children and supporting the best possible standards for safeguarding children.
- Revised statutory guidance for Children's Trust Boards will be prepared following the passage of the Apprenticeships, Skills, Children and Learning Bill to be published in spring 2010.

- Lord Laming recommended the Children Trusts should ensure that the Governments Information Sharing guidance is applied consistently by all partners.
- Updated guidance on the Common Assessment framework will be issued shortly to help local authorities and their Children Trust partners to implement CAF as part of the development of integrated working locally. will be issued.

7.2 What difference will the creation of a Children's Trust make?

7.2.1 The development session for Children Trust partners was held in May 2009 and discussed how Haringey's Children's Trust would make a difference for key stakeholders including children, parents, partners and staff. Key themes that came from these discussions were as follows:

- The term Children's Trust applies to the whole system of children's services covering the work of partner agencies at every level, from the development of overall strategy to the delivery of front line services. **It is not a separate organisation in its own right.** Each partner retains its own responsibilities while working together to join up services. The Children's Trust Board acts as the body that provides leadership, planning and joint commissioning for the work of the agencies within the Trust.
- Communication with all stakeholders in plain English setting out :
 - What the Trust stands for?
 - What services are available from Trust to children and parents?
 - How do users access the services of the Trust?
 - How will the Trust meet the needs of children and parents?
- The Trust would jointly develop and own the outcomes from the Children and Young Peoples Plan based upon the needs of children and young people. The Trust Board will set the key objectives for the work of the sub groups giving clarity in terms of targets and outcomes for children and Young people. The Trust board working together would set the model for future partnership working.
- The Trust would champion the involvement of parents and children in the workings of the Trust Board and its subgroups ensuring their opinions and views are heard and used to improve outcomes
- The Trust would ensure that there was clarity of roles, responsibilities and accountabilities for all stakeholders touched by the Trust. The work of the Trust would be underpinned by a learning culture, influenced by all partners.
- The Trust would have a clear mandate through the Children and Young People's plan to Improved outcomes for children and in particular to focus on safeguarding for all children.
- The Trust will agree a clear mandate for maximising Information sharing amongst

partners based upon full collaboration except for that information that is clearly exempt from being shared. This approach should be used to prevent duplication of data collection and an improved understanding of the overall evaluation of the child's needs.

- The Trust Board will spend less time talking about issues and more time on giving clarity of direction to services and making key strategic decisions to implement the Children and Young People's Plan.
- The Trust Board will commit staffing and financial resources to deliver improved outcomes for Children and Young People as described within in the CYPP.
- The Trust Board will encourage all members to support critical reflection and challenge to other members of the Board to ensure improved performance of all services is achieved.
- The acknowledgement that all staff from all partners work through the Children's Trust for the good of Haringey's Children supported by integrated working including Induction programme for staff non executive Directors and Councillors from all agencies in the work of the Trust.
- The key strap line ambition for the Trust would be all agencies 'Working together for the Children of Haringey'
- The role of the Trust members will evolve over time as the proposed legislative requirements become clearer

7.3 Governance Protocol for Haringey's Children's Trust

7. 3.1 The protocol attached in Appendix 1 sets out the terms of reference, priorities, membership and operational requirements for the Haringey Children's Trust which was considered and discussed by Cabinet 21st April 2009.

7.3.2 There will be a need to adequately resource the HCT to discharge its role as set out in this report. Further work will need to be undertaken to evaluate the key activities required to support the effective functioning of the HCT and to analyse the current capacity to undertake this work in the future.

7.4 Operation of North West and South Children's Partnership Group Framework

7.4.1 The creation of an operational sub group structure to the Haringey Children's Trust needs to encompass the facilitation of multi agency delivery of the Children and Young People's Plan in a framework that is understandable to all members of the Trust Board and delivers the outcomes set out in the plan.

The role of subgroups will be to oversee operational changes needed to improve delivery, and to manage and report performance against a set of targets agreed by the HCT Board. The HCT board would also expect sub groups to feedback and assist with policy development for

the HCT. Chairs of the area groups would be selected on the basis of their experience, knowledge and commitment rather than which partner they represented. They would also be represented on the HCT Board.

7.4.2 The favoured approach considered at the previous Children and Young People Strategic Partnership Board was a sub group structure based upon the Children's Area Networks. It is proposed to call the sub Groups North, West, South Children's partnerships. However it was recognised that this approach did not fit all the needs of the Trust's work and is to be supplemented by a small number of Borough wide bodies which will deliver cross cutting initiatives as set out below:

7.4.3 Three sub-groups based on the 3 Children's Networks: North, South and West within the Borough. The groups remit would include the following as part of a core offer,

- Children's centres.
- Parenting.
- Play.
- Early years (including childminding , nurseries etc).
- Extended schools.
- Safeguarding and Children in Care .
- Schools.
- Youth Service.
- Maternity Services.
- Services for disabled children.
- Services for children with life limiting conditions.
- Voluntary Organisations.
- Mental Health Services.
- Health Visiting and community health services.
- Supplementary schools.
- Community Safety .
- Post 16.
- Youth Offending service.

7.4.4. Borough wide areas of work will include the following as permanent groups with other task and finish groups will be set up as the need arises:

- Sexual health and Teenage Pregnancy
- 14-19 Education
- Workforce Development
- Mental Health
- Joint commissioning of services

These groups would not only be cross cutting and Borough focussed but also area focussed to ensure local needs are prioritised .

7.5 Local Safeguarding Children's Board

7.5.1 The Local Safeguarding Board is a statutorily required Board, responsible for the protection and well being of children and young people in Haringey. The Board forms part of the Children's Trust arrangements but is an independent body in its own right. It will be essential that the LSCB communicates and works with all groups and partners within the Trust. The independent chair will be a member of the Children's Trust Board. The Director and Cabinet Member for Children and Young People's Service will also be members of the LSCB.

7.6 Next Steps

7.6.1 The timetable for the next steps are as follows:

- **Agreement of implementation of the Governance Model, membership and sub group framework**
 - Cabinet 16th June 2009
 - Haringey Strategic Partnership 23rd June 2009
- **Delivery of Children's Trust**
 - Children's Trust Meeting 13th July 2009
 - Children's Trust Executive Performance Management Group - TBA
 - Children Trust Sub Groups - TBA

7.7 Conclusion

7.7.1 The creation of the Children's Trust will support and strengthen both the successful delivery of the Multi agency Joint Area Review Action plan and future integrated working by all partners to ensure all our children remain safe and have bright future.

8. Chief Financial Officer Comments

8.1 One of the purposes of the Trust is to develop integrated strategy, joint planning and commissioning and pooled and aligned budgets to deliver the CYPP. The detailed financial arrangements around this area will need to be clearly established across all of the Trust partners in order to ensure both that equitability is achieved and that the delivery of the Children and Young People's plan is sustainable over the long term.

9. Head of Legal Services Comments

9.1 At the Cabinet meeting on 21 April Members favoured a "collaborative" model for the Children's Trust that did not require the participating organisations to cede authority to the Trust. The Trust would not be a separate legal entity in its own right (minute CAB 174).

- 9.2 The Protocol for the Haringey Children's Trust (HCT) has been drafted on this basis. This means that the Council, in common with the other partner organisations, will retain legal responsibility and accountability for its own service delivery. Decisions on expenditure and procurement involving Council resources will remain subject to the Council's own Financial Regulations, Contract Procedure Rules and the Forward Plan requirements. It follows that some policies approved by the HCT will require ratification by the Cabinet, the Cabinet Procurement Committee or individual Cabinet Members as appropriate.
- 9.3 The HCT will not have the power to direct its partner organisations but it will have the right to bring concerns to the attention of the relevant partner and if necessary report serious problems to the appropriate Government Department. Notwithstanding the collaborative and voluntary basis of the HCT, the partner organisations signing up to the HCT Protocol will be demonstrating a key commitment to improving children's services and (where this applies) to discharging their statutory duty to co-operate in making arrangements to improve the well being of children in the Borough.
- 9.4 The Protocol provides for a Trust Board comprising all the representatives of the partner organisations to be the main decision-making body for the HCT. There will be a smaller Executive Performance management Group of the HCT to co-ordinate forward planning, undertake performance management and to take urgent decisions between Trust Board meetings.
- 9.5 The HCT Trust Board will not have the status of a Council Committee and therefore it will not be subject to the statutory "Access to Information Rules" which determine when meetings are open to the public and press and when reports and papers must be publicly accessible. The Protocol for the HCT makes alternative provision for these matters in a more flexible manner giving greater discretion to the HCT's Chair.
- 9.6 It should be noted that information held by the Council relating to the HCT will potentially be subject to the Freedom of Information Act unless it can be shown that specific information is only held on behalf of another body. In any event the usual statutory exemptions from disclosure will apply so that personal information about individual children or employees would be subject to data protection rules.

10. Equalities &Community Cohesion Comments

10.1 The implementation of a Children's Trust In Haringey by all agencies involved in 'Working together for the Children of Haringey ' should provide a clearer understanding for all parents and children of the services and responsibilities of each of the agencies involved in providing services to children in the borough .

11. Consultation

11.1. There has been extensive consultation with members of the current Children's and

Young People Strategic Partnership Board and the Performance Management Group within the Haringey Strategic Partnership.	
12. Use of appendices /Tables and photographs	
12.1. Appendix 1 – Protocol for Haringey Children’s Trust	
13. Local Government (Access to Information) Act 1985	
13.1. None	

Appendix 1

PROTOCOL FOR THE HARINGEY CHILDREN’S TRUST

1. INTRODUCTION

- 1.1 This protocol sets out the terms of reference, priorities, membership and operational arrangements for the Haringey Children’s Trust (HCT).
- 1.2 While the protocol is not intended to be legally binding, the partner agencies have all individually agreed the protocol and the establishment of the HCT. They are all committed to collaboration in order to achieve the outcomes for improving children’s services intended by the establishment of the HCT.

2. GOVERNANCE ARRANGEMENTS

- 2.1 The HCT has been established in recognition of the duties imposed on the partner agencies by the Children Act 2004 and the “Every Child Matters” (ECM) framework in order to secure the integrated delivery of children’s services by the partner agencies. Section 10 of the Act creates a specific duty to co-operate in making arrangements to improve the well-being of children in the Borough.
- 2.2 The HCT is a sub-group of the Local Strategic Partnership, known as the Haringey Strategic Partnership (HSP). The HSP membership includes senior representation of all partner agencies with responsibilities for children’s services in the Borough.

- 2.3 The aim of the HCT is to provide strategic leadership for all Haringey's children's services covering all aspects of partnership working and the delivery of frontline services. The HCT is set up to co-ordinate and ensure the effectiveness of children's services and to improve outcomes for all children and young people in line with the 5 key outcomes in the ECM framework.
- 2.4 The HCT is not a separate organisation or legal entity in its own right. Each partner agency represented on the HCT retains its own legal responsibilities and its own existing lines of accountability for service delivery. Although the HCT does not have the power to direct its partner agencies, it will bring any concerns to the attention of the relevant partner and, if necessary, report any serious problems to the appropriate Government Department.
- 2.5 The main decision-maker for the HCT will be its Trust Board comprising representatives of all the partner agencies. The Trust Board will report regularly to the HSP.
- 2.6 The HCT Trust Board will appoint an Executive Performance Management Group to co-ordinate its agenda and forward planning. This is provided for in section 8 below.
- 2.7 Sub-groups of the HCT are established to facilitate multi-agency delivery of the Children's and Young People's Plan (CYPP) in a framework to be agreed by the Trust Board. This is provided for in section 9 below.
- 2.8 The HCT has adopted the Nolan Committee's seven principles of public life. All representatives and partner agencies will have regard to these principles in the work of the HCT. These principles are:
 - (1) Selflessness
 - (2) Integrity
 - (3) Objectivity
 - (4) Accountability
 - (5) Openness
 - (6) Honesty
 - (7) Leadership

3. VISION

- 3.1 The vision of the HCT is as follows :

"We want every child and young person in Haringey to be happy, healthy and safe with a bright future."

(this vision is taken from the current CYPP and is likely to change with the development of a new plan)

4. TERMS OF REFERENCE

4.1 The terms of reference of the HCT are as follows:

- (i) to develop and publish a child and family-centred outcome led vision for all children and young people in a Children and Young People's Plan which incorporates all partners' strategies related to children and young people.
- (ii) to put in place robust arrangements for inter-agency governance and performance measurement of all the Every Child Matters outcomes for children and young people.
- (iii) to develop integrated strategy, joint planning and commissioning and pooled and aligned budgets to deliver the Children and Young People's Plan.
- (iv) to deliver child safeguarding services through integrated processes, and effective multi-agency working underpinned by shared language and shared processes.
- (v) to develop and promote integrated frontline delivery of services organised around the needs of the child, young person or family rather than professional or institutional boundaries.

4.2 These terms of reference are subject to review by the HCT Trust Board after 12 months from the agreement of this protocol.

5. KEY PRIORITIES

5.1 The key priorities of the HCT derive from Haringey's Joint Strategic Needs Assessment and they are as follows:

- (i) identifying children and young people at risk of harm or failure and securing early intervention to ensure that they are safe and can thrive.
- (ii) narrowing the gap, especially in educational attainment, between vulnerable children and others while improving the lives of all children.
- (iii) reducing child poverty.

5.2 The achievement of these priorities will be facilitated by the commitment of the partner agencies to:

- (i) listen to the views of children and young people, and their parents and carers, about the services they need and to involve them all in the delivery of those services.
- (ii) promote joint working between all professionals having responsibilities for children and young people.
- (iii) ensure effective commissioning, planning and delivery of services for children and young people based on a robust analysis of their needs and to use resources flexibly and creatively.
- (iv) overcome barriers to sharing and using information.

6. MEMBERSHIP OF THE H.C.T. TRUST BOARD

6.1 The membership of the HCT Trust Board comprises the following partner agencies with the representatives as indicated:

- (i) 4 +1ex officio Members of Haringey Council i.e.
 - the Cabinet Member for Children and Young People's Services
 - the Leader of the Council (ex officio)
 - the Cabinet Member for Safer Communities and Enforcement
 - a Majority Group Councillor
 - a Minority Group Councillor
- (ii) 3 officers of Haringey Council i.e.
 - the Chief Executive
 - the Director of Children and Young People's Services
 - the Head of Safer and Stronger Communities (for the Youth Offending Service)
- (iii) The Chair of the Local Safeguarding Children Board
- (iv) 3 representatives of the Teaching and Primary Care Trust i.e.
 - the Chief Executive
 - the Executive Director

- non-executive Director
- (v) Haringey Police – the Borough Commander
- (vi) Mental Health Trust – Chief Executive/Director of CAMHS
- (vii) Whittington Hospital – Chair of Trust/Chief Executive
- (viii) North Middlesex Hospital - Chair of Trust/Chief Executive
- (ix) 2 representatives of the Great Ormond Street Hospital – Partnership
 - the Director of Operations
 - non executive Director
- (x) General Practitioner representative
- (xi) 3 representatives of the Haringey Voluntary Sector via Community Link
- (xii) College of North East London – Principal
- (xiii) Learning and Skills Council – Chief Executive
- (xiv) 3 chairs of the Area Children’s Partnerships
- (xv) 2 nominations from the Haringey Youth Council
- (xvi) 3 representatives of Haringey Schools – 1 x primary, 1 x secondary & 1 x special
- (xvii) 1 representative of the Sixth Form College
- (xviii) 1 representative of Job Centre Plus.
- 6.2 The Chair of the HCT Trust Board will be the Cabinet Member for Children and Young People’s Services.
- 6.3 The Trust Board will elect a Deputy Chair to undertake all the functions of the Chair in the event that the Chair is absent or unable to perform them for any reason.
- 7. MEETINGS OF THE H.C.T. TRUST BOARD

- 7.1 Meetings of the Trust Board will take place on 6 occasions in the year in accordance with a calendar agreed annually in advance. The Chair may agree to summon additional meetings if necessary or may cancel meetings depending on the volume of business.
- 7.2 Quorum. A Trust Board meeting will have a quorum if [8] accredited representatives are present including at least one of each of the following:
- (i) the Chair or Deputy Chair of the HCT
 - (ii) an officer of Haringey Council, and
 - (iii) a representative of the Teaching and Primary Care Trust.
- 7.3 Representatives of non-partner agencies or other specialists who are not members of the HCT may be invited by the Chair to attend meetings for specific items or purposes.
- 7.4 Advance consultation with partners on all significant decisions or proposals is expected. Draft reports or papers should be circulated to other partners for comment 14 days before presentation to the Trust Board.
- 7.5 The agenda and all written reports/papers for each meeting will be forwarded to the Chair for clearing at least 7 clear working days before the meeting. Although the Chair can request a partner agency or representative to amend or withdraw or defer a report, any disputes will be resolved by the Executive Performance Management Group.
- 7.6 With permission of the Chair in cases of genuine urgency, a report or paper may be considered by the Trust Board if it is impracticable to comply with paragraphs 7.4 and 7.5 above.
- 7.7 All representatives on the HCT Trust Board will declare any personal interest they may have in any agenda item or other matter under discussion at the start of the meeting. This would include any case where there was a real possibility of personal gain for a representative or the representative's family or close friends. It would not include interests of a strategic or general professional kind or the publicly known/accessible interests of a partner agency. Unless the representative decides to leave voluntarily, the Chair will determine whether the representative must leave the meeting for that item. The test is whether an informed and objective observer would reasonably regard the personal interest as so significant that it would be likely to prejudice the representative's judgement of the public interest.
- 7.8 Whenever possible decisions of the Trust Board will be reached by consensus. If necessary, and in the discretion of the Chair, a disputed decision will be put to

the vote by those representatives present. In the event of a tied vote the Chair will have a casting vote.

- 7.9 A full minute must be kept to record all decisions or actions agreed by the Trust Board and the reasons for them.
- 7.10 The Chair has the right to determine all questions relating to the procedure and conduct of meetings.
- 7.11 The public and media have no right to attend meetings but, in the discretion of the Chair, they may be allowed to attend part or all of a meeting. There is a presumption that meetings will be open to the public unless it would not be in the public interest to permit this.
- 7.12 When required by the sensitive nature of the matter under discussion, the Chair will indicate that oral or written information must be treated as confidential by all representatives at the meeting. Confidential information shall only be released to those persons within a partner agency having a genuine need to know and must not be released into the public domain.
- 7.13 It is the responsibility of each representative on the Trust Board to be clear about the scope of the decision-making powers delegated to them by their partner agency and to make this known when relevant at meetings of the Trust Board.
- 7.14 When decisions of the Trust Board require a further formal decision, or ratification, by a partner agency to become legally effective, it will be the responsibility of the relevant representative to ensure that the matter is duly referred on to the formal decision-making body of the partner agency and to report the outcome to the Trust Board.

8. EXECUTIVE PERFORMANCE MANAGEMENT GROUP

- 8.1 The Executive Performance Management Group (EPMG) of the HCT will have the following roles:
 - (i) to direct the agenda and forward planning for the HCT;
 - (ii) to manage and monitor the implementation of the Joint Area Review Action Plan;
 - (iii) to manage reporting arrangements between the HCT, its Sub-groups and the Local Safeguarding Children Board;
 - (iv) to make decisions in cases of genuine urgency between meetings of the Trust Board;

- (v) to undertake performance management of key issues and outcomes from the Children and Young People's Plan and local area agreement.
 - (vi) to ensure follow up of decisions made at Trust Board meetings.
- 8.2 The membership of the EPMG will comprise the following:
 - (i) the Chair and Deputy Chair of the HCT Trust Board;
 - (ii) the Director of Children and Young People's Services;
 - (iii) a representative of the Metropolitan Police;
 - (iv) a representative of the Teaching and Primary Care Trust; and
 - (v) a representative from the Haringey Voluntary Sector.
- 8.3 Quorum. A meeting of the EPMG will have a quorum if [3] accredited representatives are present including either the Chair or the Deputy Chair of the Trust Board.
- 8.4 The EPMG will report its actions to the meetings of the Trust Board but any decision taken by the EPMG in cases of urgency will be valid and capable of immediate implementation (where this is otherwise legally possible) without ratification by the Trust Board.
- 8.5 The EPMG will be subject to the rules of procedure for the Trust Board as set out in paragraphs 7.4 to 7.14 above except that meetings of the EPMG will not generally be open to the public or media.
- 8.6 Meetings of the EPMG may be summoned by the Chair or the Deputy Chair of the HCT Trust Board as and when necessary, but the expectation is that the EPMG would meet once between each meeting of the Trust Board.
- 9. SUB-GROUPS STRUCTURE
 - 9.1 Working Sub-Groups will be established to support the HCT in undertaking its responsibilities. Reporting between the Trust Board and its Sub-groups will be managed by the EPMG.
 - 9.2 There are to be three Sub Groups known respectively as the North, West and South Children's Partnerships and based upon existing Children's Area Networks. These will be supplemented by additional sub groups, to be established as and when needed by the Trust Board that would have a Borough wide remit.

10. FINANCE

- 10.1 The HCT will influence the way in which funding available to partner agencies is used to improve outcomes for children and young people and their families.
- 10.2 The HCT will make plans for the integration and alignment of budgets including, where appropriate, the use of prescribed arrangements under section 75 of the National Health Service Act 2006 for the procurement of staff, goods and services.
- 10.3 The HCT will influence the way in which mandatory pooled funds, such as CAMHS, KDAAT and YOT, are allocated in order to improve outcomes.

11. SPECIFIC UNDERTAKINGS BY PARTNER AGENCIES

- 11.1 Partner agencies commit themselves to meet the obligations set out below to the best of their ability and in the manner most appropriate for each agency:
 - (i) Taking responsibility for developing, publishing and monitoring the Children and Young People's Plan (CYPP);
 - (ii) Ensuring that the "duty to co-operate" is understood and acted upon within each partner agency;
 - (iii) Ensuring that the needs assessment that informs the CYPP is regularly reviewed with particular attention paid to those children in need of protection;
 - (iv) Ensuring that all assessments of need for children and their families include evidence from all the professionals involved in their lives and must include direct contact with the child;
 - (v) Ensuring that in respect of safeguarding children:
 - (a) all referrals to Children's Services from other professionals lead to an initial assessment including processes to require direct involvement with the child or young person and their family and direct engagement and feedback with the referring professional;
 - (b) core group meetings, reviews and casework decisions include all the professionals involved with the child;
 - (c) records are kept of such meetings including the written views of those unable to attend;

- (d) formal resolution procedures are in place for managing conflict of opinions between professionals from different agencies;
 - (e) all agencies have well understood referral processes which prioritise the protection and well being of children;
 - (f) named representatives from the police service and the health service are colocated and active partners within the Children and Families Division of the Council's Children and Young People's Service.
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- (vi) Representing their agencies and bringing experience and knowledge about other sectors and organisations subject to the primary duty to act in the interest of children and young people;
 - (vii) Ensuring that all staff within their agency who have contact with children are aware of their safeguarding responsibilities and are supported to carry out any designated role with regard to partnership work including integrated working, CAF, area based projects and sharing information;
 - (viii) Ensuring that actions to support the HCT are firmly embedded within their agency and that for all staff who work with children there are adequate skills, training and professional development in understanding child development and recognising potential signs of abuse and neglect;
 - (ix) Ensuring that there is multi-agency training in place to create a shared language and understanding of local referral procedures, assessment, information sharing and decision-making across all services who work to protect children;
 - (x) Ensuring that their agency makes an appropriate contribution to the resourcing of the delivery of the CYPP;
 - (xi) Ensuring that partners consistently apply the Information Sharing Guidance published by the DCSF and DCLG;
 - (xii) Ensuring that appropriate consultation takes place with parents and other stakeholders on the work of the HCT;
 - (xiii) Ensuring that reports, policies, procedures and decisions of the HCT are disseminated effectively within their agencies;
 - (xiv) Contributing to the development of robust and effective monitoring and performance arrangements;

- (xv) Committing to attend a minimum 50% of meetings and to nominate a named deputy, who has sufficient seniority to discharge the role, to attend the balance of the meetings in the year;
- (xvi) Actively supporting the work of the HCT, particularly that of the sub-groups, in undertaking any necessary research or additional work;
- (xvii) Actively contributing to the Joint Area Reviews of Children's Services.

11.2 These undertakings may be amended by the HCT Trust Board after the first 6 months of the operation of the HCT.

12. INSPECTION

12.1 Joint Area Reviews will inspect partner agency engagement in the HCT arrangements especially with regard to those partners under a statutory duty to co-operate.

13. REVIEW

13.1 This Partnership Protocol, including the membership of the HCT, will be subject to annual review by the HCT Trust Board and each partner agency.

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MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
MONDAY, 27 APRIL 2009

Present: Councillor Claire Kober (Chair), Tracey Baldwin, Councillor John Bevan, John Brown, Councillor Nilgun Canver, Dave Grant, Robert Edmonds, Derma Ioannou, Michael Jones, Maria Kane, Peter Lewis, Pastor Nims Obunge, Dr. Ita O'Donovan, Mun Thong Phung, Faiza Rizvi, Walter Steel, Michelle Stokes and Richard Sumray.

In Attendance: Xanthe Barker, Helen Barry, Mary Connolly, Trevor Cripps, Marc Dorfman, Kirsty Fox, Karen Galey, Sharon Kemp, Christine Moody, Susan Oti, Eve Pelekanos, Libby Ranzetta, Anne Woods.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP137.	<p>APOLOGIES</p> <p>Apologies for absence were received from the following:</p> <p>Councillor Kaushika Amin Eugenia Cronin John Egbo Lynne Featherstone MP Councillor Brian Haley David Lammy MP Joanne McCartney GLA AM Martha Osamor Councillor Lorna Reith</p> <p>-Susan Oti substituted</p>	
HSP138.	<p>URGENT BUSINESS</p> <p>The Chief Executive of NHS Haringey to give an overview of the action being take following the World Health Organisations recent increase to the level of alert in relation to the possibility of a pandemic following the outbreak of Swine Flu in Mexico.</p>	
HSP139.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations were made.</p>	
HSP140.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 26 February 2009 be confirmed as a correct record.</p>	
HSP141.	<p>MACRO-ECONOMIC ISSUES AND RESPONSE TO THE RECESSION IN HARINGEY</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
MONDAY, 27 APRIL 2009

	<p>The Board considered a report that provided an update on progress in taking forward the actions agreed at the previous meeting in relation to the Partnership's response to the recession.</p> <p>Since the previous meeting the Chair had invited a number of partners to join a time limited Task and Finish Group, which would be responsible for developing the Partnership's approach to the recession.</p> <p>At the previous meeting partners had been asked to contact the Council's Head of Economic Regeneration with suggestions as to how this work should be taken forward. However, to date nothing had been submitted and there was agreement that partners wishing to make suggestions should do so as soon as possible so that they could be considered by the Task and Finish Group at its meeting in May.</p> <p>It was noted that the Government had produced a booklet that listed all of the schemes in the Borough to assist local business combat the recession. This included contact details of the organisations providing these schemes.</p> <p>There was agreement that existing information and initiatives should be mapped to avoid duplication before the Task and Finish Group met.</p> <p>It was noted that there was a link between the economic downturn and an increase in the level of crime and there was agreement that the groups should consider ways of addressing this.</p> <p>Concern was also raised in relation to some of the statistics referred to in the report in relation to crime and it was requested that these were checked with the Community Safety team following the meeting.</p> <p>It was contended that many of the actions listed in the report were happening independently of the Partnership and that Task and Finish Groups should concentrate on forming new initiatives that would 'add value'.</p> <p>It was suggested that a benching marking exercise should be undertaken to see how other Local Strategic Partnerships were addressing this issue.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be noted. ii. That a further report updating the HSP on progress and addressing the points raised above should be submitted to the next meeting. 	<p>All to note</p> <p>Karen Galey</p> <p>Karen Galey</p> <p>Karen Galey</p> <p>Karen Galey</p>
HSP142.	<p>MAIN DISCUSSION TOPIC: REDUCING ALCOHOL HARM</p> <p>The Board received a presentation on reducing the harm caused by alcohol and discussed how the Partnership could tackle this.</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
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An overview was provided of the national picture and the prevalence of alcoholism in Haringey. It was noted that there was a clear link between economic deprivation and mortality.

The partnership's key indicator in terms of alcohol harm was National Indicator (NI) 139 (number of alcohol related hospital admissions). As part of the measures taken to address this an Alcohol Harm Reduction Strategy had been formed, which included a range of actions and measures to address:

- Alcohol related crime
- Impact of alcohol abuse on children and families
- Alcohol related violence

The Cabinet Member for Community Safety raised concern that there was insufficient focus on addressing the link between domestic violence and alcohol abuse.

In response to a query the Board was advised that work was being carried out to gauge what impact the economic downturn was likely to have on alcohol abuse and once further information was available a report would be brought to the HSP.

It was noted that improved coding of alcohol related admissions was partly responsible for the statistical rise recorded. However, it was considered that there was an underlying upward trend in the number of admissions.

Following general discussion the Board broke into groups and the questions set out below were considered two questions: What can your organisation contribute to alcohol harm reduction in Haringey and what can you do as individuals?

The following points were made:

Group 1

- It would be useful if information in relation to hospital related admissions was shared between the Police and NHS and analysed to inform a better joined up approach to knife crime and gun shot wounds and other crimes.
- Information sharing may also be used to determine how attitudes to alcohol within different ethnic groups impacted on crime and health issues.
- The Group felt that more preventative work could be carried out by GP's to reduce alcohol related admissions.

Group 2

- The Group had discussed the link between Mental Health and

NHS
Haringey

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
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	<p>alcohol abuse and there was agreement that a more joined up approach could be formed.</p> <ul style="list-style-type: none"> • Currently Crisis Resolution teams had direct access to people's homes and it was suggested that links should be developed with the NHS and Social Services to flag up where additional support may be required. • It was suggested that more liaison between clinicians and mental health services would be helpful. • It was requested that the Council formally support the Chief Medical Officer's view that there should be a minimum price per unit for alcohol. • It was suggested that front line advisors working for Job Centre Plus should be trained in how to detect signs of alcohol abuse and mental health issues. <p><u>Group 3</u></p> <ul style="list-style-type: none"> • There needed to be a clear message and campaign focussing on areas where an impact could be made. • As large employers in the Borough partner organisations should cascade relevant information to their employees. It may be useful to form a mechanism for information to be shared in this way. • It was recognised that people often disclosed information to Voluntary Sector organisations in the first instance and that this should be recognised. <p>The Board was advised that these points would be taken back and consideration would be given as to how they could be reflected in the Alcohol Strategy.</p> <p>RESOLVED:</p> <p>That an update on how the points raised during discussion had been taken forward.</p>	NHS Haringey
HSP143.	<p>UPDATE ON COMPREHENSIVE AREA ASSESSMENT GUIDANCE</p> <p>The Board received a verbal update on the Comprehensive Area Assessment (CAA) from Christine Moody of the Audit Commission.</p> <p>It was noted that guidance had been published on the Audit Commission's website in relation to the CAA and that this was updated in a regular basis. At present confirmation of the contacts for Local Authorities was still awaited and once confirmed this details would be circulated.</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
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	<p>The CAA Self Evaluation was due to be received on 14 May and feedback from the Audit Commission would be provided in June.</p> <p>The Board received an update from John Brown, Chair of the multi agency Working Group tasked with pulling together the evidence for the Self Assessment. It was noted that the Group had taken an overview of the Partnerships LAA targets and how a more coordinated approach could be taken to achieving these.</p> <p>A Special meeting of the HSP Performance Management Group (PMG) was being organised to consider the Self Evaluation prior to submission.</p> <p>RESOLVED:</p> <p>That the verbal update be noted.</p>	PMG
HSP144.	<p>HARINGEY'S COMMUNITY ENGAGEMENT FRAMEWORK</p> <p>The Board received a report that provided an update on the development of Haringey's Community Engagement Framework (CEF).</p> <p>It had been agreed that the CEF should be established in order to provide a process and mechanism for the Partnership to engage with the local community on specific issues. The Third Phase of development was due to commence in May and would primarily focus on the CEF Delivery Plan.</p> <p>In order to ensure that the CEF was as accessible as possible a 'plain English' version of the document was also being produced.</p> <p>It was noted that it would be useful if the CEF were aligned to the User Involvement Framework established by HAVCO and the Voluntary Sector Team and there was agreement that reference would be made to this in the document.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the Community Engagement Framework be agreed in principle. ii. That, as the final version may be subject to change following the final consultation period, the Council's Cabinet Member for Community Cohesion and Involvement be delegated authority to approve the final version. 	<p>Helena Pugh</p> <p>Helena Pugh</p>
HSP145.	<p>SUPPORTING AND STRENGTHENING LINKS WITH OVERVIEW AND SCRUTINY AND THE HARINGEY STRATEGIC PARTNERSHIP</p> <p>The Board considered a report proposing guidelines for supporting and strengthening the links between the Council's Overview and Scrutiny (O&S) function and the HSP.</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
MONDAY, 27 APRIL 2009

	<p>As part of the powers granted to O&S under the Local Government and Involvement in Public Health Act 2007, which came into effect in April, it was now able to scrutinise relevant partners and require them to provide certain information. The relevant partner authorities were now also required to give regard to recommendations made by O&S.</p> <p>In the light of these new powers proposals had been put together to form a protocol setting out how the O&S arrangements would operate in relation to the Partnership.</p> <p>It was noted that there had been provision within separate legislation for O&S to scrutinise the NHS and local health services for several years now. It was suggested that work should be carried out with partner organisations before O&S looked at the Partnership to ensure that there was an understanding of what its remit was.</p> <p>It was contended that the O&S Work Programme may need to forward plan on a longer term basis in order to review the Partnership effectively. Whilst this point was taken on board it was noted that members of the O&S Committee determined the work plan.</p> <p>The Chair noted that O&S had key role to play in supporting the delivery of the Community Strategy and Local Area Agreement targets and advised that Members of the O&S Committee were considering options for adopting a longer term Work Programme.</p> <p>RESOLVED:</p> <p>That the proposed guidelines be adopted.</p>	<p>Trevor Cripps</p> <p>All to note</p> <p>Trevor Cripps</p>
HSP146.	<p>HARINGEY STRATEGIC PARTNERSHIP COMMISSIONING FRAMEWORK</p> <p>The Board received a report setting out proposals for a Strategic Commissioning Framework (SCF) that would guide commissioning activity in relation to the HSP's Area Based Grant allocation.</p> <p>It was noted that the Enterprise Partnership Board (EPB) was currently piloting the Framework and that a draft Commissioning Prospectus had been produced. The Framework had drawn on other models of good practice and had looked particularly at the 'Team Hackney' model.</p> <p>In response to concerns that the Community and Voluntary Sector did not have sufficient time to build capacity within the Sector, if the SCF was adopted in the timescale proposed, the Board was advised that representatives from the Community and Voluntary Sector sat on the Commissioning Group tasked with developing the SCF.</p> <p>It was noted that the Commissioning Group had been meeting regularly over the last nine months and that representatives sitting on the Group were responsible for ensuring that their respective organisations briefed on the development of the SCF.</p>	

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	<p>Although the SCF was broadly welcomed by the Community and Voluntary Sector it was suggested that there should be more analysis of how the Area Based Grant (ABG) was allocated by sector and that this should be built into the SCF.</p> <p>It was suggested that there should be provision within the Contract Monitoring part of the commissioning cycle to analyse cost effectiveness with a view to decommissioning projects where appropriate.</p> <p>In response to a query the Board was advised that the SCF would be phased in as funds were allocated to the Thematic Boards over the next financial year.</p> <p>It was confirmed that the SCF would begin to be phased in before the Pilot was complete therefore the points raised during discussion would need to be fed back to the Commissioning Working Group.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the Strategic Commissioning Framework be endorsed. ii. That a review of the effectiveness of the arrangements should be undertaken in twelve months time. iii. That there should be further analysis of the ABG allocation to the Third Sector. 	<p>Mary Connolly</p> <p>Mary Connolly</p> <p>Mary Connolly</p> <p>Mary Connolly</p>
HSP147.	AREA BASED GRANT AND THEMATIC BOARD PROGRAMMES 2009/10	
	<p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP148.	UPDATE ON FORMING A CHILDREN'S TRUST BOARD	
	<p>The Board received a report, for information, that set out proposals for the creation of a Children's Trust to replace the current Children and Young People's Strategic Partnership Board (CYPSPB)</p> <p>It was noted that a Children's Trust was being established following recommendations contained within the Joint Area Review (JAR) of Children's Services in Haringey.</p> <p>In response to a query regarding proposals in relation to the Sub-Groups beneath the Children's Trust the Board was advised that one of the options put forward was that these should be established on a geographical basis. An Away Day was currently being organised for members of the CYPSPB to discuss this and other issues in more detail.</p>	<p>All to note</p>

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	<p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP149.	<p>WHISTLE BLOWING AND CONFIDENTIAL REPORTING</p> <p>The Board received a report that set out a draft Whistle Blowing and Confidential Reporting Policy for the HSP.</p> <p>It was noted that it was considered best practice to have a dedicated Whistle Blowing Policy in place for Local Strategic Partnerships that set out clearly how the partnership would respond to any allegations made against partners.</p> <p>RESOLVED:</p> <p>That the proposed HSP Whistle Blowing and Confidential Reporting Policy be adopted.</p>	Anne Woods
HSP150.	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report that provided an overview from each of the Thematic Boards of the work carried out during the last cycle of meetings.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP151.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
HSP152.	<p>ANY OTHER BUSINESS</p> <p>No items of AOB were raised.</p>	
HSP153.	<p>DATES OF FUTURE MEETINGS</p> <p>Concern was raised with regard to the scheduling of meetings and the length of time between the June and November meetings. It was requested that this was reviewed when the calendar for the 2010/11 was compiled.</p>	Mary Connolly / Xanthe Barker

COUNCILLOR CLAIRE KOBER

Chair

The meeting closed at 8.50pm.

MINUTES OF THE CABINET VOLUNTARY SECTOR COMMITTEE
MONDAY, 27 APRIL 2009

Councillors *Cooke (Chair), *Adje, *Basu, *Canver and *Bob Harris

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
VSGC13.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 2 December 2008 be confirmed and signed.</p>	HLDMS
VSGC14.	<p>HARINGEY DISABILITY FIRST CONSORTIUM (HDFC) UPDATE (Report of the Assistant Chief Executive - Policy, Performance, Partnerships and Communications – Agenda Item 6)</p> <p>We noted the additional information on how HDFC proposed to manage and deliver representation and advice services for disabled people in Haringey and welcomed the increased emphasis on project outcomes and their measurement noting that through the monitoring process officers of the Council's Voluntary Sector Team would be working closely with HDFC to assist in the establishment of the project and ensure agreed targets were delivered.</p> <p>With regard to HDFC 's proposed arrangements for advice provision, clarification was sought of whether there was a role for the Council to play at officer level in their promotion. Officers having indicated that they would need to go back to the Consortium to obtain details of the publicity arrangements we asked that a meeting be arranged at which the Council's Head of Communications was represented.</p> <p>Clarification was also sought of whether the HDFC was in liaison with the Council's Adult, Culture and Community Services in terms of the Well Being Partnership Board's wider plans for disabled people. Officers having confirmed that linkages would need to be improved in this respect we expressed concern at the lack of engagement with Adult Services to date and we asked that their involvement be ensured in the future steering of the project.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	<p>ACE-PPPC</p> <p>ACE-PPPC</p>
VSGC15.	<p>THE LEGAL SERVICES COMMISSION (LSC) LEGAL ADVICE PROCUREMENT REFORMS (Report of the Assistant Chief Executive - Policy, Performance, Partnerships and Communications – Agenda Item 7)</p> <p>We noted that the core grant aid programme had a 3 year funding</p>	

MINUTES OF THE CABINET VOLUNTARY SECTOR COMMITTEE
MONDAY, 27 APRIL 2009

	<p>agreements (2007-10) with 2 main advice providers: Haringey Citizen's Advice Bureau (HCAB) and Haringey Law Centre (HLC).</p> <p>We also noted that a funding review of these organisations would take place during 2009 with recommendations on future funding arrangements presented to our Committee in November 2009 and that this review would present the ideal opportunity to explore with Haringey's Community Legal Partnership (CLSP) the LSC proposals and, if considered beneficial, change how funding was distributed.</p> <p>Clarification was sought of the basis on which the statement in recommendation 4.2 was made that 'as currently there is no capacity for a centrally based Community Legal Advice Centre (CLAC) in Haringey'. Officers having indicated that this might not after all be the case and that the feasibility of having such a Centre rather than operating through a network could also be considered we asked that the proposed explorations with the Legal Services Commission also include this option.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That officers explore with the Legal Services Commission the pooling of resources and once agreement is reached negotiates, within the rules of procurement, a service specification which is heavily weighted towards addressing the specific local and cultural needs of the communities of Haringey. 2. That officers explore with the Legal Services Commission the establishment of a Community Legal Advice Network (CLAN) in Haringey and report back on progress with recommendations to our Committee in November 2009. 3. That in exploring the possibility of putting in place a CLAN in Haringey it be agreed that it should only be established if it does not present a threat to the continuity of the current local providers of legal advice services. 	<p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC</p> <p>ACE-PPPC</p>
VSGC16.	<p>AFRICAN CARIBBEAN LEADERSHIP COUNCIL (ACLC) UPDATE (Report of the Assistant Chief Executive - Policy, Performance, Partnerships and Communications – Agenda Item 10)</p> <p>The interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the Council had been advised through a recruitment agency that ACLC had appointed a Centre Manager who had commenced work at the Centre on the 10 February 2009.</p> <p>We also noted that officers were continuing to work with ACLC and the new Centre Manager to try and resolve outstanding issues. We were</p>	

MINUTES OF THE CABINET VOLUNTARY SECTOR COMMITTEE
MONDAY, 27 APRIL 2009

	<p>informed that ACLC had submitted a Business Plan covering the period 2009-2012 which would form part of the ongoing discussions and that, along with other community organisation ACLC would be reviewed in 2009 for recommendations of future funding for 3 years from the 1 April 2010.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
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The meeting ended at 19.40 hours.

MATT COOKE
Chair

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MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009

Councillors *Adje (Chair), *Bevan, *Kober and Reith

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC113.	APOLOGIES FOR ABSENCE (Agenda Item 1) An apology for absence was submitted by Councillor Reith.	
PROC114.	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the meetings held on 19 and 31 March 2009 be approved and signed.	HLDMS
PROC115.	PROVISION OF SERVICES FOR HARINGEY YOUTH OFFENDING SERVICE - WAIVER OF REQUIREMENT TO TENDER (Report of the Assistant Chief Executive – Policy, Performance, Partnerships and Communication) - Agenda Item 6) We noted that the Intensive Supervision and Support Programmes were provided by the Council's Youth Offending Service as part of a consortium in conjunction with Barnet Council and Enfield Council. We were informed that the Haringey, Barnet and Enfield Intensive Supervision and Surveillance Programme (ISSP) had originally been commissioned from YAP UK but, after a tendering process in 2005/06, the contract had been awarded to NACRO in June 2006. As a result, there had been significant improvements in the services provided as outlined in the Youth Justice Board audit and a previous contract review. In conjunction with the other authorities in the consortium it was proposed to waive the requirement to tender in order to ensure continuation of the ISSP service. The current contract was due to expire on 30 June 2009, and service provision would continue to be required. The market had been investigated and it had been ascertained that there was not a sufficient market existing to facilitate the use of a competitive process at the present time and the Council did not have the capacity or the infrastructure to provide an internal service. It was anticipated that the funding for ISSP, which was currently provided by the Youth Justice Board, would not be ring-fenced to ISSP in the next financial year 2010/11 and consequently decisions would need to be taken by the ISSP officer steering group as to re-tendering for services in 2010.	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
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	<p>Clarification having been sought on how the consortium would be able to re-tender the service next year as intended given the state of the market, we were advised that depending on funding consideration was being given to re-tendering as part of a larger consortium which might attract other potential providers or possible in-house provision across the consortium.</p> <p>Concern was expressed about the Service Finance Comments in the report in terms of their relationship to those of the Chief Financial Officer. Disquiet was also voiced about the absence of documentation confirming that the other authorities in the consortium approved the proposed course of action.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 7.3(d), approval be granted to a waiver of Contract Standing Order 6.05 (Requirement to Tender) for the provision of services for Haringey Youth Offending Services for children and young people who were subject to Intensive Supervision and Support Programmes on the grounds that it was in the Council's overall interest.</p>	ACE-PPPC
PROC116.	<p>PROVISION OF SERVICES FOR HARINGEY YOUTH OFFENDING SERVICE - AWARD OF CONTRACT (Report of the Assistant Chief Executive – Policy, Performance, Partnerships and Communication) - Agenda Item 7)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for the provision of services for Haringey Youth Offending Services for children and young people who were subject to Intensive Supervision and Support Programmes to NACRO for a period of 9 months from 1 July 2009 to 31 March 2010 in the sum specified in the Appendix to the interleaved report.</p>	ACE-PPPC
PROC117.	<p>WOOD GREEN DECENT HOMES PROGRAMME 2009/10 PHASE WG15 (Report of the Director of Urban Environment - Agenda Item 8)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that the provision of an integrated satellite reception system</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009

	<p>would remove the need for satellite dishes and reduce damage to the building fabric. We also noted that this Phase of works did not include the installation of digital TV system because they were street properties and that any issues regarding digital changeover to street properties was the responsibility of the tenant to resolve. We asked that these matters be communicated to tenants by way of a letter.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for Phase WG15 of the Decent Homes Programme to Mulalley and Co. Ltd. on the terms and conditions set out in the Appendix to the interleaved report. 2. That the Agreed Maximum Price excluding fees as set out in the Appendix to the interleaved report be noted. 	<p>DUE</p> <p>DUE</p>
PROC118.	<p>HIGHWAYS AND STREET LIGHTING 2009-13 - AWARD OF CONTRACT (Report of the Director of Urban Environment - Agenda Item 9)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>Clarification was sought about the monitoring of contracts to ensure the quality of the work carried out and in this respect we were informed that the extension on the Contract would be dependent on the performance of the contractor. This would be based on Key Performance Indicators which would be monitored and calculated by the Council on a regular basis. It was anticipated that the Contract would evolve during the Contract Period through the negotiation of variations to ensure the contractor continued to deliver Best Value services to the Council.</p> <p>In response to a question about the inspection of work we were also informed that it was anticipated that virtually all planned work carried out in the operation of the Contract would be inspected by the Council's own staff as well as some reactive work which would otherwise be inspected by the contractor's staff.</p> <p>In response to a further question about penalty clauses and notice of termination we were advised that if the Council did have to intervene it would be able to reclaim costs incurred. The Council would be able to terminate the contract where the contractor was persistently or fundamentally in breach of his obligations subject to issuing a notice. The notice period was not specified but it would need to be reasonable notice in order to give the contractor the opportunity to meet the requirements.</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009

	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted in principle to the award of the Lot 1 contract (Highways) to Volker Highways (Crowley). on the terms and conditions set out in the Appendix to the interleaved report. 2. That, in accordance with Contract Standing Order 11.03, approval be granted in principle to the award of the Lot 2 contract (Street Lighting) to Volker Highways (Crowley). on the terms and conditions set out in the Appendix to the interleaved report. 3. That authority to confirm the award of the contracts in 1 and 2 above to the recommended contractor on completion of the leaseholder consultation period be delegated to the Director of Urban Environment in consultation with the Cabinet Member for Environment and Conservation. 4. That option for extending the contracts be reviewed including by market testing after two years and the results of that review be reported to the Procurement Committee prior to any extensions being awarded. 	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
PROC119.	<p>REMOVAL AND RELOCATION OF OFFICE FURNITURE CONTRACT - EXTENSION OF CONTRACT (Report of the Director of Corporate Resources - Agenda Item 10)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that approval was being sought to extend the current contract by 12 months and in response to a question, we were advised that the original cost rates from the 2004 contract were to be extended to the extra year. We were also advised that a survey of rates from other contractors had been sought which had showed that the rate was competitive and offered value for money. Concern was expressed that because the survey had been conducted by telephone or e-mail there was no way of corroborating the figures reported and we asked that in future officers ensure that proper documentation was used following consultation as necessary with the Head of Procurement.</p> <p>We also noted that the Service Financial Comments provided were based on spend over the previous two years and projected work over the next year and did not include details of the actual number of moves. We asked that details of the number of moves carried out as part of the contract be provided to Members of the Committee and included in the report on the result of the intended re-tendering exercise.</p>	<p>All to note</p> <p>DCR</p>

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009

	<p>RESOLVED:</p> <p>That, in accordance with Contract Standing Orders 11.03 and 13.02, approval be granted to the extension of the existing contract with G.W. Twilley & Son for Removal and Relocation of Office Furniture for 12 months on the terms and conditions set out in the Appendix to the interleaved report.</p>	DCR
PROC120.	<p>ACCOMMODATION STRATEGY – OFFICE REFURBISHMENT (Report of Corporate Resources - Agenda Item 11)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for the refurbishment of the former tenants' floors at River Park House to Mulalley & Co. Ltd. on the terms and conditions set out in the Appendix to the interleaved report.</p>	DCR
PROC121.	<p>PROJECT AND PROGRAMME MANAGEMENT CONSULTANCY FRAMEWORK (Report of the Director of Corporate Resources - Agenda Item 12)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted under the OGC Functional Consultancy Agreement for Project and Programme Management Consultancy Services to the continuation of the call off arrangement with Qedis/Tribal up to 29 November 2009 on the terms and conditions set out in the Appendix to the interleaved report.</p>	DCR
PROC122.	<p>BUILDING SCHOOLS FOR THE FUTURE (BSF); AWARD OF THE PROGRAMME SUPPORT CONTRACT (Report of the Director of the Children and Young People's Service - Agenda Item 13)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009

	<p>Arising from a question in connection with the transfer of functions occupied by consultants to Council staff, we were informed that at the present time there were three posts filled by contractor and consultant resources which could be converted to permanent positions. This process would continue and consultant and agency staff would be released as permanent staff were recruited.</p> <p>Clarification having been sought of the Chief Financial Officer's comments at paragraph 8.3, we were informed that these related to published data in relation to BSF projects across the country. However, because the Haringey BSF programme was not being delivered by way of a Local Education Partnership (LEP) it was difficult to establish whether the project management costs were comparable with other BSF projects. However, these costs were kept under review by the BSF Board and when last reviewed were considered to be both comparable and within the approved budget provision.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the continued use of Qedis/Tribal for the provision of programme management support to the Building Schools for the Future, Primary and other Children and Young People Service capital programmes on the terms and conditions set out in the Appendix to the interleaved report. 2. That approval be granted to proposed arrangement under which the transfer of staff on the remainder of the programme support function will be defined and completed during the second half of 2010. 3. That it be noted that in order to protect the continuity of work on the programme the present programme support staff be continued from April 2009 to October 2010. 	<p>DCYPS</p> <p>DCYPS</p>
<p>PROC123.</p>	<p>BUILDING SCHOOLS FOR THE FUTURE (BSF) - AWARD OF THE CONSTRUCTION CONTRACT FOR ALEXANDRA PARK SCHOOL (Report of the Director of the Children and Young People's Service - Agenda Item 14)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>In welcoming the bullet pointed key impacts of the project in redressing inequalities as set out in paragraph 11.3, our Chair indicated that in future reports which involved an Equalities Impact Assessment he would expect them to be accompanied by comments on how these would be monitored and by whom and presented in such a way for it to be easy to assess if they had been implemented.</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009

	<p>With regard to the School's contribution of £181,300 from its 2009/10 Devolved Formula Budget, it was confirmed that this would be obtained in writing in a form of wording provided by the Head of Legal Services.</p> <p>In response to a question about use of contingencies, it was reported that while no formal approvals had yet been sought a number had been mooted. Any variations approved would be reported to the BSF Board and could be reported on to the Committee. The key message being communicated was that the Council was dealing with an overall programme rather than individual schools and that contingencies would be restricted to unforeseen costs only.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the design and build contract for Alexandra Park School following the completion of the pre-construction stage to Balfour Beatty on the terms and conditions set out in the Appendix to the interleaved report with a programme to complete by 10 May 2010. 2. That spending on the contract be authorised up to the sum detailed in paragraph 16.1.2 of the Appendix with reference to the build up of this sum as outlined in paragraph 16.1.1 and subject to Alexandra Park School confirming the agreement of the Head Teacher and Governing Body to a contribution of £181,300 from its Devolved Formula grant budget in 2009/10. 	<p>DCYPS</p> <p>DCYPS</p>
<p>PROC124.</p>	<p>HIGHGATE CHILDREN CENTRE (Report of the Director of the Children and Young People's Service - Agenda Item 15)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>It having been confirmed that the contract award recommended was made on the basis of lowest price only, clarification was sought of what arrangements would be made with regard to the monitoring of health and safety arrangements and why quality evaluation considerations had not been applied in the assessment of the tenders.</p> <p>Officers having indicated that a robust format of health and safety monitoring would be applied to the contract and that below a threshold of £500,000 only limited quality criteria were applied in tender evaluations, we asked that, as this was the first contract awarded to Diamond Build plc since their inclusion on the construction framework agreements, officers pay special attention to and bring back to the Committee a report on the monitoring arrangements put in place and on the application of quality evaluations in the assessment of tenders.</p>	<p>HPr</p>

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 APRIL 2009**

	<p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the construction contract for alterations and refurbishment of Highgate Primary School to facilitate the provision of a Children's Centre to Diamond Build plc on the terms and conditions set out in the Appendix to the interleaved report.</p>	DCYPS
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The meeting ended at 19.45 hours.

CHARLES ADJE
Chair

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 14 MAY 2009

Councillors Adje (Chair), Bevan, *Kober and *Reith

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC125	<p>APOLOGIES FOR ABSENCE (Agenda Item 1):</p> <p>Apologies for absence were submitted on behalf of Councillors Adje and Bevan. In the absence of Councillor Adje, Councillor Reith took the Chair.</p>	
PROC126	<p>BUILDING SCHOOLS FOR THE FUTURE: AWARD OF CONTRACT FOR ST THOMAS MORE CATHOLIC SCHOOL (Report of the Director of the Children and Young People's Service - Agenda Item 4):</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that approval was sought to award the main works design and build contract for St Thomas More Catholic School following the completion of the Pre-Construction Stage.</p> <p>Reference was made to the possibility of the School receiving grant aid from the Locally Co-ordinated Voluntary Aided Programme and we were informed that the first call on any funds received from this source would be the Glendale block at the front of the School. A further report would be made to the Committee in this respect as necessary.</p> <p>We also noted as part of the contractual programme a number of activities were due to start during the school summer holiday period and clarification was sought of whether arrangements had been made to ensure that someone from the School or its administrators would be contactable during this period. Officers indicated that they would ensure that arrangements were in place and would provide confirmation to Committee Members.</p> <p>Reference was then made to the Equality Impact Assessment (EIA) Form and it was pointed out that the fourth bullet point under Section 2.4 (Factors (barriers) which might account for the above) read 'Religion' and should read 'Religion and Belief'. Also, the fifth bullet point referred to '2a' and should read '2.1'. Officers were asked to ensure that the correct template was used for the purpose of future EIA's.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the design and build contract for St. Thomas More Catholic School following the 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 14 MAY 2009

	<p>completion of the pre-construction stage to Breyer Group plc on the terms and conditions set out in the Appendix to the interleaved report with a programme to complete by 5 November 2010.</p> <p>2. That spending on the contract be authorised up to the sum detailed in paragraph 16.1.2 of the Appendix with reference to the build up of this sum as outlined in paragraph 16.1.1.</p>	DCYPS
PROC127	<p>BUILDING SCHOOLS FOR THE FUTURE: AWARD OF CONTRACT FOR THE YOUNG PEOPLE'S CENTRE (Report of the Director of the Children and Young People's Service - Agenda Item 5):</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that approval was sought to award the main works design and build contract for Young Peoples Centre following the completion of the Pre-Construction Stage.</p> <p>Clarification was sought of whether consideration had been given to the inclusion of voltage optimisation technology in the contract specification. Having been informed that such technology could result in significant energy savings and could be funded by way of a carbon trust loan we asked that officers check to ensure that it was included in the specification for this and all other BSF projects and to confirm this to Committee Members.</p> <p>Confirmation was also sought of the position with regard to professional fees on BSF projects and we were advised that the BSF Programme Director would be reporting on this matter to the BSF Board before the end of June 2009.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the design and build contract for the Young People's Centre following the completion of the pre-construction stage to Breyer Group plc on the terms and conditions set out in the Appendix to the interleaved report with a programme to complete by 12 February 2010.</p> <p>2. That spending on the contract be authorised up to the sum detailed in paragraph 16.1.2 of the Appendix with reference to the build up of this sum as outlined in paragraph 16.1.1.</p>	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>

The meeting ended at 11.50 a.m.

LORNA REITH
 In the Chair

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Agenda item:

[No.]

Cabinet

16 June 2009

Report Title. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

Report of Chief Executive

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

1.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.

1.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 7 and 8 (2008-9) have not previously been reported.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

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

3.1. These are contained in the individual consultation forms.

<p>4. Recommendations</p> <p>4.1. That the report be noted</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. Not applicable.</p>
<p>6. Other options considered</p> <p>6.1. Not applicable</p>
<p>7. Summary</p> <p>7.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.</p> <p>7.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 7 and 8 (2008-9) have not previously been reported.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. These are contained in the individual consultation forms.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. These are contained in the individual consultation forms.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. These are contained in the individual consultation forms.</p>
<p>12. Consultation</p>

12.1. Details are contained in the individual consultation forms.
13. Service Financial Comments 13.1. Details are contained in the individual consultation forms.
14. Use of appendices /Tables and photographs 14.1. Not applicable
15. Local Government (Access to Information) Act 1985 15.1 <u>Background Papers</u> 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 River Park House, 225 High Road, Wood Green, London N22 8HQ. To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2008-09

Exempt forms are denoted by ♦

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Agenda item:

[No.]

Cabinet

16 June 2009

Report Title. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

Report of Chief Executive

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

1.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.

1.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

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

3.1. These are contained in the individual action forms.

<p>4. Recommendations</p> <p>4.1. That the report be noted</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. Not applicable.</p>
<p>6. Other options considered</p> <p>6.1. Not applicable</p>
<p>7. Summary</p> <p>7.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.</p> <p>7.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. Where appropriate these are contained in the individual delegations.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. Where appropriate these are contained in the individual delegations.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. Where appropriate these are contained in the individual consultation forms.</p>

12. Consultation

12.1. Where appropriate details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Where appropriate details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers

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

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action – April 2009

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	21.04.09	Commissioning Service	Establishment change – Development and Support Officer
2.			
3.			
4.			

Delegated Action

Type	Number
01.04.09: CSO 11.02 Paignton Park landscape improvement project	1
06.04.09: CSO 13.01[a] Eamonn Dillon: Internal Residential Care Services	1
09.04.09: CSO 13.01[a] Teresa Carpenter – LD Pilot Individual Budgets	1
09.04.09: CSO 6.03 Active Strength Gym at WHL – Technogym	1
09.04.09: CSO 6.03 Active Strength Gym at WHL – Escape Fitness Ltd	1
09.04.09: CSO 6.03 Fitness Equipment Service Contracts	1
09.04.09: Recruitment release form – MH Placement and Review Team	1
14.04.09: Recruitment Release form – MH Review Team	1

Delegated Action – Supporting People contracts		Number
03.04.09: SP Outward Housing		1
03.04.09: SP Epic Trust		1
03.04.09: SP St Lucy Lodge		1
03.04.09: SP Broadway		1
03.04.09: SP Stonewall Housing		1
03.04.09: SP Hanover Housing Association		1
03.04.09: SP Hill Homes		1
03.04.09: SP Christian Action [Enfield] Housing Association Ltd		2

DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30.04.09	Proposed amendments to the Fairer Charging Policy	Approved

Delegated Action

Type	Number
01.05.09: Sitter Services for BME Carers	1
01.05.09: ICAN Care Ltd	1
01.05.09: Club Anand Palace Gates Sheltered Housing	1
21.05.09: Secure Data – schedule of charges	1
21.05.09: SP – HAIL	1
28.05.09: SP Anchor Trust	1
28.05.09: SP Hoffman Foundation for Autism	1
28.05.09: SP Newham Asian Women	1
28.05.09: SP NHS TPCT Speech and Language Therapy	1
28.05.09: SP Penrose Housing Association	1

DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action May 2009

- ◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			

Delegated Action

Type		Number
6.04	Commerce Road Young Person's Centre – classroom removal Lordship Lane Primary – upgrading income electrical cable Playscheme for disabled children from Orth. Jewish community Consultant as Project Manager CCIS Tender Process U5s childcare providers (Vol Sector sustainability grant) Provision of IMR Provision of IMR	£17,232.40 £12,000 £9,875 £354,000 across 20 orgs £12,000 £25,000
6.05	Provision of assessment services as Special Guardians	£15,360
11.02	BSF St Thomas More Catholic School – Early Works Package Positive Activities for Young People with learning Diffs BSF Northumberland Park-fixtures in food tech block BSF Heartlands – Clearance of fly-tipping on site ICT programme manager for eTransformation imp plan BSF Alexandra Park: Advanced works package	£135,946.52 £30,000 £65,090 £23,760 £216,404.47
13.1a	ABG: Schools outreach and youth magazine Extension of contract for Connexions	£50,000 or less in total £129,950
13.1b	12 Foster Carers to provide 12/15 placements	£740 per week £386,880 p.a. capped

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2009/10 – April 2009

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ◆	23.04.09	OD Learning & Development framework contracts.	For the Assistant Chief Executive (People & Organisational Development) to extend the framework contracts for learning and development.
2. ◆	27.04.09	Delegated authority. Composite Report on Disposal of HRA dwellings	For the Chief Financial Officer to approve the disposal of the HRA properties contained within the report that have been deemed uneconomical to repair, not suitable for retention or surplus to requirements.

Delegated Action

Type	Number
Approval for award of contract under CSO 11.02 re: Provision of a Maintenance Contract for Fire Extinguishers, signed by DCR 16.04.09.	1
Request for waiver of CSO 6.04 under CSO 7 re: BLT Performance and Quality Management System, signed by DCR 21.04.09.	1
Request for waiver of CSO 6.04 under CSO 7 re: Rebuilding/Refurbishment of Units 5 and 6 Leaside Industrial Estate, Garman Road, N17, signed by DCR 23.04.09.	1
Approval for issuance of letter of intent under CSO 12.02 re: Fire alarms, Intruder alarms and Emergency Lighting, signed by DCR 24.04.09.	1
Request for implementation of CSO 6.03 re: Minor alterations to Level 1, River Park House, signed by CFO on behalf of DCR 29.04.09.	1
Request for implementation of CSO 6.03 re: Moving of ASBAT to Woodside House, N22, signed by CFO on behalf of DCR 29.04.09.	1

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2009/10 – May 2009

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ◆	11.05.09	Decision report of the Director of Corporate Resources – Disposal of the former Plevna Day Nursery, Plevna Crescent, N15 6DN	For the Director of Corporate Resources to approve the disposal of the freehold interest of Plevna Day Nursery, Plevna Crescent, N15.
2. ◆	15.05.09	Approval for award of contract under CSO 11.02 re: The Asian Council, 8 Caxton Road, N22 6TB – Roof Replacement	For the Director of Corporate Resources to award the contract for the replacement of the roof at 6-10 Caxton Road.

Delegated Action			Number
Type			
Request for implementation of CSO 6.3 re: River Park House, 2 nd Floor South – refurbishment of 6 heat pump units and controller, signed by DCR 15.05.09.			1
Approval for award of contract under CSO 11.02 re Hornsey Town Hall roof repairs, signed by DCR 15.05.09.			1
Request for waiver of CSO 6.04 under CSO 7 re: Smart Working – Alexandra House re-arrangement (IT cabling), signed by Head of Corporate Finance for DCR 05.05.09.			1
Request for waiver of CSO 6.04 under CSO 7 re: Smart Working – Alexandra House re-arrangement (further IT cabling works), signed by DCR 21.05.09.			1
Request for waiver of CSO 6.03 re: Strategy Support, signed by Chief Executive 18.05.09.			1
Approval for award of contract under CSO 6.10 (Framework Agreements) and 11.02 (contracts under £250,000) re: Framework agreement for Software – contract for Web Licence and Support, signed by DCR 27.05.09.			1

Document is exempt

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