

Overview and Scrutiny Committee

MONDAY, 1ST FEBRUARY, 2010 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Aitken, Mallett, Newton and Winskill

Co-Optees: Ms Y. Denny (church representative) plus 1 Vacancy, Ms M Jemide (Parent Governor), Mr J Ejiofor (Parent Governor), Ms S Marsh (Parent Governor), Ms H Kania (LINK Representative)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. 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 15 below. New items of exempt business will be dealt with at item below).

4. 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.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 30)

To confirm the minutes of the Budget Scrutiny meetings held on:

- i. 23rd November 2009
- ii. 7th December 2009
- iii. 16th December 2009

7. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ENFORCEMENT AND SAFER COMMUNITIES (PAGES 31 - 40)

Briefing and answers to questions from Councillor Canver, Cabinet Member for Enforcement and Safer Communities.

8. NATIONAL INSTITUTE FOR CLINICAL EXCELLENCE (NICE) (PAGES 41 - 58)

To receive a presentation on the National Institute for Clinical Excellence (NICE) by Thara Raj, Implementation Consultant – London.

9. ACCESS TO SERVICES FOR OLDER PEOPLE (PAGES 59 - 86)

To receive an update on the recommendations made further to the Scrutiny Review of Access to Services for Older People in April 2008.

10. COMMUNITY ENGAGEMENT FRAMEWORK - DELIVERY PLAN (PAGES 87 - 120)

To receive Haringey's Community Engagement Framework and Delivery Plan.

11. HOUSING STRATEGIES - UNDER OCCUPANCY AND MOVE-ON (PAGES 121 - 146)

To receive the report updating on the progress of the Strategic and Community Housing Services' development of a Move-on Strategy and Overcrowding & Under-occupation Strategy.

12. PAVING OVER FRONT GARDENS - CROSSOVERS (PAGES 147 - 154)

To receive the feasibility report on the practicality of undertaking an in-depth review on the issues surrounding paving over front gardens in Haringey.

13. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR COMMUNITY COHESION AND INVOLVEMENT (PAGES 155 - 160)

Briefing and answers to questions from Councillor Amin, Cabinet Member for Community Cohesion and Involvement.

14. BUDGET SCRUTINY - HOUSING REVENUE ACCOUNT - RENTS (PAGES 161 - 176)

To consider the Housing Revenue Accounts budget in relation to the rent increase guideline provided by the Government.

15. NEW ITEMS OF URGENT BUSINESS

16. FUTURE MEETINGS

Monday 15th February 2010

Monday 8th March 2010

Monday 15th March 2010

Ken Pryor
Deputy Head of Local Democracy and
Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

Natalie Cole
Principal Committee Co-Ordinator
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Friday 22nd January 2010

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MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
MONDAY, 23 NOVEMBER 2009

Councillors Councillors Adamou (Vice-Chair), Adje, Mallett, Newton, Winskill, Butcher and Bull (Chair)

Apologies Councillor Aitken, Helena Kania (LINK) and Yvonne Denny (Education Representative)

MINUTE NO.	SUBJECT/DECISION
OSCO01.	<p>WEBCASTING</p> <p>It was noted that the meeting would be recorded for live or future web-casting on the Council's website.</p>
OSCO02.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Helena Kania (LINK Co-optee), Yvonne Denny (Education Co-optee) and Councillor Aitken who was substituted by Councillor Butcher.</p>
OSCO03.	<p>URGENT BUSINESS</p> <p>There were no urgent items.</p>
OSCO04.	<p>DECLARATIONS OF INTEREST</p> <p>Councillors Bull and Winskill declared personal interests as Haringey leaseholders.</p> <p>Councillor Butcher declared personal interests as a Haringey leaseholder and a School Governor.</p> <p>Councillor Adamou declared a personal interest as one of her daughters was a social worker and one of her daughters was a teacher.</p>
OSCO05.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>There were no deputations/petitions/presentations/Questions</p>

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OSCO06. BUDGET SCRUTINY - REVIEW OF PRE BUSINESS PLAN REVIEWS 2010/11 TO 2012/13

The Committee requested further information on the following aspects of the budget:

General Questions for all Cabinet Members

1. Fees & Charges – where budgets are under pressure, for example due to the recession, how is the pressure being dealt with if no investment bid has been made?
2. Specific Grants – where grant levels are due to change in 2010/11 (substantial increase or decrease) how is the variance being dealt with?
3. Are services challenging suppliers in these recessionary times on price? Have any price reductions been secured?

Portfolio specific requests for the Committee on 7th December 2009

1. Leader and Performance Portfolio

Pre Agreed Revenue Investments

Request No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
1	52	One off funding for elections	300k	How much of this is likely to be saved if national election is held on same day?
2	52	Delivery of LDF	100k	Does the figure provide for the cost of any anticipated planning enquiries?

Pre Agreed Revenue Efficiency Savings

Request No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
3	53	Deletion of post in secretariat	10k	What team is the post being deleted from and why is it only achieving £10K?
4	53	Savings on Counsel	100k	What is the current total spend on Counsel by Legal Services? Further information requested on the impact on in-house service.

New Revenue Efficiency Savings Proposals

Request No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
5	54	Deletion of post in the secretariat	24K	What team is a post being deleted from and why is it only saving £24k?
6	54	VFM review of non corporate legal service	50k	Has this saving been confirmed and why is there no anticipated impact on service?
7	54	Deletion of Policy officer post	60k	More detail on impact to other services requested

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8	54	Deletion of post in Service Improvement team	45k	Is this a vacancy? If so how long has the post been vacant? Will there be any discernable impact on other services?
9	General	Haringey Forward Project	N/A	The committee requested a full update of all Forward Haringey projects including target savings, savings achieved to date and an update on the Corporate Review of Support Services.

2. Resources Portfolio

General

Request No	Report Page No.	Area / Service	Efficiency or investment £k	Overview and Scrutiny Committee comments
10	22	Gross Budget Trail	N/A	A reconciliation between the pre-agreed savings listed in Appendix A of the November Cabinet Financial Planning Report and those listed in the Overview and Scrutiny report Appendix 1 is required.
11	22	Gross Budget Trail	N/A	An explanation on the proposed use of balances/reserves to fund the three year proposed Council budget is requested.
12	23	Resource Shortfall Tracker	N/A	What assumptions are being made on future formula grant settlements for the Council and how do our assumptions compare with other Local Authorities?
13	24	General	N/A	What bids have been received for funding from the recession contingency and have any awards been made?
14	24	General	N/A	The Head of Corporate Procurement is requested to give a briefing on the work done with the Council's top 5 suppliers (in terms of annual payments made) in securing price reductions. The briefing to include a general update on recessionary price negotiations.
15		Resources	N/A	The Assistant Chief Executive (POD) be requested to provide details of vacancy levels and associated agency staff (including consultants) across the Council. How many consultants are employed by the Council that are not covering vacancies?

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Pre-Agreed Revenue Efficiency Savings

Request No	Report Page No.	Area / Service	Efficiency or investment £k	Overview and Scrutiny Committee comments
16	61	Reconfiguration of cashier and payment services to customers	95	More information on the progress of the project is required.
17	61	Review of Commercial Portfolio and implementation of Manhattan	30	More details on the progress of the project is required.
18	61	Commercial Income from property	33	More information required

New Revenue Investment Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £k	Overview and Scrutiny Committee comments
19	63	NNDR Additional budget requirement	240	More information required
20	63	Realigning the rental income debit with the budget	298	More information required
21	69	Alexandra Park & Palace	150	What is the 'general master-plan' for Alexandra Park and Palace?
22	69	Alexandra Park & Trust Core Revenue costs	243	An explanation of the on-going revenue costs is required
23	69	Alexandra Park & Ice Rink Capital Bid	211	Can the costed business case for the Ice Rink be provided (showing projected income streams) – links to capital bid.
24	69 & 81	Alexandra Park & Palace	N/A	The Director of Corporate Resources is requested to give a general briefing on the Alexandra Place revenue and capital bids.

New Revenue Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
25	64	Non renewal of current insurance policies for Computer and Money/Cash	100k	What risk is the Council exposed to and how has it been mitigated?
26	64	Additional savings from current VFM review	100k	Further information and a breakdown of savings requested
27	64	Improved procurement and delivery methods for adult social care	30k	Further information requested

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		training		
28	64	Vacant consultant Graduate programme	OD post/trainee	50k
				More detail requested on the deletion of the OD post in terms of impact and how is the aiming high programme funded? How much is budgeted for Aiming High?

Capital Investment Bids

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
29	72 item 25	IT Capital Programme	1,500k	More information on what projects are planned to be funded from this bid is requested
30	73 item 31	Hornsey Town Hall Refurbishment & Development	5,654k	More information on the project including feasibility is requested
31	73 item 32	Accommodation Strategy Phase 2	3,420k	More information requested
32	78 item 2	Town Centres	100k	More information requested

3. Enforcement and Safer Communities Portfolio

Pre Agreed Revenue Efficiency Savings

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
34	40	Review funding of Town Centre Mgt. in Wood Green	46k	It is a difficult financial climate for high street retailers what is the impact on taking these savings now? Would there be any advantage to delaying them?
35	40	Reduction in Town Centre Mgt. budget	38k	It is a difficult financial climate for high street retailers what is the impact on taking these savings now?

New Revenue Efficiency Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
36	41	Deletion of Lead Officer on H&S work	45k	There are many H&S issues within enforcement can more detail be given on the impact of the proposal and how we can reduce work with HSE.
37	41	Staff saving from merger of Planning and regeneration	40k	The committee requests more information on the staff savings of this merger. What is the new structure?

4. Community Cohesion and Involvement Portfolio

Pre Agreed Revenue Efficiency Savings

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
		Corporate	69k	More detail on the impact of

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38	36	Voluntary Sector Team (CVST)		savings requested
39	36	Haringey People – additional advertising income	42k	The committee request further detail of overall income and cost analysis for the production of Haringey People. Who are our current advertisers and what are they charged?
40	36	Print efficiencies – design and print	79k	A list of what is printed is requested and more detail on how these savings will be achieved. Has there been an analysis of the amount of printed material wasted, if not should one be done?

New Revenue Efficiency Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
41	37	Savings in general running costs	11k	The Committee requested further specific detail of these savings. What running costs?
42	37	Review of local democracy	41k	The Committee requested further specific detail of how these savings will be achieved
43	37	Neighbourhood Management - reduction in operations budget	35k	What is being cut and what will be the impact of these savings? How is this budget currently spent? Can Neighbourhood Management be moved back into Local Democracy?
44	37	Broadwater Farm Community Centre	16K	The Committee requested further specific detail of these savings and their impact
45	37	Put SMART TALK “on-line”	27k	Please explain what the difference model is.
46	37	Decrease the outsourced design work and bring “in-house”	50k	Please explain what the difference model is
47	37	New Docutech lease	8k	Please explain what the difference model is
48	37	Electronic press cuttings	10k	Please explain what the difference model is

5. Children and Young People Portfolio

New Revenue Investments

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
49	33	Commissioning Budget growth	2,644k	The committee requests details of the gross sum to be added to the CYP budget (as this is described as net in the report) and the number of children involved . Also an analysis is requested itemising the growth areas and what additional resources the

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				service will get and the expected benefit. The committee wishes to know how the Government grant monies have been used and whether we are requesting more grant support from Government and whether the increased level of need identified in Haringey has been identified and growth matched by our comparator authorities. How will outcomes be measured?
50	33	Southwark judgement	250k	Can details of the impact be supplied and an explanation of what the judgement entailed.
51	33	Spending on Legal services	800k	Can the committee have a breakdown of what the service is getting for this investment and how does this related to the number of new cases?
52	33	Restructuring of Child Protection Service	650k	Please supply an analysis of how this level of investment was arrived at. What additional staff resources (posts) will it purchase?

New Revenue Efficiency Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
53	34	Decommissioning the Community development team	86k	The committee requests more information on the proposal and on the increase in workload to other posts, is it sustainable?
54	34	Restructuring Leaving Care Asylum Teams	160k	The committee requests greater detail on the impact to performance and on other services.
55	34	Additional income from PDC room lettings	24k	How will this target be generated? Is it optimistic?
56	34	Integration of Connexions Service	50k	How specifically will this be achieved; how many posts will be lost?
57	34	Review of Payroll Support and CRB posts	9k	How will this saving be achieved?

Dedicated Schools Grant

New revenue Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
58	66	Stroud Green Ext Day provision	74k	What is the impact of this saving on the school?
59	66	14 – 19 development	40k	The committee requests more detail on this proposal.

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Portfolio specific requests for Committee on 16th December 2009

1. Leisure, Culture and Lifelong Learning Portfolio

Pre Agreed Revenue Efficiency savings

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
60	56	Review of staffing in parks ground maintenance	100k	More detail of proposal requested, including posts that will be affected and the impact on the Council's parks.
61	56	Parks sponsorship	50k	More detail on proposal requested and whether it needs revision due to economic downturn?

Pre Agreed Revenue Efficiency Savings

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
62	56	Community Programmes staff restructure	40k	What impact will this have on vulnerable groups?
63	56	Reconfiguration of Muswell Hill Library	100k	Has a date been given for the redevelopment to start and does it depend on the Capital budget bid?

New Revenue Investment Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
64	57	Sports and Leisure investment programme	76k	Has there been any match funding on this item?

New Revenue Efficiency savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
65	58	Review staffing structure post transfer of building repairs and maintenance	25k	More detail of this proposal requested
66	58	Deletion of museum attendant post	30k	Is this at Bruce Castle? Will there be any impact on service.

Capital Budget bids

Investments

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
67	71 item19	Allotments infrastructure programme	150k	More detail on this bid requested. How will this be allocated and how much will be spent on the allotment

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				site?
68	71 item21	Muswell Hill library	500k	When will disabled access be provided and when will works be completed?

2. Adult Social Care and Wellbeing Portfolio

Pre Agreed Revenue Efficiency Savings

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
69	27	Reduce OPS residential Care...	150k	How will the extra home care be covered and paid for
70	27	Commissioning Savings from new Strategic Commissioning...	150k	More information required on the impact on care packages
71	27	Home Care	167k	Is this achievable? How can savings be made when there is current year overspend in ACC?

New Revenue Investment Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
72	28	LD Transition Growth	614k	More information required on number of clients and make up of figures

New Revenue Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
73	29	No recourse to public funds	100k	More detail required; had there been a cut to the service provided?

3. Housing Services Portfolio

Pre Agreed Revenue Investments

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
74	48	Reducing temporary staff	180k	The committee requests more detail on how this will be achieved. It appears that the service may be retaining temporary staff while deleting permanent posts; what is the explanation for this?
75	48	Savings from additional staff to assist the service achieve 2* STAR rating	221k	The committee requests more detail on this item. Why are the savings not being achieved in 2010/11 and why are they not now achievable until 2012/13?

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New Revenue Investment Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
76	49	Private Sector Leasing Renewals	694k	More detail requested on this proposal
77	49	Rent deposit Scheme	769	The committee wishes to have more detail on this proposal and to challenge the figure. Will grant funding fill the gap? Has the benefit take-up campaign had any impact?

New Revenue Efficiency Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
78	50	Staff Savings in Housing Lettings and Finance	100k	The committee requests greater detail in the explanation for deleting these 3 posts and the likely impact on services.

Homes for Haringey

79	General	Why is there no growth bid in respect of the known fire precaution measures required in blocks of flats?		
80	General	Will there be a shortfall in rent subsidy and if so, how will it be addressed?		
81	General	What is the predicted level of housing rent increase for tenants next year?		

4. Environment and Conservation Portfolio

Pre Agreed Revenue Investments

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
82	43	Olympic Fund	60k	What was the original investment; what amount is now being spent and on what?

Pre Agreed Revenue Efficiency Savings

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
83	44	Integrated waste management and transport contract	1,165k	More background information requested. Is this significant saving still on target to be achieved as planned in 2011/12?
84	44	Increase CPZs	80k	More detail on these items requested and why it is necessary to increase parking fees in the recessionary financial climate?
85	44	Increase to parking fees	68k	More detail on these items requested and why it is necessary to increase parking fees in the recessionary financial climate?

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86	44	Increase in parking permit charges	23k	More detail on these items requested and why it is necessary to increase parking fees in the recessionary financial climate?
87	44	Review of parking staffing levels	240k	Will there be any impact on income as a result on this proposed saving?
88	44	Additional income from parking plan	150k	More detail on these items requested and why it is necessary to increase parking fees in the recessionary financial climate?

New Revenue Efficiency Savings Proposals

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
89	45	Review staffing levels at car park	80k	More detail requested. How will the deletion of a cleaner post generate saving identified?
90	45	Savings from sustainable transport	40k	More detail on how this is to be achieved is requested. What services are threatened?
91	45	Reductions to director budget for HR and Legal advice	25k	What impact will legal and HR advice saving have on the costs to other departments and as HR costs are below the line, how is this a saving to the Council?
92	45	Reduction in budget for publicity and projects in the Better Haringey team	57k	What other campaigns will be affected by the reduction and what funding will remain?

Capital Budget bids

Investments

Request No	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
93	70 item 8	Planned road and pavement resurfacing	1,800k	In what areas of the borough will this take place?
94	70 item 9	Street lighting programme	1,000k	In what areas of the borough will this take place?
95	70 item 11	Improvement to Summerland Gardens car park	70k	What improvement is proposed and is Marks and Spencer making any contribution to the cost?

OSCO07.

NEW ITEMS OF URGENT BUSINESS

There were no items of urgent business.

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OSCO08.	FUTURE MEETINGS The next Overview & Scrutiny Committee meetings to consider the Budget will be held on Monday 7 th December and Wednesday 16 th December 2009.
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COUNCILLOR GIDEON BULL

Chair

The meeting ended at

Councillor

Chair

Date

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Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Mallett, Winskill and Butcher

Apologies Councillor Newton

Also Present: Yvonne Denny (Church Representative)
Councillors Amin, Kober, Reith and Canver
Council Officers

MINUTE NO.	SUBJECT/DECISION
OSCO07.	<p>WEBCASTING</p> <p>The meeting was recorded for live or future broadcasting on the Council's website.</p>
OSCO08.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillor Newton, for whom Councillor Butcher was acting as substitute.</p> <p>Apologies for lateness were received from Councillor Bull.</p>
OSCO09.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>
OSCO10.	<p>DECLARATIONS OF INTEREST</p> <p>Councillor Butcher declared a personal interest as a leaseholder and school governor.</p> <p>Councillor Adamou declared a personal interest as one of her daughters was a social worker and one of her daughters was a teacher.</p> <p>Councillor Mallett declared a personal interest as she was on the Schools Forum and Broadwater Farm Community Centre was in the ward she represented.</p> <p>Councillor Winskill declared a personal interest as a leaseholder.</p> <p>Councillor Adje declared a personal interest as a school governor and Chair of the School Admissions Forum.</p> <p>Yvonne Denny declared a personal interest as Chair of the management board of the Triangle Children's Centre.</p>

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OSCO11.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>There were no such items.</p>
OSCO12.	<p>BUDGET SCRUTINY - REVIEW OF PRE BUSINESS PLAN REVIEWS 2010/11 TO 2012/13</p> <p><u>Children's and Young People's Service</u></p> <p>Cllr Reith, Cabinet Member for Children and Young People, introduced the pre-business plan review and responses to requests for information in which a number of issues relating to budget pressure were drawn out, such as the increase in the number of children in care and the Southwark judgement, which would have an impact on all local authorities. It was reported that a briefing note had been circulated on issues relating to the Early Years funding formula and that £8.5 million had been provided by central government for the creation of additional primary places in response to an anticipated increase in demand in the borough, and that work to create additional capacity had already commenced.</p> <p>In response to a general question from the Committee, Kevin Bartle, Corporate Finance, advised that Committee members had been provided with information on the revenue budget for reference to the base budget position during their discussions.</p> <p>In respect of question 1 on fees and charges, the Committee noted that the response provided did not give an indication of the amount that was anticipated to be raised and requested further detail. It was reported that fees had been reviewed in order to reflect recent changes in tax credits, and that it was anticipated that the proposed increase in fees would increase income by around £70k. Charges covered by Service Level Agreements, where schools had the ability to choose their provider for non-statutory services, had also been reviewed in order to ensure that the full cost of providing those services was covered. In response to concerns that Haringey had been reported as not being competitive in respect of Service Level Agreements, it was reported that Haringey offered additional value, such as security, even where they were not the cheapest, as some external providers were prepared to loss-lead. The Committee asked about procurement issues, and it was reported that the Council offered the ability to procure on behalf of a number of schools in order to achieve savings, although schools were free to use other providers. In response to a question from the Committee, it was confirmed that, if a significant number of schools chose to go to other providers for a particular service and not to use Haringey, there would come a point where it was no longer viable for the Council to offer that service to the remaining schools, who would be advised accordingly. Cllr Reith reported that Haringey was doing as much as possible to be the provider of choice for schools in the borough.</p> <p>The Committee asked whether there had been any development in the</p>

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campaign on the area cost adjustment for Haringey. Cllr Reith reported that she had attended a meeting with Diana Johnson MP, Parliamentary Under-Secretary of State for Schools, with David Lammy MP, Tony Brockman and Neville Murton, which had been useful. Haringey's case had been put forward at the meeting, and appeared to have been fully understood. It was reported that the Department for Children, Schools and Families was undergoing a consultation exercise on the revision of the funding formula, and that KPMG had been commissioned by the Schools Forum to compile evidence to feed into the consultation and support Haringey's case. It was felt that positive progress was being made.

In respect of the question of whether services were challenging suppliers on price, it was reported that CYPS was developing a strategy to reduce costs in foster care, by reducing the number of suppliers used from around 60 to 8-10 providers and develop more cost-effective relationships with those providers. It was anticipated that this exercise would be completed in January, with contracts let in February to start in April or May 2010. Work to identify possible savings in residential placements was also underway, although this was a more complex area. The Committee asked for clarification of whether any budget was transferred from CYPS to Adult Social Care as young people made the transition from one to the other. It was reported that the budget did not transfer, but that a corresponding growth bid would be made by Adult Social Care in order to anticipate the costs of any change in service demand arising from the transition of service users. In response to a question from the Committee regarding the possibility of asking suppliers to pass on savings arising from lower levels of inflation as part of negotiations relating to the re-let of significant contracts, it was reported that savings of £2m had been achieved as part of the letting of contracts for the Heartlands school.

In relation to request number 49 on commissioning budget growth, the Committee asked whether it was assumed that the increased demand for services, and thus resources, would continue. The Director of the CYPS reported that it was expected that the increase in demand would plateau as the backlog of issues was identified and addressed and that early intervention would begin to result in increased cost-effectiveness. It was reported that opportunities for developing partners in the voluntary sector were being explored.

The Committee asked a general question regarding the long term sustainability of the budget in relation to child protection, and whether any planning had been undertaken for the period once the grant from central government had come to an end. The Director of CYPS advised that the grant funding was being used to meet one-off costs rather than items with long term revenue implications, for example to create capacity to manage the backlog of work and to implement training at all levels throughout the service to address the deficits identified. It was reported that once the training had been undertaken and good practice was embedded, this good practice would become

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self-sustaining and standards would remain high without further additional resource requirements. In response to a further question from the Committee regarding the longer term resource requirements, the Director of CYPS reported that the long term implications arising from the JAR action plan were included within the budget presented, which recognised the resources required going forward.

In respect of the written response supplied to request number 51 on legal costs, the Committee asked for clarification of the average numbers given. It was reported that the averages reflected the average number of children undergoing care proceedings at any one time, calculated as an average per month for the year. It was also clarified that the numbers related to the number of individual children undergoing care proceedings, not the number of families. The Committee asked whether it was possible to get further information on the nature of the legal services being provided, in response to which the Director of CYPS agreed to provide a breakdown of the legal costs, for example by internal legal services, barristers or other court processes, as well as an example of representative minimum and maximum costs, as these could differ widely. The Committee also requested further clarification on the number of cases.

The Deputy Director, Children and Families provided a verbal update on the restructuring of the leaving care and asylum teams. It was reported that responsibility had been moved to the Children in Care service under Children and Families, and that the Head of Service post had been deleted. In response to concerns raised by the Committee, it was confirmed that the decision to delete the Head of Service post was not a purely financial decision, but the transfer of leaving care and asylum also reflected the similar service issues, policies and processes within the Children in Care team. Unaccompanied Minors had also transferred to Children in Care, and it was reported that the number of unaccompanied minors in the borough had reduced from around 80 to around 50. It was reported that the No Recourse to Public Funds had transferred to the First Response Service, away from Children in Care, again because of service similarities. The Committee expressed concern regarding the loss of the Head of Service post, although it was confirmed that there remained an officer with overall responsibility for Leaving Care and Asylum, but that this was now a Deputy Head of Service position. It was agreed that the Chair would contact the Director of Children and Families for further information outside the meeting. In response to a request from the Committee, it was agreed that a briefing note would be provided on the overall budget for Leaving Care and Asylum.

In respect of the £160k efficiency indicated under the restructuring of the Leaving Care and Asylum teams, the Director of Children and Families, reported that this related to a change in the number of posts within the service. In response to a request from the Committee, it was agreed that a briefing note on the structure, in particular the number of posts in the service reporting to the Deputy Head of Service for Leaving Care and Asylum and to the Head of Service for Children in

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Care be provided. The Committee asked who was responsible for making Section 17 decisions under the new structure, in response to which it was reported that these decisions were taken by the Team Manager in consultation with the Head of Service. The Chair requested that the briefing notes agreed be provided to Cllr Newton, as they related very closely to the Scrutiny Review on Leaving Care in which he was involved. The Committee expressed some concern that the lack of access to all the necessary information in what was clearly a complex re-structure made scrutiny of these issues more difficult.

Further to the response provided for request number 58 on Stroud Green Extended Day provision, the Committee asked for clarification of how the £74K efficiency would have no impact on the school's budget. It was reported that the funding would be supplied from an alternative source, so the change would be budget neutral from the school's point of view.

The Committee asked about the reserves held by schools in the borough, which were understood to total around £7m, and whether these might be at risk if a decision were made by government to claim the reserves held. The Director of CYPS advised that savings held by schools were allocated for specific capital projects and that robust mechanisms were in place to make clear why funds were being held in reserve, and that schools were also advised of ways to bring funding forward and to use resources in a more creative way in order to ensure that funds were not being held in reserve unnecessarily.

The Committee noted the Children and Young People's Service pre-business plan review , and made the following observations:

- i) **The Committee expressed concern that there was no longer a specific Head of Service post for Leaving Care and Asylum. Concerns were also expressed that there appeared to be a decrease in the resources being made available for Leaving Care and Asylum, for which there was a need in the borough.**
- ii) **Further to assurance provided by the Director of the Children and Young People's Service that every resource in the budget had been fully planned and justified and that every effort would be made to ensure that a balanced budget was achieved at the earliest opportunity, the Committee emphasised the critical importance of ensuring that the budget was sustainable and able to ensure delivery of a high quality Children and Young Peoples Service in the years ahead.**

In response to a general question from the Committee regarding the response on whether services were challenging suppliers on price, it was clarified that a corporate response had been provided, and that individual business units had then chosen either to adopt the corporate response or provide their own more specific response.

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In response to a question from the Committee regarding the inclusion of reference to Corporate Communications in the responses relating to Enforcement and Safer Communities, it was reported that this was a clerical error. The Committee advised that efforts should be made to avoid such errors in future. It was clarified that the response on fees and charges should read that there were no significant income streams from streams and charges in the directorate.

Further to the response provided to the question on specific grants, the Committee expressed concern at the dependency of this portfolio on external funding and the uncertainty following the end of the three year settlement in 2010/11, and asked what contingency measures were in place. It was reported that a grant review was being undertaken to plan for this and to identify areas of flexibility in relation to external sources of funding. The Cabinet Member for Enforcement and Safer Communities reported that all agencies were facing similar difficulties, but that work was ongoing to find solutions and that more would be known about the period after 2010/11 by the middle of next year. It was reported that any strategies would be considered fully via CEMB and the appropriate decision-making bodies of the Council, in partnership with other agencies. The Committee welcomed the grant review.

In addition to the response provided to question 3 on challenging suppliers on price, the Cabinet Member reported that the Enforcement Service had achieved £20k savings in relation to Noise Team contract in 2009/10. It was noted that there were not many contracts directly covered by this portfolio, but that where these were in place, the Service was looking at ways of achieving savings. In response to a question from the Chair, it was reported that Homes for Haringey had recently reviewed their contracts in relation to pest control, and had found that Haringey represented the best value.

In response to requests 34 and 35, the Committee asked about the issue of town centre management, and whether Haringey was funding any posts to manage Wood Green town centre. The Cabinet member reported that a Business Board had been established, supported by the Haringey Strategic Partnership Enterprise Board, to provide services to town centre, for example the Crouch End project, which was directly funded by the Enterprise Board. It was reported that the Council was working with businesses in Wood Green to create a business improvement district. The Committee requested information on the number of businesses trading in Wood Green and the number of these participating in the Business Board, and it was agreed that this information would be supplied in a briefing note. The Committee expressed concern that leadership for town centres in the form of a specific Town Centre Manager was being removed at an economic time when town centres most needed support and leadership.

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The Committee asked about the merger of Planning and Regeneration further to the response provided to request number 27, and the feasibility of merging Development Management and Building Control. The Director of Urban Environment reported that there was an increasing move to consider these two areas together and to provide an integrated service to developers, covered by a single Head of Service.

The Committee noted the Enforcement and Safer Communities pre-business plan review and made the following observation:

- i) The Committee expressed concern at the move away from a Town Centre Management model at a time of particular difficulty for town centres, and the loss of direct support and leadership this would entail.**

Leader and Performance

In respect of question 1 on fees and charges, the Head of Legal Services & Monitoring Officer explained that some charges were statutory and others fixed but local authorities were waiting for the Government to issue guidance on which land charges the Council could charge for.

The Committee highlighted a lack of inquiries into planning decisions taken by the Council and Chief Executive explained that there had not been any recent public inquiries and it was anticipated that this was due to better consultation and engagement with local residents.

In response to the Committee's suggestion that the cost of Counsel would fluctuate in future (request 4), the Chief Executive explained that the cost of representation required by Counsel was factored into the budget.

In response to question 7 the Committee noted that the deletion of a Policy Officer post would not directly impact any Councillors.

In respect of request 9 where the Committee asked for more information on the reporting process for Haringey Forward projects and noted that the Haringey Forward programme was reported to the Cabinet on a regular basis and was monitored under the Finance and Performance portfolio and reported to the Overview & Scrutiny Committee twice yearly. The Committee was reminded that Haringey Forward was a 3-year programme and that targets had been met each year. The Committee requested further details of the forecast savings against individual targets on projects completed within the Haringey Forward Programme as at November 2009 to include capital expenditure, one-off investments and the cost of staffing the Programme.

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In respect of request 9; Officers agreed to provide a 'cash-flow' analysis of the Haringey Forward Programme that showed the year-on-year profile of savings against the original targets as well as further details on the Support Functions Review including details of possible savings and outcomes and timescales for the Review.

The Committee noted the Leader and Performance pre-business plan review.

Clerks note: The Chair left the room and the Vice-Chair, Councillor Adamou, took over the chairing of the meeting.

Community Cohesion

The Assistant Chief Executive Policy, Performance, Partnership & Communication (PPP&C) introduced the pre-business plan review and responses to requests for information, highlighting that despite the recession the Council had maintained a good level of advertising services. In response to the Committees concerns raised the Assistant Chief Executive (PPP&C) explained that if the demand for advertising decreased there Council would have to consider different ways of working, for example, reducing the quality, size and frequency of adverts as well as offering advertising to a wider community.

In respect of request no. 38 the Committee requested more details of the pre-agreed savings and a list of the area based grants that were included in the Community Cohesion portfolio.

Regarding request no. 39 the Committee requested a briefing note detailing how the advertising budget was achieved and how advertising targets could be reviewed to achieve greater income.

In respect of request 40 the Committee expressed concerns that the Council manufactured too much printed material and asked that the Cabinet commissioned a review of the cost of corporate printed material.

The Committee noted, in response to concerns raised about request 42, the review of local democracy to make savings of £41k, that savings would be made through the reduction of a non-specified number of posts in the Committee Services area.

Clerks note: Councillor Bull returned to the room and resumed chairing the meeting.

Regarding request 46 the Committee asked for a briefing note detailing the cost of two in-house designer posts and what proportion of current spend on external agencies would each post "earn" by bringing design in-house. The Committee emphasised the importance of reducing the amount of printed material and driving down printing costs.

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	<p>The Committee requested a briefing note on how contractors were procured for clearing rubbish in respect of enforcement cases.</p> <p>The Committee noted the Community Cohesion pre-business plan review and made the following observation:</p> <p style="padding-left: 40px;">i) The Committee requested that the Cabinet consider raising the income from advertising target for Haringey People.</p>	
<p>OSCO13.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no such items.</p>	

COUNCILLOR GIDEON BULL

Chair

The meeting ended at 20:50 hrs

SIGNED AT MEETING.....DAY

OF.....

CHAIR.....

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Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Butcher, Mallett, Newton and Winskill

Apologies Councillor Aitken, J. Ejiofor

Also Present: Councillors Bevan, Dogus, Haley, B. Harris and Kober

MINUTE NO.	SUBJECT/DECISION
OSCO14.	WEBCASTING The meeting was recorded for live or future broadcast on the Council's website.
OSCO15.	APOLOGIES FOR ABSENCE Apologies for absence were received from Councillor Aitken and Joseph Ejiofor (Parent Governor). Apologies for lateness were received from Councillor Butcher.
OSCO16.	URGENT BUSINESS There were no urgent items.
OSCO17.	DECLARATIONS OF INTEREST Councillors Bull and Winskill declared personal interests as Haringey Leaseholders. Councillor Adamou declared a personal interest as one of her daughters was a social worker and another of her daughters was a teacher.
OSCO18.	DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS There were no deputations, petitions, presentations or questions.
OSCO19.	BUDGET SCRUTINY - REVIEW OF PRE BUSINESS PLAN REVIEWS 2010/11 TO 2012/13 <u>Adult Social Care and Wellbeing</u> In respect of request 2 the Committee requested that all Ward Councillors be provided with a briefing note on the planned Home Care budget reductions and the impact that the loss of the Supporting People budget was likely to have upon this. It was noted that

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consultation with the Third Sector would be essential in ensuring that their Services were fully utilised and provided value for money.

It was confirmed that in addition to the usual quality checks Councillors also carried out ad hoc visits to ensure that the quality of placements was to the standard expected (request 69).

The Committee was advised that the figures and projections used to plan services for people with dementia were agreed with NHS Haringey (request 70).

The Committee asked for a briefing note on the impact on Haringey of a new Government initiative for caring for the elderly (to be paid for out of efficiency savings) and the measures that were being taken by the Council to mitigate this (request 71).

It was confirmed the numbers of Looked After Children moving into adult social care were monitored to ensure that the relevant funding was transferred to Adult Social Services (request 72).

In respect of request 73 the Committee highlighted concerns about cuts to services for asylum seekers and asked that a detailed briefing note be provided including the percentage of the overall decline in asylum seekers and what this reduction meant in monetary terms and why the monetary savings were not higher given a reduction of 28 clients being supported.

The Committee noted the Adult Social Care and Wellbeing pre-business plan review and made the following recommendations:

- i) The Cabinet give an assurance that carers and clients would not be disadvantaged by this proposal and that there would be alternative methods of support provided, including extra home care, to ensure independent living.**
- ii) The Cabinet confirm that the proposal will not take services away from those who need it and that adequate access to advice and funding will be maintained.**

Housing

With respect to request 74 the Committee was advised that the restructuring of the Strategic Housing Service was being implemented. Each post had been reviewed and re-evaluated and recruitment had begun. The implementation of the restructuring of the Service would decrease the reliance on temporary staff.

There was discussion with respect to request 75 and pre agreed savings of £221K the Committee was advised that this sum was needed in order to deliver on targets with respect to reducing the use of Temporary Accommodation.

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The Committee requested that further information was supplied with respect to requests 66 and 67.

In relation to request 76 the Committee asked for a more detailed briefing note including an analysis of current spending, numbers of leases usually renewed and how much was currently in the base budget.

The Committee asked for a detailed briefing note on what benefits the proposed investment of £769k (request 77) would bring to the Council, including how much money was in the rent deposit scheme, how many families would be assisted and whether this scheme was value for money.

The Committee requested a more detailed answer on the deletion of the 3 posts mentioned in request 78 and the likely impact on services, including figures.

The Director of Urban Environment advised that no assumptions had been made in terms of projecting the level of rental increases that would be made by the Government in 2010/11. Work on this had been delayed by late receipt of the determination of rent and subsidy for 2010/11 by two months.

Officers would circulate details of the proposed rent increase (request 81), including any impact on services, once the Government had issued a determination in respect of housing rent and subsidy for 2010/11.

The Committee noted the Housing pre-business plan review and made the following recommendations:

- i) The Cabinet member write to the Housing Minister on behalf of the Council regarding the late release of information used to determine housing rents.**
- ii) The Cabinet reconsider the proposal to reschedule pre agreed savings of £221k on additional staff until 2012/13.**

Environment and Conservation

There was agreement that the answers provided with respect to requests 82 and 83 were inadequate and that a more detailed response should be provided to the Committee with regard to both.

The Committee requested more information on where savings had been made by challenging suppliers and how much money had been saved.

Regarding requests 84, 85 & 86 the Committee asked for a more

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detailed answer to the questions on increases in Controlled Parking Zones (CPZs), parking fees and permit charges and how many parking bays would be installed and removed.

The Committee requested a more detailed explanation of how savings would be made through the deletion of a cleaner post (request 89).

The Committee requested a more detailed response to the question on savings from sustainable transport and what services were threatened (request 90) and commented that written replies to some requests had been inadequate and of a poor quality.

In response to the Committee questioning in respect of request 93, the Director of Urban Environment stated that the £1,800k for planned road and pavement resurfacing would come from Council funds and was secure.

In respect of request 95, the Committee noted that some funding for improvements to Summerland Gardens car park would be met by the Children's Service.

The Committee were informed that Green Lanes was a priority area for Local Implementation Plan (LIP) funding (request 96)

At its meeting on 7 December 2009 the Committee had requested further information on the number of trading businesses in Wood Green and how many were involved with the "town centre business group" (budget questions 34 & 35). The Committee expressed concerns about there no longer being a Town Centre Manager. The Committee noted that officers believed an adequate number of businesses were involved in the Town Centre business group which was a more effective approach than having a Town Centre Manager.

The Committee noted the Environment and Conservation pre-business plan review and made the following recommendation:

- i) **That Cabinet give an assurance that any proposed works to the car park did not preclude a two-way working for vehicles (access and egress) from the car park onto Summerland Gardens.**

Leisure, Culture and Lifelong Learning

The Committee noted that there had been no sign of a downturn in leisure activity and library room bookings in the Borough although there was less income for the Directorate through function hire and also burials. The Committee was assured that officers expected to manage services using existing budgets and agreed to provide more details to Committee Members on programmes in place to support residents during the recession.

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In response to its enquiries about the external parks sponsorship income target (request 61) the Committee was informed that there was a low level of complaints about the discreet signs and banners used but there were no reasons to stop the initiative, which had been running for a significant period of time and generated revenue without impacting services.

In relation to requests 63 and 68, the Committee expressed concern that Muswell Hill Library was not fully accessible and requested a briefing note on how officers had investigated the possibility of providing disabled access to Muswell Hill library and what resources were available. The Committee noted that there was a lower level of capital available than in recent years and many projects could only be taken forward in stages. The capital receipt for the sale of the land to the rear of the Library would not cover the cost of the works but officers assured members that this was a priority and that the Directorate was working with Property Services to agree a design. The Committee asked for a pragmatic and holistic approach linking capital receipts from the sale of a proportion of adjacent land, capital bids and seeking external funding.

In response to concerns raised about the deletion of a museum attendant post (request 66) which could result in the loss of efficiencies in the museum service, the Committee were informed that additional staff were being moved into the building and therefore the deleted post would be covered. The Committee noted that Bruce Castle had been awarded the Public Sector National Customer Service Award.

The Committee noted the Leisure, Culture and Lifelong Learning pre-business plan review and made the following recommendation:

- i) **The Cabinet adopt a pragmatic and holistic approach to Muswell Hill Library, linking capital receipts from the sale of a proportion of adjacent land, capital bids and seeking external funding, with a view to expediting the planned works.**

Resources

Councillor Harris explained that, in relation to question 1, officers within Corporate Resources had been advised not to raise fees and charges above the level of inflation and Council Tax had been frozen.

The Committee asked whether the increase in housing benefit claims affected the specific grants (general question 2) and was informed by the Chief Financial Officer that the Council would receive increased grant funding of £100k as a result of the increase in claims. The Committee noted that the Council was catching-up on the backlog of cases.

In response to concerns about the 40% supplier turn-over rate

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reported in question 3, and the cost of obtaining new suppliers, the Committee was informed that this was only 5% less than the average turn-over of Local Authority suppliers and that a new officer post was responsible for the process of registering new suppliers. It was noted that the Council had 8000 preferred suppliers including just one supplier for stationery but more than one supplier for other products where required. The Council was committed by European Union legislation to tender for new contracts every four years. The Committee noted that the Council had seen a reduction in rates especially from construction and security suppliers.

In response to the answer provided in request 12 the Committee expressed concern about the 7.5% reduction in grants. The Cabinet Member for Resources explained that optimistic savings could be made in areas such as IT and Communications as well as through a review of the support functions and strategic services.

In response to questions on request 14 the Committee was informed that long term contracts (5-7 years) for IT services were agreed but telecoms contracts tended to be short-term and were usually contracts negotiated by the Government.

The Committee requested details on how the Council's flexible approach to purchasing energy worked (request 14) and noted that the Council purchased energy on a flexible 6-monthly basis which made 7.5% savings and was not bound into a long-term contract.

The Committee received the tabled information in relation to request 15 (numbers of agency staff and consultants) and asked that more information on the reasons for using agency resources be circulated. Committee members emphasised that consultants should only be used for very specific projects. The Assistant Chief Executive People, Organisation & Development, explained that there was currently less permanent recruitment to replace leavers which would allow greater flexibility for future resources and some posts were hard to fill.

The Committee was also informed, in response to questions, which further to the Government announcing a 1% cap in public sector pay rises; the Council had attended a London-wide meeting with 29 other boroughs and gave opinions on pay rises that were closer to 0%.

In respect of request 19 the Committee noted that a decision had not yet been made about how the Council would spend the £1.2 million from Government for the Business Growth Incentive Scheme.

In response to the Committee's concerns about the uncertain future of Alexandra Palace, the Director of Corporate Resources explained that a governance and branding review of the Palace was taking place and a master-plan would be devised to establish what facilities and activities would be best placed at the Palace. The Committee emphasised the importance of openness and transparency in the transfer of funds from the Council to the Palace.

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	<p>The Committee noted the need to invest in the current Alexandra Palace Ice Rink before the old system failed.</p> <p>In response to concerns raised about request 20, re-aligning the rental income debit with the budget, the Committee noted that this was an area affected by the recession and high staff turn-over and there were still 14 properties within the portfolio that had not been re-assessed. In response to the Committees suggestions that free rent be provided to small business it was noted that if businesses were struggling to pay rent they could approach the Council with a viable payment schedule and business case.</p> <p>In relation to the IT Capital programme (request 29) Committee Members suggested that the redevelopment of the Council's website (on page 75 of the agenda pack) be deferred for 2/3 years. The IT Planning and Relationship Manager explained that there would be a feasibility study before any projects were approved but some of the software used by the Council was becoming un-usable and required upgrading.</p> <p>Members asked for details of the selling price of Tottenham Town Hall (request 31) and expressed concerns that there was no indication of saving money through the Accommodation Strategy. It was noted that the strategy could result in £1.4 million in savings which would benefit the capital fund.</p> <p>Officers agreed to circulate a more comprehensive list of the Council's projects to reduce carbon emissions and more details on saving energy at schools as part of the Building Schools for the Future programme (request 33).</p> <p>The Committee requested a briefing note on the IT projects that were likely to be approved for funding from the proposed IT capital bid and details of the rigorous justification process used.</p> <p>The Committee noted the Resources pre-business plan review and thanked all Cabinet Members and Officers for their assistance through the Budget Scrutiny process.</p>	
<p>OSCO20.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no items of urgent business.</p>	

The meeting ended at 21:55 hrs

COUNCILLOR GIDEON BULL

Chair

Councillor

Date

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Overview and Scrutiny Committee Briefing 01/02/2010
Cllr Nilgun Canver
Cabinet Member for Enforcement and Safer
Communities with a special responsibility for planning
policy.

Safer Communities

Crime Performance

The latest (April – 27th December) MPS weekly scorecard shows that we are set to exceed our target for serious acquisitive crime; a reduction of 9.3% has been achieved against a target of 1.4%. Recorded incidents of both gun and knife crime have reduced significantly since the beginning of the financial year.

Although there has been an increase of 20.6% in the number of serious violence offences recorded during the same period last year, this is an improvement from August 2009 when the increase was at its peak of 45.3%; due to gang related violence. The work to reduce serious violence will continue to be a key issue for the Partnership, some examples of current work are included below.

KEY HIGHLIGHTS

Anti-Social Behaviour Action Team (ASBAT)

The ASBAT currently has a 94% success rate of enforcement action following surveillance and a 97% rate on other legal proceedings to protect the community.

Some 140 parents have participated in the new parenting programme with no further enforcement action required.

The Haringey ASBAT Manager was picked to work alongside the Home Office on the Anti-Social Behaviour (ASB) Squad (with 50 other professionals nationwide) to help bring expertise and good practice to areas that are failing to address ASB. Support has already been given to the London Borough of Waltham Forest to improve their ASB service.

An ASB delivery improvement plan (DIP) is currently being drafted in line with the new Government requirement as part of their ASB focus. This includes:

- The publication of local minimum standards
- Further support for victims and witnesses of ASB - in part through the recent appointment of Victim Support ASBAT worker to assist people through civil court procedures
- Tougher actions on ASBO breaches

The ASBAT has been working in primary schools (year 5 & 6), delivering ASB workshops to over 33 classes in 17 schools. Approximately 900 pupils completed the programme. Following additional funding received via the *Justice Seen*,

Justice Done Campaign (Home Office) further work is planned in secondary schools.

ASBAT enforcement rates to protect the community still remain high and well above the national average. Since 2003, the ASBAT has taken the following actions;

- 185 closure orders on crack houses
- 19 anti social behaviour orders
- 163 acceptable behaviour contracts
- 155 injunctions
- 40 evictions
- 12 brothel closures

Dangerous dogs are high on the ASBAT radar. So far, action has been taken against owners where the ASBAT has made application to the courts to force the removal of the dogs and preventing the resident keeping an animal.

Neighbourhood Crime and Justice Programme

Haringey is a national pioneer borough for the above programme which has been running for nearly a year. There have been many early successes and Haringey has been praised by the Home Office for being 'ahead of the game'. The local achievements include: 30 local people trained as Community Crime Fighters; Delivery of Community Payback schemes of highest priority for residents; Appointment of the first ASB Victim and Witness Worker to assist with civil cases; Delivery of the Community Safety partnership newsletter to all households; Forthcoming Safer Communities Award Ceremony.

Community Safety Team

The problem solving approach to residential burglary has been short-listed for a Safer London Problem Solving award. The winner will be announced on 22nd February. This project took place during 2008/9 and involved target hardening of properties in key burglary hotspots. This work was independently evaluated and shown to be effective. The lessons learned from the evaluation have been used to improve the model and to replicate the key successes during 2009/10.

Haringey and Enfield are working together to address cross border violence and gangs issues. The local partnership group set up to address gang-related violence was expanded to include representatives from Enfield and a range of local partners ranging from the Police to the Benefits and Taxation Team. Over the past four months this group (known as the Gang Action Group) has been sharing information about individuals known to be involved in serious violence and identifying a lead agency for each individual and devising bespoke action plans to divert them from gang activity.

The key advantage of this partnership approach is that it offers: support, diversion and enforcement. The work of this group forms part of a joint action plan with Enfield which is closely monitored by senior officers from both borough's partnerships.

Haringey Amateur Boxing Club project continues its positive work and the two key Police officers behind the club are to receive MBEs, in recognition of the club's work in diverting young people from criminal activity.

Drug Alcohol Action Team

The DAAT has exercised the two year extension option for the Stimulant Service (EBAN) contact. The Offender Management Scheme (incorporating DIP) tender has been successfully completed.

Young Persons Substance Misuse and the Adult Drugs 2010/11 Needs Assessments have been completed and have been used to develop the Adult and Young Peoples Treatment Plans. These are awaiting approval from the National Treatment Agency.

Emergency Planning

The recent concerns regarding swine flu was appropriately and effectively dealt with by all departments across the Council with the Risk and Emergency Planning Steering Group leading on this. The Emergency Planning and Business continuity team has been providing the link between the London Local Authority Co-ordination Centre and Haringey Council ensuring critical work of the Council and emergency services is protected and enabled to continue with minimum disruption.

Youth Offending Service (YOS)

Performance figures for the YOS continue to impress with a reduction in the numbers of young people entering the Youth Justice System. During Quarter 2, Haringey had only 86 entrants – well below the quarterly target of 106. In addition, the level of custodial sentences was favourably low compared with the caseload and with the performance of many other London Boroughs (reference: MPA charts). These have traditionally been areas of real challenge.

The weapons' awareness course is showing successful results. Working in partnership with the Red Cross, this course focuses on raising awareness among young people of the consequences of carrying a knife as well issues relating to peer pressure, the law, conflict resolution and attitudes. Recent group work evaluation indicated that only four people re-offended from a sample of 20. This represented a 20% re-offending rate compared with the normal rate of 36%.

KEY ISSUES

Crime performance

Performance in relation to acquisitive crime has been very good throughout 2009/10 and we are set to exceed our target. Sustaining this performance during 2010/11 will be a challenge for the Partnership.

During 2009/10 partners have worked well together to set up and maintain effective infrastructures to address serious violence. However, this chaotic crime type will continue to be a challenge during 2010/11.

Youth Offending Service

There are concerns about the proportionality of the new sentencing framework and the likelihood of conditions attached to the orders being breached due to the expectations placed on the young person. This could, if widespread, increase the risk of custody for Haringey young people and lead to inappropriate targeting of resources. There is also a specific concern about the use of a range of conditions that can be attached to sentencing orders, especially where Haringey youths are sentenced outside the borough.

In anticipation of these types of issues Haringey YOS has introduced a new process (that commenced on 11/01/10) for the consideration of Pre-Sentence report sentencing proposals. Central to the process will be attention to issues such as diversity, proportionality and the effective management of risks posed to the community. This process will involve a wider range of YOS staff in the consideration of cases than was previously. It will be led by an appropriate manager and will enhance our current quality assurance procedure in relation to assessment.

EXAMPLES OF FORTHCOMING ACTIVITY

The Community Safety Awards

The awards will take place on Thursday 11th February at Alexandra Palace. There are 10 award categories recognising the important role that local people and organisations play in keeping Haringey safe.

The Reducing Re-offending Conference

This event will bring together key players from the public, private and voluntary sector to contribute to the direction and take ownership of the Haringey Reducing Re-offending Programme (HARRP). The conference will also provide the opportunity for ongoing partnership working in the borough through the creation of a formal Haringey Reducing Re-offending Network (HARREN). The conference will take place on 10th March from 9am-2pm at Alexandra Palace.

My Safer Haringey Campaign

A high-profile safety awareness and crime prevention campaign will be running across the borough during February with key messages around anti-social behaviour, motor vehicle crime, domestic violence, residential burglary and Victim Support.

PREVENT evaluation

During quarter four of 2009/10 an independent evaluation of the Preventing Violent Extremism programme and projects in Haringey will take place, commissioned by the PREVENT steering group. This evaluation will assist us in:

- Understanding the various communities' views of the PREVENT programme in Haringey
- Our performance on National Indicator 35: Building Resilience to Violent Extremism, to create a more robust evidence base to support our assessment against NI35
- Our reports to local PREVENT partnerships and Government Office for London
- Understanding what the needs are as we move towards mainstreaming this work
- Giving feedback to our funders and partners

The evaluation will be carried out in line with guidance published by DCLG and will be completed by mid March 2010.

Drug and Alcohol Action Team

An evaluation of the Sex Worker Migration Impact Fund project will be undertaken by a researcher from the Anthropology Department of Metropolitan University.

Enforcement

Enforcement Achievements

Patrollers Conference

A 'Patrollers Conference' was held in October at the Cypriot Centre in Wood Green. The event brought together staff from all of the different services that have a regular presence in Haringey's urban environment. Over 60 representatives attended from across Council and partner organisations to find out what other services do, establish and build networks, and identify ways that services could work together to maximise the effectiveness of our patrolling presence.

Launch of Street Enforcement

The Street Enforcement Service was launched in November with one named Officer being deployed to all wards in new Royal Blue uniforms. The service is now organised into two equal teams aligned to Children's Network Zones of South, and North and West. Street Enforcement Officers are now working to a rota system which ensures service cover through the weekend and up to 8pm Mondays to Fridays.

Each ward will have a set of six priorities that will be reviewed on a quarterly basis. Each priority will have an associated set of actions which will form the main emphasis of the Street Enforcement Officer's work for that quarter. Priorities will be released in three tranches each quarter aligned to the children network areas.

Street litter Patrols

Street Enforcement Services and Safer Neighbourhood Police Teams have carried out high visibility joint street litter enforcement patrols in specific areas that have significant pedestrian traffic and litter problems. Over a period of 12 weeks (July, August, September) Street Enforcement Officers supported by the Police undertook high visibility litter patrols. During these patrols 840 were challenged and twenty (20) received fixed penalty notices when they refused to place their litter in bins available. Litter enforcement will continue to be a priority for the service and we continue to deliver similar operations across the borough throughout 2010/11.

Clean Sweep Programme

The Clean Sweep programme has been re-launched as part of the Council's new look 'My Cleaner Haringey' programme. Three out of the five planned Clean Sweeps have now taken place in the Gyratory Gardens area of Tottenham Green, the Haringay Ladders and the area around West Green Road. Furthermore, the proposed Clean Sweep in Seven Sisters is due to take place in the week beginning 25th January and in St Ann's ward in the week beginning 15th February. Activities during the different Clean Sweeps have included; community engagement activities such as raising awareness at local schools and involving local school children in activities such as litter picks, daily patrols of Street Enforcement Officers, activities to tackle dog fouling, cutting back overgrown foliage from vulnerable residents front gardens, providing community skips for residents to dispose of bulky waste as well as community bulb planting projects.

Animal Welfare and Scrutiny Recommendations

In line with the recommendations of the Overview and Scrutiny Committees report on Animal Welfare, a meeting of animal welfare stakeholders was held on the 7th December. Attendees included representatives from the Metropolitan Police, local Safer Neighbourhood Teams, Wood Green Animal Shelter, RSPCA, ASBAT, HfH Tenancy Management, HfH Estate Services, Street Enforcement, Licensing, Enforcement Response, Policy and Performance and Parks. The meeting focused on a number of areas of concern including dangerous and status dogs in Haringey. The Service Manager for Street Enforcement will act as local authority coordinator for joint enforcement and awareness raising operations.

Gambling Licensing

We have reviewed our gambling policy and consulted on the changes which were adopted by full Council in December. The clustering of betting shops and adult gaming centres in Haringay Green Lanes, South Tottenham and Wood Green remain issues of concern and the council has continued to lobby

Government for a change in legislations and guidance to allow cumulative impact and saturation to be allowed as reasons for refusal of new applications. We await the published findings of a review of the issue by Department of Culture Media and Sport.

Planning Enforcement

Planning enforcement continues to deliver strong enforcement activity and has maintained low numbers of open caseloads and has a full establishment of permanent planning enforcement officers. Performance indicators for the service show that it is responding quickly, closing cases early and maintaining high levels of enforcement activity. The current case load is 312 representing 78 open cases per officer.

Mortuary and Coroner's Court

In September the Human Tissue Authority (HTA) confirmed the licence to operate of our new mortuary. Indications from the HTA are that they rate this new facility as one of the best of its type in the country.

North London's new Coroner's Court has now moved from Myddleton Road to its new location in Barnet. This new facility was officially opened October, and provides excellent facilities for the bereaved relatives and friends attending court hearings.

Noise Abatement Society Award

The Enforcement Response Service was recognised by the Noise Abatement Society at its annual awards event. Haringey received the Local Authority Award for its enforcement of noise control and in particular its work with mental health.

Walkit.com

Haringey's Commercial Environmental Health Team have made a successful bid for DEFRA funding to enable Haringey together with 3 neighbouring boroughs to sign up to www.walkit.com

www.walkit.com is an interactive journey planner designed to encourage and support walking as an alternative and low polluting form of transport. The tool allows the user to plan the fastest or lowest polluting walking route. It measures distance, estimates duration calorie burn and carbon saving. The benefits of encouraging walking range from improving the health and wellbeing of individuals, reducing obesity, encouraging behavioural change to contribute to a reduction in air pollution

Enforcement Challenges

Community Volunteer Service

As from January 2010 the Enforcement service will be taking over effective management of the Community Volunteer (CV) Scheme. Currently we have 79 listed CVs representing all but one ward in the borough. All CVs were contacted over December by the newly deployed Street Enforcement Officer for their ward and during this year we will be looking at ways of strengthening how we support and develop the potential of scheme.

Stray Dogs and Responsible pet Ownership

Over July December 2009 we identified a 15% increase in the number of stray dogs being accepted and collected as compared to 2008. Battersea Dogs Home, who take most of our dogs not returned to their owners, have also announced an increase their fees which will further add pressure to find ways of reducing the volume of dogs abandoned in Haringey.

In 2010 the Council will launch a major campaign to promote responsible dog ownership and to focus enforcement action on irresponsible owners. Issues to be included are dog fouling, fighting and the breeding and supply of dogs into the borough.

Environmental Crime Enforcement

Over the last 3 years Haringey has been the most active London Borough for enforcement activity to combat fly tipping and environmental crime. This level of activity and the year on year reduction of reported fly tipping earned Haringey the performance ranking of being 'highly effective' against the fly tipping indicator NI 196. In the remainder of 2009/2010 the service will need to exceed last year's activity by at least 5% to retain this position.

Legal Spend and Recovery of Costs

Enforcement activity this year, and particularly in relation to planning enforcement and environmental crime has been very high. Whilst the Council is normally successful in court, the courts remain poor at recovering costs awarded to the Council. In the case of planning enforcement appeals costs are never awarded to the council and this reflects a significant proportion of our planning enforcement spend. Enforcement activity is expected to remain high and the Council is working with our local court to ensure costs awarded to us are recovered and promptly as possible. Other options will include increased use of alternatives to prosecution such as the use of simple cautions and fixed penalty notices where appropriate.

Food safety and Regulatory Service Perception -National Indicators performance

The service has set for itself two challenging targets against new national indicators. NI 182 measure satisfaction with regulatory services by traders, and NI 184 measures food safety compliance. Both measures are currently below our local target although both are reflecting good performance compared to other boroughs and improved performance from last year.

Enforcement Priorities

In the remainder of 2009/2010 we will be prioritising

- Developing and delivery new street enforcement ward level action plans
- Cleanliness enforcement activity – in particular fly tipping, litter and dog fouling
- Development of a responsible dog ownership campaign
- Development of a responsible land; property; and trader initiative to promote positive behaviours
- Local air quality plan review and the delivery of a new plan to reduce air pollution
- Improved Food safety compliance – a focus on non compliant businesses and repeat offenders
- Understanding and improving perception of Enforcement services
- Introducing new arrangements to control and sanction infringements of alcohol licences.

Planning

1. **The Replacement London Plan – Strategic Planning Policy**: Using a cross service officer working group and the Local Development Framework Cross Party Members Working Group, I have has coordinated a response to the new Draft Plan for London 2011-31, the Mayor's Draft Transport and Economic Development Strategies. These have been coordinated with the response from the North London Strategic Alliance. Cabinet receives a report on this issue on 26/1/10.
2. **Haringey's Local Development Framework – Local Planning Policy**: As chair of the LDF Members Group I have led the production of the Borough's new Plan 2011-26. Its Core Strategy (17 key policies) has been out to informal consultation over the last year and now it is proposed to agree the plan at 23/2 Cabinet for a final formal 6 week consultation period. The plan covers growth areas, housing, environment, economic development and town centre, design/conservation and safety, community facilities and open space.
3. **Corporate "Houses in Multiple Occupation and Conversions Working Party"**: I have supported two pilot projects on "managing change, housing and anti social/environment behaviour in St Ann's ward and Myddleton Rd", led by Cllr Adamou and Cllr Cooke This project is due to report in to a review of Corporate Strategies via a Cabinet Report March-June 2010
4. **North London Waste Plan 2011-21**: The Cabinet member has been the Borough's representative on the development of this plan that covers 7 North London Boroughs (Camden, Islington, Hackney, Waltham Forest, Enfield, Barnet, Haringey). The plan is assessing new levels of waste that North London will have to cope with over 10-15 and consulting and deciding on where any new waste management sites will be located, taking into account how waste should be managed. Final draft will go to the Nth London Councils in September 2010. Public consultation took place between October and December 2009

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Overview and scrutiny - how NICE guidance can improve scrutiny Overview and Scrutiny Committee - Haringey

Thara Raj

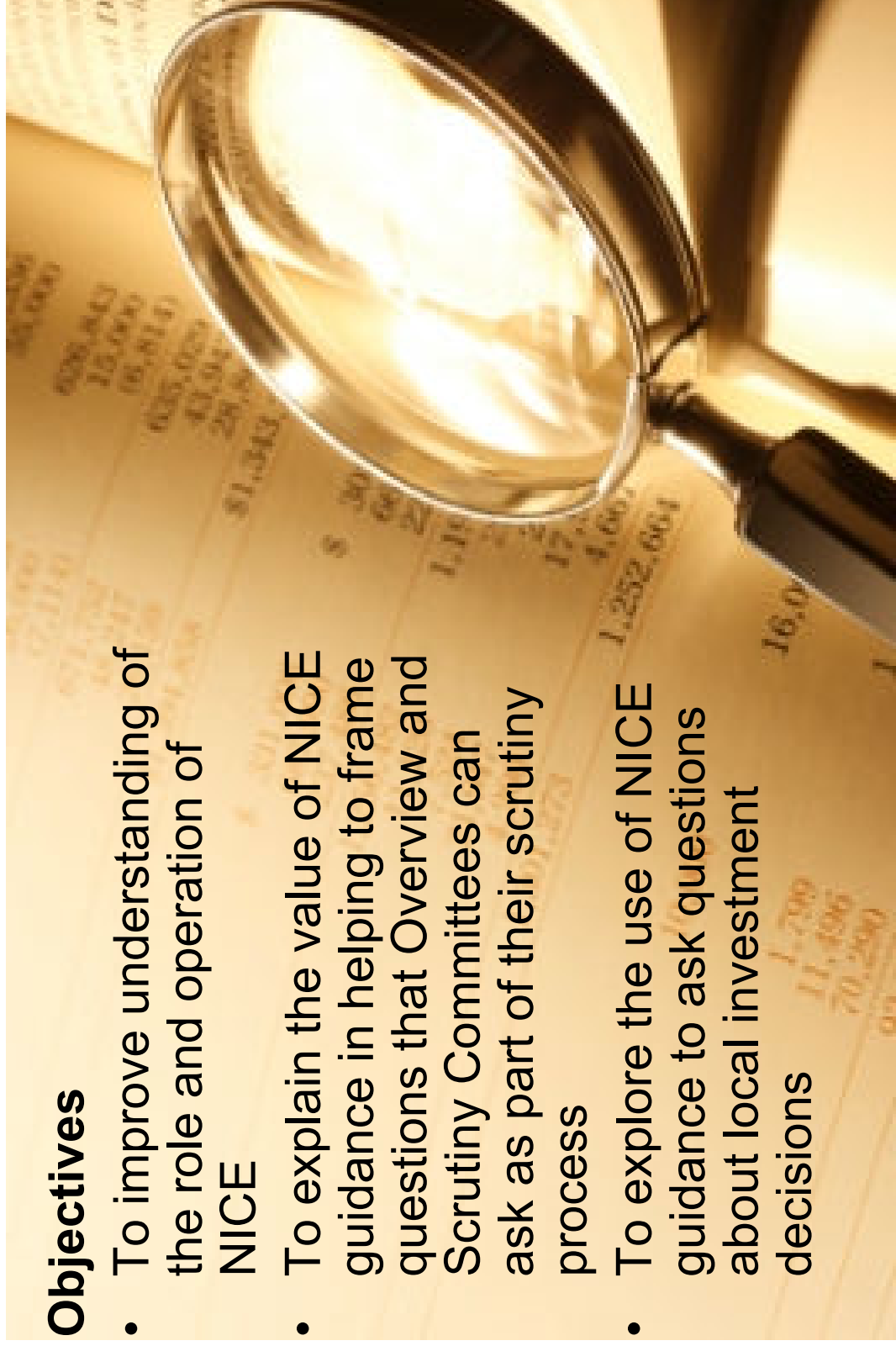
Implementation consultant – London

1 February 2010

Welcome!

Objectives

- To improve understanding of the role and operation of NICE
- To explain the value of NICE guidance in helping to frame questions that Overview and Scrutiny Committees can ask as part of their scrutiny process
- To explore the use of NICE guidance to ask questions about local investment decisions



What is NICE?

The National Institute for Health and Clinical Excellence (NICE) is the **independent** organisation responsible for providing national guidance on **the promotion of good health and the prevention and treatment of ill health.**



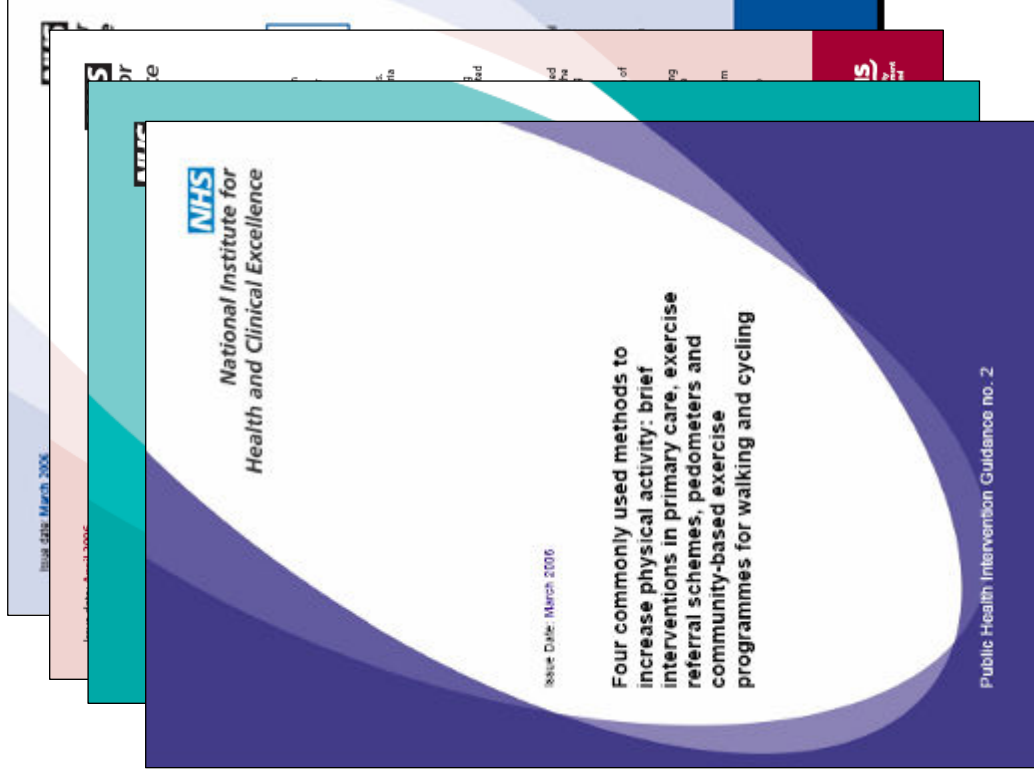
Core principles of all NICE guidance



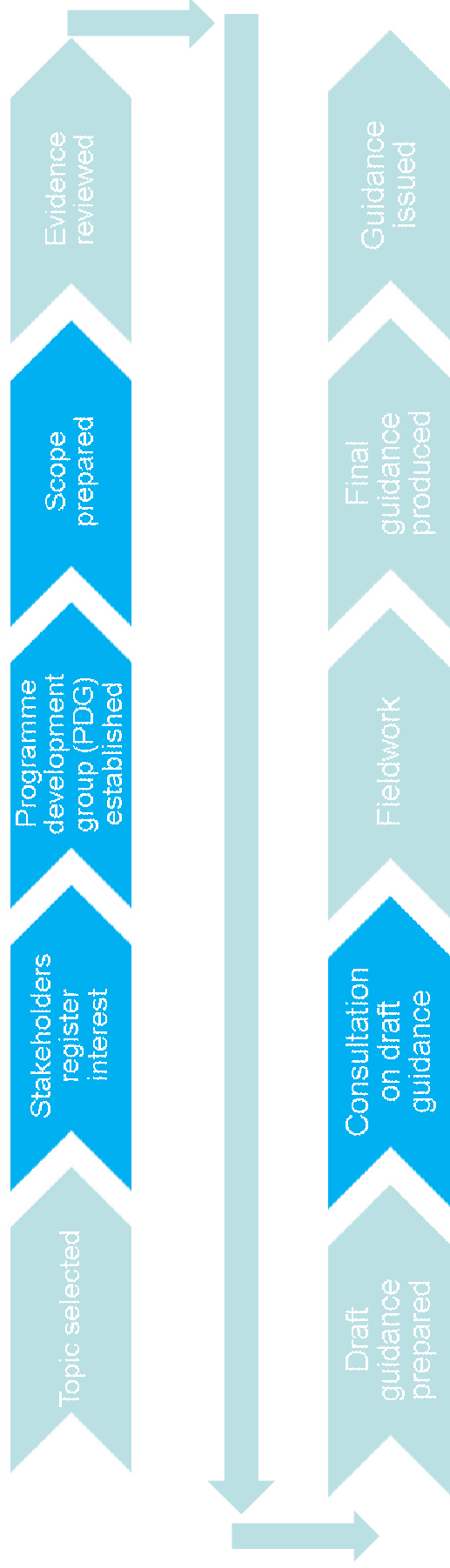
- Comprehensive evidence base
- Expert input
- Patient and carer involvement
- Independent advisory committees
- Genuine consultation
- Regular review
- Open and transparent process.

Four types of guidance

- **Technology Appraisals** - guidance on the use of new and existing medicines and treatments
- **Interventional Procedures** - **Guidance** for procedures within the NHS
- **Clinical guidelines** - guidance on the appropriate treatment and care of people with specific diseases and conditions within the NHS.
- **Public health guidance** - guidance on the promotion of good health and the prevention of ill health for those working in the NHS, local authorities and the wider public and voluntary sector

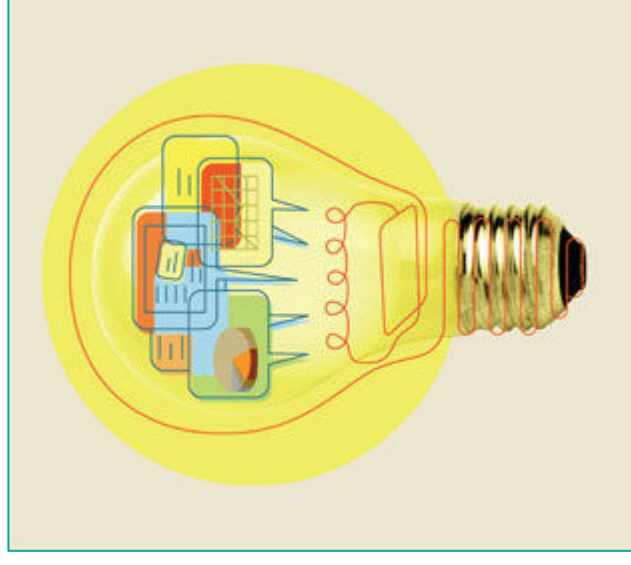


Public health guidance process



What do we mean by 'evidence?'

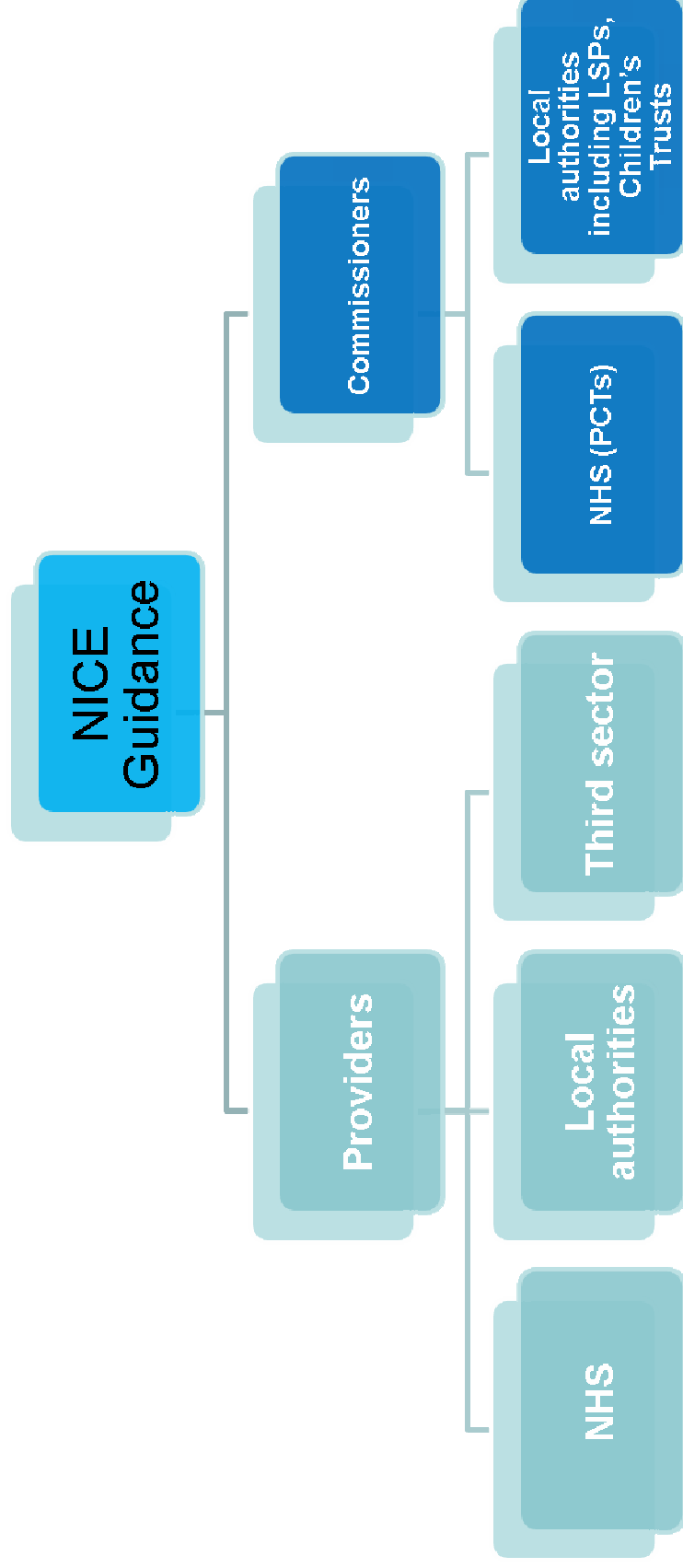
- There is a lot of data about this?
- Other people are doing this?
- There is a research study which shows this is effective?
- There is a significant body of research which shows that this is effective?



Who writes the guidance?

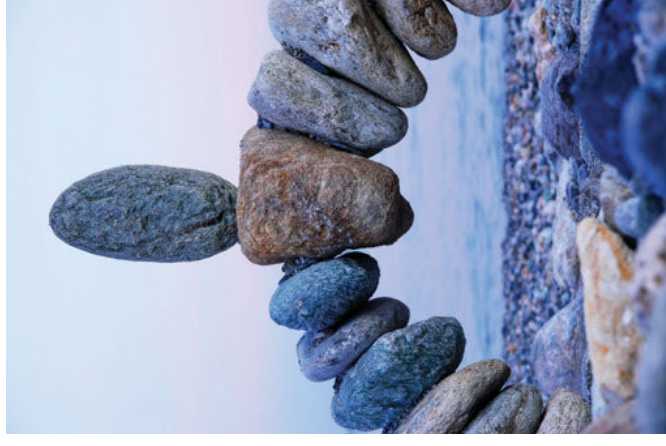


Making use of NICE guidance



Why use NICE guidance?

- Reducing variation
- Reducing inequalities
- Improving quality of care
- Reducing waste
- Ensuring best use of resources



Scrutinising [effective community engagement]

- Public health guidance
- PH9 Community engagement
- Take a look at the guidance
- Use the guidance to identify two or three questions you could helpfully ask to scrutinise the provision of these services locally



Some suggestions for scrutiny questions – [effective community engagement]

Are the prerequisites in place?

e.g. funding for community engagement and for evaluation

Is the infrastructure in place?

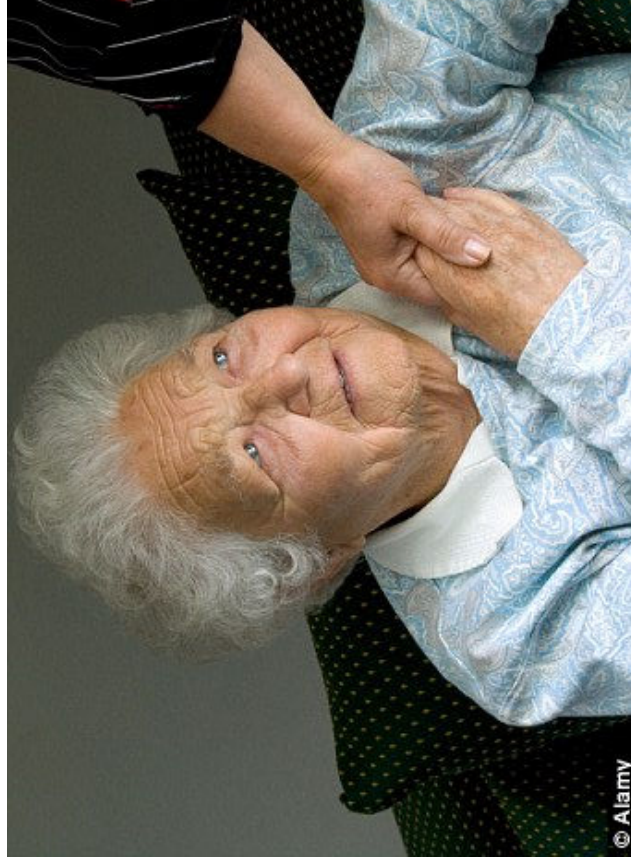
e.g. training

What approaches are being used?

e.g. recruitment of existing groups as agents of change

Scrutinising [older people's] services e.g. dementia

- Clinical guideline
 - **CG42 Dementia**
 - Take a look at the guidance
 - Use the guidance to identify two or three questions you could helpfully ask to scrutinise the provision of these services locally



Some suggestions for scrutiny questions – [dementia]

- Is a combined care plan agreed by health and social services that takes into account the changing needs of the person with dementia and his or her carers?
- Has a named health and/or social care worker been appointed to operate the care plan?
- Has the person with dementia and/or carer endorsed the care plan?

Scrutinising [older people's] services

e.g. falls

- Clinical guideline
 - **CG21 Falls**
- Take a look at the guidance
- Use the guidance to identify two or three questions you could helpfully ask to scrutinise the provision of these services locally



Some suggestions for scrutiny questions – [dementia]

- Is a combined care plan agreed by health and social services that takes into account the changing needs of the person with dementia and his or her carers?
- Has a named health and/or social care worker appointed to operate the care plan?
- Has the person with dementia and/or carer endorsed the care plan?

Key points from the session

- NICE guidance helps with promoting good health as well as treating ill health
- There's more to NICE than drug appraisals!
- The guidance is written by professionals, advised by patients and carers
- The evidence we use is very rigorous – you can depend on NICE
- The guidance represents 'best value' – an effective use of resources
- Clinical guidelines, technology appraisals and public health guidance can be used to improve scrutiny – of the NHS and your local authority.



How to find us...

To contact the implementation consultants

fieldteam@nice.org.uk

For enquiries about NICE or our guidance

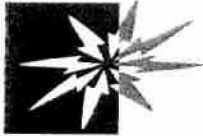
nice@nice.org.uk

Visit the NICE website

www.nice.org.uk

Use NHS Evidence for a wider search

www.evidence.nhs.uk



Haringey Council

Agenda item:

9

[No.]**Overview and Scrutiny Committee****On 1st February 2010**

Report Title: Progress update on the recommendations made in the Overview and Scrutiny Review of Access to Services for Older People, April 2008.

Report authorised by: Mun Thong Phung, Director of Adult, Culture and Community Services (ACCS)

Contact Officer :

Bernard Lanigan

Service Manager Physical Disabilities & OT Service

Ph: 020 8489 3771

Bernard.lanigan@haringey.gov.uk

Wards(s) affected: All

Report for: Non-key decision

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

1.1 To provide an update on the recommendations made in the Scrutiny Review of Access to Services for Older People, April 2008.

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

2.1 The Review links to a number of strategies, policies and strategic agendas including:

- The Sustainable Community Strategy
- The Council Plan
- Well-being Strategic Framework
- Experience Still Counts
- Carers Strategy
- Older People's Commissioning Plan
- Equal Opportunity Policy
- Safeguarding Policy and Procedures
- Joint Adult Mental Health Strategy
- Community Engagement Framework
- Ten Point Recession Action Plan
- Personalisation Commissioning Framework

The actions undertaken to address the recommendations in the review help to deliver the Experience Still Counts outcomes. The table below shows the links between the outcomes of Experience Still Counts, the Well-being Strategic Framework and the Sustainable Community Strategy.

Links with other strategies and frameworks

Experience Still Counts Outcomes	Well-being Strategic Framework Outcomes	Sustainable Community Strategy Priorities
1. Being respected	<ul style="list-style-type: none"> • Freedom from discrimination or harassment • Maintaining personal dignity and respect 	<ul style="list-style-type: none"> • People at the heart of change • Safer for all • Healthier people with a better quality of life
2. Keeping informed	<ul style="list-style-type: none"> • Increased choice and control 	<ul style="list-style-type: none"> • Healthier people with a better quality of life
3. Staying healthy	<ul style="list-style-type: none"> • Improved health and emotional well-being 	<ul style="list-style-type: none"> • Healthier people with a better quality of life
4. Being active	<ul style="list-style-type: none"> • Improved quality of life • Making a positive contribution 	<ul style="list-style-type: none"> • 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 • Be people and customer focused
5.	<ul style="list-style-type: none"> • Improved health and 	<ul style="list-style-type: none"> • An environmentally sustainable

Choosing work	<ul style="list-style-type: none"> emotional well-being Economic well-being 	<ul style="list-style-type: none"> future Economic vitality and prosperity shared by all
6. Feeling safer	<ul style="list-style-type: none"> Improved quality of life 	<ul style="list-style-type: none"> 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
7. Having a safe, comfortable and well-maintained home	<ul style="list-style-type: none"> Improved quality of life 	<ul style="list-style-type: none"> 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
8. Living with support	<ul style="list-style-type: none"> Increased choice and control 	<ul style="list-style-type: none"> Healthier people with a better quality of life
9. Getting out and about	<ul style="list-style-type: none"> Improved quality of life 	<ul style="list-style-type: none"> 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
10. Making the most of your income	<ul style="list-style-type: none"> Economic well-being 	<ul style="list-style-type: none"> An environmentally sustainable future Economic vitality and prosperity shared by all

3. Recommendations

3.1 That Overview and Scrutiny Committee note and agree the update found in Appendix 1.

5. Summary

5.1 The Overview and Scrutiny Review in April 2008 explored how older people in the borough access a range of health and social care services (including barriers to access). Sixteen recommendations were made, of which:

- 11 recommendations or parts of recommendations have been accepted.
- 6 recommendations or parts of recommendations are not applicable to ACCS,

but have been noted.

The recommendations are set out in Appendix 1, including whether accepted by ACCS or referred on as appropriate (each recommendation is noted as agreed, agreed in principle, for consideration by cabinet, or referred on to NHS Haringey).

5.2 A report outlining the ACCS response to the recommendations was agreed at Cabinet on 15th July 2008.

5.3 Progress has been made against all of the recommendations as detailed in Appendix 1. Work will be ongoing to continue to improve access to services by older people.

6. Legal Services Comments

3.2 There are no specific legal implications arising from the recommendations of the review report in 2008.

7. Equalities and Community Cohesion Comments

7.1 Most of the users of this service are due to age and/or impairment some of the most vulnerable and excluded residents in the borough. Improving access to services for older people will help enable people to have greater control over their care and increase independence.

8. Consultation

8.1 Service managers, other council departments, NHS Haringey and the voluntary sector were involved in this update.

8.2 Older people's groups were represented throughout the scrutiny process and their concerns were reflected in the recommendations.

9. Financial Comments

9.1 All of the agreed recommendations in the Overview and Scrutiny Report completed in April 2008 have been taken forward where possible within current resource allocations. Where agreement was made only in principle, these have only progressed as and when resources permitted. Adult Services & Commissioning is committed to continue with implementation of recommendations in the review and will proceed on this same basis.

10. Use of appendices /Tables and photographs

10.1 a. Appendix 1- Update of Overview and Scrutiny Review of Access to Services for Older People, October 2009

b. Appendix 2- Overview and Scrutiny Review of Access to Services for Older People, April 2008.

11. Local Government (Access to Information) Act 1985

11.1 Our Health, Our Care, Our Say- DoH 2005

Experience Still Counts

Cabinet Report, ACCS response to the Overview and Scrutiny Review of Access to Services for Older People, April 2008.

Appendix 1: OSC Review of Access to Services for Older People Update January 2010

RECOMMENDATION	RESPONSE from ACCS to O&S June 2008	COMMENTARY FROM ACCS TO O&S June 2008	UPDATE JANUARY 2010
<p>1. That systems be put in place to follow up those older people who do not meet Haringey's Fair Access to Care Services Criteria and are redirected to other appropriate services.</p>	<p>Agreed</p>	<p>Much of this will be dealt with by the ongoing development of Access Pathways</p>	<p>A group of carers, including older carers, and carers who are supporting older people contributed their views to the government's <u>Fair Access to Care Services</u> consultation which closed on 6th October 2009. The government proposes to abolish the lowest level of need as they argue that with <u>personalisation</u> there should be greater focus on prevention, information and open access to services.</p> <p>The launch of the Integrated Access Team in November, a single point of entry for referrals and signposting callers; and plans for a public access online directory and 'shopping' function next year – will give people access to advice and information, and greater choice of appropriate services and support in the community.</p>

Appendix 1: OSC Review of Access to Services for Older People Update January 2010

<p>2. That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.</p>	<p>For consideration by Cabinet</p>	<p>See above.</p> <p>The council funds a number of prevention and well-being projects for older people including:</p> <ul style="list-style-type: none"> • Active Card for people over 60: Park Road Leisure Centre, Tottenham Green Leisure Centre and White Hart Lane Community Sports Centre offer a variety of activities that are suitable for older people and beginners. • Free swimming for people over 60. • Day opportunities- An arts pilot project between the National Gallery and clients of The Haven and The Grange Day Centres to encourage older people's engagement in the arts. • Drop-in centres: Each centre offers groups and outings, ranging from arts, crafts, dancing, and keep fit to bingo. Staff also offers individual advice and support. • HALs courses including Start
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Appendix 1: OSC Review of Access to Services for Older People Update January 2010

<p>3. That Council recognises:</p> <ul style="list-style-type: none"> The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria. The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand. The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner. 	<p>Agreed</p>	<p>The council is committed to supporting independence, moving the balance of care to support people at home and moving control both of the strategic direction and delivery of care closer to Older People who use services.</p> <p>The council welcomes the role of advocacy for all vulnerable residents and is seeking resources to extend formal advocacy for older people.</p>	<p>IT- a programme of courses designed for complete beginners who have no or little experience of using computers. Courses include: mouse and keyboard, computer basics, Internet for beginners, email for beginners, and silver surfers Internet for over 60s</p>
		<p>Transforming Social Care</p> <p>Programme is developing a range of service options for residents who fall below the eligibility criteria, for example the e-market services directory; income maximisation assessments, advice and information services.</p> <p>A key priority for 2010 is investing in the development of 'Social Capital' – for example to be delivered through volunteering and neighbourhood networks.</p> <p>Quality monitoring continues to be rigorously applied through contract monitoring and reviews, including safeguarding</p>	

Appendix 1: OSC Review of Access to Services for Older People Update January 2010

<ul style="list-style-type: none"> The progress made enabling older people to influence decision making processes, including commissioning. 			<p>Older people sit on the Older People's Partnership Board and are involved in the strategic decision making process. (Refer also 5a.)</p>
<ul style="list-style-type: none"> The importance of advocacy services. 			<p>Advocacy is recognised as key to the successful implementation of Personalisation (refer also 7.)</p>
<p>4a. That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, Haringey Teaching Primary Care Trust and the voluntary and community sector.</p>	<p>Agreed in principle</p>	<p>Although much of this information is known, it is acknowledged that there are gaps. Further as the community changes, so do many community services. The work on the Joint Strategic Needs Analysis being led by the Joint Director of Public Health will update some of the knowledge gaps. If any gaps are identified then decisions will be made on priorities and resources available in line with the priorities of the council or partner agencies as appropriate.</p>	<p>The 3rd sector mapping project: Primary research has been completed including postal survey to 1600 organisations, focus group discussions and interviews with strategic stakeholders. This data is now being analysed and a headlines report went to the Performance Management Group (PMG) on the 22nd October. A multi-agency steering group of the CAB, HAVCO, NHS Haringey and Council Corporate Voluntary Sector Team is in place to implement actions identified from the review, including the development of a database of organisations. A final report will go to PMG on the 7th January and a launch is planned for February.</p>
<p>4b. That an action plan be put in place to cover any gaps and optimise take up of all services.</p>			

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<p>5a That health and social care jointly agree a Person Centred Strategy. To include the continued uptake and promotion of Direct Payments and Individual Budgets.</p>	<p>Agreed in principle</p>	<p>The council and partners already operate in a person centred way and targets for take-up of Direct Payments were exceeded last year. A pilot is being developed for Individual Budgets and this is planned to be extended to Older People's services in 2009.</p>	<p>The Older People's Personalisation pilot was brought forward to June 2009. Phase 2 of the pilot (offering self directed pathway for older people will start in March 2010. A launch event was held at Alexandra Palace on 10th November 2009, to which over 120 older people attended. A User Reference Group has now been convened and has met on a number of occasions following the launch event. Extensive consultation with older people will also start in February in partnership with the Haringey Forum for Older People, using their innovative peer-to-peer outreach programme.</p> <p>NHS Haringey is currently working on implementing the new criteria for fully funded NHS services, improving patient involvement in the process and plans to further promote applying individual budgets in 2010 as appropriate, in line with Pilot arrangements when this is extended to Older People Services.</p>
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Appendix 1: OSC Review of Access to Services for Older People Update January 2010

<p>5b That Full Council lobbies the Department of Health for Direct Payments to be extended to health care services.</p>	<p>For consideration by Cabinet</p>	<p>An initial plan outline has been developed within the Learning Disability Service (to include older people with learning disabilities) to pilot the integration of Personal Health Budgets with the Social Care Individual Budget. First stage is looking at Continuing Health Care based on the new DOH guidance effective from October 2009.</p>
<p>6a. That Councillors make themselves aware of the information on older people's services available on line.</p>	<p>Agreed in principle</p>	<p>See 6b. for link to information on older people's services on the website. Information includes:</p> <ul style="list-style-type: none"> • Supported housing • Day care • Residential care • Rehabilitation and preventative care <p>Experience Still Counts is a strategy developed to tackle discrimination and to promote positive attitudes towards ageing in Haringey. It outlines the 10 goals to be achieved for older people between 2009-2012 and is available on the website at: www.haringey.gov.uk/index/social_care_and_health/olderpeople/experiencecounts.htm</p>

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<p>6b. That Older People’s services are included in the Quick Links section on the Haringey web site home page.</p>	<p>Liaison with IT services has been initiated to ascertain the feasibility of Older People’s Services being included on the “Quick Links” page of the council’s website.</p>	<p>Information on services for Older People can be found on the website at: www.haringey.gov.uk/index/social_care_and_health/olderpeople.htm We are developing a web based service directory for residents to be completed in 2010/11.</p>
<p>6c. That a joint Information and Advice Strategy and Action Plan be written. This should include Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.</p>	<p>A joint Information and Advice Strategy will be considered by the Wellbeing Partnership Board.</p>	<p>This has been delivered through the Integrated Access Team which started in November 2009, acting as a contact point for adult social care, with a key role in providing information and advice, and signposting to Council and non-Council services where appropriate. Information packs for older people are being refreshed in light of personalisation. An e-market directory is being developed to user friendly on-line advice, information and access to services, and will be completed in 2010 NHS Haringey will be more able to provide support to this to this initiative from November 2009 as the Director of Communications is now in post.</p>

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<p>6d. That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres, libraries and leisure centres and GP surgeries.</p> <ul style="list-style-type: none"> • The publication should include basic information on services which are available to promote the wider well-being of older people. <p>Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices).</p>		<p>Consideration will be given and options explored around the development of a publication for older people in the borough.</p>	<p>Information on services is published in Haringey People in 9 editions in 2008 and 8 in 2009 to date. The November issue has older people special features on:</p> <ul style="list-style-type: none"> • Personalisation • Inter-generational schemes • Fear of crime • Abuse of elderly • Day in the life • Time on your hands • Volunteering <p>Haringey Forum for Older People newsletters include information about services which promote older people's well-being in their Older & Bolder Voices newsletter e.g. Stroke clubs, Dementia café, Bowel Cancer screening, transport information, walking groups, healthy eating for over 50s programme, Safeguarding Adults information, Benefits Advice sessions, adult learning and community safety information.</p>
<p>7. That advocacy and representation be built into the assessment and care management processes.</p>	<p>Agreed</p>	<p>Although already a feature, the development of self-assessment and individualised budgets will enhance this role for social workers and care managers.</p>	<p>Adult Services is now working with a voluntary sector partner, funding capacity building role to support the development of specialist advocacy linked to transforming social care.</p>

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<p>8. That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.</p>	<p>Agreed</p>	<p>Although no date is set for publication, work continues with Urban Environment to move this forward.</p>	<p>The Income Maximisation Strategy has been incorporated into the Recession Action Plan, developed in Economic Regeneration. A report on the Recession Action Plan is going to the HSP on 5th November. There are a number of actions in the plan that may support older people, e.g. fuel poverty.</p> <p>Income maximisation assessments have been moved to the beginning of the assessment process to ensure more people benefit.</p>
<p>9. That information sessions be provided to front line staff, both in Haringey Council and the Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.</p>	<p>Agreed in principle</p>	<p>Customer care is a critical element of training for front line staff. Using older people to assist with this training will be beneficial to the council and partners. This will be fed into the ACCS Learning and Development Board</p>	<p>Organisational Development & Learning (OD&L) recognise the importance of including customer care and person centered care delivery as the golden threads in their short course training. There are courses where carers/service users take part in the training to give their experiences of services and care. OD&L would be happy to play a part in enabling older people to assist in training.</p> <p>NHS Haringey is planning to include Older People led information session to each of the Practice Based Commissioning meetings within</p>

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<p>10. That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.</p>	<p>Agreed</p>	<p>This piece of work is scheduled for this year led by ACCS but with involvement of statutory and 3rd Sector partners</p>	<p>collaboratives which links with GPs and other key front-line staff in primary care. In addition NHS Haringey requires Community Health Services to facilitate sessions with District Nursing, Clinicenta and other key front-line health service staff.</p> <p>This is now being incorporated into planning for implementation of personal budgets in older people's services and the market development strategy, and is scheduled for 2010 -led by ACCS but with involvement of statutory and 3rd Sector partners.</p>
<p>11. That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote wellbeing in Haringey.</p>	<p>Referred to NHS Haringey</p>	<p>This recommendation has been passed on to NHS Haringey.</p>	<p>This is being reviewed in line with the development of NHS Haringey locality based commissioning intentions.</p>
<p>12. That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Full Council fully supports plans for integrated care teams for older people.</p>	<p>Agreed</p>	<p>This Strategy will be submitted to partners later this year</p>	<p>Intermediate care and rehabilitation remains a key priority for both NHS Haringey and Adult Services. Since Autumn 2009 NHS Haringey has contracted with Clinicentre to enhance the intermediate care service offer. The strategy is now</p>

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<p>13a. That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.</p>	<p>Agreed in principle</p>	<p>a. This has already been implemented and the Chair of the Home Care user Forum is now a service user</p>	<p>under review following an in-depth review of delayed transfer of care led by NHS Haringey. In December 09 a multi-agency steering group has been established to take this forward</p> <p>NHS Haringey has also provided additional community nursing and other specialist support, including time for diabetes self management and will continue to focus on improving arrangements for early supported discharge and reduction in length of stay.</p>
			<p>The service has established a robust system of quality assurance for in-house services based on spot checks of worker performance followed by detailed face to face interviews with service users. Approximately 250 interviews are being completed per year. The information collected from these interviews is collated and used to inform management. There is also a system of customer satisfaction telephone checks where within any one month 20% of all current service users are surveyed as to their satisfaction. This is fed into reports</p>

Appendix 1: OSC Review of Access to Services for Older People Update January 2010

<p>13b. That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.</p>		<p>to management. Should particular issues arise on a one of basis ie. regarding consultation, the service plans to use one off focus groups to get service user feedback and opinion.</p>
<p>13c. That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.</p>	<p>b. The council has initiated a feedback form for all service users. This is to help ensure that outcomes sought agreed in the care-plan are being achieved. Further we have improved review performance to monitor changing needs, listen to service users and quality of provision.</p> <p>Adult Services & Commissioning are further reviewing the efficacy of implementing Telephone Monitoring</p>	<p>The quality of reviews is now routinely checked as part of the case file audit process. In addition a random sample of 100 recently reviewed clients were sent questionnaires looking at the quality of their review experience and outcomes.</p> <p>In addition, case file audits are now done monthly by Practice Managers and Team Managers, providing additional quality checks on provision of care.</p>
		<p>Under Personalisation, new style contracting arrangements are under development, with a move away from block contracting arrangements for domiciliary care. Framework agreements, including an accreditation framework has emerged as most appropriate option. Telephone monitoring to be considered as part of this.</p>

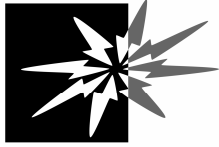
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<p>14. That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The Commissioning timetable should be circulated widely.</p>	<p>Referred to NHS Haringey</p>	<p>This recommendation has been passed on to NHS Haringey</p>	<p>NHS Haringey has provided additional resources for training of key personnel to provide improved essential and non-medical foot care borough wide. Currently the details of numbers to undergo training are being finalised. It is planned to proceed with training in 2009 and continue this into 2010.</p>
<p>15. That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.</p>	<p>For consideration by Members</p>		<p>The Scrutiny Review of Day Centre Transport both involved and consulted service users, carers and staff. The response to the review went to Cabinet in September 2009 and ACCS will provide an update on progress against the recommendations in 12-18ths.</p> <p>OSC are working on implementation of the recommendations. The recommendations can be found at: http://www.haringey.gov.uk/srdaycentrettransport..pdf</p>
<p>16. That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when</p>	<p>For consideration by Members</p>		<p>A scrutiny review into support for carers is currently underway looking at both Haringey Council and NHS</p>

Appendix 1: OSC Review of Access to Services for Older People Update January 2010

<p>resources become available.</p>			<p>Haringey services. It is believed that the evidence sessions for the review will be completed in early 2010 with recommendations reported to OSC before the end of the municipal year. ACCS is fully participating in this review and looks forward to the final report.</p>
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Haringey Council

Cabinet**On 15th July 2008**

Report Title: **Adult, Culture and Community Services response to the Overview and Scrutiny Review of Access to Services for Older People**

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

Report of: **Director of Adult, Culture and Community Services (ACCS)**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose (That is, the decision required)

1.1 To set out the response of ACCS to the Scrutiny Review of Access to Services for Older People.

2. Introduction by Cabinet Member (if necessary)

2.1 The council is committed to doing all we can to support older people to access appropriate services to support their independence and well-being. I welcome the acknowledgement by the Chair of the review that advances have been made by the council and partners in improving the lives of older people. I also welcome the challenge to further improve the outcomes for older people that is set by this review.

3. Recommendations

3.1 That Cabinet agree the response.

Report Authorised by: **Mun Thong Phung**
Director of Adult, Culture and Community Services

Contact Officer: **Lisa Redfern, Assistant Director, Adult Services**
e-mail: lisa.redfern@haringey.gov.uk

4. Chief Financial Officer Comments

- 4.1 The agreed recommendations will need to be developed within the existing departmental budget; some will need to be resourced by Haringey Teaching Primary Care Trust (HTPCT). In particular, the broadening of the GP referral scheme and proposals from the HTPCT for improving foot health will be a call on HTPCT budgets.
- 4.2 With regard to the Social Care Reform Grant, time limited resources are being provided to undertake the redesign of systems processes and transactions to **transform** service delivery, not to provide additional services. Alongside this additional investment, councils are expected to spend some of their existing resources differently, utilising mainstream services to ensure the health and well-being of their communities and working in a collaborative way with third and private sector agencies.

5. Head of Legal Services Comments

- 5.1 The Overview and Scrutiny Committee (OSC) conducted the Review of Access to Service by Older People in accordance with its statutory functions. The OSC is empowered to do this by section 21 of the Local Government Act 2000 as amended by section 7 of the Health and Social Care Act 2001 and in accordance with The Local Authority (Overview and Scrutiny Committees Health and Scrutiny Functions) Regulations 2002. The Cabinet response to this review will help facilitate the discharge of the Council's statutory powers and duties towards older people.

6. Local Government (Access to Information) Act 1985

- 6.1 Our Health, Our Care, Our Say – DH 2006
Experience Counts – London Borough of Haringey 2005
LAC (DH) (2008) 1 – Transforming Social Care
- 6.2 [Also list reasons for exemption or confidentiality (if applicable)]

7. Strategic Implications

- 7.1 Haringey currently has a population of approximately 20,400 aged 65 years and over. Of these, approximately 4,200 receive assessed services (including pieces of equipment) from Adult Services. Many more receive non-assessed services.
- 7.2 In line with the rest of the country, Haringey has a population that is incrementally growing older. Although population predictions indicate only an increase of around 3,000 people in the next 20 years, a sizeable proportion of these residents will be over 85 years and these are some of the most dependent residents of the borough who are most likely to require higher levels of support from health and social care systems.
- 7.3 In addition to population growth, health inequalities across the borough mean that some people are presenting with long term health conditions that require support earlier than might others.

- 7.4 In 2005, following extensive consultation, Haringey Council, along with partners and older people's groups in the borough published "Experience Counts" – a five-year strategy (currently under review) that sets out key objectives setting the direction of travel for developing services for older people.
- 7.5 The White Paper "Our Health, Our Care, Our Say" (DH 2006) highlighted the need for preventative services and a personalised approach to services that make a real difference to the lives of individuals.
- 7.6 Adult Services is currently engaged with other parts of the Directorate in developing seamless pathways for people who approach any part of the directorate into appropriate service provision.
- 7.7 Adult, Culture and Community Services directorate is currently in the process of further developing personalised services utilising the Social Care Reform Grant over the current year and following two years. This will lead to greater utilisation of Direct Payments and Individualised Budgets enabling people to be in greater control of their care and support.
- 7.8 In common with most councils, the adult social care budget is under increasing pressure and there remains a tension between targeting resources to those most at need under the council's "Fair Access to Care Services" (FACS) policy and investing in preventative services that are more widely available and support well-being.

8. Financial Implications

- 8.1 All of the agreed recommendations are to be undertaken within current resource allocations. Where agreement is only in principle, these will only progress as and when resources permit.

9. Legal Implications

- 9.1 There are no specific legal implications arising from the recommendations of this report.

10. Equalities Implications

- 10.1 By the nature of age and / or impairment, most of the users of this service are some of the most vulnerable and excluded residents of the borough. Improving access to services will help ensure that people are enabled to have more control over their care and reduce the risks to their loss of independence and place in the community.

11. Consultation

- a. Older People's groups were well represented throughout the Scrutiny process. The concerns that they reflected are included in the recommendations.
- b. HTPCT was a partner in the process, offering evidence to the committee.

12. Background

- a. In 2006/07, 1,721 people over 65 years of age were referred to older people's services. Of these, some 32% were deemed not to be eligible for a service under FACS. However, given the vulnerability of the people, officers seek to ensure that appropriate information, advice and signposting to other agencies or services takes place.
- b. As well as new referrals to services, many older people's needs change over time and thus they may have assessments or reviews several times over a 12 month period. In

general, people's needs increase as they get older and packages of care are often increased on reassessment / review.

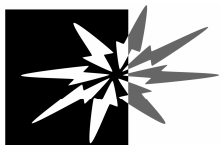
- c. Staff of Haringey Council and the HTPCT staff have very good working relationships. Referrals between the two agencies occur on a daily basis in line with the needs of service users.
- d. Haringey Council commissions or grant funds a number of Third Sector organisations who support older people. For example, Age Concern (Haringey) supported 74 people last year through its Befriending Scheme and ICAN Care supports 60-70 Asian older people.
- e. Services that are accessible via self-assessment or open access may be able to reduce the overall demand on assessed services and help people maintain their independence, dignity and quality of life.
- f. The current Local Area Agreement (LAA) highlights the benefits of reducing isolation for older people by developing day opportunities for older people across the borough. This includes utilising the skills of older people to become befrienders, peer mentors in an IT (Silver Surfer) project or by access to more traditional models of day care.
- g. Through reviewing assessed services provided directly by the council and through commissioned providers, the council has successfully reduced dependency on long term care and incrementally been able to support people in their own homes. Where this has not been possible, the council has sought to ensure through internal and external commissioning that a range of appropriate resources are available close to people's homes in order that they can maintain community links.
- h. Together with NHS partners, the council has moved resources to help optimise independence. This includes developing a re-ablement model of Home Care, investment in services that reduce the need for admission to hospital and maximising independent living skills within the community.

13. Conclusion

- a. The Overview and Scrutiny Review explored how older people in the borough access a range of health and social care services (including barriers to access). Sixteen recommendations were made, of which:
 - 11 recommendations or parts of recommendations have been accepted
 - 6 recommendations or parts of recommendations are not applicable to Adult, Culture and Community Services, but have been noted.

14. Use of Appendices / Tables / Photographs

- a. Appendix 1 – Scrutiny Review of Access to Services for Older People
- b. Appendix 2 – Recommendations



RECOMMENDATION	RESPONSE	COMMENTARY
1. That systems be put in place to follow up those older people who do not meet Haringey's Fair Access to Care Services Criteria and are redirected to other appropriate services.	Agreed	Much of this will be dealt with by the ongoing development of Access Pathways
2. That Cabinet writes to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda.	For consideration by Cabinet	
3. That Council recognises: <ul style="list-style-type: none"> • The statutory responsibilities Local Authorities have with regards to the Fair Access to Care Services criteria. • The challenges faced between meeting the needs of people with high level dependency on the one hand and promoting the well-being and preventative agenda on the other hand. • The work undertaken and the structures in place to ensure process checks and the provision of services in the most cost effective manner. • The progress made enabling older people to influence decision making processes, including commissioning. • The importance of advocacy services. 	Agreed	<p>The council is committed to supporting independence, moving the balance of care to support people at home and moving control both of the strategic direction and delivery of care closer to Older People who use services.</p> <p>The council welcomes the role of advocacy for all vulnerable residents and is seeking resources to extend formal advocacy for older people.</p>
4a. That a mapping exercise and gap analysis is undertaken on what low level services and activities are currently available in Haringey, including Haringey Council, Haringey	Agreed in principle	Although much of this information is known, it is acknowledged that there are gaps. Further as the community changes, so do many community

RECOMMENDATION	RESPONSE	COMMENTARY
<p>Teaching Primary Care Trust and the voluntary and community sector.</p> <p>4b. That an action plan be put in place to cover any gaps and optimise take up of all services.</p>		<p>services. The work on the Joint Strategic Needs Analysis being led by the Joint Director of Public Health will update some of the knowledge gaps.</p> <p>If any gaps are identified then decisions will be made on priorities and resources available in line with the priorities of the council or partner agencies as appropriate.</p>
<p>5a That health and social care jointly agree a Person Centred Strategy. To include the continued uptake and promotion of Direct Payments and Individual Budgets.</p> <p>5b That Full Council lobbies the Department of Health for Direct Payments to be extended to health care services.</p>	<p>(a) Agreed in principle</p> <p>(b) For consideration by Cabinet</p>	<p>The council and partners already operate in a person centred way and targets for take-up of Direct Payments were exceeded last year. A pilot is being developed for Individual Budgets and this is planned to be extended to Older People's services in 2009</p>
<p>6a. That Councillors make themselves aware of the information on older people's services available on line.</p> <p>6b. That Older People's services are included in the Quick Links section on the Haringey web site home page.</p> <p>6c. That a joint Information and Advice Strategy and Action Plan be written. This should include Haringey Council, the Teaching Primary Care Trust and the voluntary and community sector.</p> <p>6d. That there is a quarterly publication (e.g. a newsletter or magazine) sent to older people in Haringey and available at community centres, libraries and leisure centres and GP surgeries.</p> <ul style="list-style-type: none"> • The publication should include basic information on services which are available to promote the wider well-being of older people. 	<p>Agreed in principle</p>	<p>Liaison with IT services has been initiated to ascertain the feasibility of Older People's Services being included on the "Quick Links" page of the council's website.</p> <p>A joint Information and Advice Strategy will be considered by the Wellbeing Partnership Board.</p> <p>Consideration will be given and options explored around the development of a publication for older people in the borough.</p>

RECOMMENDATION	RESPONSE	COMMENTARY
<ul style="list-style-type: none"> Consideration to be given to linking up with the Haringey Forum for Older People's quarterly magazine (Older and Bolder Voices). 		
7. That advocacy and representation be built into the assessment and care management processes.	Agreed	Although already a feature, the development of self-assessment and individualised budgets will enhance this role for social workers and care managers.
8. That the Urban Environment Directorate, which leads on Income Maximisation, publishes the strategy and action plan as soon as possible.	Agreed	Although no date is set for publication, work continues with Urban Environment to move this forward.
9. That information sessions be provided to front line staff, both in Haringey Council and the Teaching Primary Care Trust, who are likely to come into contact with vulnerable older people. Older people should be recruited as trainers to assist in this training.	Agreed in principle	Customer care is a critical element of training for front line staff. Using older people to assist with this training will be beneficial to the council and partners. This will be fed into the ACCS Learning and Development Board
10. That the Day Opportunities Strategy is re-energised and an action plan is put in place to ensure that the services available for older people are strategically planned and commissioned in a joined up way.	Agreed	This piece of work is scheduled for this year led by ACCS but with involvement of statutory and 3 rd Sector partners
11. That the GP referral scheme is broadened and developed beyond the current cardiac programme, so that all parties who would benefit from leisure services are referred, not just cardiac patients, to promote wellbeing in Haringey.	Referred to HTPCT	This recommendation has been passed on to HTPCT.
12. That the draft Rehabilitation and Intermediate Care Strategy be reported to the Overview and Scrutiny Committee and that Full Council fully supports plans for integrated care teams for older people.	Agreed	This Strategy will be submitted to partners later this year

RECOMMENDATION	RESPONSE	COMMENTARY
<p>13a. That a Chair representative of the service users be appointed to the Home Care User Forum to allow for a greater involvement of service users in the design of services.</p> <p>13b. That arrangements are put in place to further encourage both positive and negative feedback from service users on both in house and commissioned providers.</p> <p>13c. That the Telephone Monitoring system, which is used to ensure accurate billing for Home Care, is implemented as soon as is practically possible.</p>	<p>Agreed in principle</p>	<p>a. This has already been implemented and the Chair of the Home Care user Forum is now a service user</p> <p>b. The council has initiated a feedback form for all service users. This is to help ensure that outcomes sought agreed in the care-plan are being achieved. Further we have improved review performance to monitor changing needs, listen to service users and quality of provision.</p> <p>c. Adult services are working with colleagues in Commissioning and Contracts to implement this system</p>
<p>14. That the Teaching Primary Care Trust reports to Overview and Scrutiny Committee on its proposals for improving foot health in Haringey once it has completed its research and consultation with the voluntary and community sector and with the Adult, Culture and Community Services Directorate. The Commissioning timetable should be circulated widely.</p>	<p>Referred to HTPCT</p>	<p>This recommendation has been passed on to HTPCT</p>
<p>15. That an in-depth Scrutiny review is undertaken into Transport services for older people in Haringey as and when resources become available.</p>	<p>For consideration by Members</p>	
<p>16. That an in-depth Scrutiny review is undertaken into Carers services in Haringey as and when resources become available.</p>	<p>For consideration by Members</p>	


Overview and Scrutiny Committee
On 1 February 2010

Report Title: Haringey's Community Engagement Framework and Delivery Plan

Report of: Wayne Longshaw, Assistant Chief Executive, Haringey Council

Contact Officer : Helena Pugh, Head of Corporate Policy

Email: helena.pugh@haringey.gov.uk

Tel: 0208 489 2509

Wards(s) affected: All

Report for: **Non-Key Decision**

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

1.1 To inform the Overview and Scrutiny Committee members of Haringey's Community Engagement Framework and Delivery Plan

2. Introduction by Cabinet Member (if necessary)

2.1. The Community Engagement Framework (CEF) for the first time clearly states the guiding principles and overarching strategy by which the Council and its partners within the Haringey Strategic Partnership (HSP) engage with the communities we serve. The framework is an important tool to drive up the quality of engagement across the HSP and provide a measure for residents to hold all partners accountable. It is a high level document which was consulted on with Haringey's community groups and approved by the HSP. The CEF Delivery Plan is an important step in ensuring that the HSP and the Council itself implement practices across the piece which mean that we are ever increasingly seen as not doing things 'at' the community, but - through quality engagement - in partnership with them.

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

3.1 The Community Engagement Framework principles are strongly linked to the following priorities:

Council Plan priorities:

- Driving Change, Improving Quality

Sustainable Community Strategy (SCS) outcomes:

- People at the heart of change
- People and customer focussed

However, the principles of good engagement cut across all Council Plan priorities and SCS outcomes.

4. Recommendations

- 4.1. That the Overview and Scrutiny Committee notes the information provided in this report.
- 4.2. That the Overview and Scrutiny Committee provides comments on the CEF Delivery Plan.

5. Reason for recommendation(s)

It is important that the Overview and Scrutiny Committee is aware of the Community Engagement Framework and Delivery Plan for the following reasons:

5.1 National drivers for partner agencies

There are a number of legislative and policy directives which underpin the need for local community engagement framework. From April 2009, Local Authorities have had a duty to inform, consult and involve local communities in local decisions, policies and services.

5.2 Local drivers

The Framework builds on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The two Sustainable Community Strategy outcomes of **People at the heart of change** and **Be people and customer focused** and relevant LAA indicators below show the HSP's commitment to empowering and engaging local people:

- NI1: % of people who believe people from different backgrounds get on well together in their local area
- NI4: % of people who feel that they can influence decisions in their locality
- NI 6: Participation in regular volunteering
- NI 7: Environment for a thriving third sector
- NI21: Dealing with concerns about anti-social behaviour and crime by the local council and police. Proxy: % of people who feel well informed about what the council is doing to tackle anti-social behaviour
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

5.3 Comprehensive Area Assessment (CAA)

The Audit Commission tests the level and quality of public engagement and empowerment as part of the CAA assessment process. The Council and HSP are assessed to see how well vulnerable and marginalised groups are involved in local decision making. One of the three key CAA questions looks at the partnership's understanding of local needs and aspirations and ensures that this knowledge has been used in the development of local priorities. The purpose of this is to ensure that there are clear priorities, based on understanding of need, and that there is a shared commitment to the achievement of these priorities.

6. Other options considered

6.1. None.

7. Summary

7.1 In December 2008 the Haringey Strategic Partnership's (HSP's) Performance Management Group (PMG) agreed that the HSP would develop a framework to co-ordinate and strengthen community engagement work. A multi-agency group was formed to take forward this work, and the Haringey Strategic Partnership adopted the Community Engagement Framework on 27 April 2009. The Framework provides good-practice principles to undertaking engagement, and promotes a partnership approach to engagement work.

7.2 The **aim** of the Framework is enable the HSP:
'To engage with local communities and empower them to shape policies, strategies and services that affect their lives.'

7.3 A CEF Delivery Plan, a living document, was agreed by the HSP's PMG in October 2009. It contains actions to improve the tools and processes by which HSP partners carry out community engagement. It also includes projects which arose from the community responses to the CEF consultation earlier this year.

7.4 A senior management level partnership **Community Engagement Framework Steering Group** has been established to drive forward and monitor the work of the CEF Delivery Plan.

7.5 This report provides details of:

- the CEF development process
- the CEF Delivery Plan

8. Financial Comments

8.1. The CEF Delivery Plan (2009-2012) attached as Appendix 1 indicates that the bulk of the actions can be met from within existing resources which come predominately

<p>from the council plus some ABG funding.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1 The use of the CEF as recommended should assist the Council in complying with its new statutory duty to involve.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. N/A</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1 An Equalities Impact Assessment of the CEF has been undertaken. This concludes that the CEF will help to reduce existing barriers to engagement and is available on the Haringey Council website.</p> <p>11.2 The CEF has undergone a Compact-proofing process, which sets out how the CEF will help meet the terms of the Compact. This is also available on the Haringey Council website.</p>
<p>12. Consultation</p> <p>12.1 Two phases of community consultation were undertaken in developing the CEF. Some details are provided below, and a full consultation report is available on the Haringey Council website.</p>
<p>13. Use of appendices /Tables and photographs</p> <p>13.1 Appendix 1: Community Engagement Framework Appendix 2: Community Engagement Framework Delivery Plan Appendix 3: Draft monitoring template</p>
<p>14 Local Government (Access to Information) Act 1985</p> <p>14.1 Haringey’s Community Engagement Framework and associated documents – all available on the Haringey Council website.</p>
<p>15. Further information:</p> <p><u>15.1 Summary</u></p> <p>On 3 December 2008 the Haringey Strategic Partnership’s (HSP’s) Performance Management Group (PMG) agreed that the HSP would develop a framework to co-</p>

ordinate and strengthen community engagement work. A multi-agency group was formed to take forward this work, and the Haringey Strategic Partnership adopted the Community Engagement Framework on 27 April 2009. (See Appendix 1 for the Framework).

15.2 The **aim** of the Framework is enable the HSP:

‘To engage with local communities and empower them to shape policies, strategies and services that affect their lives.’

15.3 The Framework provides good-practice principles to undertaking engagement. As such, it promotes an approach which has the potential to provide value for money for partner organisations. The principles are:

- Work in partnership to join up our engagement activities
- Engage when it will make a difference
- Be clear about what we are asking
- Be inclusive and aim to engage with all communities
- Communicate the results of engagement activities
- Build capacity of communities to take part in engagement activities

15.4 Policy context

Community engagement is a central theme within the current legislative and policy framework and underpins many of the planned improvements in public services. It is a tool for improving public services and a key process for achieving wider policy goals and aspirations such as the renewal of our most deprived areas, improving trust in public institutions, enhancing community cohesion, encouraging active citizenship and improving democratic participation. The Framework will help the HSP to meet these challenges, as well as helping to deliver on the following:

- two of the outcomes of Haringey’s Community Strategy – **People at the heart of change** and **Be people and customer focused**
- various **Local Area Agreement** indicators
- the new ‘duty to involve’, in place from April 2009, and other national legislative drivers
- the level and quality of public engagement (and empowerment) which will be tested as part of the Comprehensive Area Assessment process

15.5 Further details on these are available in the Framework document.

15.6 A scrutiny review is currently taking place on engaging with hard to reach communities. Appropriate recommendations from this review will feed into the Community Engagement Framework Delivery Plan – see section 15.11 below for details of the Delivery Plan.

15.7 Multi-agency project group

A multi-agency project group to develop the CEF was established in December 2008. Representation and involvement from partner agencies was strong and included:

- College of North East London (CONEL)

- Family Mosaic Housing Association
- Haringey Association of Community and Voluntary Organisations (HAVCO)
- Haringey Council
- Homes for Haringey
- London Fire Brigade
- Metropolitan Police
- NHS Haringey

15.8 Development and consultation process

Phase 1:

- Community consultation took place between 19 January 2009 and 13 February 2009.
- 700 voluntary and community groups in the borough were sent a letter from the HSP Chair explaining the purpose of the CEF and the development process. The groups received a questionnaire regarding engagement processes, asking for practical suggestions on how HSP partners can engage with different communities in the borough.
- These documents were also available online, and the questionnaire could be completed online on the Haringey Council website. The link to this web page was circulated to community groups by HSP partner organisations.
- The CEF was discussed and feedback given at meetings of the HSP, individual partner organisations and the Community Link Forum.
- 100 community responses were received. These responses have been used to inform the CEF, and will also be used to inform the future development of the CEF Delivery Plan. A [‘you said, we did’ table](#) demonstrating how the responses have informed the development of the CEF is available on the Haringey Council website.

Headline results:

Communities would like to let the HSP know about their needs and interest through:

- Public meetings on specific issues
- Postal surveys

Communities would like the HSP to provide feedback through:

- Features in Haringey People
- Feedback letters

Communities would like councillors and community representatives to gather their views through:

- Meetings on specific issues
- Email

Phase 2:

- Community consultation took place between 5 March and 21 April 2009.
- The consultation date was extended to 21 April in order to include a meeting of Haringey’s Community Link Forum. The consultation document was sent out to

over 700 community and voluntary groups and is available on the Haringey Council website.

- The questionnaire accompanying the document asked for specific comments on the vision, definition and principles of the CEF. The April edition of Haringey People carried an article about the CEF.
- The CEF was discussed at all HSP theme boards, and the Community Link Forum network.

Phase 3:

Following the adoption of the CEF by the HSP in April 2009 the following progress has been made:

- The final [Community Engagement Framework](#) document is available on partner websites.
- A '[you said, we did](#)' table demonstrating how the responses have informed the development of the CEF is also on the website.
- A summary version of the CEF has been produced which has been distributed widely including to those who took part in the consultation earlier this year.
- An [easy read version](#) of the CEF has been produced to make it more user-friendly and accessible to members of the public.
- A [consultation report](#) has been produced.
- An [Equalities Impact Assessment](#) of the CEF has been undertaken.
- The CEF has undergone a Compact-proofing process.
- The CEF Delivery Plan has been produced.

15.9 This progress was recognised by the Audit Commission in the recent Comprehensive Area Assessment process. The feedback stated: 'The partnership is further strengthening how it communicates and works with local people. It has recognised the need to improve the quality and co-ordination of community involvement in this work and, following discussions with local people, has agreed a clear 'community engagement framework'.

15.10 This progress has also been recognised by the Department of Health (DH). The DH Health Inequalities Support Team, which visited Haringey in October 2009, has listed the CEF as 'effective practice' to be shared with other local authority areas. This category covers initiatives or interventions that are regarded as having an established impact, meeting an identified local need, are transferable, and 'industrially scaled'.

15.11 CEF Delivery Plan

The CEF Delivery Plan (see Appendix 2) was agreed by the HSP's PMG on 22 October 2009. The Delivery Plan proposes actions to improve the tools and processes by which HSP partners carry out community engagement. It also includes some projects which arose from the community responses to the CEF consultation earlier this year.

15.12 The Delivery Plan projects fall under the following priorities:

1. Establish effective community engagement structures
2. Promote inclusive community engagement processes

3. Increase community engagement capacity
4. Share community engagement good practice

15.13 A new high level **Community Engagement Framework Steering Group**, supported by the Council's Corporate Policy Team, has been established to drive forward and monitor the work of the CEF Delivery Plan.

- Its membership is at senior management level
- It is chaired by the Assistant Chief Executive of Policy, Partnerships, Performance and Communication at Haringey Council
- It will meet quarterly
- It will monitor the projects of the CEF Delivery Plan quarterly
- It will report to the PMG on CEF Delivery Plan progress every six months

15.14 This group met for the first time in December 2009. At this meeting, the group:

- Agreed their terms of reference
- Agreed timescales and leads for all the Delivery Plan projects – details in Appendix 2. Most projects will be jointly led by a representative from Haringey Council and a representative of a partner agency.
- Agreed a monitoring template for projects – see Appendix 3.

15.15 Through working to the CEF principle and undertaking the Delivery Plan projects, it is hoped the following **key benefits** will be met:

- Empowering people to define and shape their own community
- Responsive services tailored to meet people's needs
- Better informed citizens
- Encouraging democratic involvement
- Building responsible citizenship
- Building capacity of people to take part in engagement activities
- Improving relationships between partner agencies and the public
- Better monitoring and measuring of performance
- Meeting our statutory obligations

Haringey's Community Engagement Framework:

*Working together transparently so
communities can influence and
improve public services*

2009



Haringey Council

www.haringey.gov.uk



haringey strategic partnership

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Foreword by the Chair of the Haringey Strategic Partnership

We are not starting from scratch. We recognise that good community engagement activity has and is happening in the borough. However, this is the first time that the HSP has taken a common approach to community engagement. Through the development and implementation of this Framework we hope to raise the profile, improve the quality and achieve better co-ordination of community engagement locally. Our purpose is to improve people's lives and the quality of public services, and make better use of resources.

To help us develop the Framework, we listened to what people have told us, reflected on previous and current community engagement in the borough and looked at research that has already been done here¹ and elsewhere in the country. This includes consideration of recent developments in national government policy and legislation, particularly the Government's white paper 'Communities in Control' and the new 'duty to involve' in the Local Government and Public Involvement in Health Act 2007.

The Framework has been signed up to by all members of the HSP and therefore applies to all the organisations on and sub groups under it.

Signatories to the framework:

- Barnet, Enfield and Haringey Mental Health Trust
- College of North East London (CoNEL)
- Greater London Authority
- Haringey Association of Voluntary and Community Organisations (HAVCO)
- Haringey Children's Trust
- Haringey Community Link Forum
- Haringey Council
- Haringey Members of Parliament
- Haringey Registered Social Landlords
- Haringey Youth Council
- Homes for Haringey
- Job Centre Plus
- Learning and Skills Council
- London Fire Brigade
- Metropolitan Police
- Middlesex University
- NHS Haringey
- The Bridge New Deal for Communities

Executive Summary

¹ *Public officials and community involvement in local services*, Joseph Rowntree Foundation, November 2008

Haringey's first Community Engagement Framework (CEF) reaffirms the Haringey Strategic Partnership's understanding of and commitment to community engagement.

Our **definition** of community engagement includes the following activities:

- Informing
- Listening
- Consulting
- Involving
- Collaborating
- Empowering

The **aim** of the Framework is to enable the Haringey Strategic Partnership (HSP):

'To engage with local communities and empower them to shape policies, strategies and services that affect their lives.'

The Framework will develop and extend good practice across organisations in the partnership. It does not prescribe community engagement activity, but acts as a guide to inform community engagement work.

The Framework includes clear **principles** to be used when carrying out community engagement activities in Haringey. The HSP partners will:

- Work in partnership to join up our engagement activities
- Engage when it will make a difference
- Be clear about what we are asking
- Be inclusive and aim to engage with all communities
- Communicate the results of engagement activities
- Build capacity of communities to take part in engagement activities

A Delivery Plan to accompany the Framework will be developed to identify the outcomes and related priorities for improving community engagement in the borough.

1. Introduction

Community engagement goes far beyond just consulting local people and communities. It lies at the heart of the services provided by the organisations that make up the Haringey Strategic Partnership.

The Department for Communities and Local Government has stated that community engagement is central to local service delivery:

"Bringing government closer to people, passing power from Whitehall to the town hall and direct to local communities, isn't just the right thing to do. It's the best way to revitalise the local roots of our democracy... the surest way of making local services reflect people's needs [and] the only way we can get to grips with some of the biggest challenges we face – from climate change to childhood obesity."

(Development Trusts Association Annual Conference, 17 September 2007)

Appendix A describes the national context for this work.

2. Why a Community Engagement Framework?

There are a number of compelling reasons why community engagement is central to the work of the HSP. Engaging with our local communities will help us to meet our Sustainable Community Strategy vision of:

'A place for diverse communities that people are proud to belong to.'

The **benefits** of achieving our vision are described below:

- 1. Empowering people to define and shape their own community:**
People have a right to shape and influence their own community. Getting people involved in shaping their own communities can help to create a greater sense of belonging.
- 2. Responsive services tailored to meet people's needs:**
Community engagement is central to evidence based policy and practice. Engagement with local people will help to plan and develop services that are more appropriate and responsive to their needs.
- 3. Better informed citizens:**
Engaging with local communities can bring greater understanding of the HSP policies and priorities. Community engagement can help to explain to local people the competing demands on local resources and help to manage expectations.
- 4. Encouraging democratic involvement:**
Community engagement is an exercise in participatory democracy which many people enjoy. The expansion and development of community engagement can reinvigorate the democratic process.
- 5. Building responsible citizenship:**

If communities are able to play a significant role in improving the area they live in they are more likely to develop a greater sense of responsibility or ownership. This strengthens the role of communities in the management of their neighbourhoods.

6. Building capacity of people to take part in engagement activities:

Community engagement can help to build the capacity of participants by developing their knowledge and skills. They will learn about their community, its issues, organisational structures and processes. Community engagement can also help to develop practical skills: for example, communication, surveying and interviewing.

7. Improving relationships between partner agencies and the public: Community engagement makes organisations more accessible and open to the communities they serve which can, in turn, make services they provide more responsive to the needs of communities.

8. Better monitoring and measuring of performance:

Community engagement, as performed through quantitative and qualitative assessments (surveys, focus groups and interviews) will provide the HSP with evaluative feedback essential for establishing baseline data and monitoring performance.

9. Meeting our statutory obligations:

There are a number of statutory obligations on the HSP to engage with communities. Consultation is at the core of the Sustainable Community Strategy and community involvement is important in building local evidence for assessments within the Comprehensive Area Assessment.

3. What do we mean by engagement?

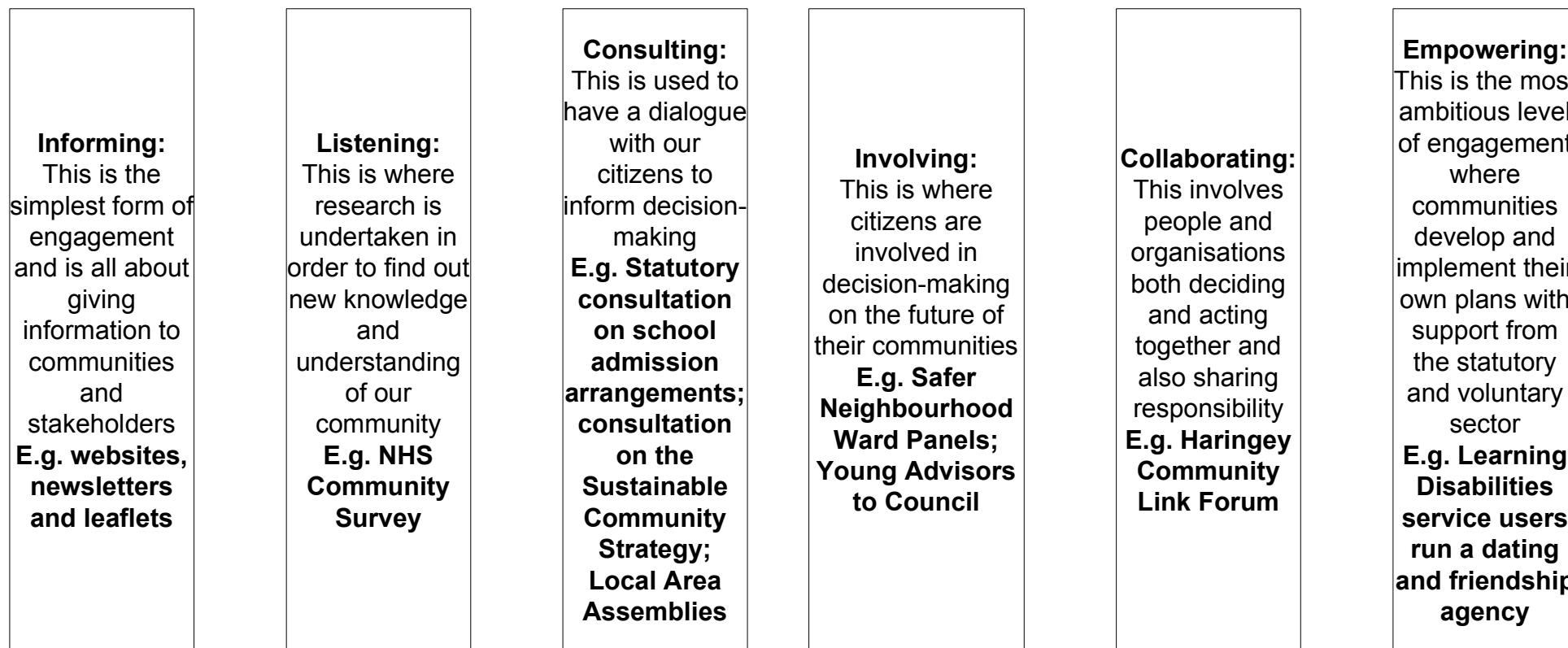
There are many different words used to describe community engagement – ‘empowerment’, ‘involvement’, ‘consultation’ and ‘research’ are just a few. All of these methods are important in engaging communities. All are equal in merit. We are working towards **empowering** local citizens but recognise that different methods of engagement are appropriate for different circumstances.

In Haringey we have defined the following different methods as community engagement:

- Informing
- Listening
- Consulting
- Involving
- Collaborating
- Empowering

All these methods include getting the participants’ views on the engagement approach as well as feeding back the results of it to those who took part. Examples of these different methods of community engagement are outlined on the following page.

COMMUNITY ENGAGEMENT METHODS



4. What are the HSP's existing commitments to community engagement?

This Framework builds on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The principles of this Framework support **all** of the SCS outcomes, and in particular:

- **People at the heart of change**
- **Be people and customer focused**

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following indicators, which will allow us to measure and monitor this Framework:

- NI1: % of people who believe people from different backgrounds get on well together in their local area
- NI4: % of people who feel they can influence decisions in their locality
- NI6: Participation in regular volunteering
- NI7: Environment for a thriving third sector
- NI21: Dealing with local concerns about anti-social behaviour and crime by the local council and police – proxy % of people who feel well informed about what the council is doing to tackle anti-social behaviour
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

5. Aim of Haringey's Community Engagement Framework

The **aim** of this Community Engagement Framework is to enable the HSP partners:

'To engage with local communities and help empower them to shape policies, strategies and services that affect their lives.'

6. Haringey's Community Engagement Principles

The Framework develops and extends good practice across organisations in the partnership. It does not prescribe community engagement methods, but acts as a guide to inform community engagement work across the HSP. It draws together the actions of partners. We have developed a set of principles to be used in carrying out community engagement activities.

We will:

1. Work in partnership to join up our engagement activities

- Adopt the COMPACT way of working which promotes good practice in partnership working
- Work together to co-ordinate engagement activities and resources where possible, to avoid duplication and over-engagement
- Build trust between our communities and the HSP
- Ensure that the HSP has a clear understanding of Haringey's communities and a commitment to engaging with them
- Work together to make better use of what we already know
- Enhance community leadership by ensuring that voluntary and community organisations are effectively represented across the HSP

2. Engage when it will make a difference

- Engage where there is a real opportunity for people to have an impact and influence decisions on those issues which local people care about
- Engage when an initiative will have direct implications for local people
- Ensure that the outcomes of community engagement are used to plan and deliver services, strategies and policies that reflect the needs and aspirations of local communities
- Engage where there is an identified lack of knowledge among HSP partners
- Promote the principles of community engagement within the work of all agencies of the HSP and ensure that engagement is carried out to a consistently high professional and ethical standard

3. Be clear about what we're asking

- Make the aim of engagement clear
- Provide clarity for local partners and local people about the opportunities there will be to shape services and what the benefits might be
- Be honest about what can and can't be achieved or influenced from the beginning
- Ensure that participants understand what they are taking part in and how their views will be used
- Ensure that there are engagement opportunities from the beginning of any process to develop policies, strategies and services
- Ensure that participants understand when consultation has finished and what will happen next

4. Be inclusive and aim to engage with all communities

- Ensure that individuals have the opportunity to express their views and know that these views will be listened to and respected
- Take into account particular needs of individuals or groups and aim to overcome any difficulties people may have in engaging

- Research ways of increasing involvement with communities who are not in touch with HSP organisations
- Engage with people of all ages and ensure that young people have engagement opportunities
- Ensure that communities who are directly affected by an initiative are aware of engagement opportunities
- Ensure that engagement methods are accessible and appropriate to the communities or individuals who are participating
- Engage communities of interest on specific issues

5. Communicate the results of engagement activities

- Ensure that communities are aware of the impact of their input by making sure participants receive feedback as soon as possible, and that they are told when this will be
- Ensure that communities who are affected by an initiative receive feedback on engagement activities, through a variety of channels where appropriate
- Give participants the opportunity to feed back to partners on the engagement process
- Review and evaluate the engagement process and learn from it

6. Build capacity of communities to take part in engagement activities

- Ensure that the statutory and voluntary sector are supported to develop their skills and capacity in order to facilitate communities to engage effectively
- Establish a coordinated and consistent approach to community engagement including better use of resources and sharing information between partners
- Use engagement to strengthen partnership working to identify and solve community issues
- Recognise and build on the strengths of volunteers to encourage community cohesion, wider participation in local life and the development of new skills.

We recognise that we need both human and financial resources to ensure good quality engagement and that organisations will have different access to these. We hope this framework will help us to make better use of all our existing resources, by changing our ways of working including sharing ideas, facilities, expertise and good practice. We aim to be transparent about the level of resources we have for improving community engagement locally by making sure that the priorities included in the final framework are adequately resourced.

7. How was this Framework developed?

We set up a multi-agency project group to develop this Framework. This group undertook engagement activities with local stakeholders, community groups and individuals to make sure the Framework focuses on those issues which local people care about. Engagement took place in two phases from January to April 2009, and included:

Phase 1:

- **Informing:**
 - We sent a letter to over 700 community and voluntary groups informing people about the planned Framework.
- **Consulting:**
 - We sent a questionnaire to the same groups asking for their views on how HSP partners could engage better.
 - We made the questionnaire available to everybody on the Haringey Council website.
- **Listening:**
 - We attended a meeting of Haringey's Community Link Forum (a forum for Haringey's voluntary and community groups) to listen to people's views on engagement in Haringey.
 - We received 100 responses and used these to develop the draft Framework.

Phase 2:

- **Informing:**
 - We sent a letter to the same 700 community and voluntary groups, and to other groups and individuals who asked to be informed,
- **Consulting:**
 - We sent the draft Framework and a questionnaire to the same groups, asking for people's views.
 - We made the draft Framework and questionnaire available to everybody on the Haringey Council website.
 - We put an article in Haringey People magazine (delivered to every household in the borough), encouraging people to take part in the consultation.
 - We attended the HSP Board and the HSP's six thematic boards to ask for people's views on the Framework.
- **Listening:**
 - We met with community groups to explain the purpose of the Framework
 - We attended another meeting of Haringey's Community Link Forum to listen to people's views on the draft Framework.
 - We used people's views to finalise the Framework.

8. How will we implement the Framework?

During the process of developing the Framework key actions will emerge as being essential to improving community engagement in Haringey and achieving the aim of the Framework.

The partner organisations will work together to deliver the aim of the Framework and the multi-agency group will lead on the development of priorities and an accompanying action plan which will be monitored by the Performance Management Group of the HSP. The multi-agency project group has started this process by mapping existing community engagement work. This will be developed further following consultation on this draft framework.

While it is unlikely that the Framework will change significantly, it will be reviewed after two years to ensure that it is having a positive impact on the way community engagement is undertaken in Haringey. After this, the Framework will be reviewed every three years by a multi-agency group.

Equalities Impact Assessment:

An initial Equalities Impact Assessment (EIA) of the Framework is being carried out on the Framework and will be available at www.haringey.gov.uk/framework. A full EIA will be undertaken when the Delivery Plan is developed.

Further information:

For further information on Haringey's Community Engagement Framework please contact:

Corporate Policy Team
Haringey Council
7th Floor River Park House
225 High Road
London N22 8HQ
E mail: policy@haringey.gov.uk
Phone: 020 8489 2979

Appendix A

National Policy Context

Over the past few years, central government has placed increasing emphasis on how councils empower and engage people in all aspects of local public services. This is seen as essential to help renew local democracy, improve trust in public institutions, enhance community cohesion and encourage an active citizen culture.

The Government's White Paper on community engagement, 'Communities in control: real people, real power' sets out new duties for local authorities to engage with and empower local people. As of April 2009, local authorities have a duty to inform, consult and involve communities in local decisions, policies and services.

The following national policies demonstrate central government's drive towards involving communities:

- Local Government and Public Involvement in Health Act (2007)
- White Paper: Strong and Prosperous Communities (2006)
- White Paper: Communities in Control: real people real power (2008)
- Sustainable Communities Act (2008)
- Discussion Paper: National Framework for Greater Citizen Engagement (2008)
- Planning for a sustainable future (2007)
- Draft Local Democracy, Economic Development and Construction Bill (2008)
- Draft Policing and Crime Bill (2008)
- NHS Act (2006)

Definitions

Communities and Local Government (CLG) define community engagement as *'the process whereby public bodies reach out to communities to create empowerment opportunities'*.

CLG definition of empowerment is *'the giving of confidence, skills and power to communities to shape and influence what public bodies do for or with them.'*²

The Metropolitan Police define community engagement as *'the proactive harnessing of the energies, knowledge and skills of communities and partners not merely to identify problems but also to negotiate priorities for action and shape and deliver solutions.'*³

The National Institute for Health and Clinical Excellence guidance on community engagement states that it *'refers to the process of getting communities involved in decisions that affect them.'*⁴

² See *An Action Plan for Community Empowerment: Building on Success* (CLG, 2007), p.12 for both definitions

³ See the Metropolitan Police Authority and Metropolitan Police Service, *Community Engagement Strategy 2006-2009*, p.5

⁴ See National Institute for Health and Clinical Excellence Public health guidance 9, *Community engagement to improve health*, February 2008, p.5

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HARINGEY'S COMMUNITY ENGAGEMENT FRAMEWORK DELIVERY PLAN 2009-2012

Purpose	Priorities
<p>This Community Engagement Framework (CEF) Delivery Plan will:</p> <ul style="list-style-type: none"> • help the Haringey Strategic Partnership (HSP) work to the principles of community engagement outlined in Haringey's Community Engagement Framework. • aim to provide tools and processes to enable partners to work together to carry out more effective community engagement. • bring together a set of new high level projects to be undertaken across the partnership¹. • help us to measure whether the Community Engagement Framework is making a difference using the targets set in Haringey's Local Area Agreement (LAA). 	<ol style="list-style-type: none"> 1. Establish effective community engagement structures 2. Promote inclusive community engagement processes 3. Increase community engagement capacity 4. Share community engagement good practice
<p>Efficiency and Value for Money</p> <ul style="list-style-type: none"> • This framework will help us to make better use of our existing resources, by changing our ways of working including sharing ideas, facilities, expertise and good practice. • We aim to be transparent about the level of resources we have for improving community engagement locally. 	<p>Key benefits</p> <ul style="list-style-type: none"> • Empowering people to define and shape their own community • Responsive services tailored to meet people's needs • Better informed citizens • Encouraging democratic involvement • Building responsible citizenship • Building capacity of people to take part in engagement activities • Improving relationships between partner agencies and the public • Better monitoring and measuring of performance • Meeting our statutory obligations
<p>Links to Sustainable Community Strategy Outcomes</p> <ul style="list-style-type: none"> • People at the heart of change • Be people and customer focussed 	<p>Key risks</p> <ul style="list-style-type: none"> • Lack of engagement of all HSP partners in Delivery Plan. <p>Contingencies</p> <ul style="list-style-type: none"> • Creation of high level steering group should assist with this. • CEF Publicity plan (for residents, councillors, staff in HSP organisations etc)
<p>All HSP partners are responsible for this Delivery Plan</p> <ul style="list-style-type: none"> • This Delivery Plan is a living document and will be regularly monitored by CEF Steering Group - a sub group of the HSP's Performance Management Group. It will be reviewed in 2012. • For further information contact: policy@haringey.gov.uk or see www.haringey.gov.uk/framework 	<p>Community engagement, Compact & Equalities information</p> <ul style="list-style-type: none"> • Two rounds of public consultation have been carried out to inform the Delivery Plan. • The CEF has been Compact-proofed. • An EIA has been undertaken. • An easy read version is also available.

¹ This plan only includes work to be undertaken in partnership. It does not list all community engagement activities already taking place in Haringey.

Haringey's 2008-11 LAA targets measuring community engagement

CEF Delivery Plan priorities	Sustainable Community Strategy outcomes	Sustainable Community Strategy priorities	Local Area Agreement Targets ²	Baseline % (2008 Place Survey)	2009/10 target %	2010/11 target %
1. Establish effective community engagement structures	People at the heart of change	Enhance community cohesion	NI1: % of people who believe people from different backgrounds get on well together in their local area	75.5	77.9	81.1
	Be people and customer focussed	Increase resident satisfaction with services and the area they live in	NI140: Fair treatment by local services. Proxy: to what extent does your local council treat all types of people fairly?	60.4	62.6	65.0
2. Promote inclusive community engagement processes			NI21: Dealing with concerns about anti-social behaviour and crime by the local council and police. Proxy: % of people who feel well informed about what the council is doing to tackle anti-social behaviour	27.9	32.0	34.0
3. Increase community engagement capacity		Provide greater opportunity for civic engagement and participation	NI4: % of people who feel they can influence decisions in their locality	40.5	42.9	45.1
4. Share community engagement good practice		Draw on the strength of the voluntary and community sector	NI6: Participation in regular volunteering	20.7	22.7	24.7
		Make our children and young people active citizens	NI7: Environment for a thriving third sector	18.9 ³	21.9	24.9

² NI targets set through negotiation with Government Office for London, and in accordance with government standards. To be measured through annual Place Survey results.

³ Third Sector Organisations Survey 2008

Priority 1: Establish effective community engagement structures

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
1. Establish a multi-agency community engagement governance and accountability structure	Complete	Within existing resources	<ul style="list-style-type: none"> • CEF Steering Group established • Membership effective and roles and responsibilities adhered to 	CEF Steering Group, supported by Council Corporate Policy Team	Wayne Longshaw, Assistant Chief Executive, Haringey Council
2. Annual update of community engagement activities undertaken by partners	2009 mapping already undertaken. Sept 2010	Within existing resources	<ul style="list-style-type: none"> • Mapping exercise undertaken using community engagement management system • Mapping publicly available 	Have Your Say Haringey Group, with input from partners	Charles Skinner, Head of Communications, Haringey Council.
3. Establish a common evaluation process for engagement activities to ensure that we use results to improve local services, identify best practice and learn from mistakes	31 January 2010	Within existing resources	<ul style="list-style-type: none"> • Online survey to map existing engagement evaluation by Haringey Council and partners • Visit partners to see their online engagement tools 		Duncan Stroud, NHS Haringey
4. Using mapping and evaluations, undertake audit and gap analysis of existing community engagement activities across partners	Sept 2010	Within existing resources	<ul style="list-style-type: none"> • Audit and gap analysis undertaken using community engagement management system (see item 21 below) 		
5. Make recommendations to expand / rationalise / share activities	Jan 2011	Within existing resources	<ul style="list-style-type: none"> • Recommendations made to PMG 		

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
6. Review existing mechanism for community representatives to engage with HSP	May 2010	Within existing resources	<ul style="list-style-type: none"> Existing mechanism reviewed Recommendations made to PMG 	CEF Steering Group (with input from CLF, HAVCO and Haringey Strategic Partnership Team, Haringey Council)	Mary Connolly, Head of Partnerships, Haringey Council Pamela Pemberton, HAVCO
7. Establish process for recording, monitoring and analysing issues raised by the public at forums and meetings	June 2010	Within existing resources	<ul style="list-style-type: none"> Process established Monitoring reported to CEF Steering Group 	Council's Corporate Policy Team Council's Local Democracy Team Council's Neighbourhood Management Team	Stuart Young, Assistant Chief Executive, Haringey Council Head of Neighbourhood Management, Haringey Council Dave Grant, Haringey Borough Commander, Metropolitan Police

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
<p>8. Develop publicity plan for Community Engagement Framework (for residents, councillors, staff in HSP organisations etc)</p> <p>9. Undertake review of current publicity processes and guidelines across HSP partners</p> <p>10. Develop HSP process to publicise engagement opportunities and activities</p>	<p>June 2010</p> <p>Progress:</p> <ul style="list-style-type: none"> • Full CEF, summary & easy read versions on website. • Article in Haringey People 	<p>Within existing resources</p>	<ul style="list-style-type: none"> • Publicity Plan produced • Review undertaken and guidelines agreed by all partners • Increased impact of publicity: <ol style="list-style-type: none"> i. increased attendance at Area Assembly & other community meetings ii. higher response rates for consultations across HSP iii. increased applications for civic roles 	<p>HSP Communications Network</p>	<p>Charles Skinner, Haringey Council</p> <p>Duncan Stroud, NHS Haringey</p>
<p>11. Develop partnership approach to Translation and Interpretation</p> <p>12. Undertake review of how different communities prefer to engage and support required</p>	<p>April 2011</p> <p>March 2011</p>	<p>Within existing resources</p> <p>Within existing resources</p>	<ul style="list-style-type: none"> • HSP Translation and Interpretation Approach agreed by HSP • Review undertaken using results of evaluation process and recommendations made to PMG 	<p>HSP Commissioning Group</p>	<p>Wayne Longshaw, Haringey Council</p> <p>Pamela Pemberton, HAVCO</p>

Priority 3: Increase community engagement capacity

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
13. Establish a cross-sector engagement development programme (that can be undertaken by staff, community groups and community representatives)	June 2010	Within existing resources. Community engagement training is already offered by some partners. This offer needs to be widened and co-ordinated.	<ul style="list-style-type: none"> • Cross-sector development programme established • No. of attendees on engagement courses, measured by those from statutory & voluntary sector organisations • No. of attendees who find courses useful 	Council's OD&L Team, with input from key partners. COMPACT Implementation Working Group	Philippa Morris, Head of OD&L, Haringey Council Duncan Stroud, NHS Haringey
14. Ensure community engagement awareness and COMPACT way of working included in staff induction programmes across HSP partners	June 2010	Within existing resources	<ul style="list-style-type: none"> • Community engagement awareness and COMPACT way of working included in all partner inductions 		
15. Establish an annual community engagement conference for service providers and community representatives	Sept 2010	Within existing resources	<ul style="list-style-type: none"> • Conference established, building on existing HAVCO Compact conference • Nos. from different agencies and groups attending • Nos. who find conference useful 	HAVCO and Community Link Forum with input from Have Your Say Haringey Group	Pamela Pemberton, HAVCO Charles Skinner, Haringey Council
16. Review and build on capacity building support available for community representatives to enable them to influence partner decision making	April 2011	Within existing resources	<ul style="list-style-type: none"> • No. of groups & individuals receiving capacity building support • Outcomes of capacity building support for individual groups 	HAVCO with input from CEF Steering Group	Susan Humphries, Head of Voluntary Sector Team, Haringey Council Pamela Pemberton, HAVCO
17. Develop partnership volunteering plan	Complete	ABG funded	<ul style="list-style-type: none"> • HSP volunteering plan produced 		

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
18. Undertake mapping of third sector in Haringey	Complete	ABG funded	<ul style="list-style-type: none"> HSP knowledge of third sector in Haringey increased 	HAVCO with input from CEF Steering Group	Naeem Sheikh, HAVCO

Priority4: Share community engagement good practice

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
19. Ensure information in Borough Profile – Customers & Citizenship chapter – is updated	March 2010	Within existing resources	<ul style="list-style-type: none"> Information up to date 	Council's Corporate Policy Team	Helena Pugh, Head of Corporate Policy, Haringey Council Duncan Stroud, NHS Haringey
20. Agree HSP online approach	2011-12	Within existing resources	<ul style="list-style-type: none"> Online approach agreed by HSP 	HSP Communications Network	Charles Skinner, Haringey Council
21. Build on existing Council consultation management system to establish a partnership management system to:	June 2010	Within existing resources	<ul style="list-style-type: none"> Specification for online community engagement system created. Feedback gathered from Have Your Say Haringey Group Community engagement management system designed and built 	Have Your Say Haringey Group with input from partners	Charles Skinner, Haringey Council
<ul style="list-style-type: none"> Record details of upcoming engagement activities (for use by HSP partners and the public) Record results and analysis of engagement activities Undertake Equalities Impact Assessments 					
22. Develop online engagement tools through projects with external organisations	2011-12	Within existing resources	<ul style="list-style-type: none"> To be confirmed with external organisations 	Have Your Say Haringey Group with input from partners	Charles Skinner, Haringey Council
23. Establish a common approach to research to be used across all HSP partners	April 2011 Stages: Sept 2010	Within existing resources	<ul style="list-style-type: none"> Common approach to research agreed by all partners through: Online survey of partner research undertaken Partners visited to 	Have Your Say Haringey Group with input from partners	Charles Skinner, Haringey Council

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
	Oct 2010 Nov 2010 Nov 2010 Mar 2011 April 2011		establish their on/offline research tools <ul style="list-style-type: none"> • Specification created to further develop existing research governance framework • Feedback gathered from Have Your Say Haringey Group • Research Management System designed • Research Management System marketed and rolled out 		
24. Raise awareness of COMPACT good practice through COMPACT Good Practice Award	June 2010	Within existing resources	<ul style="list-style-type: none"> • Awareness of COMPACT raised across HSP organisations 	COMPACT Implementation Working Group	Susan Humphries, Haringey Council Pamela Pemberton, HAVCO

Relevant projects being developed and monitored by other HSP partnership groups

Project	Timescale / Existing progress	Resource implications	Key milestones / output(s) – to be decided by group responsible	Team / Group responsible	Leads
<p>1. Establish HSP approach to service user payment, taking into account needs of different communities (e.g. travel expenses, caring options, language support, etc)</p>	<p>July 2011</p>	<p>A service user payment approach is being trialled under the Well-being Partnership Board. It is not possible to estimate the resource required until results known.</p>	<ul style="list-style-type: none"> • HSP approach to community support established • Increased uptake of support measured by: • increased attendance of different communities at meetings and engagement events 	<p>Well-Being Partnership Board</p>	<p>Margaret Allen, AD ACCS, Haringey Council</p> <p>Robert Edmonds, Trustee, HAVCO</p>
<p>2. Develop partnership advocacy strategy</p>	<p>Sept 2011</p>	<p>Within existing resources</p>	<ul style="list-style-type: none"> • HSP Advocacy Strategy and Action Plan agreed 	<p>Well-Being Partnership Board</p>	<p>Lisa Redfern, AD, ACCS, Haringey Council</p>

COMMUNITY ENGAGEMENT FRAMEWORK DELIVERY PLAN – PROJECT PROGRESS REPORT

Priority 1: Establish Effective community engagement structures

Project	Timescale / Existing progress	Key output(s) – to be decided by group responsible	Progress update - key points	Leads	RAG status
1. Establish a multi-agency community engagement governance and accountability structure	Can be achieved by Dec 2009 following PMG agreement	<ul style="list-style-type: none"> • CEF Steering Group established • Membership effective and roles and responsibilities adhered to 		Wayne Longshaw, Assistant Chief Executive, Haringey Council	
2. Map existing community engagement activities undertaken by partners	Mapping already undertaken. Annual refresh necessary. June 2010	<ul style="list-style-type: none"> • Mapping exercise maintained and publicly available 		Charles Skinner, Head of Communications, Haringey Council. Duncan Stroud, NHS Haringey	
3. Establish a common evaluation process for engagement activities to ensure that we use results to improve local services, identify best practice and learn from mistakes		<ul style="list-style-type: none"> • Evaluation process designed and rolled out across partner agencies • Results analysed • Process used and results analysed on an on-going basis 			

Project	Timescale / Existing progress	Key output(s) – to be decided by group responsible	Progress update - key points	Leads	RAG status
<p>4. Using mapping and evaluations, undertake audit and gap analysis of existing community engagement activities across partners</p>	<p>Nov 2010</p>	<ul style="list-style-type: none"> Audit and gap analysis undertaken 			
<p>5. Make recommendations to expand / rationalise / share activities</p>	<p>Feb 2011</p>	<ul style="list-style-type: none"> Recommendations made to PMG 			
<p>6. Review existing mechanism for community representatives to engage with HSP</p>	<p>May 2010</p>	<ul style="list-style-type: none"> Existing mechanism reviewed Recommendations made to PMG 		<p>Mary Connolly, Head of Partnerships, Haringey Council</p> <p>Pamela Pemberton, HAVCO</p>	<p>Page 120</p>
<p>7. Establish process for recording and monitoring issues raised e.g. at Area Assemblies, Safer Neighbourhood Ward Panels</p>	<p>June 2010</p>	<ul style="list-style-type: none"> Process established Monitoring reported to CEF Steering Group 		<p>Stuart Young, Assistant Chief Executive, Haringey Council</p> <p>Head of Neighbourhood Management, Haringey Council</p> <p>Dave Grant, Haringey Borough Commander, Metropolitan Police</p>	



Overview and Scrutiny Committee

On 1 February 2010

Report Title. **Progress report on the development of Haringey's Move-on Strategy and Overcrowding & Under-occupation Strategy**

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

Signed :

Contact Officer : Rosie Green, Housing Strategy and Partnerships Manager
Tel: 020 8489 4526

Wards(s) affected: **All**

Report for: **Information**

1. Purpose of the report

1.1. To provide an update on Strategic and Community Housing Services' development of a Move-on Strategy and Overcrowding & Under-occupation Strategy.

2. Introduction by Cabinet Member

N/A

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

3.1. These two strategies are sub strategies of Haringey's Housing Strategy 2009-19.

3.2. Both strategies link with the Sustainable Community Strategy and the Homelessness strategy 2008-2011.

3.3 The Move-on Strategy links with the Supporting People 5-year Strategy.

3.4 The Overcrowding & Under-occupation Strategy links with the Child Poverty Strategy and NHS Haringey's Infant Mortality Strategy.

4. Recommendations

4.1 To note the progress being made in the development of these two strategies.

4.2 To invite the views of the Overview & Scrutiny Committee on the proposed content and development of the strategies.

5. Reason for recommendation(s)

5.1. Members of the Overview and Scrutiny Committee have asked to have an input into the development of these strategies.

6. Summary

6.1. Haringey's Housing Strategy 2009-2019 identified a suite of sub-strategies that need to be developed in order to deliver its outcomes (see Appendix 1). The Move-on Strategy and the Overcrowding and Under-occupation Strategy are two of these.

6.2. Both strategies have clear links to other strategies and plans that aim to improve outcomes for people living in the borough. As with the other housing strategies, they are being developed in an inclusive manner and in partnership with stakeholders.

Move-on Strategy

6.3. The main aims of the Move-on Strategy are:

- To ensure that people have fulfilled lives through effective support
- To give people independence, with real options
- To increase move-on opportunities through effective partnerships

6.4 A draft Move-on Strategy (see Appendix 2) is now being consulted on and will be completed by the end of March 2010.

Overcrowding and Under-occupation Strategy

6.5 The Overcrowding & Under-occupation Strategy is less developed, but the first draft will be completed by the middle of February 2010.

6.6 The main aims of the Overcrowding & Under-occupation are:

- To increase the supply of family sized rented accommodation
- To make best use of the existing stock of social housing
- To maximise choice and options for overcrowded families.

7 Chief Financial Officer Comments

7.1 N/A

8 Head of Legal Services Comments

8.1 N/A

9 Equalities & Community Cohesion Comments

9.1 Equality Impact Assessments are currently being written for both strategies.

10 Consultation

10.1 Both of these strategies will be widely consulted on in accordance with the Compact agreement and, following the consultation, a separate report will be written for each.

10.2 Three months' consultation on the Move-on Strategy commenced on 23 December 2009 and involves the following:

- Information on the Council's website, including an online questionnaire;
- A specific consultation event (to be held on 11 February 2010), to which providers, service users, internal and external partners will be invited;
- An article has been written and sent to all providers, to insert into their own internal newsletters for staff and service users; and
- Attendance of service users' 'house' meetings, if required

10.3 The Overcrowding & Under-occupation Strategy is being drafted and will not be suitable for consultation until February 2010. Given the need for 12 weeks' consultation and the 'Purdah' period, consultation will commence in May 2010.

11 Service Financial Comments

11.1 The two strategies will be developed within Strategic & Community Housing Services' existing resources.

12 Use of appendices /Tables and photographs

- Appendix 1 - Structure chart of the Housing Strategy and sub-strategies
- Appendix 2 - Draft Move-on Strategy

13 Local Government (Access to Information) Act 1985

- Move-on Strategy – Move on Plans Protocol (MOPP) audit.

14 Background

14.1 Haringey's Housing Strategy 2009-19 is an over-arching strategy that sets out the vision for meeting the borough's current and future housing needs. The Strategy itself has few specific actions; most of the priorities for action will be delivered through a series of sub-strategies. The Move-on Strategy and the Overcrowding & Under-occupation Strategy are two of these sub-strategies.

14.2 The development of the two strategies has been commissioned by the Integrated Housing Board, a theme Board of Haringey's Strategic Partnership.

14.3 Like the other housing strategies, they are being developed in partnership to ensure effective implementation, since the Council cannot tackle these issues on its own.

15 Move-on Strategy

The need for a strategy

15.1 Moving people on from short term supported housing is essential if they are to achieve independence and to lead the life they choose.

15.2 This short term supported accommodation (provided for less than two years) is funded through the Supporting People Programme. When people are equipped with the life skills they require to live independently (or they require some other type of supported housing) it is important that they are moved as soon as practicable.

- 15.3 The lack of suitable move-on results in the 'silting up' of services and prevents new service users from receiving the support they need. This also does not provide value for money, since best use is not being made of the support provided.

Strategic drivers

- 15.4 Haringey's 5-Year Supporting People Strategy identified move-on as being a priority and this was also a recommendation from the Audit Commission's 2007 inspection of Haringey's Supporting People Programme.

Needs analysis

- 15.5 Prior to the development of the Move-on Strategy, there had only been anecdotal evidence that moving people on is a problem. We did not know numbers or have clear evidence of the barriers to move-on. To give us the required data, we have used Homeless Links' Move-on Plans Protocol audit (MOPP). This audit, supported by Communities and Local Government (CLG), has been used by many local authorities to establish base line data.

- 15.6 16 of the 17 providers of short term supported accommodation in Haringey completed the MOPP audit and the data that they have provided has helped us to identify clear priorities for the Move-on Strategy's action plans.

- 15.7 The results cover 499 clients/units of accommodation. Of these, 176 clients are ready for move-on but have no firm move-on plans. It is estimated, also, that over the coming year a further 242 clients will be ready for move-on.

Emerging priorities for action

- 15.8 From the audit and initial partnership work, we have identified the following priorities (see Appendix 2, for full details):

- (1) To ensure that people have fulfilled lives through effective support
- (2) To give people independence, with real options
- (3) To increase move-on opportunities through effective partnerships.

- 15.9 We are currently consulting on these priorities.

Timescales for completion of the strategy

- 15.10 The Move-on Strategy is on track to be completed by the end of March 2010 and will then be presented to the relevant Boards and Committees for agreement, with a view to it being launched in summer 2010.

16. Overcrowding and Underoccupation Strategy

The need for a strategy

- 16.1 In 2007, with the publication of 'Tackling overcrowding in England: An action plan', the government recognised the problem of overcrowding had long been hidden behind outdated statutory definitions that have underestimated the scale of overcrowding.
- 16.2 Overcrowding impacts on many areas of people's lives from ill-health and infant mortality; underachievement of children in education to strained family relationships and breakdowns.
- 16.3 Haringey's Housing Strategy recognises that action is needed to combat overcrowding and prioritises the development of this strategy. Although a lot of work is already being done to tackle overcrowding, it is recognised that, in order to tackle the problems more effectively, the borough needs an effectively co-ordinated, multi agency approach to deal with overcrowding and under-occupation.

Haringey's Pathfinder Status

- 16.4 Following the publication of the overcrowding action plan, all London boroughs were awarded 'pathfinder' status and Haringey was allocated £90,000 funding for 2009/10.
- 16.5 With the Pathfinder funding we have appointed an Overcrowding Project Officer for 09/10 plus an Underoccupation Officer for three months (Jan-Mar 2010).

Emerging priorities for action

- 16.6 We have already established, through Haringey's existing Pathfinder Action Plan, the following priorities for tackling overcrowding:
- (1) To increase the supply of family sized rented accommodation
 - (2) To make the best use of the existing stock of social housing
 - (3) To maximise choice and options for overcrowded families
- 16.7 Through the further development of this strategy, we need to ensure that these actions are sufficiently comprehensive to tackle the problems of overcrowding.
- 16.8 We are still developing the underoccupation aspect of the strategy.

Work undertaken so far to tackle overcrowding

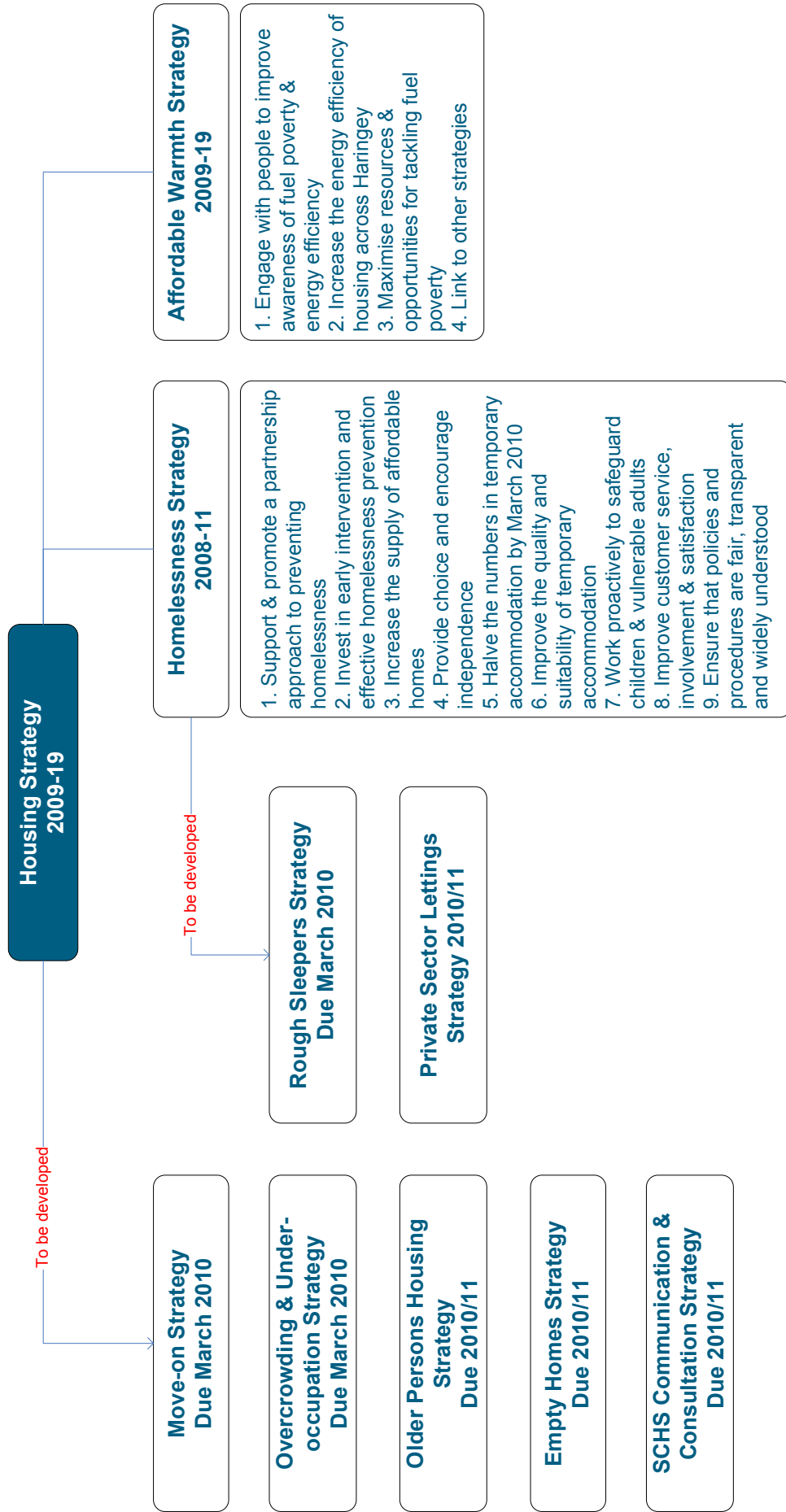
- 16.9 We have identified 109 Homes for Haringey (HfH) households lacking two bedrooms or more.
- 16.10 These 109 properties will be visited by 31.3.10 to establish if they can be extended or converted. To date, 79 out of the 109 visits have been undertaken. The Pathfinder group will then prioritise work to be done. Work will be funded through the Decent Homes Programme.
- 16.11 Held a specific event on 14.12.09 to which 220 identified HfH under-occupied households were invited to. 26 attended. The aim of this event was to find what people's aspirations are and how we can best help people move out of larger properties, for example, incentive payments or help with moving costs. The data from this day is currently being analysed and will be used to inform the strategy and assist the Underoccupation Officer in helping people to move.
- 16.12 We are on track to meet the 09/10 target to help ten severely overcrowded households move into private sector rented housing.
- 16.13 Produced publicity information about other housing options.

Timescales for completion of the strategy

- 16.14 The strategy development group is meeting regularly and is fully committed to completing the draft Overcrowding & Under-occupation Strategy by the middle of February 2010.
- 16.15 Taking into account the forthcoming elections and the 'Purdah' period, the 12 weeks consultation period will commence in May 2010. It is envisaged that the new Strategy will be launched in Autumn 2010.

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Appendix 1



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Haringey's
Move on Strategy
2010 - 2015

DRAFT FOR CONSULTATION

Foreword

Short-term supported accommodation in Haringey is funded through the government's Supporting People programme. It is delivered by a number of 'providers' (such as housing associations), offering specialist support to a wide range of vulnerable groups across the borough. Support is targeted to help people to progress to a stage where they can 'move-on' from short term services to longer term solutions; ideally to a stage where they are able to sustain their own tenancy (perhaps with ongoing floating support).

This type of accommodation is offered up to a maximum duration of two years however there is significant blockage of this service in Haringey which represents a real issue for many vulnerable people. For those currently living in this type of accommodation there are significant barriers to moving on to longer term accommodation or support which means that many are simply stuck in the system unable to progress with their lives.

The resulting blockage in this valuable resource means that vulnerable people who need to access short-term supported accommodation are prevented from doing so, often left in unsuitable temporary accommodation or staying with family or friends.

This strategy aims to identify and provide solutions to the barriers that prevent people that are ready, from moving on. Haringey Council and its partners are committed to delivering an effective resolution to this issue. By working together we intend to maximise options available to those ready to leave short-term supported housing.

I hope you will agree with the priorities for Haringey that we, our partners and residents have identified here and that you will join with us to achieve these aims.



Cllr John Bevan
Cabinet Member for Housing Services

To let us know your views on this strategy please contact us on

Email: Moveonstrategy@haringey.gov.uk

Phone: 020 8489 4301

Write:

London Borough of Haringey

FREEPOST

NAT20890

PO Box 264

London N22 8BR

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Introduction and overview

Short term supported accommodation, funded by Supporting People, aims to help people move to independent living and prevent homelessness. By working with service users to develop their skills and confidence most aspire to moving into long term or permanent housing.

Unfortunately, due to barriers this is not always possible and service users can remain in supported accommodation for too long, therefore 'silting up' this valuable resource.

Haringey's Homeless Strategy 2008-2011 recognises this and prioritised tackling this issue by the development of this Move-on Strategy. While there has been work undertaken to solve the problems, we now need to bring these together, plus by using a robust needs analysis plan how we will resolve these barriers in a co-ordinated, efficient and effective way. This strategy identifies the number of people who moved in 2008-09 and where they moved to, the number of people who currently cannot move on, what type of accommodation they would be best to move into plus what stakeholders, providers of services and service user feel are the barriers.

By taking this strategic approach we will ensure we have suitable long term or permanent homes for people ready to move on, some of whom may require other forms of support. This strategy will assist in any development and commissioning of these services.

Scope of the Strategy

This Move-on Strategy covers the providers of short-term¹ supported accommodation in Haringey funded by Supporting People. It does not cover long-term² services.

¹Short term supported accommodation is defined by Communities and Local Government as one where people will live for up to two years. This will include client groups such as single homeless people and families, people with mental health problems, domestic violence, teenage parents, ex-offenders or those at risk of offending, substance misuse, care leavers and rough sleepers.

²Long term accommodation is intended for people to live for more than two years. Client groups include older people, people with learning disabilities, people with sensory and physical disabilities.

Some groups such as people with mental health problems may require either type of service depending on their individual needs.

Short –term accommodation service is defined as one where service users will live for up to two years.

How we produced this strategy

The development of this strategy was led by the Integrated Housing Board, a theme Board of the Haringey Strategic Partnership in conjunction with the Supporting People Partnership Board (a partnership board that governs the Supporting People Programme in Haringey).

We recognise that tackling the issues and barriers that prevent people moving on cannot be solved by the Council alone. Therefore in developing this strategy we have sought to be as inclusive as possible and engage with a wide range of organisations, providers of supported accommodation and service users. All partners are committed to improving move on arrangements in Haringey and offering suitable long term accommodation to those who are ready for it.

To ensure we had up to date data and evidence and not just rely on anecdotal information we used the **Move on Plans Protocol (MOPP)**. This toolkit developed by Homeless Link and supported by the Department for Communities and Local Government (CLG), enable local authorities to have a clearer understanding of the numbers of people stuck in short term accommodation and where they should ideally move to, the number of people who have moved on in the last financial year and where they moved to. It also identifies the barriers that stop service users moving on and promotes partnership working to solve the issues.

Part of the MOPP is an audit toolkit that captures this information. Many local authorities have used this and found it to be very successful. We have used this to give the baseline data for this strategy and to develop the action plan.

The intention is to do an annual audit so that we have a clear picture with robust evidence if this strategy is delivering its intended outcomes and if the barriers are changing.

Benefits of using the MOPP*

'It (the audit) was very useful because it added focus and provided us with numerical as opposed to anecdotal evidence'

Local Authority lead contact

'It makes me a lot more confident knowing that now we have facts, a clearer picture and can see the annual trends'

Voluntary Sector Agency

'Forcing us to have an action plan is helpful. The MOPP has focussed our minds'

Local Authority lead contact

Consultation on the strategy

We will consult widely using Haringey Council's Consultation Framework, thus ensuring we fulfil the requirements of the Compact agreement. This strategy will be strengthened significantly by the input of other organisations and service users.

This section will be completed when the consultation finishes. A separate report on the consultation responses will be produced.

The National Context

The silting up of short term supported accommodation is not just local to Haringey. It is a national problem and since the implementation of the Supporting People Programme in 2003 it has been identified as a barrier to moving people onto independent living, with or without floating support.

Nationally, it is estimated that 45%³ (46% in London) of short term supported housing units are occupied by people who are ready to move on but do not have the accommodation or support to enable them to do so. This is because of barriers such as lack of alternative accommodation, affordability and the lack of necessary support. These blockages are not a new issue but have been a problem for many years.

This situation leads to social and financial costs for local authorities, providers and most importantly homeless people being prevented from moving on to the next stage of their lives. This can lead to difficulties in getting people to live independently and may increase institutionalisation.

This silting up also means that vulnerable people who need to access these services are prevented from doing so, therefore end up living in unsuitable temporary accommodation, staying with friends or relatives (so called hidden homeless) or living on the streets.

The Audit Commission in their national survey of Supporting People Lead Officers, 2009, found that 'move on arrangements would help meet this unmet need and it would free up places in supported housing and hostels for others. However, move on arrangements are improving with the development of more local agreements between local authorities, support providers and landlords. The use of rent deposit schemes and the provision of additional floating support mean that there is more opportunity to move people into suitable private rented accommodation'⁴

³ Homeless Link (2004) 'No Room to Move?'

⁴ Supporting People Programme, Audit Commission & CLG July 2009

The need to find solutions has been identified in many local Supporting People Five-year Strategies, including Haringey's. We are now however in a better position to understand the scope of the problem and by partnership working overcome the barriers.

Our Context – the situation in Haringey

Who lives in Haringey?

Our Borough profile gives data about the make up of Haringey⁵. There are approximately 230,000 people living in Haringey. It is a very diverse Borough and ranks as the fifth most diverse borough in London.

Haringey is a 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. 34.4% of Haringey's population belong to a Black and Ethnic Minority group.

30% of the population live in the central and eastern areas of the Borough, which are amongst the most 10% most deprived Wards in the England.

There are many health issues and mental health is particularly common in some of Haringey's newer refugees, whose members have often experienced traumatic experiences in their home countries.

Housing in Haringey

As with other London Boroughs there is a shortage of suitable housing in Haringey.

We have high numbers of people living in temporary accommodation (TA). The current figure is 3880 (Nov 09) from a high of 5449 in January 2008. While we are on track to meet our challenging target of 2603 by December 2010 there is much work to do.

Buying a home in Haringey is expensive; the average price is £327,804 whereas the average wage is £27,368 which is lower than the London average. There is polarisation in wealth between the east and west of Haringey. These lower wages and high house prices make it impossible for some people to ever buy a house.

A couple on lower quartile incomes in London would need to save more than a whole **year's take home pay** to have the deposit needed to buy a home in the capital.

The London Housing Strategy 2009, GLA

⁵ http://harinet.haringey.gov.uk/index/news_and_events/fact_file/boroughprofile.htm

Supporting People (SP) in Haringey

Providers of short term supported accommodation in Haringey

There are 17 providers who deliver 112 services providing 611 units of short term supported housing.

These are broken down into the following client groups:

Client group	Number of services	Number of units
Mental health	16	124
Offenders or people at risk of offending	13	82
People with alcohol problems	2	10
People with drug problems	5	41
People with learning disabilities	7	19
Rough sleepers	1	22
Single homeless with support needs	46	211
Women at risk of domestic violence	10	35
Young people at risk	12	67
TOTAL	112	611

Strategic requirement for improving move on in Haringey

The Supporting People Five-year Strategy 2005-2010 identifies improving move on in Haringey as a priority. There has been some work towards this but we do need now to co-ordinate this strategically. When the Audit Commission inspected the SP Programme in 2007 they too made this a recommendation and stated that *'a strategic and effective joined up approach to the provision of move-on accommodation need to be put in place'*.

What our research has told us about move-on in Haringey

In response to the MOPP exercise we received 24 responses from 16 out of a possible 17 providers. The results cover 499 clients/units of accommodation which equates to about an 82% response rate. A full breakdown of the audit is included in appendix I.

Headline data from the audit indicates that out of those 499 clients 176 are currently ready to move out of short-term supported housing but accommodation is unavailable for them to do so.

It is estimated that a further 242 clients will, at some point over the coming year, be ready to move out of short term supported housing, with only 181 available tenancies expected to come forward by providers. These results indicate that there will be a significant shortfall of available accommodation. Using the results of the audit this is an existing shortfall of 176 units rising to a potential 237 over the coming year.

Barriers to Move-on

As part of the audit we asked providers to identify significant barriers to effective move-on (A full summary of barriers identified is included in appendix II). The exercise demonstrated that the identified barriers were the right ones although some were shown to be more significant.

The table below shows those barriers that were identified by over 70% of respondents as being significant.

Barrier	Yes	No	Unanswered	%
Lack of schemes in place to enable clients to access private rented accommodation (i.e. rent-deposit and/or lettings management and support schemes)	18	3	3	85.7%
Unrealistic expectations of clients, e.g. if I wait long enough I will get a social housing tenancy.	18	4	2	81.8%
Lack of priority given to clients waiting to move on by LA/HAs	17	5	2	77.3%
Lack of information about accommodation availability	16	5	3	76.2%
Lack of (appropriate) floating support	15	5	4	75.0%
Housing Benefit does not meet local private sector rent levels	15	5	4	75.0%
No clear cross authority agreements for people placed by outside boroughs	14	6	4	70.0%

These along with the other identified barriers have formed the basis for the priorities of this move-on strategy. The responses received from the audit were broadly similar across all client groups but further analysis will need to be carried out to identify whether any service user group or provider is particularly susceptible to certain barriers.

Links with other Strategies

This strategy is focused on improving the turnaround of short term supported housing by freeing up existing provision and ensuring that viable options are in place for people ready to move-on. However, there are a number of direct links to a number of existing key strategies. We will ensure that our aims in delivering this strategy are embedded within these and will work together with partners to deliver common priorities.

Sustainable Community Strategy 2007 – 16

The development of this strategy contributes to the Sustainable Community Strategy outcome 'Healthier people with a better quality of life' which recognises the need for more high quality, safe, settled and affordable housing. It seeks to 'promote independence and provide high quality support and care for those in the greatest need'⁶.

⁶ Sustainable Community Strategy 2007 – 16

Housing Strategy 2009 – 19

As a supplementary strategy of the Housing Strategy 2009 – 19 the Move-on strategy will lay out the detailed actions necessary to ‘make effective use of the borough’s supported housing stock, by helping vulnerable people to become more independent and able to live in mainstream or general needs housing, providing settled homes to those who are able to live independently or with floating support, and promoting choice through the use of choice based lettings’⁷.

Homelessness Strategy 2008 – 11

This strategy will develop some of the work already being undertaken to tackle homelessness in Haringey. Many people currently in temporary accommodation for example need to move into specialist short term accommodation that is unavailable due to the lack of move-on. Through this strategy we will work closely with the Homelessness Strategy implementation groups to ensure that vulnerable homeless people receive the support they need.

Supporting People Five Year Strategy 2005 – 10

We will build on the priorities for move-on outlined in this strategy to create real opportunities for effective move-on. We will ensure that the freeing up of short term supported accommodation remains a high priority when the Supporting People Strategy is refreshed.

Our Vision

Our vision is to meet the long term housing aspirations of people who live in short term supported accommodation, offering choice and enabling people to live independently in way they want.

Outcomes from this strategy

1. Fulfilled lives through effective support
2. Independent people with real options
3. Increased move-on through effective partnerships

⁷ Haringey’s Housing Strategy 2009 – 19

What are our priorities and how are we going to achieve them

1. Fulfilled lives through effective support

Key priorities are to:

- Ensure the provision of appropriate floating support services for clients that have moved-on
- Assess the appropriateness of and access to all Community Care Assessments (CCA) for those requiring a care package or residential care
- Work with partners to ensure an appropriate provision of specialist 'second-stage' supported services with suitable entry criteria
- Assess the provision and entry criteria of long term care/specialist support projects
- Assess the provision of hostels with suitable entry criteria or programmes of specialist support
- Work with support providers to promote options with clients able but not willing to move-on
- Ensure that the support needs of clients are properly assessed

2. Independent people with real options

Key priorities are to:

- Promote a range of schemes to make it easier for vulnerable households or those on benefits to access the private rented sector
- Work with private sector landlords to encourage the granting of tenancies to clients that are ready to move-on
- Actively promote a range of housing options for those moving on including providing information on the availability of accommodation
- Manage the expectations of clients living in short-term supported accommodation
- Explore with partners the opportunities for move-on for couples
- Assess the move-on options available to clients with pets

3. Increased move-on through effective partnerships

Key priorities are to:

- Ensure effective joint working between providers to promote access to treatment, accommodation or pathways between providers
- Ensure that nomination and allocations procedures are clearly defined, fair and widely known
- Through the Lettings Policy assess the level of priority awarded to clients waiting to move on to permanent social housing
- Assess the referral procedures of all sheltered housing services providers
- Promote the use of the Council's Choice Based Lettings system (Home Connections) and ensure that it is understood by all providers and clients of short-term supported housing

- Explore with the North London sub-region and other authorities, the possibility of cross authority agreements for people placed outside the borough
- Ensure that options for move-on take account of the needs of clients in terms of retaining a local connection
- Carry out a review of exclusion policies that may cause barriers to effective move-on
- Fully assess and seek to resolve barriers to effective move-on experienced by clients in receipt of housing benefit

How we will implement and monitor this strategy

The delivery of this strategy will be overseen by the Integrated Housing Board (IHB), a thematic partnership board of Haringey Strategic Partnership.

We will establish a Move-On Strategy Implementation Group that will meet regularly. Their role will be to make sure that the actions in the implementation plan are being delivered and by monitoring performance demonstrate that they are successful. As well as reporting to the Integrated Housing board this group will identify and share good practice between partners to improve move-on from short-term supported accommodation.

This forum will produce an annual review detailing progress made in that year and also look to future ways to deliver priorities.

Appendix I – Results of the MOPP audit

Move on plans protocol (MOPP) - Audit		
Question 1: Move on in the past year		
Thinking about the past year, how many clients moved on to the following:		
Lead contacts: Enter 12-month period to be covered e.g. April 2006 - March 2007	April 2008 - March 2009	
<p>This question is designed to capture move on numbers and destinations from the previous year as a baseline from which to measure the success of the MOPP in your hostel and area. Please consider whether each move was planned or unplanned and place clients</p>		
Category	Planned	Unplanned
Treatment		
Treatment based accommodation (e.g. drugs or alcohol)	2	0
Supported accommodation		
Another hostel	8	1
Second stage supported housing	11	4
Long term care / support	0	0
Permanent / settled rented accommodation		
Private rented sector with floating support	5	0
Private rented sector without floating support	13	0
LA allocation (LA/HA) with floating support	9	0
LA allocation (LA/HA) without floating support	38	2
HA direct let with floating support	2	0
HA direct let without floating support	11	1
Sheltered housing with floating support	0	0
Sheltered housing without floating support	2	0
SUB TOTAL (arranged tenancies/licenses)	101	
Other		
Reconnection	1	0
Accommodation as an owner occupier	2	0
Staying with friends	4	1
Staying with family members	10	2
Bed and breakfast accommodation	2	0
Returned to previous home	9	2
Short-term hospitalisation (acute)	0	1
Short-term hospitalisation (psychiatric)	0	0
Other (please specify):	1	22
Evicted		2
Abandoned		8
Committed suicide / died		2
Taken into custody		11
SUB TOTAL (other planned move on)	29	
TOTAL	130	

Question 2: Current clients' move on requirements				
Thinking about current clients' move on requirements, please place them in the following categories as appropriate for them at this point in time				
This question collates information on current clients' move on requirements. Please enter each client only once in the most appropriate category and column.				
<ul style="list-style-type: none"> • Clients not being considered for move on as they are not ready should be placed in category 1. • All other clients should be placed in a category based on where it is thought they would thrive best. 				
Please think about where clients would thrive best rather than about what accommodation is currently available or any barriers to move on. In this way the audit is able to map gaps based upon the best possible outcomes for clients.				
Category	Client already nominated (move agreed with provider)	Client ready for accomm. type but <u>not available</u> at present	Client ready for accomm. type but <u>does not exist or cannot be accessed</u> locally	Total number of clients per category
Not being considered for move on as client not ready				253
Treatment				
Treatment based accommodation (e.g. drugs or alcohol)	2	1	12	15
Supported accommodation				
Another hostel	0	2	9	11
Second stage supported housing	7	7	15	29
Long term care / support	2	8	3	13
Permanent / settled rented accommodation				
Private rented sector with floating support	3	12	0	15
Private rented sector without floating support	2	31	0	33
LA allocation (LA/HA) with floating support	24	37	1	62
LA allocation (LA/HA) without floating support	7	24	4	35
HA direct let with floating support	5	3	0	8
HA direct let without floating support	4	6	0	10
Sheltered housing with floating support	2	1	0	3
Sheltered housing without floating support	0	0	0	0
Other move on				
Reconnection				0
Accommodation as owner occupier				1
Return to home / stay with friends or family				3
Bed and breakfast				1
Short-term hospitalisation (acute)				0
Short-term hospitalisation (psychiatric)				0
Other (please specify) :				5
Other categories				
Asylum seeker waiting determination				2
TOTAL CLIENTS IN PROJECT				499

Question 2 a-e: Optional questions

These questions collect further data on the figures entered in Question 2. Your lead contacts will tell you whether hostels in your area are completing these questions.

To complete these optional questions please click on the adjacent link:

Question 3: Likely demand over the year ahead

Thinking about the coming year as a whole please forecast how many people will be ready to move on (including those that have not yet presented) and how many tenancies/licenses you expect to get for each of the following categories:

Lead contacts: Enter 12-month period to be covered e.g. April 2007 - March 2008

April 2009 - March 2010

This question is designed to capture forecast demand for move on over the coming year as a whole and map it against expected provision.

Building on the information from question 2 please forecast the number of people who will be ready to move on in the coming year as a whole (including those that have not yet presented) alongside the number of tenancies/licenses you expect to get in each

Any shortfalls will be calculated in the last column

Category	Expected number of people ready to move on over coming year	Number of tenancies/licenses expected over coming year	Shortfall in provision
Treatment			
Treatment based accommodation (<i>e.g. drugs or alcohol</i>)	18	34	0
Supported accommodation			
Another hostel	12	2	10
Second stage supported housing	34	62	0
Long term care / support	14	8	6
Permanent / settled rented accommodation			
Private rented sector with floating support	15	4	11
Private rented sector without floating support	30	22	8
LA allocation (LA/HA) with floating support	46	24	22
LA allocation (LA/HA) without floating support	58	20	38
HA direct let with floating support	5	3	2
HA direct let without floating support	10	2	8
Sheltered housing with floating support	0	0	0
Sheltered housing without floating support	0	0	0
SUB TOTAL (<i>arranged tenancies/licenses</i>)	242	181	61
Other			
Reconnection	4		
All other planned move on	18		
SUB TOTAL (<i>other planned move on</i>)	22		
TOTAL	264		

Appendix II – Identified barriers to move-on

Move on barriers: Treatment and Supported Accommodation

Barrier	Yes	No	Unanswered	%
Lack of joint working between providers (voluntary and/or statutory) i.e. for access to treatment accommodation or pathways between providers	10	11	3	47.6%
Lack of second-stage projects with suitable entry criteria or programmes of specialist support	11	10	3	52.4%
Lack of hostels with suitable entry criteria or programmes of specialist support	10	10	4	50.0%
Lack of long-term care/support projects with suitable entry criteria or programmes of specialist support	10	10	4	50.0%

Move on barriers: LA/HA Tenancies

Barrier	Yes	No	Unanswered	%
Lack of priority given to clients waiting to move on by LA/HAs	17	5	2	77.3%
Lack of transparency over nominations and allocations procedures	14	7	3	66.7%
No clear cross authority agreements for people placed by outside boroughs	14	6	4	70.0%
Local connection issues	13	8	3	61.9%
Blanket exclusion policies i.e. for rent arrears	9	10	5	47.4%
Different prioritisation systems operating across different landlords	5	16	3	23.8%
Lack of understanding about choice based lettings by staff	3	16	5	15.8%
Sheltered housing providers not taking referrals of homeless people	1	16	7	5.9%

Move on barriers: Private Rented Sector Tenancies

Barrier	Yes	No	Unanswered	%
Lack of schemes in place to enable clients to access private rented accommodation (i.e. rent-deposit and/or lettings management and support schemes)	18	3	3	85.7%
Housing Benefit delays	13	7	4	65.0%
Private rented sector landlords unwilling to let to tenants on benefits	13	6	5	68.4%
Housing Benefit does not meet local private sector rent levels	15	5	4	75.0%

Move on barriers: General Issues

Barrier	Yes	No	Unanswered	%
Unrealistic expectations of clients, e.g. if I wait long enough I will get a social housing tenancy.	18	4	2	81.8%
Lack of information about accommodation availability	16	5	3	76.2%
Lack of (appropriate) floating support	15	5	4	75.0%
Lack of information sharing among providers and/or relevant agencies or services	12	8	4	60.0%
Difficulty with access to or appropriate community care assessments for those requiring a care package	12	7	5	63.2%
Some clients not wanting to move on/institutionalised	12	9	3	57.1%
Inadequate support needs assessment	5	16	3	23.8%
Insufficient use of homelessness legislation (i.e. local authority assessment not suggested to people likely to be in priority need)	7	14	3	33.3%
Lack of move on for couples	5	8	11	38.5%
Lack of move on for those with pets	4	9	11	30.8%



Haringey Council

[No.]

Agenda item:

Overview and Scrutiny Committee**1st February 2010**

Report Title: Paving over front gardens / Crossovers – Service Report to Overview and Scrutiny Committee

Report authorised by:

Niall Bolger, Director of Urban Environment

Contact Officer: Joan Hancox Head of Sustainable Transport

joan.hancox@haringey.gov.uk 0208 489 1777

Wards(s) affected: ALL

Report for: Non Key

1. Purpose of the report

1.1 In June 2008 the Overview and Scrutiny Committee asked for a one-off feasibility report on the practicality of undertaking an in-depth review on the issues surrounding paving over front gardens in Haringey. This report was considered at the Overview and Scrutiny Committee meeting on 27th July 2009.

1.2 At the 27th July meeting, it was requested that a further report be presented to the Committee on 23rd November 2009. The purpose of this report would be to address a number of issues identified by Members. The presentation of this report has subsequently been deferred to 1st February 2010.

1 Introduction by Cabinet Member N/A

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

3.1 The issues considered in this report are related to one of the high level strategic outcomes from the community strategy: an environmentally sustainable future.

3.2 The issues considered in this report are also related to the Council's strategic priorities:

- making Haringey one of the greenest boroughs
- creating a better Haringey; cleaner, greener and safer

3 Recommendations

4.1 That the Committee note the contents of the report.

4 Reason for recommendation(s)

5.1 N/A

6. Other options considered

6.1 N/A

7.1 Introduction

7.1.1 The feasibility report of 27th July 2009 provided a comprehensive overview of issues relating to the paving over of front gardens. It explained the importance of front gardens in London's ecosystem and provided information on the extent of front garden loss at a national, regional and borough level. A summary was given of the factors behind the loss of front gardens and details given of action being taken at national, regional and borough levels.

7.1.2 The purpose of this report is to address the queries from Members in relation to the 27th July report. Many of these queries relate to the provision of vehicle crossovers over public footways in order to provide access to front garden parking.

7.1.3 There has been a significant downward trend in the number of applications for vehicle crossovers received by the Council. In 2006, 248 applications were received. By 2007, this had fallen to 155. In 2008, 111 applications were received and in 2009 the number fell to just 55 applications.

7.1.4 Of the 111 applications received in 2008, 91 were approved and 20 were rejected. Of the 55 applications received in 2009, 37 have been approved, 2 have been rejected, 3 have been cancelled and 13 are pending a decision.

7.1.5 Between April 2008 and March 2009, 37 planning applications were received for vehicle crossovers. Of these, 6 were granted, 28 were refused, 2 were withdrawn and 1 was considered to be permitted development.

7.2 Enforcement

7.2.1 Unauthorised development of crossovers and paving over of front gardens figure prominently in the caseloads of Members and there is a general perception that the current enforcement process is ineffective. Members have requested:

- Further details on the current enforcement process, in particular the road highways

inspection for illegal development

- Enforcement data concerning unauthorised crossovers
- How can enforcement be improved?

7.2.2 Enforcement action in relation to unauthorised crossovers is undertaken by the Planned & Reactive Maintenance Team of the Highways Asset Group in Sustainable Transport. Each public highway is inspected every 6 months and Inspectors look specifically for unauthorised crossovers during these inspections. Upon identifying a potential unauthorised crossover, Inspectors serve a notice letter under the Highways Act 1980. This letter informs the householder that they must stop using the crossover illegally and outlines the process for applying for a crossover. It advises the householder that they may be subject to prosecution if they continue to use the illegal crossover without attending to the required application. It also states that, in certain circumstances, the Council may carry out works to block unlawful ingress and egress to and from premises. If there is no response to the letter after seven days, a second letter is sent using registered post. If there is no response to this, a final warning is issued. Should this be ignored, bollards are erected in order to block access to the illegal crossover. An example of this type of enforcement action is shown in the photograph in Appendix 1.

7.2.3 The number of notices served on properties and number of bollards erected has reduced drastically from previous years. For example in 2007, just after the policy on crossovers was reviewed and endorsed by the Cabinet of the Council, officers served 52 notices on properties where illegal driving over the pavement had been observed. In the same year, bollards were installed outside 13 properties where illegal driving over the pavements had continued despite notices being sent to residents. By comparison, between January 2009 and October 2009, notice letters were served to 6 properties in Haringey. In the same period, bollards were erected in front of 3 properties.

7.2.4 In the majority of instances residents do apply for permission to construct crossovers and others have refrained from driving illegally across the pavements once notices are received.

7.2.5 Enforcement action in relation to the paving over of front gardens is undertaken by Planning Enforcement Officers. There are restrictions on the amount of hardstanding that can be allowed. There was a case recently where a Council property re-instated the requisite amount of its front garden area after being covered in hardstanding. The permitted development rights in relation to hardstandings are set out in Appendix 2. Planning Enforcement Officers refer cases to Highways where there is no crossover.

7.2.6 The enforcement process could be improved if the Sustainable Transport service had greater awareness of locations where Members have concerns regarding unauthorised crossovers. One way of achieving this would be through Member walkabouts with the new Street Enforcement Officers.

7.3 Communication.

- 7.3.1 - How has the Council promoted the value of front gardens to residents and provided details of low cost/ low maintenance alternatives?
- How have the new Permitted Development rules (October 2008) for paving over front gardens been communicated to local residents?

7.3.2 The Council has promoted the value of front gardens in its booklet, Greening Your Home, which is distributed at community events, for example Green Fairs and other Council events. We have a guide to the new approaches to front garden paving on our web-site. We will be including an article on this topic in a forthcoming Planning and Regeneration newsletter.

7.3.3 The new Permitted Development rules are created by Central Government so communication is initially down to the Department of Communities and Local Government. They have done this through information on the Planning Portal web-site, and in their own separate Design Booklet – on hardstandings in front gardens.

7.3.4 There are merits on the Government doing its own communication; the rules on permitted development are complex and if every Local Authority issued its own version of advice, that could result in differing interpretations.

7.3.5 Haringey Council's 'Vehicle Crossover Application Guidance Notes' state that from 1st October 2008, planning permission is now required to lay impermeable hardstanding in the front or back gardens.

7.4 Safety

7.4.1 - What considerations are taken account of pedestrian safety as people walk along footways where crossovers have been installed (i.e. vehicles exiting and entering across the pedestrian footway)?

- In particular, how is pedestrian safety assessed where applications for a crossover is near a school or on a route to school?

- Are there guidelines on how vehicles may enter and exit the property (forwards or in reverse) and are these enforced?

7.4.2 In assessing applications for vehicle crossovers, the Council is required by the Highways Act 1980 to have due regard to the need to ensure, so far as is practical, safe access to and egress from the premises which is served by the access. Each application is assessed on its individual merits so proximity to a school will be taken into consideration as part of the assessment. Haringey Council's 'Vehicle Crossover Application Guidance Notes' state that for road safety reasons, crossovers are not acceptable within or in the immediate vicinity of hazardous zones. These are:

- (i) onto a section of road where traffic speeds are high;
- (ii) on the approach to traffic signal junctions where regular queuing takes place;
- (iii) onto a roundabout, or a cycle track;
- (iv) within the zigzag markings of pedestrian crossings;
- (v) immediately adjacent to pedestrian refuges, traffic islands;
- (vi) at a bus stop, and/or within bus cages; and/or
- (vii) within 15 metres of a junction.

7.4.3 The 'Vehicle Crossover Application Guidance Notes' state that there must be

sufficient space within the curtilage of the site to ensure that parked vehicles do not overhang the footway; the minimum allowable depth is 4.8 metres. The minimum width for a crossover is 2.4 metres and the maximum allowable width is 4.8 metres. The Guidance Notes state that vehicles must park at 90 degrees to the carriageway. There is no guidance on the manner in which vehicles should enter and exit the property and vehicle movements are not monitored.

7.5 Conservation Areas

7.5.1 - What additional assessments are considered for proposed crossovers in Conservation Areas?

- Are there any restrictions for paving over front gardens (irrespective of being used for parking) in Conservation Areas?

7.5.2. The rules of 'permitted development' on hardstandings in Conservation Areas are the same as outside of Conservation Areas; however, what is different is the issue of front garden walls. In a Conservation Area, consent is required for the substantial demolition of a wall on the front boundary of the site with the pavement if that wall is more than 1 metre high; substantial demolition means the major part of a wall. So if only part of a wall was taken out for formation of a vehicle crossover and hardstanding, and the larger part of the wall was left standing, that would not necessarily need consent for demolition. Enforcement action regarding this is taken by Planning Enforcement Officers.

7.5.3 Flats do not have permitted development rights, so any hardstanding in front of a house converted to flats needs permission.

7.5.4 The assessment is based on the visual harm to a Conservation Area of demolition of a wall.

7.5.5 There are no additional restrictions on paving in front gardens in Conservation Areas; they now have to be constructed from porous materials if more than 5 sq. m. in area as with properties outside a Conservation Area.

7.6 CPZ

7.6.1 - How are applications for front garden parking/ crossovers treated during the period leading up to areas being considered for possible parking controls like a CPZ?

- If this is monitored, is there a marked increase in applications for front garden parking and how are these dealt with?

7.6.2 In the period when areas are being considered for possible parking controls, applications for crossovers in that area are treated in the same way as any other application, i.e. without regard to possible parking controls. Once controls are in place, any loss of parking bays due to the proposed crossover is considered in the assessment of the application. Members may like to consider introducing restrictions on the approval of vehicle crossover applications during the year when a new CPZ is due to be introduced.

7.6.3 At present, there is no monitoring of applications for front garden parking in relation to the implementation of parking controls. The majority of existing CPZs were implemented a few years ago. In light of this, the sharp downward trend in the number of applications for crossovers over recent years would tend to suggest that

existing CPZs do not give rise to a large number of crossover applications.

7.7 Drainage and flood risk

7.7.1 - Is there any further data on localised flooding – the instances and location of where this has occurred?

In relation to existing front garden parking is there anything that can be done retrospectively to improve environmental impact like drainage etc. for example, where there is obvious run-off of water due to the construction/slope of the paved parking area?

- Are there any recommendations/incentives to make changes especially when an existing hard standing is being replaced?

7.7.2 There is no further data on localised flooding; the existing data was provided to Haringey Council by the Environment Agency. Officers are not aware of any instance where flooding was caused specifically by the paving over of a front garden.

7.7.3 There is currently no legislation relating to improvements to existing front garden parking or action that can be taken retrospectively. Planning Officers are not aware of any incentives to improve drainage of existing front garden parking. If there is replacement hardstanding (i.e. complete rip-up, removal and replacement by new), it would have to be replaced with porous materials if more than 5 sq.m.

7.8 Home Information Packs

7.8.1 The new Home Information Packs (HIPS) require details of ability to park near the home - this may encourage demand for provision of off-street parking - will any monitoring be undertaken to see if there is any correlation between application for front garden parking and property being put on the market for sale?

7.8.2 Unfortunately, lack of resources precludes this type of monitoring at present.

8. Chief Financial Officer Comments

9. Service Legal Comments

9.1 There are no legal implications for services at this time.

10. Head of Procurement Comments N/A

11. Consultation

11.1 Representatives from (1) Sustainable Transport (2) Planning Policy and (3) Planning Enforcement departments within Haringey Council were consulted in the development of this report and have approved the conclusions and recommendations made within it.

12. Service Financial Comments

12.1 There are no financial implications for services at this time.

13. Use of appendices /Tables and photographs

14. Local Government (Access to Information) Act 1985

Appendix 1 – Bollards erected to prevent unauthorised crossover



Appendix 2 – Permitted development rights and conditions in relation to hardstandings

The conditions attached to permitted development rights (Part 1 class F) is as follows:

Permitted development

F. Development consisting of—

- (a) the provision within the curtilage of a dwellinghouse of a hard surface for any purpose incidental to the enjoyment of the dwellinghouse as such; or
- (b) the replacement in whole or in part of such a surface.

Conditions

F.1 Development is permitted by Class F subject to the condition that where—

(a) the hard surface would be situated on land between a wall forming the principal elevation of the dwellinghouse and a highway, and

(b) the area of ground covered by the hard surface, or the area of hard surface replaced, would exceed 5 square metres,

either the hard surface shall be made of porous materials, or provision shall be made to direct run-off water from the hard surface to a permeable or porous area or surface within the curtilage of the dwellinghouse.

Cabinet Member Briefing for Overview & Scrutiny – January 2009**Community Cohesion and Involvement – Councillor Amin****Corporate Policy****Haringey's Community Engagement Framework**

The Haringey Strategic Partnership has developed a **Community Engagement Framework** (CEF) which reaffirms the commitment of HSP partners to community engagement and promotes a shared understanding of engagement principles. The CEF was agreed by all HSP partners in April 2009. It will help the HSP to deliver on the following:

- two of the outcomes of Haringey's Community Strategy – **People at the heart of change** and **Be people and customer focused**
- various **Local Area Agreement** indicators
- the new '**duty to involve**', and other national legislative drivers
- the level and quality of public engagement (and empowerment) which is tested as part of the **Comprehensive Area Assessment** process

Community consultation process:

- 700 voluntary and community groups in the borough were directly consulted.
- The consultation documents were available online, and the questionnaire could be completed online on the Haringey Council website.
- The CEF was discussed and feedback given at meetings of the HSP and its theme boards, individual partner organisations and the Community Link Forum.
- An article of the CEF was placed in Haringey People.

Following the adoption of the CEF by the HSP in April 2009 the following progress has been made:

- The final [Community Engagement Framework](#) (including a summary and easy-read version) is available on the Council website.
- The partnership CEF Delivery Plan has been produced. Work on this is being led by a high-level steering group made up of senior staff from the Council and HSP partner agencies.

Feedback and Information**1. Complaints performance 2009-10**

To end December performance was as follows:

- stage 1 91% against 93% target,
- stage 2 85% against 90% target;
- stage 3 93% against 95%

There were service problems in the early part of the year, but current stage 1 performance is now ahead of target – 94% in quarter 3 and 96% in December.

Performance in dealing with Ombudsman first enquiries is on target at an average of 18 calendar days.

2. Members' enquiries performance 2009-10

The year to date performance was 88% against the target of 93%. There were the same problems as with complaints earlier in the year, but again performance is now ahead of target – 94% in quarter 3 and 95% in December.

3. Data protection – information sharing protocols

Haringey's 3 key Information Sharing Protocols and the production of practical "how to" guides for officers to accompany each of the protocols have been completed. This involved consulting key partners in the Police and Health service and the relevant council services and production of a position statement on information sharing, which was agreed by the HSP.

4. WOW awards

There have been a record 1136 nominations from customers in the year to December, an average of 126 per month – up from 98 in 2008-09.

There were 31 national awards for the December presentation, taking the total for the financial year to date to 116, and the grand total since inception in 2006 to 349. Haringey was awarded Best Local Authority for Customer Services.

Community Cohesion

Leading through Haringey Community Cohesion Forum, we organised a well attended and successful Community Cohesion and Networking event on 13th November 2009 at Broadwater Farm Community Centre.

The event was the third major event since the Forum was formed in March 2008.

It gave the opportunity to those present to:

- Hear about some of exciting projects that are helping to build bridges and deepen understanding and relationships between groups and communities in the borough;
- what the Council and various communities and groups have been doing since the October 2008 conference on intergenerational relations;
- contribute ideas about how we can go on building relationships between the communities in Haringey by breaking down those barriers that tend to keep people apart;
- Contribute to shaping the work of the Forum in the year ahead.

The conference was open to residents, community and voluntary organisations and will be of interest to community leaders, Councillors, senior council officers and other public sector officials working in the borough

Among the speakers were the Leader of the Council, Cllr. Clair Kober, Her Worshipful, the Mayor of Haringey and Cllr Amin as the Cabinet Member for Community Involvement and Cohesion.

The guest speaker, Kate Emson, deputy headteacher of Hamstead Hall Community Learning Centre in Birmingham – who has spearheaded an innovative project to build an inclusive centre for learning.

Up and coming events include:

- Holocaust Memorial – January 2010
- Lesbian & Gay History – February 2010
- International Women's Day – March 2010

- Nevroz (Kurdish, Iranian, Iraqi spring festival) – March 2010

Neighbourhood Management Service

The latest round of Area Assemblies (Cycle 3) took place during November/December. These included the process to identify key local priorities for local people to inform the development of local Area Priority Plans. A variety of approaches were used to identify the priorities including workshops and the use of Turning Point voting software. Over 500 people took part in the process.

The following examples give a flavour of the identified priorities:

- Wood Green: Clean streets, activities for young people
- West Green & Bruce Grove: Safer Parks, anti-social behaviour
- Tottenham and Seven Sisters: Resident involvement, mental health support
- St Anns and Haringey: Healthy living, burglary
- Crouch End: Affordable homes, support to local business
- Northumberland Park & White Hart Lane: Recycling, jobs for local people
- Muswell Hill: Youth services, burglary

Area Based Working continues to be developed with key issues being identified and tackled using problem solving principles. Most prevalent issues being identified include Ant-Social Behaviour, speeding traffic, burglaries, vehicle crime and fly tipping.

Corporate Voluntary Sector Team

18 organisations were successfully reviewed and new 3 year funding awards were agreed by the Voluntary Sector Committee (VSC) held on the 23rd November 2009. New monitoring arrangements have been put in place to address those organisations who demonstrated weaknesses in performance, governance or sustainability and further reports on these organisations will be made to the VSC in September and December 2010.

The Terms and Conditions of Revenue Grant Aid have been updated to reflect the Council responsibilities as a Safeguarding agency and the new conditions will be introduced for use across the Council.

Communications & Consultation

Marketing

My Haringey campaign to strengthen civic pride, reinforce a sense of ownership and encourage residents' and businesses' involvement in continually improving the borough. By featuring real people from Haringey rather than models the campaign reinforces the sense of participation, and a good spread of anecdotal feedback so far suggests it is well supported and understood. Themes covered so far are *cleaner* and *greener* with *safer* rolling out this month. A range of publicity activity in support of the advertising will continue to spread the messages throughout the borough. These include involving local businesses in publicity by using their shop fronts and other premises. We also plan promotions in car parks, recreation parks and elsewhere to publicise key themes.

Consultation

Major projects included the waste consultation, Green Lanes charter, budget and temporary accommodation research programme. We will complete the annual residents survey by end of

this fiscal and next year will conduct consultations on the budget and sustainable community strategy and deliver the place survey.

E-communications

Our website was ranked in the top 20 local authority sites in 2009's prestigious Socitm review. We received Transactional Status for the second year running and were awarded Excellent Status for content. Usability experts Webcredible ranked Haringey's as the second most usable site out of the top 20. New features added in 2009 include a feedback facility on every page, social bookmarking and a new accessible media player. 2010 will see us become much more involved in social media and the introduction of regular user testing.

CUSTOMER SERVICES

Customer Services is the Council's corporate customer service operation, handling around 50% of customer contact with the Council. It provides 20 services for different directorates and handles around 1 million customer contacts a year. The service comprises:

- the Corporate Contact Centre : handling over 2000 contacts a day, predominantly phone calls but also e-mail, fax and Web response forms
- 4 Customer Services Centres – providing face to face services in different neighbourhoods and serving an average of 13,500 customers a month
- the Council's switchboard handling 1500-2000 calls per day
- Emergency Out of Hours service – client for external contract
- Customer Relationship management – client for corporate system

Recent key events

A number of developments have taken place since the last report to the OSC in March 2009:

- "One Number" was introduced in April 09 for all customer calls to the Contact Centre, replacing separate numbers for different services
- a helpline was set up with the PCT in June in the Contact Centre to provide information and advice on swine flu for local people; the national helpline was not developed until later in the year
- the Emergency Out of Hours service was successfully commissioned from an external contractor through a pan London framework and went live in August
- in addition to service specific training, all staff received refresher Council tax training, training on new government benefits information requirements (GCSX) and training on new versions of benefits software in the last 6 months
- in the year to date, 49 WoW awards on average have been made each month for Customer Services staff, more than any other service
- 2009/10 performance targets (at 31/12/09) have been achieved in the Customer Service Centres (77% of customers seen within 15 minutes against a target of 70%) and switchboard (91% of calls answered within 15 seconds against a target of 90%)
- 2009/10 performance targets (at 31/12/09) however have not been achieved in the Corporate Contact Centre ; an improvement plan is in place. Performance for the last quarter is set out below:

Oct	Nov	Dec	
91%	86%	91%	- target of 90% of calls answered (year to date 82%)

62%	40%	64%	- target = 70% in 30 seconds (year to date 53%)
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Key issues and challenges for the coming year

There are a number of issues that the service needs to address over the coming 12 months:

- the volume of customer contact is likely to increase, in part because of the impact of the recession on local employment; meeting service levels and providing a high quality service with fewer resources will be a challenge
- reducing repeat and avoidable contacts (and reducing costs) will be crucial and a range of approaches will need to be driven through : improving business processes, reducing back office backlogs and diverting customers to other cheaper and easier channels (particularly the web and self service telephony)
- having a good understanding of customers' experience and priorities through surveys and mystery shopping will be crucial both to providing a good quality service and knowing how best to "shift" customers to other channels
- good customer service depends crucially on good systems and engaged and effective staff; staff training and development will be prioritised, particularly in "soft " skills and dealing with difficult customers
- some essential investment will be made in systems (the Council's Customer Relationship management system in particular and replacement of the Contact Centre and switchboard telephony); this will improve efficiency and reduce costs

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Overview and Scrutiny Committee

On 1st Feb 2010

Report Title: **Draft HRA Financial Planning Position for 2010/11**

Report of: Director of Urban Environment and Chief Financial Officer.

Authorised: Niall Bolger, Gerald Almeroth

Contact Officer : **Rowann Limond, Executive Director of Resources**

Email: rowann.limond@haringey.gov.uk

Tel: 0208 489 5339

Wards(s) affected: **All**

Report for: **key decision**

1. Purpose of the report

- 1.1. To update members on the HRA financial planning position for 2010/11 as part of the budget scrutiny process.

2. Introduction by Cabinet Member

- 2.1. Not applicable for this report

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

- 3.1. The Housing Revenue Account budget forms part of the wider Council budget which underpins all Council priorities.
3.2 Haringey's Housing Strategy 2009-19

4. Recommendations

- 4.1. To consider the HRA financial position as set out in the report.

5. Reason for recommendation(s)

5.1. Overview and Scrutiny Committee had previously requested more information on the Housing Revenue Account budget plan. This report updates Committee on the impact of the Governments rent and subsidy determination

6. Other options considered

6.1. Not relevant in this context

7. Summary

7.1. The report provides an update on the HRA financial position showing the impact of the rent and subsidy determination on proposed rent levels within Haringey and outlines the method of consultation. This report is delayed because the subsidy determination was approximately six weeks later than usual and therefore could not be included in the normal budget setting process.

8. Financial Comments

8.1. This report outlines the proposed HRA budget based on the draft rent and subsidy determination from Central Government. The final determination is expected in February, though it is not expected to have a significant impact on the figures presented within this report. As the Housing Revenue Account is a ring-fenced account there is no impact on the General Fund budget.

9. Head of Legal Services Comments

9.1 There are no specific legal implications.

10. Equalities & Community Cohesion Comments

10.1. None for the purpose of this report

11. Consultation

11.1 The method of consultation used with tenants is outlined in the attached report, along with an explanation of why this method was chosen

12 Use of appendices /Tables and photographs

12.1 HRA budget summary and Medium Term Financial Statement.

13 Local Government (Access to Information) Act 1985

- n/a

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Appendix A – Briefing Note on HRA budget

1. Introduction

1.1 Overview and Scrutiny Committee have previously received a report on the Housing Revenue Account (HRA) budget plans as part of their normal budget scrutiny process. This year the HRA budget planning process has been made more difficult with the late notification of the rent and subsidy determination, which only came out on 10 December 2010. This report therefore sets out a draft position for the HRA. A final determination is expected in early February.

2. The Draft Determination

2.1 The subsidy determination announced an average rent increase of 3.1% (nationally). This works out slightly lower for Haringey at 2.6% once worked through for all properties. The subsidy paid to Haringey is based on this average rent being implemented (and Haringey getting rent income from this increase).

2.2 There is an issue with this as the 'caps and limits' placed on individual rents are worked out using Sept RPI (-1.4%) to which 0.5% and £2 flat increase is added. This works out at being 1.3% average rent increases across Haringey.

2.3 Therefore the government guideline rent for Haringey is 2.6%, but the actual rent increase will only be 1.3%. The government will pay Haringey subsidy on the basis we have implemented a 2.6% increase. Therefore there is a shortfall of £1.2m in 2010/11.

2.4 This has happened in the past, but usually the gap is not so big. The reason it is so big this year is because the planning period to converge rents has also been reduced from 15 years in 2009/10 to 3 years in 2010/11. This moves the guideline rent up, but caps and limits keep the actual rents still at 1.3%.

2.5 It is expected that the £1.2m loss will be one-off as the subsidy system will be reset for 2011/12 and this will flow through to the Council in later years.

2.6 Therefore following the government's system will result in an average rent increase of 1.3% with a one-off loss of income of £1.2m in 2010/11. Another option would be to use discretion to put the rents up in line with the guideline rent of 2.6% (ignoring the government caps and limits). Although the Council would receive about £0.9m of additional rent income, it is likely that the £1.2m subsidy loss would be permanent and would therefore impact on all future years rather than just being one-off. There is also a risk that housing benefit subsidy would be reduced if actual rents are higher than the limits.

2.7 The increase of 1.3% is based upon the average rent throughout 2009/10. However, as rents were reduced in July 2009 to take account of additional subsidy available in 2009/10, the increase on the current rent rises to 2.0%. This is set out in the following table. If the 'Caps and Limits' are not applied then the average increase on the current rents would be 3.6%.

Rent Increases

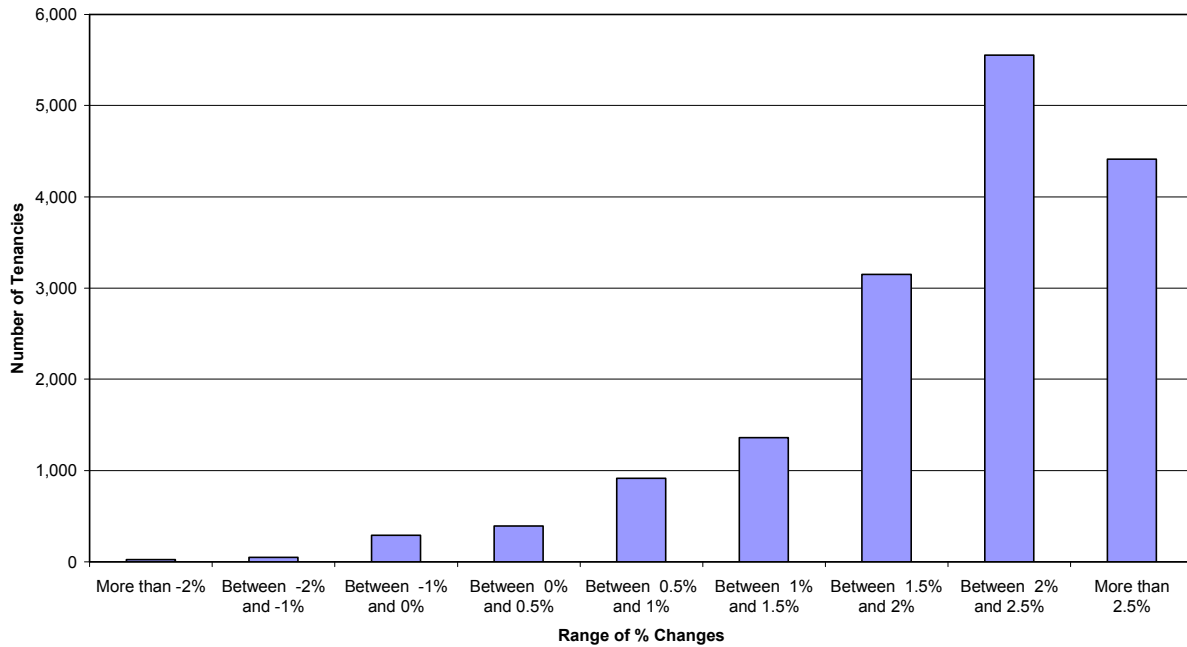
	2009/10 £.p.	2010/11 £.p.	Average Increase £.p.	%
Average Rent based on all rents paid during 2009/10	81.13	82.11	0.98	1.3
Average Rent based on current rents in effect since July 2009	80.52	82.11	1.59	2.0

3. Rent Impact

3.1 The range of dwelling rent changes for tenants are set out in the graphs below. The graphs represent both the percentage increase, and the monetary value that this percentage will represent.

Percentages Changes Based on Current Rents with Caps and Limits applied

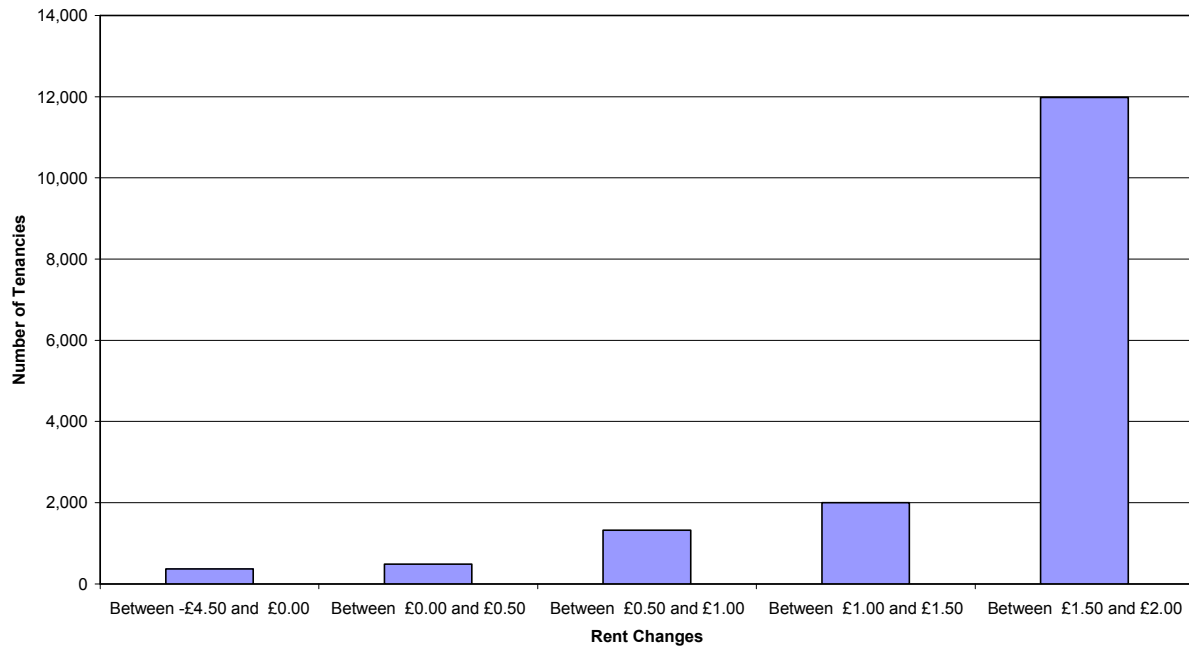
Distribution of Proposed Rent Changes 2010/11



Range of % Changes	Number of Properties
More than -2%	25
Between -2% and -1%	47
Between -1% and 0%	289
Between 0% and 0.5%	393
Between 0.5% and 1%	913
Between 1% and 1.5%	1,358
Between 1.5% and 2%	3,151
Between 2% and 2.5%	5,555
More than 2.5%	4,414
Total	16,145

Monetary Changes Based on Current Rents with Caps and Limits applied

Distribution of Proposed Rent Changes 2010/11



Range of Changes	Number of Properties
Between -£4.50 and £0.00	361
Between £0.00 and £0.50	489
Between £0.50 and £1.00	1,318
Between £1.00 and £1.50	1,994
Between £1.50 and £2.00	11,983
Total	16,145

- 3.2 The charts show that a significant number of tenants will receive increases between £1.50 and £2.00 per week. However, rent reductions up to 5% would be received by some tenants whose average rent in 2009/10 is higher than the government's rent cap.
- 3.3 The minimum, maximum and average rents for each size of property calculated using the rent restructuring formula is shown below.

PROPOSED ACTUAL RENTS PER WEEK
2010/11

No. of Bedrooms	HOUSE			FLAT			ALL		
	Min	Max	Average	Min	Max	Average	Min	Max	Average
	£	£	£	£	£	£	£	£	£
0	-	-	-	49.78	96.55	72.44	49.78	96.55	65.57
1	64.80	101.95	80.02	41.27	106.71	68.56	41.27	106.71	70.26
2	60.36	116.69	87.13	65.86	118.42	78.30	60.36	118.42	81.98
3	68.84	126.47	98.14	56.92	123.07	91.36	56.92	126.47	94.44
3+	72.17	149.67	127.11	67.09	126.41	100.43	67.09	135.28	126.48

PERCENTAGE CHANGE IN RENT

No. of Bedrooms	HOUSE			FLAT			ALL		
	Min	Max	Average	Min	Max	Average	Min	Max	Average
0	0%	0%	0%	-5%	3%	2%	-5%	3%	2%
1	-5%	2%	1%	-5%	4%	2%	-5%	4%	2%
2	-3%	3%	0%	-3%	2%	1%	-3%	3%	1%
3	-3%	2%	1%	-3%	3%	1%	-3%	3%	1%
3+	-2%	2%	1%	-1%	2%	1%	-2%	2%	1%

4. Tenant Service Charges

- 4.1 All service charges have been reviewed for 2010/11 to ensure that charges cover the cost of provision. Service charges are set to cover the estimated cost of providing services and would be assessed on a flat rate basis so tenants pay the same wherever they live in the borough as long as they receive the service.
- 4.2 There are significant reductions in Light and Power (Communal Charges) and District Heating following the reduction in energy costs from October 2009.

SUMMARY OF PROPOSED SERVICE CHARGE INCREASES / DECREASES				
Service	Existing Charge per week 2009/10	Increase/ (Decrease)	Increase/ (Decrease)	Proposed New Charge 2010/11
	£	%	£	£
Concierge	14.93	2.0%	0.30	15.23
Grounds Maintenance	2.37	1.8%	0.04	2.41
Caretaking	5.59	-0.4%	-0.02	5.57
Street Sweeping	2.92	1.9%	0.06	2.98
Light and Power (Communal Lighting)	3.63	-70.8%	-2.57	1.06
District Heating	22.95	-60.7%	-13.93	9.02
Water	5.38	3.0%	0.16	5.54

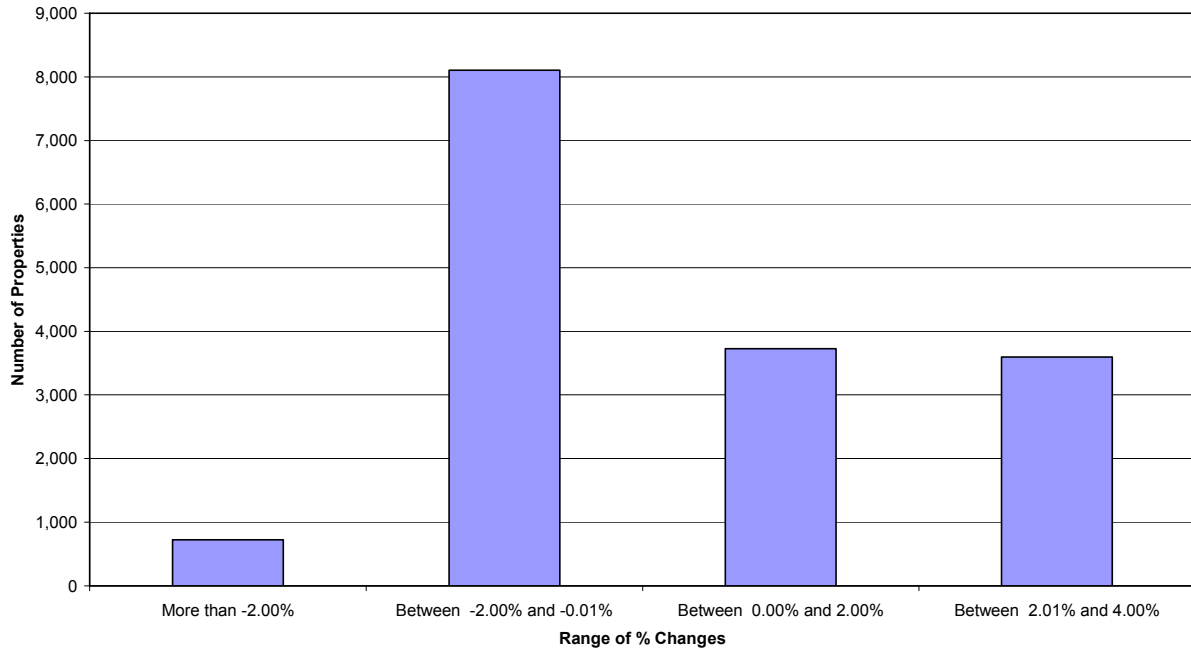
- 4.3 The proposed average Service Charge in 2010/11 has decreased from **£15.71** to **£14.13** – a decrease of **£1.59** a week.

5. Combined Rents and Service Charges

5.1 The charts below show that about half of all tenants in permanent dwellings would receive a reduction in their weekly charges mainly as a result of the reduction in heating and communal lighting charges.

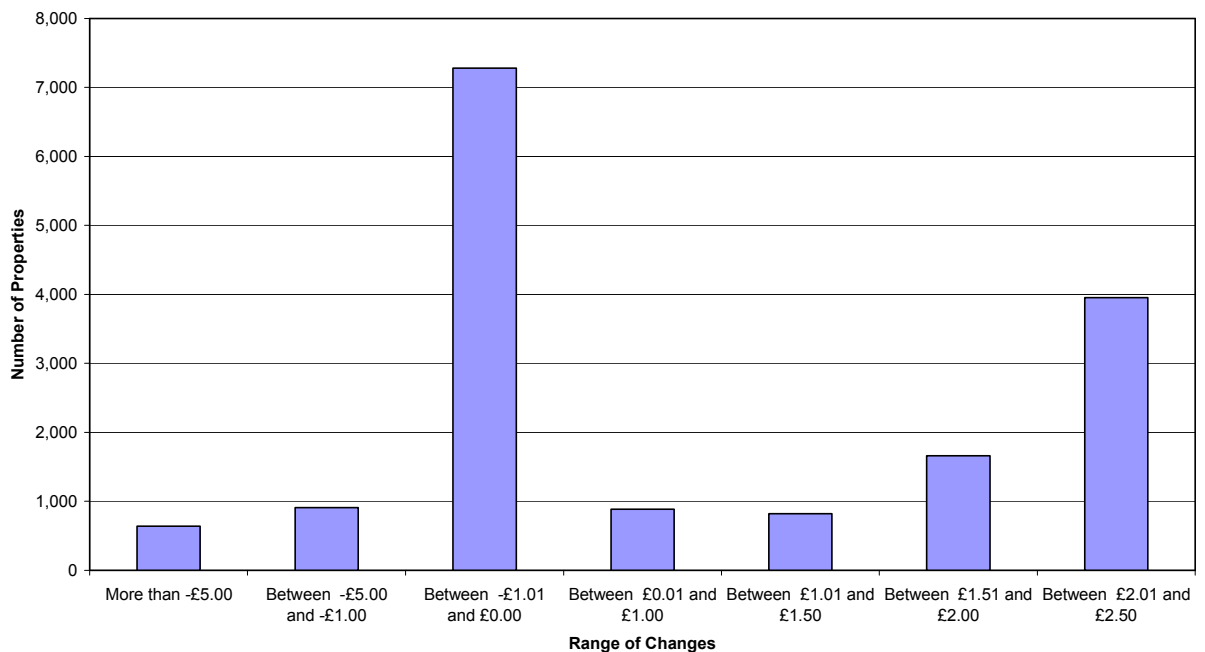
Percentages Changes Based on Current Rents with Service Charges (Caps and Limits applied)

Distribution of Proposed Rent and Service Charge Changes 2010/11



Monetary Changes Based on Current Rents with Service Charges (Caps and Limits applied)

Distribution of Proposed Rent and Service Charge Changes 2010/11



6. Impact on the HRA

- 6.1 The detailed MTFS is set out in Appendix B with proposed budget movements in Appendix A. These proposals are presently being discussed with the Council.
- 6.2 The significant variations contained in the forecast are set out below.
- New efficiencies of £1.389 million are proposed in 2010/11. For the Homes for Haringey company budgets these total £700,000 covering procurement efficiencies and the re-tendering of insurance cover.
 - Efficiencies of £148,000 are proposed for the HRA budgets managed by Homes for Haringey. These relate to increased commercial income.
 - New efficiencies totalling £541,000 are proposed on the HRA retained budgets. These include a £200,000 reduction in bad debt provision following improved income collection performance and other charges made on the HRA.
 - New investment of £2.069 million is proposed. This covers £1.5 million for fire precaution works, £200,000 for window maintenance commitments, £168,000 for the cost of the Homes for Haringey Client service and a contribution of £107,000 towards the cost of providing a new waste management contract.
 - Budget pressures of £385,000 are assumed from 2010/11 which mainly reflects the reduction of interest earnings on the HRA of £250,000.

7. Tenant Consultation

- 7.1 Over the last few years rent consultation has been conducted through a range of methods. These covered.
- Leaflets sent to Customer Service Centres with return slips for comments and views.
 - Online and email questionnaires.
 - Advertisements in Local paper.
 - Direct Mailing of tenants who have responded to previous consultations.
 - Telephone advice and response line.
- 7.2 Service charges have been calculated for each tenant and mailed to them separately for comment.
- 7.3 This approach has tended to generate a disappointing number of responses. Last year only some 50 tenants responded to the rent consultation proposals.
- 7.4 A number of tenants also commented that the separate consultation for rent and service charges did not give them a clear statement of all their likely commitments.
- 7.5 Following consultation with the Resident Finance Panel a single consultation letter covering both rents and service charges has been sent to all tenants. These detail each individual's proposed changes in current rent and service charges and has been mailed directly to tenants with the opportunity to make a written response or through a telephone advice and response line.

- 7.6 The consultation ends on 1 February 2010 and the feedback will be available prior to Council making a final decision on 2010/11 rent and service charges on 8th February 2010.

Appendix A – Draft MTFS 2010-11

HRA Summary	2010/11		2011/12		2012/13		2013/14		2014/15	
	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	(747)	(55,201)	730	(54,471)	(1,362)	(55,833)	(1,396)	(57,229)	(1,431)	(58,659)
Chief Executive	26	1,757	35	1,792	46	1,838	47	1,884	47	1,931
Housing Management	117	12,190	129	12,319	308	12,627	315	12,942	324	13,266
Business Improvement	2	95	2	97	2	100	3	102	3	105
Resources	770	23,150	464	23,613	590	24,203	605	24,808	620	25,428
Building Services	196	9,502	190	9,693	242	9,934	248	10,183	255	10,437
Asset Management	52	909	18	927	23	950	24	974	24	998
Corporate	(415)	7,598	(1,568)	6,030	151	6,181	155	6,335	159	6,494
Total Company Accounts	(0)	(0)	0	0	0	0	0	0	0	0
Rental Income	(2,515)	(68,997)	(3,383)	(72,380)	(3,549)	(75,929)	(3,723)	(79,652)	(3,905)	(83,557)
Non Dwelling Rents	(192)	(2,408)	(48)	(2,456)	(61)	(2,518)	(63)	(2,581)	(64)	(2,645)
HRA Subsidy	168	(18,124)	(976)	(19,101)	(907)	(20,007)	356	(19,652)	2,004	(17,647)
Leasehold Service Charge Income	(105)	(4,964)	(107)	(5,071)	(137)	(5,208)	(140)	(5,348)	(144)	(5,492)
Tenant Service Charge Income	298	(9,525)	(191)	(9,716)	(243)	(9,959)	(249)	(10,208)	(255)	(10,463)
Miscellaneous Income	97	(5,316)	(283)	(5,599)	(288)	(5,887)	(168)	(6,054)	(173)	(6,227)
Housing Management Costs	360	7,677	200	7,878	221	8,098	227	8,325	233	8,559
Repairs & Maintenance	(146)	70	1	71	2	73	2	75	2	77
Bad Debt Provision	(150)	1,000	50	1,050	50	1,100	50	1,150	0	1,150
Service Charge Costs	360	8,326	60	8,386	210	8,595	215	8,810	220	9,030
Total Managed Accounts	(1,826)	(92,262)	(4,677)	(96,939)	(4,702)	(101,641)	(3,493)	(105,134)	(2,081)	(107,215)
Temporary Accommodation Income	4	(4,472)	(98)	(4,570)	(105)	(4,675)	(110)	(4,785)	(115)	(4,900)
Housing Management Direct Costs	30	1,500	30	1,530	38	1,568	39	1,608	40	1,648
Supported Housing Costs	66	3,191	66	3,258	85	3,342	87	3,429	89	3,518
Repairs & Maintenance	6	322	7	329	8	337	8	345	9	354
Capital Financing Charges	4,769	50,918	1,959	52,877	3,753	56,630	2,650	59,280	1,170	60,450
Other Property Costs	96	2,041	41	2,081	52	2,134	53	2,187	55	2,242
Bad Debt Provisions	10	51	10	61	10	71	10	81	0	81
ALMO Management Fee	323	41,582	(1,002)	40,580	1,015	41,594	1,040	42,634	1,066	43,700
Total Retained Accounts	5,304	95,133	1,013	96,146	4,855	101,001	3,778	104,779	2,313	107,092
TOTAL HOUSING REVENUE ACCOUNT	3,478	2,871	(3,665)	(793)	153	(640)	285	(355)	232	(123)
Planned Opening HRA Balance		(7,438)		(4,567)		(5,360)		(6,000)		(6,355)
In-Year Use of Balances		2,871		(793)		(640)		(355)		(123)
Planned Closing Balance		(4,567)		(5,360)		(6,000)		(6,355)		(6,478)

HRA Summary - Budget Variations**Managed and Retained Budgets**

Change	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s
Rent Increase	(2,454)	(3,540)	(3,714)	(3,896)	(4,087)
Service Charges	495	0	0	0	0
Budget Pressures in 2009/10	385	(125)	(125)	0	0
ALMO Management Fee	323	(1,002)	1,015	1,040	1,066
Capital Financing Charges	3,269	3,459	3,753	2,650	1,170
Inflation	(12)	(0)	2	2	2
Increase In Bad Debts Provision	60	60	60	60	0
Housing Stock Reduction	64	67	70	74	77
Subsidy	168	(976)	(907)	356	2,005
New Investment	1,869	(1,607)	0	0	0
New Efficiencies	(689)	0	0	0	0
Total Variations Managed and Retained	3,478	(3,665)	153	285	232

Company Budgets

New Investment	200	400	0	0	0
Existing Investment	(1)	(112)	0	0	0
New Efficiencies	(700)	(120)	0	0	0
Existing Efficiencies	0	(2,000)	0	0	0
Inflation	824	830	1,015	1,040	1,066
ALMO Management Fee	(323)	1,002	(1,015)	(1,040)	(1,066)
Total Variations Company	0	0	0	0	0

Variations - All HRA

Rent Increase	(2,454)	(3,540)	(3,714)	(3,896)	(4,087)
Service Charges	495	0	0	0	0
Capital Financing Charges	3,269	3,459	3,753	2,650	1,170

APPENDIX B – HRA BUDGET VARIATIONS

Inflation	812	830	1,016	1,042	1,067
Increase In Bad Debts Provision	60	60	60	60	0
Housing Stock Reduction	64	67	70	74	77
Subsidy	168	(976)	(907)	356	2,005
New Investment	2,069	(1,207)	0	0	0
Existing Investment	(1)	(112)	0	0	0
New Efficiencies	(1,389)	(120)	0	0	0
Budget Pressures in 2009/10	385	(125)	(125)	0	0
Existing Efficiencies	0	(2,000)	0	0	0
Total Variations All HRA	3,478	(3,665)	153	285	232

HRA Summary - New Investment

Change	2010/11	2011/12	2012/13	2013/14	2014/15
	over	over	over	over	over
	2009/10	2010/11	2011/12	2012/13	2013/14
	£000s	£000s	£000s	£000s	£000s
Review of Salary Overheads 2011/12	0	400	0	0	0
Window Maintenance commitments	200	0	0	0	0
Increase in Pest Control Charges	50	0	0	0	0
Additional waste management Charges - collection of 'white' goods	44	0	0	0	0
Contribution to Waste Management procurement costs	107	-107	0	0	0
Cost of ALMO Client Service	168	0	0	0	0
Fire Precaution Works	1,500	-1,500			
Total New Investment	2,069	-1,207	0	0	0

HRA Summary - New Investment

Change	2010/11	2011/12	2012/13	2013/14	2014/15
	over	over	over	over	over
	2009/10	2010/11	2011/12	2012/13	2013/14
	£000s	£000s	£000s	£000s	£000s
Company	200	400	0	0	0
Retained	1,500	-1,500	0	0	0
Managed	369	-107	0	0	0
Total New Investment	2,069	-1,207	0	0	0

HRA Summary - New Efficiencies

Change	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s
Complete Review Corporate Finance SLA by the end of the second quarter and evaluate options for the transfer of functions to the company	0	-30	0	0	0
Implementation of systems for new procurement arrangements using Procurement for Housing	-90	-90	0	0	0
Savings from retendering of Insurance Premiums	-170	0	0	0	0
Reduction of cost for the over of sickness absence	-115	0	0	0	0
Procurement savings	-200	0	0	0	0
Additional contribution to IT costs	-125	0	0	0	0
Reduction of Lease and Commercial Property charges.	-150	0	0	0	0
Reduction in provision for bad debts from improved collection performance demonstrated over prior years	-200	0	0	0	0
Supporting People Grant - additional entitlement	-191	0	0	0	0
Rent review - Commercial Dwellings	-148	0	0	0	0
Total New Efficiencies	-1,389	-120	0	0	0