
Cabinet

TUESDAY, 26TH APRIL, 2011 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

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

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AGENDA

1. APOLOGIES FOR ABSENCE (if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 16 below. New items of exempt business will be dealt with at item 21 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES

To confirm and sign the minutes of the meeting of the Cabinet held on 22 March 2011.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE

- a. Scrutiny Review of 20 m.p.h. Speed Limit (To be introduced by Councillor Bull)
- b. Scrutiny Review of the Haringey Guarantee (To be introduced by Councillor Bull)

Note by the Head of Local Democracy and Member Services

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

7. THE COUNCIL'S PERFORMANCE: FEBRUARY 2011 (PERIOD 11)

(Joint Report of the Chief Executive and the Director of Corporate Resources – To be introduced by the Leader and the Cabinet Member for Finance and Sustainability): To report on an exception basis financial and performance information for the year to February 2011.

8. HORNSEY TOWN HALL REFURBISHMENT AND REDEVELOPMENT

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To decide on the preferred option for the regeneration of part of the Hornsey Town Hall complex (including the Hornsey Town Hall building) and to seek approval to market the rest of the Hornsey Town Hall complex on the open market.

9. CAPITAL PROGRAMME PRIORITIES 2011 TO 2014

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To detail the capital funding currently anticipated for the four financial years 2011/12 to 2014/15 and to consider the implications and priorities for capital expenditure in 2011/12.

10. SUPPORTED HOUSING REVIEW - STOKELY COURT

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide an update on the Supported Housing Review and to seek approval to change the designation of Stokely Court from a Sheltered Housing Scheme to a Community Good Neighbour Scheme.

11. PROPOSALS FOR THE REDESIGN OF THE SUPPORTING PEOPLE PROGRAMME AND CONTRIBUTIONS TO THE COUNCIL'S SAVINGS PLANS

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To describe the proposal on redesign of the Supporting People programme from April 2011 to March 2014 and to achieve improved value for money savings and to deliver on strategic developments to ensure continued support to the residents of the Borough.

12. RESPONDING TO THE NHS AND PUBLIC HEALTH WHITE PAPERS

(Joint Report of the Director of Public Health, the Director of Adult, Culture and Community Services and the Director of the Children and Young People's Service – To be introduced by the Cabinet Member for Adult and Community Services): To address Haringey's response to the White Papers 'Equity and Excellence: Liberating the NHS' and 'Healthy Lives, Healthy People: Our Strategy for Public Health in England' and the legislative requirements set out in the Health and Social Care Bill.

13. MINUTES OF OTHER BODIES

- a. Joint Meeting of Corporate Parenting Advisory Committee and the Children's Safeguarding Policy & Practice Advisory Committee – 17 March 2011;
- b. Procurement Committee – 24 March 2011.

14. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

(Report of the Assistant Chief Executive (People and Organisational Development)
To inform the Cabinet of urgent actions taken by Directors in consultation with the
Leader and Cabinet.

15. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

(Report of the Assistant Chief Executive (People and Organisational Development)
To inform the Cabinet of delegated decisions and significant actions taken.

16. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

17. EXCLUSION OF THE PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public as it contains exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information) or exempt information likely to reveal the identity of an individual and information relating to an individual.

Note by the Head of Local Democracy and Member Services

Items 18 - 20 allow for the consideration of exempt information in relation to items 8, 11 and 15 which appear earlier on the agenda.

18. HORNSEY TOWN HALL REFURBISHMENT AND REDEVELOPMENT

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To decide on the preferred option for the regeneration of part of the Hornsey Town Hall complex (including the Hornsey Town Hall building) and to seek approval to market the rest of the Hornsey Town Hall complex on the open market.

19. PROPOSAL FOR THE REDESIGN OF THE SUPPORTING PEOPLE PROGRAMME AND CONTRIBUTIONS TO THE COUNCIL'S SAVINGS PLAN

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To describe the proposal on redesign of the Supporting People programme from April 2011 to March 2014 and to achieve improved value for money savings and to deliver on strategic developments to ensure continued support to the residents of the Borough. **To follow**

20. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

(Report of the Assistant Chief Executive (People and Organisational Development)
To inform the Cabinet of delegated decisions and significant actions taken.

21. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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14 April 2011.

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**MINUTES OF THE CABINET
TUESDAY, 22 MARCH 2011**

Councillors *Kober (Chair), *Reith (Vice-Chair), *Bevan, *Canver, *Dogus, *Goldberg, *Mallett and *Vanier.

*Present

Also Present: Councillors Bull, Ejiofor, Gorrie and Weber.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB134.	APOLOGIES (Agenda Item 1) An apology for lateness was received from Councillor Canver.	
CAB135.	DECLARATIONS OF INTEREST (Agenda Item 3) Councillor Reith in respect of item 14 - Homes for Haringey Business Plan.	HLDMS
CAB136.	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the meeting of the Cabinet held on 8 February 2011 be confirmed and signed.	HLDMS
CAB137.	THE COUNCIL'S PERFORMANCE: JANUARY 2011 (PERIOD 10) (Joint Report of the Chief Executive and the Director of Corporate Resources - Agenda Item 7) We noted that the report set out on an exception basis financial and performance information for the year to January 2011 and sought our approval to budget virements set out in this report in accordance with financial regulations. In response to a question about the projected £2.4 million overspend in the current financial year, it was confirmed that this was a net figure which took account of both one off savings and the use of unallocated Area Based Grant. With reference to the budget position for Looked After Children we were informed that there was a particular pressure in this area because of the increased number of children in care and the difficulty in finding appropriate placements as soon as children were received into care. With specific regard to agency costs we were advised that collaborative measures were in hand through the North London Strategic Alliance and Capital Ambition to address this issue including by way of increasing the number of 'in house' foster carers and to this end a recruitment campaign would be taking place across North London.	

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report and the progress being made against the Council's priorities be noted and approval be granted to the budget changes (virements) set out in Appendix 2 to the interleaved report. 2. That Directors, where possible, be required to take necessary action to bring current year spending to within their approved budget. 	<p>DCR</p> <p>CEMB</p>
CAB138.	<p>DETERMINED ADMISSIONS ARRANGEMENTS (Report of the Director of the Children and Young People's Service - Agenda Item 8)</p> <p>We noted that Section 88C of the School Standards and Framework Act 1998, as amended, required admission authorities to consult on their admission arrangements at least every three years and in any year in which variations were being considered. Co-ordinated schemes had been formulated every year.</p> <p>We also noted that the wording and style of the admission arrangements had been simplified and that Information had been included to clarify how tie break situations and applications from families with twins or other multiple births would be addressed. Officers had been asked for future years to provide a breakdown of people's choices to ensure that there was sufficient clarity about the way the system worked.</p> <p>We were informed that the Children and Young People's Service had a duty to monitor the compliance of arrangements from its own admitting authority schools and that accordingly advice would be provided to governing bodies who were the admission authorities for other maintained primary and secondary schools in Haringey. However, these "own admission authorities" were responsible for their own consultation process and their determination.</p> <p>All determined arrangements would be published on the Haringey website for access by the public and the new arrangements would then come into effect from the September 2012 intake.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted to the proposed admission arrangements for all community nursery classes, primary and secondary schools and St Aidan's Voluntary Controlled Primary School for the 2012/13 school year as set out in the interleaved report including the proposed reduction of the PAN for Noel Park from 81 to 60 and the proposed increase in the PAN for Alexandra Primary from 30 to 60. 2. That approval be granted to the proposed admission arrangements for students starting sixth form study in Haringey in September 2012 as set out in the interleaved report. 	<p>DCYPS</p> <p>DCYPS</p>

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CAB139.	<p>TRANSFORMING SOCIAL CARE AND IMPLEMENTATION OF PERSONALISATION AND SELF DIRECTED SUPPORT (Report of the Director of Adult, Culture and Community Services - Agenda Item 9)</p> <p>We noted that the report provided us with a final report on the outcomes of the 3 Year Programme of Transformation together with an outline of the changes to the overall organisational and management structure of adult social care and an implementation plan post April 2011 required to deliver personal budgets.</p> <p>Councillor Bevan asked to be supplied outside the meeting with further details of the service users who had opted not to take Direct Payments in terms of those who did not have the capacity to take them and those who had declined so that the Council would have to continue to them.</p> <p>RESOLVED</p> <p>That approval be granted to the changes to the overall organisational and management structure of adult social care as set out in the interleaved report and to the implementation plan post April 2011 required to deliver personal budget.</p>	<p>DACCS</p> <p>DACCS</p>
CAB140.	<p>PROPOSALS FOR THE REDESIGN OF THE SUPPORTING PEOPLE PROGRAMME AND CONTRIBUTIONS TO THE COUNCIL'S SAVINGS PLANS (Report of the Director of Adult, Culture and Community Services - Agenda Item 10)</p> <p>We noted that the Supporting People programme was an invest-to-save strategy which responded to the Prevention Agenda. We also noted that the programme had been externally evaluated as delivering good outcomes within robust governance and had been successfully reviewed in line with reducing income over the past 3 years.</p> <p>We were informed that the programme team enjoyed a mature working relationship with providers, which had allowed for re-modelling and re-negotiated contracts and that this approach was to be taken forward to achieve further savings of £5 million required in response to the current spending cuts. Equality Impact Assessments (EIA's) and full consultation procedures would be followed prior to any final decisions. We were also informed that market shifts indicated that current contract values were "adrift" of benchmarked prices, and this would be used as a mechanism for a further levelling of costs across the programme.</p> <p>In response to a question whether there were any emerging key strands from the EIA's we were further informed that consultation on the proposals including responses to EIA's was continuing and that the conclusions from these would be included in a further report to the Cabinet. With regard to the housing aspirations of the re-designed programme the intention would be to retain the Home Improvement Agency and the Rent Guarantee scheme as well as seeking to develop a Foyer in the borough. These proposals would be developed through closer working arrangements with Strategic Housing and the Childrens'</p>	

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	<p>Service.</p> <p>With regard to the possible impact of the reduced Supporting People programme on the core social care budget, we were informed that financial impact might have to be mitigated against the number of service users.</p> <p>Clarification having been sought of the possible impact on third sector providers, we were advised that there was to be a meeting on 14 April with third sector Supporting People programme providers and that the feedback from this meeting would also be included in the further report.</p> <p>The comment contained in paragraph 5.5 about existing contracts being overpriced related mainly to contracts for mental health support which were yet to be re-negotiated and which would provide an opportunity for a contract value reduction which would achieve some levelling of costs.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted to the budget commitment to the Supporting People programme being reduced by £5 million from 1 April 2011. 2. That approval be granted to the redesign of the programme in line with the current and future needs of the Borough. 	<p>DACCS</p> <p>DACCS</p>
<p>CAB141.</p>	<p>PARKS SERVICE - CHANGE PROPOSALS (Report of the Director of Adult, Culture and Community Services - Agenda Item 11)</p> <p>With the consent of our Chair, UNISON comments on the report were tabled. UNISON requested that consideration of the report be deferred and their paper set out their reasons for seeking a deferral. In response to the points raised by UNISON in relation to consultation, it was pointed out that reference to the current report had been made at the last meeting and that the Assistant Director Recreation had been speaking with Branch Officials informally in the meantime. Formal consultation would commence on 28 March. It was accepted that the cuts to the funding of parks services were significant but were considered necessary in the face of reductions in Government funding.</p> <p>We noted that the report reviewed current arrangements for funding and provision of parks services in the Borough and considered a range of options for future service provision and delivery. The report also outlined specific proposals to implement the approved budget reduction and sought our decision on the way forward.</p> <p>In response to a question arising from paragraph 6.5.1 of the report we were informed that that the number of volunteering hours for the British Trust Conservation Volunteers might have to be reduced as a result of the loss of time limited Area Based Grant as well as reductions in the core budget. A longer term agreement was being sought which would tie in to other outside sources of funding. It was confirmed that there was</p>	

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	<p>provision for the funding of the Neighbourhood Watch Co-ordinator post. It was also confirmed that devolution of parks functions to Area Committees could be discussed at the meeting of the Members' Delivery Group on the Governance Review on 31 March.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted in principle to the package of proposals set out in paragraph 8 of the interleaved report, subject to the outcome of statutory consultation with recognised trade unions and taking into account the authority's public sector equality duties, noting that final decisions might not be taken until these matters are considered fully. 2. That approval be granted in principle to the related redirection of funding to voluntary sector and partner led delivery subject to the authority's public sector equality duties and the results of consultation referred to in 1 above being taken into account. 3. That in the event that the relevant decision-maker decided not to proceed with the result that savings were not realised, it be noted that there would be an inquiry as to whether equivalent savings can be found elsewhere and that accordingly approval be granted to the delegation of final decisions on the savings to be adopted to the relevant Directors in consultation with the appropriate Cabinet Members, following consideration of the results of any consultation and with due regard to the Council's public sector equality duties. 4. That it be noted that decisions on staffing matters fell within the terms of reference of the General Purposes Committee. 	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
CAB142.	<p>REVIEW OF PAY AND DISPLAY CHARGES - FEEDBACK TO STATUTORY NOTIFICATION OF PROPOSALS TO INCREASE CHARGES (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>We noted that the report informed us of the feedback to the statutory notification of the Council's intention to increase pay and display charges and the outcome of the additional assessment of the likely impact on town centres. We also noted that the report set out officers' response to this feedback (objections) for consideration before making a decision on whether or not to proceed to give statutory notification of the increase in charges for pay and display parking.</p> <p>Cabinet Members complimented officers on the thoroughness of the work and commented that the feedback revealed differing levels of knowledge about the uses to which parking revenues could be put. Reference was made to the comments of the Traders Groups about there being no free on street parking in the Green Lanes area as distinct from the Muswell Hill and Crouch End areas.</p>	

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	<p>Reference was also made to a meeting which had taken place with all 3 Trader groups at which support had been expressed for an increase in parking charges to the Mid Band, but there was strong objection to being moved onto the High Band for charging purposes. The 3 town centres comprised local shops which attracted customers whose length of stay would vary. A new Controlled Parking Zone was to become operational in Crouch End in early April which coupled with a large increase in parking charges might result in many shoppers going elsewhere which would have serious consequences for these small businesses.</p> <p>We were informed that the Council's aim was to set charges at a level that encouraged a turnover of parking spaces which was especially beneficial for short stay visits by shoppers and visitors. While improvements had been made in parking provision in Muswell Hill, and Crouch End with further work underway in Green Lanes the main concern still raised in relation to parking was the availability of parking spaces. With limited kerb space and as such limited capacity to further increase parking provision the only means of meeting demand was by managing turnover. Charging would play a key role in managing this and an impact review would be conducted in 12 months time.</p> <p>RESOLVED</p> <p>That following due consideration of the feedback to proposals to increase pay and display parking charges approval be granted to</p> <ul style="list-style-type: none"> a) The implementation of the proposed increase to pay and display charges detailed in the interleaved report; and b) Charges being moved to the higher band in the town centres of Crouch End, Muswell Hill and Green Lanes. 	DUE
CAB143.	<p>FEEDBACK FROM REVIEWS OF THE FINSBURY PARK AND FINSBURY PARK A CONTROLLED PARKING ZONES (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>We noted that the report advised us of the feedback received during informal consultation for a review of the Finsbury Park and Finsbury Park A Controlled Parking Zones (CPZ's) and sought our approval to proceed.</p> <p>Attention was drawn to the specific comments in relation to Arsenal match day controls which might warrant a review of them and to the concerns expressed about allocation of residents bays in Ennis/Woodstock/Perth/Oxford Roads and in particular to the number of essential user service permits issued to the teachers of Stroud Green Primary School. With regard to essential permits, we were informed that these were normally restricted to one or two roads near the school and the areas where the essential permit holder might be permitted to park would be further investigated.</p> <p>RESOLVED</p>	

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	<p>1. That the feedback from the consultation and additional comments set out in the interleaved report be noted.</p> <p>2. That officers be authorised to proceed to statutory notification for the creation of a new CPZ operating Monday – Friday between 12 noon and 2:00 which would incorporate the existing Finsbury Park 'A' CPZ and the following roads.</p> <ul style="list-style-type: none"> • Stapleton Hall Road (between Oakfield Road and Mount View Road) • Elyne Road • Addington Road • Quernmore Road • Mount View Road • Ridge Road • Albany Road • Ferme Park Road • Granville Road • Oakfield Road <p>3. That officers be authorised to proceed to statutory notification for the creation of three sub zones within the existing Finsbury Park CPZ to operate at the existing hours, Monday – Saturday, 8.30am – 6.30pm and 12pm – 4.30pm on Sundays and bank holidays on match days and event days and that the three zones be split as follows:</p> <p>Finsbury Park: Woodstock Road, Perth Road, Ennis Road, and Oxford Road</p> <p>Finsbury Park B: Connaught Road, Dagmar Road, Oakfield Road, Cornwall Road, Carlton Road, Beatrice Road, Lancaster Road, Upper Tollington Park (between Oakfield Road and half-way between its junctions with Lancaster Road and Florence Road), Scarborough Road and Carlisle Road.</p> <p>Finsbury Park C: Stapleton Hall Road (between Stroud Green Road and Lancaster Road), Mount Pleasant Crescent, Albert Road, Lorne Road, Marquis Road, Osborne Road, Upper Tollington Park (between Stroud Green Road and half-way between its junctions with Lancaster Road and Florence Road), Florence Road, Victoria Road, Victoria Terrace.</p> <p>4. That officers be authorised to modify / relocate business, pay and display, and shared use bays within the Finsbury Park CPZ to better meet the needs of the local community.</p> <p>5. That officers inform all residents/traders of the original consultation of the foregoing decisions.</p>	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
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<p>CAB144.</p>	<p>HOMES FOR HARINGEY BUSINESS PLAN 2011-16 (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>Councillor Reith declared a personal interest in this item by virtue of being a Homes for Haringey leaseholder.</p> <p>We noted that under the terms of the Management Agreement, the Homes for Haringey Business Plan was required to set out how the organisation supported delivery of the key strategic priorities of the Council, and met the expected key performance standards and requirements for the service. Homes for Haringey was also required to provide details of the resources which would support the organisation in providing the required levels of service.</p> <p>We were advised that Homes for Haringey had submitted its Business Plan for 2011–16 to meet the requirements of the Council's business planning framework and that the Plan had been developed in consultation with the Strategic and Community Housing Service and the Cabinet Member for Housing and included their suggestions and amendments.</p> <p>We also noted that the Business Plan set out how Homes for Haringey was acting upon the recommendations made by Audit Commission inspectors which were set out in Section 11 and that the Strategic and Community Housing Service believed the plan supported the strategic objectives of both the Council Plan and the Haringey Housing strategy, as well as taking into account the requirements of the wider national, regional and sub-regional policy context.</p> <p>We were also advised that Homes for Haringey's performance team were consulting the Council's client team and the Cabinet Member for Housing on performance indicator suite targets and these would be included in the Plan following agreement.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted to the Homes for Haringey Business Plan 2011-16 as set out at Appendix 1 to the interleaved report. 2. That authority to approve the performance indicator targets for inclusion in the Plan be delegated to the Interim Director of Place and Sustainability in consultation with the Cabinet Member for Housing. 	<p>DUE</p> <p>DUE</p>
<p>CAB145.</p>	<p>HARINGEY OLDER PEOPLE'S HOUSING STRATEGY 2011-2021 (Report of the Director of Urban Environment - Agenda Item 15)</p> <p>We noted that the Older People's Housing Strategy was a sub-strategy of Haringey's Overarching Housing Strategy for 2009-19 and had been developed to address the particular issues relating to housing for this group. We also noted that the strategy had been developed through a multi-partnership approach involving statutory and third sector</p>	

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	<p>organisations as well as older people themselves.</p> <p>We were advised that the consultation process had followed the Council's consultation framework and had covered a 3 month period using a wide range of methods to ensure that as many organisations and individuals as possible were able to give their views.</p> <p>We were also advised that the main priorities of the Strategy were to –</p> <ul style="list-style-type: none"> • Improve partnership working to provide joined up services; • Housing options that enabled people to live independently for as long as possible; • Ensure specialist housing and support was targeted to those most in need; • Ensure this strategy supported the wider Council agenda for older people. <p>We further noted that while the key actions supporting these priorities had been developed through consultation it was recognised that because of the rapidly changing political agenda the action would need to be reviewed after a year to ensure it captured this and the implications for older people's housing in Haringey.</p> <p>RESOLVED</p> <p>That approval be granted to the Older People's Housing Strategy 2011-21 as set out at Appendix 1 to the interleaved report.</p>	DUE
CAB146.	<p>UPDATE ON TEMPORARY ACCOMMODATION (Joint Report of the Chief Executive and the Director of Corporate Resources - Agenda Item 16)</p> <p>We were advised that changes to the Housing Benefit Subsidy Regulations affecting Temporary Accommodation (TA), implemented in April 2010, had placed considerable pressure on the Council's TA budget.</p> <p>At our meeting on 12 October 2010 (vide Minute CAB 62) on consideration of a detailed report which set out the circumstances which had led to the current deficit situation we asked that a further update be provided which set out the actions being undertaken to reduce the deficit and to minimise the impact on the Council's overall financial position and we noted that the purpose of the report now submitted was to provide that update.</p> <p>Clarification was sought of what steps could be taken to improve the performance of housing associations providing temporary accommodation and if there was any factual evidence to confirm the suggestion that Central London boroughs were intending to place an increasing number of homeless households in Outer London boroughs where the rents were more affordable.</p> <p>We were informed that the evidence about the placement of homeless</p>	

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	<p>households was not entirely anecdotal and that constituent members of London Councils had agreed to sign up to a pledge about such placements. If the voluntary code did not prove sufficient then consideration would be given to putting it on a statutory basis.</p> <p>With regard to the funding of new housing, as a consequence of the Comprehensive Spending Review, the Homes and Community Agency (HCA) had its grant programme cut by 75% and the remainder was largely restricted to contractual obligations. The Government's approach was predicated on social landlords being able to charge a higher rent, up to 80% of the market rent for an area as the basis for securing some grant from the HCA. The Government also assumed that social landlords would borrow more and use their reserves to fund new housing which while giving the social landlords greater freedoms and, potentially, access to higher rents required them to take greater risk in their borrowing and lowering of reserves. Also, in areas of exceptionally high rent, the 80% model would be unsustainable the more so with the benefit cap in place.</p> <p>Councillor Gorrie asked to be supplied with information about the number of homeless households thought likely to be placed in Haringey.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That the action taken by officers in order to reduce the cost of procuring and managing temporary accommodation and minimise the Council's financial exposure be noted and supported. 2. That additional measures be put in place by the Council and its partners to further mitigate the impact of the Housing Subsidy Regulations on the Council's finances. 	<p>DUE</p> <p>DUE</p>
CAB147.	<p>COMPULSORY PURCHASE ORDER - 22 WIMBOURNE ROAD N17 (Report of the Director of Urban Environment - Agenda Item 17)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that the report provided us with details of an empty property in Wimbourne Road which was causing a serious nuisance to the residents of neighbouring properties and recommended that the compulsory purchase of the property be pursued in order to bring it back into use.</p> <p>Arising from consideration of this item we asked that an update report be brought forward to a future meeting with details of the progress of other Compulsory Purchase Orders which we had previously agreed.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That the action taken by officers in an attempt to bring 22 Wimborne Road back into use be noted and supported. 	<p>DUE</p>

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	<p>2. That the Head of Legal Services be authorised to take the following action in relation to 22 Wimborne Road using the powers vested in the Council under Part 17 of the Housing Act 1985:</p> <ul style="list-style-type: none"> a. Make and seal the Order for submission to the Secretary of State for Communities and Local Government for consideration and approval (including the service of any requisition notices necessary to establish interests in the property) and carry out the statutory notification required; b. Confirm the Compulsory Purchase Order in the event of the Secretary of State returning the Order authorising the Council to do so; c. Prepare for, and represent the Council at any public inquiry held following the submission of the Order to the Secretary of State; d. Proceed with the acquisition of the property following receipt of confirmation of the Compulsory Purchase Order; e. Act in relation to any other procedural matters that may arise in the normal course of the Compulsory Purchase Order process. <p>3. That, subject to the confirmation of the Compulsory Purchase Order by the Secretary of State for Communities and Local Government or the Council, approval be granted to the disposal of the property to a Registered Provider, or to an individual or private developer on terms to be approved by the Head of Property Services.</p> <p>4. That approval be granted to the financial costs of the Compulsory Purchase Order being met from the Council's capital programme on the understanding that the net capital receipt from the disposal following deduction of the cost of any works carried out in default would be put back into the capital programme budget.</p>	<p>DUE/ HoLS</p> <p>DUE/ HoLS/ HPS</p> <p>DUE</p>
CAB148.	<p>RE-CONSTITUTION OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE (Report of the Assistant Chief Executive (People and Organisational Development) - Agenda Item 18)</p> <p>We noted that the report sought approval to the re-constitution of the Children's Safeguarding Policy and Practice Committee so that it would work along similar lines to the Corporate Parenting Advisory Committee.</p> <p>We also noted that this would involve increasing and defining the officer representatives to support the Committee and the compilation of a twice yearly report for submission to the Cabinet and to the Council. In order to</p>	

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	<p>aid further the parallel working of the Safeguarding Policy and Practice Committee and the Corporate Parenting Advisory Committee, it was proposed that there should be an annual joint meeting between them and that both Committees should also share information on their continuing work on safeguarding and corporate parenting by considering the minutes from each other's meetings.</p> <p>RESOLVED:</p> <p>. That approval be granted to the proposals for the reconstitution of the Children Safeguarding Policy and Practice Advisory Committee including its membership, quorum and terms of reference as set out in paragraph 7.1 of the interleaved report.</p>	HLDMS
CAB149.	<p>MINUTES OF OTHER BODIES (Agenda Item 19)</p> <p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved –</p> <ul style="list-style-type: none"> a. Corporate Parenting Committee – 24 January 2011 b. Children's Safeguarding Policy and Practice Advisory Committee – 24 January 2011; c. Procurement Committee – 3 February 2011; d. Procurement Committee – 24 February 2011; e. Cabinet Member Signing – 24 February 2011. 	
CAB150.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (Joint Report of the Chief Executive and the Director of Corporate Resources - Agenda Item 7)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB151.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Joint Report of the Chief Executive and the Director of Corporate Resources - Agenda Item 7)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>. RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	

The meeting ended at 20.40 hours.

**MINUTES OF THE CABINET
TUESDAY, 22 MARCH 2011**

CLAIRE KOBER
Chair

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Agenda item:

[No.]

Overview and Scrutiny Committee

On 28 March 2011

Report Title. Scrutiny Review – 20 mph Speed Limit

Report of Councillor Bull, Chair of Review Panel

Contact Officer : Robert Mack, Principal Scrutiny Support Officer Tel: 0208 489 2921

Wards(s) affected: All

Report for: Non Key Decision

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

That Members approve the report and recommendations of the review, as outlined in the report.

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

- Council Plan: A cleaner, greener Haringey
- Sustainable Community Strategy outcomes: Safer for All and An Environmentally Sustainable Future.

3. Recommendation

3.1 That the report and its recommendations be approved and referred to Cabinet for a response.

4. Reasons for recommendations

Please refer to the scrutiny review report (attached)

<p>5. Other options considered</p> <p>Please refer to the scrutiny review report (attached)</p>
<p>6. Chief Financial Officer Comments</p> <p>6.1 The recommendations of the Scrutiny Review Panel include consultation on the introduction of a 20mph speed limit for all side roads within the borough, a pilot 20 mph speed limit in a suitable town centre and a comprehensive publicity and promotional campaign.</p> <p>6.2 No work has been undertaken to date to assess the costs of each of these recommendations and there is currently no earmarked capital or revenue funding within the Council's Medium term Financial Plan. It would be possible to capitalise an element of the cost of implementing a pilot scheme within a town centre which could be funded from existing LIP capital allocations but all associated revenue costs would need to be contained within existing highways budget provisions.</p> <p>6.3 The report highlights that the introduction of a 20 mph limit without the use of physical traffic calming measures would be significantly more cost effective than a similar scheme with traffic calming measures although the on-going enforcement costs would be greater.</p>
<p>7. Head of Legal Services Comments</p> <p>The Head of Legal Services has been consulted and has no specific legal implications arising from this report.</p>
<p>8. Head of Procurement Comments</p> <p>N/A</p>
<p>9. Equalities &Community Cohesion Comments</p> <p>These are considered throughout the report.</p>
<p>10. Consultation</p> <p>10.1 The review sought and received evidence from a wide range of stakeholders as well as local community and resident organisations.</p>
<p>11. Service Financial Comments: The overall cost of establishing a default 20 mph speed limit enforced by signage alone is likely to be significantly less than that of the Council's extending the number of 20 mph zones by physical calming measures. The</p>

Islington scheme cost £1.6 million to implement which compares with a cost of £10 million for Haringey's current strategy. However, the expenditure is likely to be incurred over two financial years rather than spread over 10 – 15 years. The Panel has recommended that it be financed via the using of LIP funding.

12. Local Government (Access to Information) Act 1985

The background papers relating to this report are:

Braking Point – Report by the Transport Committee of the London Assembly – April 2009

Interim Evaluation of the Implementation of 20 mph Speed Limits in Portsmouth - Atkins - Final Report

These can be obtained from Robert Mack, Principal Scrutiny Support Officer on 0208 489 2921, 7th Floor, River Park House,

E- Mail rob.mack@haringey.gov.uk

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Scrutiny Review – 20 mph Speed Limit



A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

MARCH 2011

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Chair's Foreword:

Research on road traffic collisions shows quite clearly that speed kills. Even small reductions in speed can have a significant effect on casualty figures. Slowing traffic down has therefore been a priority for many local Councils across the country and considerable success has been achieved in recent years. Physical calming measures, such as road humps and chicanes, have contributed significantly to this. The setting of default 20 mph speed limits for whole areas, enforced by signage alone, can be seen as the logical next step to this. Our review looked specifically at the feasibility of adopting this approach in Haringey.

The Panel considered the evidence from schemes currently in place as well as the views of a range of local stakeholders and community and resident associations. There is no doubt that significant progress has been made in recent years in reducing road casualties. However, there is still scope for further improvement and I hope that the Panel's conclusions and recommendations, which are outlined in the following report, will contribute towards this.



Councillor Gideon Bull
Chair of the Review Panel

Executive Summary

In recent years, considerable success has been achieved in reducing road casualties through the establishment of 20 mph zones, particularly in London. These are self enforcing due to the use of appropriate physical calming measures, such as road humps. Generally, the most high risk or dangerous locations have been prioritised for action. In London, many local authorities have already addressed most, if not all, of such areas. Some, such as Hackney, have been considering joining up all their 20 mph zones to form a borough wide 20 speed limit. Haringey, in common with many other authorities, has a long term strategy of increasing the number of 20 mph zones in the borough until most residential streets are covered.

Several local authorities, such as Portsmouth, Islington and Oxford, have taken the step of setting 20 mph as the default speed limit for their area, enforced by signage alone. The scheme in Portsmouth has been independently evaluated and showed that it has been associated with reduced traffic speeds and casualty figures. Islington Council has also recently implemented a borough wide 20 mph speed limit which has been well supported amongst local residents. Whilst more evidence is needed on the long term effectiveness of default 20 mph speed limits, that which is currently available has demonstrated some promising results.

The cost of establishing a default 20 mph speed limit enforced by signage alone is considerably less than that of extending the number of 20 mph zones by physical calming measures. The Islington scheme cost £1.6 million to implement which compares with a cost of £10 million for Haringey's current strategy. A default 20 mph speed limit can also be established quickly – in approximately two years as opposed for the Council's current strategy which will take 10 – 15 years to complete.

The Panel is therefore of the view that there would be merit in introducing, subject to consultation with residents, a default 20 mph speed limit for the borough for all side roads. This would be enforced by signage alone in areas not currently within 20 mph zones. It is essential that local residents are fully engaged in the process as the success of such a scheme is dependent on their support. The Panel also believes that the Council should work with Transport for London to set up a pilot 20 mph speed limit in a town centre. This should be subject to monitoring, evaluation and, if successful, extended to suitable other town centres

Realistic expectations should be built for the scheme. Whilst the Panel is of the view that it is likely to reduce average traffic speeds, the change is unlikely to be substantial, at least in the first instance. This is due in part to the fact that many of the side streets included in the new speed limit are likely to already have low traffic speeds thus limiting the potential for reductions. In addition, reductions in casualties may be modest due in part to the fact that many of the higher risk locations are already in 20 mph zones.

The Panel nevertheless feels that a default 20 mph speed limit would be of benefit. In addition to reducing road casualties, it has the potential to lead to a long term change in the behaviour of drivers, simplifies the issue of speed limits and makes expectations clearer. Over time, drivers will become more familiar with the lower speed limit and therefore more sympathetic to it. There is also evidence that it increases the perception of safety and makes residents feel more positive about their area.

The Panel notes the concerns about enforcement but is of the view that it should not necessarily be a major issue. The 30 mph speed limit is not enforced rigorously by the

Police and it would therefore be unrealistic to expect any great level of enforcement of a 20 mph speed limit. Where persistent problems do occur, ward panels can make the issue a priority for their Police Safer Neighbourhood team. Physical calming measures can be considered as a last resort in areas where problems prove to be difficult to resolve.

Finally, the body of evidence on 20 mph speed limits, although increasing, is still limited. Any Haringey scheme should therefore be carefully monitored and evaluated so that progress can be mapped and the borough can contribute to developing a stronger evidence base on the issue.

Recommendations:

1. That the Council undertake a borough wide consultation process on the proposal to establish a borough wide default 20 mph speed limit for all side roads and the establishment, in consultation with TfL, of a pilot 20 mph speed limit in a suitable town centre.
2. That such a scheme be financed with the use of appropriate LIP funding.
3. That a comprehensive publicity and promotional campaign be developed for the scheme to encourage compliance.
4. That Council vehicles and those of contractors be specifically required to comply with the new speed limit.
5. That such a scheme be subject to monitoring and evaluation.
6. That where persistent problems are identified that are not possible to resolve, officers work with local residents to identify creative and cost effective solutions such as psychological traffic calming.

1. Background

- 1.1 A scrutiny review on sustainable transport was undertaken by the Overview and Scrutiny Committee in 2009/10. It recommended that the Council develop a borough wide 20 mph speed limit to be operational in all residential areas and, where appropriate, enforced by traffic calming measures. The recommendation was partially agreed by the Cabinet on the basis that a 20 mph speed limit in residential areas was only effective with physical measures to slow traffic.
- 1.2 Following this, a motion was submitted to Council on 19 July 2010 proposing that a 20 mph speed limit be implemented on all residential roads in Haringey over a four year period and that a town centre 20 mph speed limit be piloted. In response to this, the issue referred to the Overview and Scrutiny Committee to look at the proposal.
- 1.3 The Committee commissioned a time limited scrutiny review on the issue, with the following membership:

Councillors Gideon Bull (Chair), Dhiren Basu, Martin Newton and Lyn Weber
- 1.4 The Panel agreed the following terms of reference for the review:

“To consider:
 - the feasibility of the introduction of a default borough wide 20 mph speed limit for suitable residential streets and, in particular, whether reductions in traffic speeds and casualty figures are likely to be achieved without the need for physical calming measures and enforced by signage alone;
 - whether a time limited pilot scheme in a suitable town centre *location* should be set up to test the potential effectiveness of such a scheme”.
- 1.5 In undertaking its work, the Panel considered:
 - The potential for reductions in traffic speeds and road casualties through the introduction of 20 mph speed limits in areas not already covered by existing 20 mph zones that are enforced by signage alone
 - The views of local residents and whether such a policy has potential to gain wide support. As such schemes are intended to be self enforcing, this is particularly important.
 - The relative cost effectiveness of this approach in comparison to the current approach to reducing speed limits, where appropriate, to 20 mph
 - The sustainability of potential benefits i.e. whether initial improvements are likely to be maintained without the need for physical calming measures
- 1.6 The review considered the following sources of evidence in undertaking the review:
 - Interviews with key stakeholders and local residents organisations
 - Research documentation and national guidance

- Evidence on the effectiveness and outcomes of schemes in local authorities which have already implemented default 20 mph speed limits, such as such as Portsmouth, Bristol and Islington.
- Information on relevant work in this area being by Transport for London and the Mayor
- Relevant financial data including comparative costs of specific schemes

2. Introduction

Background

- 2.1 It has been established clearly that there is a link between traffic speed and road collisions. Excessive speed has been shown to be a direct contributory factor in about 20% of all collisions and a major factor on a third of all road deaths. This does not necessarily mean that drivers are breaking the speed limit but may instead be driving faster than appropriate for the conditions. Reducing speed limits has therefore been widely accepted as an important means of reducing road casualties. Research has shown that for every 1 mph reduction on average traffic speed, road collisions are reduced by 5%.
- 2.2 London boroughs have lead responsibility for changing and enforcing speed limits on minor roads in London whilst Transport for London (TfL) is responsible for major arterial roads. Many local authorities have introduced measures to reduce traffic speed to 20 mph. Nationally, police forces have generally been reluctant to enforce lower speed limits and there is an expectation that any such schemes should therefore be self enforcing. For example, the current policy of the Metropolitan Police is not to enforce 20mph speed limits except in exceptional circumstances.
- 2.3 Self enforcement has typically been through the use of physical calming features such as speed humps and cushions, speed cameras, width restrictions and chicanes. Research published by the Royal Society for the Prevention of Accidents in 2009 showed that the more disruptive measures are the most effective:
 - Signage alone reduces speeds by 1 mph
 - Road humps reduce average speed by 10 mph
 - Speed cameras reduce average speed by 20 mph

20 mph Zones

- 2.4 Until recently, the principal means used to reduce speed limits to 20 mph was through designating specific areas as 20 mph “zones”. These are areas where speed is restricted to 20mph by boundary signage and enforced by physical traffic calming measures such as speed humps or chicanes. Although zones can be limited to a single road, they normally include a cluster of streets. There are now around 400 of these in London, covering 11% of total road length. Their use has been targeted particularly at areas that are considered to be “high risk”, such as around schools and hospitals.
- 2.5 Evidence from Transport for London (TfL) has shown that 20 mph zones have been very effective in reducing road casualties. Casualties have gone down by 42% and fatal or serious casualties by 46% in streets where zones have been introduced. The impact has been particularly great in more deprived areas, which typically suffer higher road casualty figures.

Default 20 mph speed limits

- 2.6 A number of local authorities have considered introducing default 20 mph speed limits for entire areas. Some, such as Portsmouth City Council, Oxford City Council and the London Borough of Islington, have implemented specific schemes. As with

a zone, a 20mph limit is applied to roads to restrict the maximum legal speed to 20mph. In streets not already within 20 mph zones and subject to physical calming measures, enforcement is by signage alone i.e. *without* any physical calming measures. The limits apply to all residential roads in a particular area.

DfT Guidance

- 2.7 The introduction of limits and zones is subject to specific Department for Transport (DfT) guidance which states that if the mean speed on a road is 24 mph or lower, a 20 mph speed limit can be set and enforced by signage alone. If mean speeds are any higher than this, physical calming measures should be used. The Metropolitan Police currently require that the relevant guidance is followed or appropriate exemption is sought for the Department for Transport.

3. Stakeholder Views

Current Council Policy

- 3.1 The Panel received a presentation from Tony Kennedy, the Group Manager for Transport Policy and Projects in the Urban Environment Directorate which outlined the Council's current position. It noted that it was looking to further increase the number of areas with 20 mph speed limits. The overall policy had been discussed at the Council's Transport Forum and received approval, in principle, from all user groups. The method of implementing such a limit was the main issue and, in particular;
- Whether it should be achieved by zones or limits
 - Whether it should be in priority areas only
 - The enforcement implications
 - The raising of public expectations
 - Financial implications
- 3.2 He stated that the option of achieving the speed reduction by speed limits and without physical calming measures was considerably cheaper than through zones - £600,000 to £1 million compared to £10 million. The Tower Gardens zone alone had cost £400,000.
- 3.3 The Council valued the benefits of 20mph and recognised its contribution to accident reduction, the perception of safer roads and encouragement of walking and cycling. Its current policy was to increase the number of 20mph zones in the borough through the neighbourhoods programme. This programme looked holistically at neighbourhoods with a view to providing physical measures and initiatives to make them safer and more pleasant.
- 3.4 As part of this approach, work was currently being undertaken on a scheme called DIY Streets. This was an initiative run by the sustainable transport charity Sustrans who had been contracted to work with the local community for 2 years in order to help residents develop low cost solutions to making streets safer and more attractive. It aimed to find simple interventions and materials which can be both effective and durable.
- 3.5 The neighbourhood to the south-east of Turnpike Lane station, which includes Langham Road, Carlingford Road, Stanmore Road and Graham Road, was being looked at this year. This was a pilot project and it was intended to roll it out in other neighbourhoods and to cover 2 to 3 each year, including 7 to 8 roads in each exercise. The current policy was ongoing and would take approximately 10 – 15 years to complete. DIY Streets would look at possible ways forward, such as cycle training and car clubs, in order to try and change the way that people think. £68,000 had been invested in this so far. Residents led on the scheme and the intention would that they would come up with an outline scheme for a bid to TfL. In addition, the Council had also set up a Sustainable Transport Commission to review its sustainable transport policies.
- 3.6 He stated that the London Borough of Islington was the only borough to implement a default 20mph limit on residential roads at the present time. The majority of their streets (78%) were already in 20 mph zones and there were already relatively low

average speeds in the borough. It would be more difficult to follow such an approach in Haringey where only 30% of streets were currently in 20 mph zones. However, he felt that there might be some merit in introducing a pilot scheme in a street with an average speed of around 27/28 mph to see what effect it had.

- 3.7 In the event of a pilot scheme being set up in a town centre, he felt that Crouch End or Muswell Hill would probably be the best options. Wood Green was already slow and calmed and Green Lanes was also already fairly slow. It would be important to obtain measurable statistics so the effectiveness of the pilot scheme could be properly evaluated.
- 3.8 He had reservations that setting 20 mph speed limits without physical calming measures might raise expectations that could not be met. If a default 20 mph speed limit was introduced across the borough, it probably would not be possible to enforce it. It was noted that 12 of the 19 Police Safer Neighbourhood Team (SNT) areas of the borough had officers trained to use speed guns. The trained officers currently also covered the 7 areas without dedicated trained officers. However, SNTs only work until midnight. Average speed cameras could be used but were currently very expensive, although the price was likely to come down. Flashing speed signs were introduced where needed and worked well. Mobile ones were available but needed to be manned. He stated that, in general, the number of prosecutions for speeding within the borough was currently comparatively small.

Enforcement

- 3.9 Inspector Mark Long from the Police Safer Transport Team and Martin Young from the Traffic Police gave the Panel their views on 20 mph speed limits. Mr Long reported that the Police were not against the 20 mph speed limit in principle. The issue for them was how it was to be achieved and enforced. Policing resources were finite. He felt that signage alone would not be enough to reduce speeds. Whilst speeds in some side roads were relatively slow due to their narrowness, reducing speed would be a problem on wider roads.
- 3.10 Mr Young felt that signs alone would probably only reduce speeds slightly and many vehicles were likely to travel well in excess of the limit. There needed to be some physical means of enforcing limits. The Police would not be able to enforce a 20 mph speed limit unless it was properly implemented using an engineered solution. However, if speeds were already under 24 mph, it was unlikely to be a major problem. This would probably be the case where streets were narrow. In such circumstances, there might not be any need for engineering measures such as speed humps.
- 3.11 It was noted that the government had relaxed the requirements for introducing 20 mph speed limits and it was now more a matter for local determination. However, local authorities would normally consult the police regarding enforcement. Safer Neighbourhood Teams (SNTs) had ward panels who decided upon priorities for their area and it was possible for them to make enforcement of speed limits one of these. 5 wards out of 19 in Haringey had already set traffic as a priority. These are Alexandra, Harringay, Noel Park, Northumberland Park and Woodside.
- 3.12 Mr Long stated that if SNTs were asked to focus on speeding, they would. Whilst they were supportive of the principle of 20 mph speed limits, they were concerned about enforcement. There was a balance between forcing traffic to slow down

through physical measures and, if this did not work, through enforcement by the police. If there was likely to be a significant amount of additional enforcement required, it would not be possible for the police to commit the extra resources that would be required. The Police would have a clear preference for engineering instead of enforcement as a solution.

- 3.13 Mr Young stated that the traffic police liaised with SNTs on a regular basis. If necessary, speeds could be monitored. It was quite often found that the reality did not match the perception that speeding was a problem in an area. Where an issue was identified, the information gathered could be used to decide whether an engineering solution or education was required.
- 3.14 Mr Young stated that properly engineered physical calming measures worked and removed the need for enforcement. Without them, the speed limit would only work with the aid of enforcement. Traffic issues needed to be investigated properly and expenditure focussed on where there had been collisions. He was of the view that if speed limits were brought in haphazardly, it could bring them into disrepute. Hackney and other boroughs were bringing in a borough 20 mph wide speed limit through a patchwork of zones. He felt that this was a better way of achieving a 20 mph speed limit on a borough wide basis.

4. Evidence from Other Local Authorities

London Assembly

- 4.1 A London Assembly report entitled “Braking Point” looked at the issue of default 20 mph speed limits in detail. The report was of the view that there was, as yet, incomplete evidence to determine the potential effectiveness of default 20 mph speed limits. It concluded that there was a case for testing further the likely benefits and recommended that the Mayor work with boroughs planning to introduce default 20 mph limits to monitor their effectiveness and that the results of the programme should be published and used to inform future TfL and borough policy.
- 4.2 In terms of cost, the report noted that Islington were planning to spend £1 million to introduce a borough wide default limit. The cost of zones could vary considerably depending on their size and the enforcement measures that are used. The report quotes a range between £40,000 and £250,000. Southwark had calculated an average figure of £143,000 per zone and a total of £1.9 to cover the remaining 20 mph zones that it was planning.
- 4.3 The Panel received evidence from Jenny Jones, a Member of the London Assembly. As a member of its Transport Committee, she had played a leading role in the “Braking Point” investigation. She reported that each road death cost the economy approximately £1.5 million. Serious injuries could cost almost as much. Road casualties disproportionately affected children and people from black and ethnic minority and deprived communities. There was a general consensus that reducing speeds to 20 mph saved lives and this included motoring organisations such as the AA and the RAC. A reduction in speed of only 1 mph could lead to a significant reduction in road casualties.
- 4.4 She was of the view that having a default 20 mph speed limit made expectations clearer and simplified the issue. Physical calming measures had found by the Assembly to be very effective in reducing casualties. A further 900 were planned in London for future years. The move to default 20 mph speed limits was a logical and practical progression from this. However, the overall effectiveness of them had not yet been fully tested although the scheme in Portsmouth had been evaluated. In Hull, all of the individual zones had been joined together to produce an overall 20 mph speed limit. There was a need for the introduction of such schemes to be accompanied by widespread public consultation.
- 4.5 Department of Transport advice was that a steady speed could improve traffic flow and reduce emissions. A 20 mph speed limit could have a small positive effect on this. There was a lack of research currently about whether lower speed limits had the potential to get people out of cars, although Hull had seen a huge increase in cycling following the implementation of its 20 mph scheme.
- 4.6 There were a range of views amongst London boroughs about the potential of default 20 mph speed limits:
 - Eight boroughs had been actively pursuing the option
 - Other boroughs felt that further evidence was required on their impact
 - Some did not believe that they should be considered and were taking forward alternative approaches.

- 4.7 Several boroughs were intending to implement 20 mph speed limits on a piecemeal basis through introducing more 20 mph zones over a period of time until all their residential streets were covered. Hackney had wanted to extend its 20 mph speed limit to TfL roads as well, although permission from them would be required. The Mayor had previously agreed to fund the setting up of pilot 20 mph default speed limits in two boroughs. Hackney and Southwark had been interested and were ready to implement this. Hackney were no longer interested but Southwark still were and a potential agreement had been brokered. The Mayor had been asked for the funding but this had not yet been forthcoming.
- 4.8 The biggest sticking point had been the attitude of the Police. ACPO advice was not favourable to default 20 mph limits. The Police did not like road humps and preferred road narrowing or speed cameras. The Police view was that government guidance had to be followed and that they could not, in the normal course of events, enforce 20 mph speed limits. Nevertheless, residents could determine the priorities for Police Safer Neighbourhood Teams (SNTs) and speeding cars were nearly always amongst the top three concerns. Ms Jones was of the view that the Police had sufficient resources to pursue speeding issues. There was a feeling that traffic policing was not proper policing and attempts had been made to cut funding.
- 4.9 The transport research laboratory had shown that there could be more emissions at 20 mph. However, less emissions were produced where traffic moved at a steady speed. Ms Jones felt that the speed limit should be 20 mph everywhere except for main roads. In her view, 20 mph speed limits reduced the level of road danger and delivered significant cost benefits to communities.

Portsmouth

- 4.10 Portsmouth was the first local authority to introduce a default 20 mph limit on all residential roads. It has a population of approximately 200,000 which is slightly smaller than Haringey (circa 225,000). On most of the roads where the speed limit signs and road markings were installed, the average speeds before installation were less than or equal to 24 mph. The relatively low speeds on these roads before the implementation of the scheme were mainly due to the narrow carriageways and on-street parking that are common within the city, which reduces the effective width. 20 mph signs were also provided on roads with median speeds greater than 24 mph in order to avoid inconsistency and confusion. These were not accompanied by any physical calming measures. As this was contrary to the Department for Transport guidance, special dispensation from the Secretary of State needed to be obtained before implementation.
- 4.11 An independent evaluation of the scheme was published by the Department for Transport in September 2010. The evaluation found that the overall average speed after the 20 mph speed limits were imposed was 1.3 miles per hour lower than the average speed beforehand. At sites where the average before speed was greater than 24 mph, the average speed reduced by 6.3 mph. Despite a reduction in the number of sites with average speeds above 24 mph, which was 21 before the schemes implementation, 19 sites were found to still have average speeds between 24 mph and 29 mph after the schemes were implemented. The changes were regarded as being statistically significant.

Average Traffic speed changes after 20 mph speed limit implementation

Sector	Average Before Speed (mph)	Average After Speed (mph)	Speed Change (mph)
Central West	20.2	19.1	-1.1
South East	19.6	18.6	-1.0
Central East	18.5	17.9	-0.6
North East	18.2	16.4	-1.8
South West	18.4	16.9	-1.5
North West	23.9	22.2	-1.7
All Sectors	19.8	18.5	-1.3

4.12 The analysis showed the total accident reduction was 21% and the number of casualties fell by 22%. The number of killed or seriously injured (KSI) accidents increased by 8% and casualties by 6%. However, the total numbers of KSI accidents were very small and therefore susceptible to variations. These figures compare against a national reduction in casualty rates of 14% and of 12% in KSI casualties.

4.13 The evaluation came to the following conclusion:

“early figures suggest that the implementation of the 20 mph Speed Limit scheme has been associated with reductions in road casualty numbers. The scheme has reduced average speeds and been well-supported during its first two years of operation.”

4.14 In summary, the report states that the effects of implementing the 20 mph Speed Limit scheme (use of signing alone) were as follows:

1. “The average speed reduction achieved by installing speed limit signs alone is less than that achieved by the introduction of 20 mph zones partly because 20 mph Speed Limits are implemented where existing speeds are already low;
2. Within an area-wide application of 20mph sign only limits, those roads with average speeds higher than 24 mph may benefit from significant speed reductions, but not to the extent that the 20mph speed limit is self enforcing;
3. Based on the available data for two years after scheme implementation, casualty benefits greater than the national trend have not been demonstrated”;

Islington

4.15 Islington is London's smallest borough, with a size of six square miles. It has a population of approximately 200,000. The Council has recently decided to implement of default 20 mph speed limit for the borough.

4.16 The Panel met with Zahur Khan, Bram Kainth and Michelle Thompson from the Council. They reported that Islington had completed its programme of setting up 20 mph zones in 2009. It had then been decided to extend 20 mph speed limit to the remaining 22% of the borough's roads not covered by zones through the use of signage alone. The Council's Cabinet had made this decision but there was unanimous cross party support. The Council's new administration had re-affirmed this position.

- 4.17 There had been strong cross party support for reducing traffic speeds. This had initially been through the setting up of 20 mph zones. The number of accidents had gone down from 227 in 2001 to 71 last year following the implementation of them. The most dangerous streets within the borough had been done first. There normally had to be an accident before any action could be taken. The approximate cost of an accident was £80,000. Schemes had to demonstrate to TfL that they were cost effective. The original plan had been to extend 20 mph zones to every part of the borough and there had been a programme to do this until 2016 but this had been built on the assumption of there being continued funding.
- 4.18 The implementation of a default 20 mph speed limit had cost £1 million initially. However, the Department for Transport (DfT) and the Police had advised that the signs should all be illuminated and this had added another £600,000 to the cost. This was contrary to the approach that Portsmouth had adopted with the setting up of their scheme as the signage used there was not illuminated. The costs of the scheme came more from excluding particular roads as illuminated repeater signs were needed where speed limits changed. If signs were not properly illuminated, it might cause any prosecutions to fail. The DfT had worked closely with Islington on the implementation of their scheme.
- 4.19 It was doubtful whether the streets that had not been incorporated into 20 mph zones would have received funding. Residents appeared to generally feel safer and happier about their area following implementation of a lower speed limit. A traffic survey would be undertaken to evaluate how well the new scheme worked. This would use radar technology and be undertaken during the first 18 months.
- 4.20 Reducing traffic speeds could, conversely, reduce journey times through increasing the capacity of roads. This had been tried on both the M1 and M25 and had shown to be effective. The issue of whether to put main roads in the scheme was controversial and would be reconsidered after the scheme had been reviewed. The Police had generally been supportive. Safer Neighbourhood Teams (SNTs) would deal with any issues arising from complaints in relation to speeding. The Police had admitted that they were not even able to enforce the 30 mph speed limit.
- 4.21 They felt that, before implementing a scheme such as this, local authorities needed to ask themselves what their criterion for success was – whether it was reducing speed and accidents or increasing the perception of safety or making people feel happier about their environment. They were of the view that it was not a road safety issue - traffic calming was the most effective way of addressing this. Although there was not much evidence available on the effectiveness of default 20 mph speed limits, that which there was had shown that they made a minimal difference. They could not recommend a default 20 speed limit as professionals as there was limited evidence that they would reduce collisions or traffic speed.
- 4.22 However, the lower speed limit could nevertheless deliver some benefits. It might make residents feel happier about their area. The lower speed limit could also possibly make it possible to prosecute people for driving at 29 – 30 mph. Where default 20 mph speed limits had been implemented, reductions in traffic speed had been bigger in streets areas where speeds had been comparatively high before implementation but this might not be sustainable.
- 4.23 It was not possible to say whether the lower speed limit would increase cycling or

walking. There was also no evidence so far the default 20 mph speed limits led to a step change in the psychology of drivers. It was nevertheless hoped that speeding would eventually become as unacceptable as drink driving. If it was possible to get the Police to enforce 20 mph speed limits, there was a chance that they might work.

- 4.24 There had been a backlash against speed humps and default 20 speed limits were probably more popular now. A large scale consultation exercise had been undertaken before their scheme had been implemented and 25% of the 40,000 people consulted had responded. Two thirds had been favourable. Residents would not be aware of average traffic speeds in their area so would be unable to quantify any improvement. The scheme could nevertheless be used to identify problem areas and help to change mind sets and would not do any active harm.
- 4.25 The decision to introduce the default 20 mph speed limit had been contrary to officer advice. Members had the right to ignore officer advice but their view had been that there was no factual evidence to support the policy. However, they had been able to make the scheme work effectively. Given the choice, officers would prefer to spend what money was available on where particular problems had been identified. It would have cost £3 to £3.5 million to put the remaining part of the borough into 20 mph zones. This would have been undertaken in stages and not all at once. It could not be done now due to the financial climate.
- 4.26 There had been little negative feedback to the introduction of the scheme so far and there had only been good publicity. However, the lack of complaints from residents suggested that the policy had been ineffectual. There were some resources available for enforcement. Although 20 mph speed limits were cheaper to implement, there was still a significant cost. In the long term, it was possible that it would lead to a change in culture and mindset. It was noted that much less of Haringey was currently covered by 20 mph zones so implementing a similar scheme was likely to be more challenging.

5. Feedback from Community Organisations

- 5.1 The Panel received evidence from a number of community and residents organisations. They also received a written submission from 20's Plenty.
- 5.2 The view of Rod King, from 20's Plenty, was that in today's economic climate, value for money was very important. A comparison between traditional 20 mph zones and 20 mph limits was therefore an important one. In the past 20 mph zones had been used to target the streets most requiring speed reduction and in these cases had usually been effective. However they were expensive. 20's Plenty had done a comparison between the use of zones and limits and were of the view that 20mph speed limits were 7 times more cost effective than zones.
- 5.3 He highlighted the fact that Portsmouth had spent just £1,100 per km for limits compared to £60,000 per km for physically calmed zones. Comparing £100,000 spent within a community with 50 miles of roads, they had found that 20 mph limits with signage alone gave better value for money than 20 mph zones. This was demonstrated by the following:

Option 1: Spending £100,000 on 20mph zones with physical calming; This would fund one mile of streets with a 20 mph zone with physical calming. Average speed was likely to drop by 9 mph. As the speed limit on the other 49 miles of roads remained the same, the average speed reduction across the whole network would be 0.18 mph.

Option 2: Spending £100,000 on 20mph limits without physical calming; This would fund 56 miles of streets with a 20mph limit and cover the whole community. The average speed reduction (based on the results of the Portsmouth evaluation) will be 1.3 mph.

- 5.4 From this, he concluded that 20mph area-wide limits were 7.2 times more cost effective than physically calmed zones. He stated that there are other benefits from community-wide limits such as the fact that they:
- Increase the collective ownership of lower speeds where people live.
 - Deliver a 20 mph street to most drivers, hence increasing value and compliance.
 - Provide a more consistent approach linked to road usage rather than road design.
- 5.5 He stated that there are now over 5m people living in Local Authorities who had adopted a 20 mph speed limit policy for all residential roads. He hoped that Haringey would be the next to be added to that list.
- 5.6 The Panel also received evidence from Paul Bumstead from the West Green Residents Association and, in particular, on the DIY Streets Scheme operating in the neighbourhood. The area was primarily residential in nature with streets that were often short and narrow and therefore traffic speeds were normally comparatively low. There were nevertheless some exceptions to this, such as the link between Lordship Lane and West Green Road formed by Downhills Way and Belmont Road. The DIY Streets programme was not supportive of physical calming. However, there was a need for lower speed limits to be self enforcing. Signage and

appropriate road markings were preferable as well as being cheaper options.

- 5.7 Evidence was received from Chris Barker from the Sustainable Haringey Network, Haringey Living Streets and Haringey Federation of Residents Associations. Experience had shown that schemes enforced by signage alone could bring speeds down by a little and this approach should therefore be considered as beneficial. As the 20 mph speed limit became more prevalent, it was possible that there would be a greater level of observance. Drivers would be more likely to live in an area with such a limit and therefore become used to it. He felt that, given time, people would begin to drive slightly more slowly if there was a default 20 mph speed limit. For example, there was now a greater observance of the 30 mph speed limit than previously.
- 5.8 However, enforcement was not the most critical issue. Most people ignored the 30 mph speed limit. It was acknowledged that most people disliked speed humps but streets that appeared to be long and open needed some means of reducing traffic speed. Entry arches, narrower road sections and chicanes could all be used. Vegetation could also be used, such as trees in pots. Such calming measures were not necessary where streets were narrow. If signage alone was found not to work, then physical calming measures could then be considered. It was acknowledged that enforcement was important but it would not be necessary for the Police to stop everyone who was exceeding 20 mph – it could be applied selectively. Speed guns were an excellent idea as were average speed cameras.
- 5.9 Jennifer Bell from Hawthorn Road Residents Association stated that speeding was often a problem in her area. Nightingale Lane was narrow and motorists often speeded up after passing through it. She had written to complain about this but the response she had received had stated that accident rates were low and therefore there was no immediate need for action. She felt that it should not be necessary to wait until there was a fatality for action to be taken and that it would be beneficial to make a cultural change. She acknowledged that it would be difficult to stop “boy racers” from speeding but there were a lot of other people who were likely to be more receptive to lower speed limits. She felt that the default speed limit should be 20 mph in residential areas. A lower speed limit would make people feel safer and increase awareness amongst drivers. Debora Lucarelli, also from Hawthorn Road Residents Association, felt that the Council needed to take into consideration a range of different options as there was not a single solution.
- 5.10 David Rennie of the Crescent Road Residents Association felt that psychological traffic calming, such as trees being placed in close proximity to traffic, could be effective. Research had shown this to work well. One option that could be used was to place trees within concrete boxes. These also had the advantage of being moveable. Chevron parking and chicanes were other options but these could also result in the loss of parking space, which was not always popular. He drew attention to the removal of railings and road markings in areas of Kensington and Chelsea. As well as reducing speeds, these could make streets less cluttered and save money. Innovative schemes had the potential to work but relied on local councils being brave enough to adopt them.
- 5.11 Adam Coffman from Haringey Cycling Campaign stated that the SNT in his neighbourhood, which was Harringay, had been proactive in addressing traffic issues and used creative means of addressing the issue. However, the enthusiasm of the Police for addressing speeding was something of a “post code lottery”. He

felt that pressure should be put on the Police to enforce lower speed limits. Speeding affected everyone and there should be a strong message given out that it was a serious issue. He noted that the DIY Street project was looking at alternatives to road humps but he was nevertheless still in favour of them. He felt that the main issue with road humps was that they were often not well built. The project was looking at cheap ways to calm traffic and these could be used in other areas of the borough.

- 5.12 He felt that 20 mph speed limits were beneficial. They built confidence in cyclists. There was a correlation between low speed limits and the number of cyclists. For example, Germany and Denmark both had low speed limits and large numbers of people cycled. In contrast, the default speed limit in Australia was 60 kmh and there were fewer cyclists. A 20 mph speed default limit for Haringey would be consistent with the greenest borough strategy and be a brave move by the Council. It could be promoted in a number of ways such as car stickers and other publicity. In addition, Council employees could sign pledges to observe the 20 mph speed limit and Council vehicles required to observe it.
- 5.13 John MacBryde, from Kingsley Place Residents Association and Bus Watch West Haringey, reported on efforts being made to centralise access to bus services in Highgate Village. The angled parking that was used in certain areas was only feasible where there was a 20 mph speed limit. He felt that the Village area would benefit from a 20 mph speed limit. It was noted that it was possible to have cross borough arrangements on speed limits so that any issues around borders could be resolved.

6. The Panel's Conclusions

- 6.1 The Panel is of the view that, on balance, there is sufficient evidence to demonstrate that a default 20 mph speed limit will be of benefit to the borough. However, the Panel believes that it is important that there are realistic expectations from such a scheme. There is clear evidence to suggest that it should lead to a reduction in traffic speeds and casualties. Whilst these are likely to be relatively modest, they will nevertheless be beneficial. Due to congestion and the narrow nature of some streets, traffic speeds in many areas may already be relatively low and therefore the scope for reduction will be limited. For example, the current average speed on 'A' roads within the borough during peak hours is only 12 mph. In addition, many higher risk areas are already in 20 mph zones and have already benefited from the considerable difference that these have made.
- 6.2 A default 20 mph speed limit should nevertheless deliver a number of long term benefits to the borough and have the potential to provide a more cost effective approach than the current policy. The potential cost of the current strategy will ultimately be around £10 million and will take 10 -15 years to complete. This compares with a potential cost of £600k to £1 million for implementing a default 20 mph speed limit. Even if one uses the £1.6 million cost of the Islington scheme as a more realistic benchmark, this is still a substantial saving. This could also be achieved in around two years.
- 6.3 The Panel believes that the introduction of a default 20 mph speed limit has the potential to lead to a long term change in the behaviour of drivers. A default limit simplifies the issue of speed limits and makes expectations clearer. Over time, drivers will become more familiar with the lower speed limit. In addition to driving in streets with such limits, many will also live in streets with 20 mph limits and therefore be aware of their potential benefits. The ultimate aim should be to make speeding as socially unacceptable as drink driving.
- 6.4 In respect of enforcement, the Panel notes that the 30 mph speed limit is generally not enforced rigorously by the Police due to the resource implications of this. In such circumstances, it would be unrealistic to expect any great level of enforcement of a 20 mph speed limit. However, it may increase the likelihood of motorists being prosecuted for lower speeds than is currently the case e.g. for speeds of 33 – 34 mph in areas with a 20 mph speed limit as opposed to 40 mph where there is a 30 mph speed limit. Where persistent problems do occur, ward panels can make the issue a priority for their Police Safer Neighbourhood team. Physical calming measures can be considered as a last resort in areas where problems prove to be difficult to resolve.
- 6.5 There is clear evidence from Islington and Portsmouth that residents are likely to be favourable to the introduction of a default 20 mph speed limit. In addition, there have been very few if no complaints from Islington residents since its introduction. The Panel is nevertheless of the view that the introduction of any scheme should be accompanied by widespread consultation and a publicity campaign. The Council itself can play a key role in promoting compliance through leading by example. This could be done by ensuring that Council vehicles and, where possible, those of contractors observe the lower speed limit. In addition, Council vehicles and those of staff could be used to publicise the speed limits through, for example, bumper stickers.

- 6.6 The Panel is of the view that all side roads should be included in the Haringey scheme. It was noted that much of the costs associated with implementing the scheme in Islington came from roads that were *not* included as it is necessary to install signs in all places where there is a change of speed limit. There will nevertheless still be a need for some signs to be located in areas within the areas where the 20 mph speed limit applies.
- 6.7 The Panel is of the view that the Council should work with Transport for London to also set up a pilot 20 mph speed limit in a town centre. This should be subject to monitoring and evaluation and, if successful, extended to suitable other town centres.
- 6.8 The risks associated from the introduction of a default 20 mph speed limit would appear to be relatively small. The experience from both Islington and Portsmouth has been that the schemes have been well supported and have not lead to any major problems. The main risks associated with such a scheme would seem to be that it might be ineffectual and raise unrealistic expectations. However, a realistic approach to the likely outcomes may assist in reducing the potential for this.
- 6.9 The Panel notes that the body of evidence on the effectiveness of 20 mph speed limits is still fairly limited. It is therefore of the view that any Haringey scheme should be carefully monitored and evaluated so that progress can be mapped and the borough can contribute to the body of evidence on the issue. In addition, it could also be used to identify any problems that may arise where further action may be need to be considered, such as the installation of physical calming measures.

Recommendations:

- That the Council undertake a borough wide consultation process on the proposal to establish a default borough wide 20 mph speed limit for all side roads and the establishment, in consultation with TfL, of a pilot 20 mph speed limit in a suitable town centre.
- That such a scheme be financed with the use of appropriate LIP funding.
- That a comprehensive publicity and promotional campaign be developed for the scheme to encourage compliance.
- That Council vehicles and those of contractors be specifically required to comply with the new speed limit.
- That such a scheme be subject to monitoring and evaluation.
- That where persistent problems are identified that are not possible to resolve, officers work with local residents to identify creative and cost effective solutions such as psychological traffic calming.

Appendix A

Participants in the review:

Tony Kennedy, Group Manager for Transport Policy and Projects, Urban Environment Directorate.

Inspector Mark Long, Police Safer Transport Team

PC Matin Young, North East Area Traffic Police.

Jenny Jones, London Assembly Transport Committee

Richard Berry, Scrutiny Manager, London Assembly

Zahur Khan, Head of Traffic and Engineering Services (Public Realm), Environment and Regeneration, Islington Council

Bram Kainth Service Director (Public Realm), Environment & Regeneration Department, Islington Council

Michelle Thompson, Environment & Regeneration Department, Islington Council

Paul Bumstead, West Green Residents Association.

Chris Barker. Sustainable Haringey Network, Haringey Living Streets and Haringey Federation of Residents Associations

Jennifer Bell, Hawthorn Road Residents Association

Debora Lucarelli, Hawthorn Road Residents Association

David Rennie, Crescent Road Residents Association

Adam Coffman, Haringey Cycling Campaign

John MacBryde, Kingsley Place Residents Association and Bus Watch West Haringey

Appendix B

Documents referred to in the preparation of this review report:

Interim Evaluation of the Implementation of 20 mph Speed Limits in Portsmouth
Final Report – Atkins (September 2010)

Interim Evaluation of the Implementation of 20 mph Speed Limits in Portsmouth –
Summary Report

Braking point; 20mph speed limits in London - London Assembly Transport Committee
(April 2009)

Introduction of 20mph Speed Limits – Report to Colchester Borough Council Policy
Development and Review Panel, 1 September 2010

Introduction Of 20mph Zones - Report of Regeneration And Employment Review
Committee, Islington Council, March 2011

Report of the 20 mph Speed Limits/Zones Scrutiny Panel, Brighton and Hove City Council,
May 2010

Roads; Speed Limits – House of Commons Standard Note (11 October 2011)



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Agenda item:

[No.]

Overview and Scrutiny Committee

On 28th March 2011

Report Title: **Scrutiny Review of the Haringey Guarantee**

Report of: **Councillor Basu, Chair of the review panel**

Contact Officer : Melanie Ponomarenko, Principal Scrutiny Support Officer

Email: Melanie.Ponomarenko@haringey.gov.uk

Tel: 0208 489 2933

Wards(s) affected: **All**

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

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

- 1.1. That the Overview and Scrutiny Committee approve the recommendations laid out in the attached report.

2. Introduction by Cabinet Member (if necessary)

2.1. N/A

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

3.1. This review links with the Sustainable Community Strategy Outcomes of:

- Economic vitality shared by all, specifically:
 - Maximise income
 - Increase skills and educational achievement.
- Healthier people with a better quality of life, specifically:
 - Tackle health inequalities

4. Recommendations

4.1. Review recommendations are laid out in the attached report.

5. Reason for recommendation(s)

5.1. Reasons for the recommendations laid out in the main report are covered within the main body of the attached report.

6. Other options considered

6.1. N/A

7. Summary

7.1. The Haringey Guarantee, established in 2006, is the council's strategic approach to tackling worklessness in the borough and is the main vehicle for delivering the Local Area Agreements around worklessness in Haringey.

7.2. The Haringey Guarantee has been funded through the Area Based Grant which no longer exists.

7.3. The Government is introducing a new 'Work Programme' which will replace all current pathways into work and will be contracted from the Department of Work and Pensions to Prime Contractors, who can then sub-contract some of this work locally. The Haringey Guarantee is hoping to become a sub-contractor under the Work Programme.

7.4. During the course of the review Panel Members spoke to a number of partners, providers and stakeholders for the Haringey Guarantee in order to make the recommendations as outlines below. The panel hopes that these recommendations add value to the work already being undertaken in Haringey around reducing worklessness and also that they assist in taking this work, and the work of the Haringey Guarantee forward under the Work Programme.

7.5. Key findings include:

- There is a need to focus on 18-24 year olds in any local programme around worklessness.
- Greater engagement is needed with local businesses to highlight the Haringey Guarantee and get local jobs for local people.
- There is a challenge in moving away from public sector jobs to private sector jobs.

- The holistic approach used by the Haringey Guarantee projects is beneficial to local residents.
- Commissioning for outcomes should be continued where possible, alongside the Work Programme output measures (should the Haringey Guarantee become a sub-contractor).

8. Chief Financial Officer Comments

- 8.1. This report considers the outcomes of a review of the Haringey Guarantee by a panel of Members from the Overview and Scrutiny Committee. The extent to which the panel's recommendations can be adopted is dependent both on the Council's success in being nominated as a 'subcontractor' under the Department of Works and Pensions new Work Programme and the outcome of the Council's own review of resources in this area.
- 8.2. The Haringey Guarantee was established in 2006 and is the council's strategic approach to tackling worklessness in the borough; it is the main vehicle for delivering the Local Area Agreements around worklessness in Haringey.
- 8.3. In 2010-11 the Working Neighbourhoods Fund (an element of the Area Based Grants) was used to fund both the Haringey Guarantee (£660,703) and an in-house project, Families into Work (£322,500). The Haringey Guarantee budget was used to commission other projects through the voluntary sector and other providers, including Northumberland Park Community School and Positive Employment.
- 8.4. As a result of the radical changes in government grant funding, which includes the abolition of Working Neighbourhood Funding and Area Based Grants, the Council is currently reviewing those projects previously financed through these funding streams with a view to re-prioritising future investment from a significantly reduced budget. As a first step the in-house project teams for Families into Work and Employment Action Network (which is currently funded by the London Development Agency) will be merged and transition funding of £500k has been allocated to Haringey Guarantee for 2011/12 whilst the review process is completed. This transition funding is an allocation of Performance Reward Grant received in 2010-11 and carried forward into 2011-12.
- 8.5. From summer 2011 the Government is introducing a new 'Work Programme' which will replace all current mainstream welfare to work programmes and will be contracted from the Department of Work and Pensions to Prime Contractors, who can then sub-contract some of this work locally. The Haringey Guarantee is hoping to become a sub-contractor under the Work Programme. However, if the Council is not successful then the Haringey Guarantee will become a greatly reduced service.
- 8.6. The success of the bid for subcontract status will therefore shape the outcome of the Council's own review into the allocation of resources. Once the review process has been concluded recommendations on relative priorities and associated funding proposals will be presented to Cabinet for consideration.
- 8.7. The panel's review includes an economic impact assessment of two Haringey Guarantee projects (Women Like Us and 5E) in 2009-10. Whilst recognising the difficulty in accurately evaluating the success of such projects the report

<p>concludes that there were measurable financial benefits that flowed from the investment these projects.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. The Head of Legal Services has been consulted on the content of this report. There are no specific comments on the recommendations set out in the appended review report. The Council's powers to undertake the steps outlined are those included within Part 1 of the Local Government Act 2000 to promote or improve the economic and social well being of persons resident in their area.</p>
<p>10. Service Financial comments</p> <p>As above</p>
<p>11. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>11.1. N/A</p>
<p>12. Equalities & Community Cohesion Comments</p> <p>12.1. In Feb 2011, 6.9% (10,159) of the working age population were claiming Job Seekers Allowance (JSA). This includes 7.9% of all working age males and 4.7% of working age females. All three rates are the third highest in London.</p> <p>12.2. Location – In Feb 2011, 11.6% (1026) of the working age population in Northumberland Park were claiming JSA. This is the highest ward in London.</p> <p>12.3. Age – In Feb 2011, 10.4% of all 20-24 year olds in Haringey are claiming JSA. This is the highest proportion for all the 5 year age bands.</p> <p>12.4. Disability – In August 2011, 1.71% (2660) of the working age population were claiming Employment and Support Allowance (ESA). This is the 7th highest proportion in London.</p> <p>12.5. Ethnicity – The annual population survey states the unemployment rate for Haringey's ethnic minority groups was 17.2% (June 2009 – July 2010). This is the 4th highest rate in London.</p>
<p>11 Consultation</p> <p>11.2 Throughout the scrutiny review process views and evidence was considered from Council departments, NHS Haringey, Northumberland Park Community School, Families into Work, Job Centre Plus, Reed in Partnership,</p>

College of North East London, North London Partnership Consortium Ltd,
Positive Employment, Women Like Us, ECORYS and Ecotec.

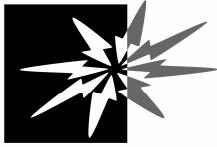
12 Use of appendices /Tables and photographs

12.2 Please see Contents page in main report for appendices

13 Local Government (Access to Information) Act 1985

- Initial Work and Skills Plan, Haringey Council, April 2010
- Framework agreement for the provision of employment related support services, Department for Work and Pensions
- Haringey Guarantee Service Standards, Haringey Council
- The Coalition: Our programme for Government, Cabinet Office, 2010
- <http://www.dwp.gov.uk/policy/welfare-reform>
- Sustainable Community Strategy, Haringey Council, 2007-2016
- The Work Programme, Questions and Answers, DWP, 2010
- London Borough of Haringey, Integrated Youth Support Management Information Report, January 2011.
- The Cost of Exclusions: Counting the cost of youth disadvantage in the UK, Prince's Trust, 2010
- Mid Year Estimates, Office of National Statistics, 2009
- <http://www.dwp.gov.uk/policy/welfare-reform/>
- <http://www.dwp.gov.uk/policy/welfare%2Dreform/pathways%2Dto%2Dwork/>

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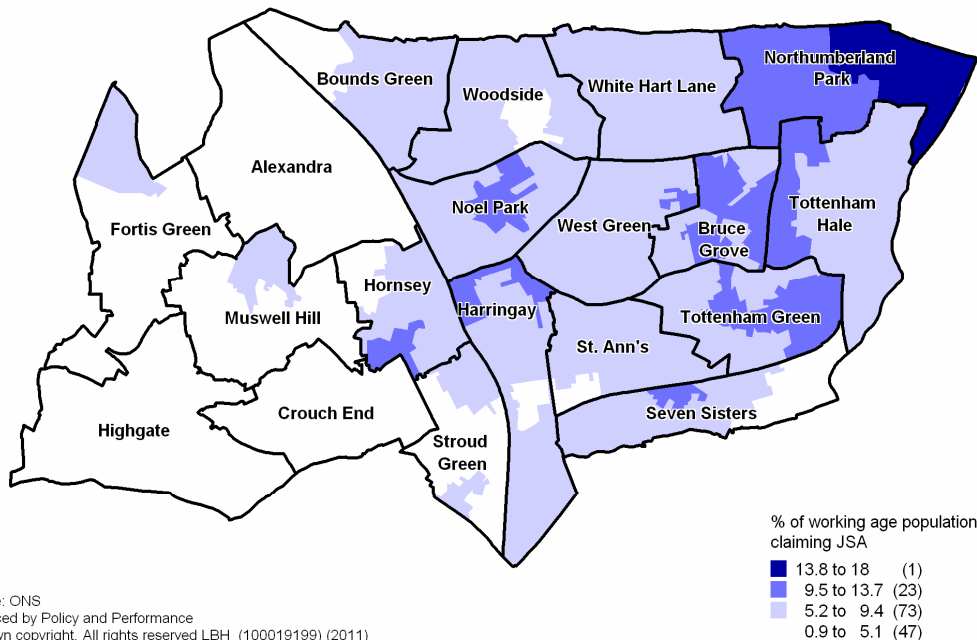


Haringey Council

Scrutiny Review of the Haringey Guarantee

Percentage of working age population claiming Job Seekers Allowance (JSA)
Haringey Super Output Areas
February 2011

Proportion is calculated using working age population statistics from the 2009 Mid Year Estimates



Source: ONS
Produced by Policy and Performance
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A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

March 2011

Chair's Foreword

I would like to thank all of those who took time to contribute to this extremely interesting review. On behalf of the panel I would particularly like to thank those who provide invaluable support to residents of Haringey who need support to access employment opportunities.

I hope that the recommendations made in this report are able to assist the Haringey Guarantee in continuing its work, in ever changing times and under the forthcoming Work Programme.



Cllr Dhiren Basu

Panel Membership:

Cllr David Browne
Cllr Pat Egan
Cllr David Schmitz
Cllr Juliet Solomon
Cllr Paul Strang

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Appendix E – Haringey Guarantee: Economic Impact Assessment.....	Page 33
Appendix F – Haringey Guarantee: Effectiveness and Value for Money (see separate document)	

Executive Summary

The Haringey Guarantee, established in 2006, is the council's strategic approach to tackling worklessness in the borough and is the main vehicle for delivering the Local Area Agreements around worklessness in Haringey.

The Haringey Guarantee has been funded through the Area Based Grant which no longer exists.

The Government is introducing a new 'Work Programme' which will replace all current pathways into work and will be contracted from the Department of Work and Pensions to Prime Contractors, who can then sub-contract some of this work locally. The Haringey Guarantee is hoping to become a sub-contractor under the Work Programme.

During the course of the review Panel Members spoke to a number of partners, providers and stakeholders for the Haringey Guarantee in order to make the recommendations as outlines below. The panel hopes that these recommendations add value to the work already being undertaken in Haringey around reducing worklessness and also that they assist in taking this work, and the work of the Haringey Guarantee forward under the Work Programme.

Key findings include:

- There is a need to focus on 18-24 year olds in any local programme around worklessness.
- Greater engagement is needed with local businesses to highlight the Haringey Guarantee and get local jobs for local people.
- There is a challenge in moving away from public sector jobs to private sector jobs.
- The holistic approach used by the Haringey Guarantee projects is beneficial to local residents.
- Commissioning for outcomes should be continued where possible, alongside the Work Programme output measures (should the Haringey Guarantee become a sub-contractor).

Recommendations

18-24 Year olds

1. 18-24 Year olds should be mainstreamed in all programmes aimed at tackling worklessness in the borough.

Work with Local Businesses

2. Haringey Council should continue to regenerate Tottenham and lift its profile in order to facilitate a positive perception of N17.
3. The Haringey Guarantee should re-visit and build on the work undertaken during the initial commissioning of the Haringey Guarantee in order to actively engage with local businesses, small business federations and trader associations to:
 - Gain an understanding in the skill set they are looking for in potential employees.
 - Promote the Haringey Guarantee brand.
 - Work to reduce the perceived stigma of people with mental health needs and those who have been on Incapacity Benefit.
 - Work to reduce the perceived stigma of N17.
 - Get local businesses to sign up to the 'Job ready' Haringey Guarantee stamp.
 - Encourage the recruitment of local people in local jobs.
 - Identify opportunities for apprenticeships.
4. Work should be undertaken, to identify who our local big employers are outside the public sector. These employers should be actively encouraged to recruit local residents for local jobs.

Geographical Barriers

5. Full Council/Cabinet to lobby the Greater London Authority through the new Local Enterprise Partnership to consider ways to overcome geographical barriers, both in terms of financial barriers and resident perceptions of travelling for work.
6. Where possible and practical the Haringey Guarantee should build travel confidence training in its support package.

Haringey Guarantee projects

7. That Full Council recognises that worklessness is not an individual issue but a household issue and continues to support the holistic approach which has been introduced by Haringey Guarantee projects such as Families into Work.
8. Consideration to be given to ways in which the council can support the continuation of this holistic approach and where resources allow replicate principles of Families into Work model in other areas where this may add value.

Meganexus

9. That Meganexus' capabilities are effectively and fully utilised by all providers under the Haringey Guarantee.

Future of the Haringey Guarantee

10. That the qualitative outcomes of any Haringey Guarantee project are given equal weighting to quantitative outcomes.

11. Haringey Council should continue to support the Haringey Guarantee so that all of those who need support get it and not just those who fall into the Work Programme Customer Groups.
12. That the Haringey Guarantees continues with it's flexible approach in order to shape itself for the new Work Programme whilst continuing to support the most vulnerable into work.

The Haringey Guarantee

1. What is the Haringey Guarantee?

1.1. The Haringey Guarantee, established in 2006, is the council's strategic approach to tackling worklessness in the borough and is the main vehicle for delivering the Local Area Agreements around worklessness in Haringey. An initial aim of the Haringey Guarantee was to bring all employment and skills projects running across the borough together as a new strategic approach with 6 streamlined and focused projects, commissioned based on outcomes.

1.1.1. Prior to 2006 there was a number of projects running but making a negligible difference to unemployment in the borough.

1.2. Some examples of the Haringey Guarantee projects included:

- Working closely with the NHS e.g. Working for Health project
- Working with Northumberland Community School to focus on those people who were at risk of NEET (Not in Employment, Education or Training). This project supported Support Workers to work with 40 children away from the every day class room environment.
- Out of the 40 pupils – 38 went onto 6th Form or into employment.

N.b. "The definition of worklessness is wider than referring to unemployment. Whereas unemployment is a term that captures people who are actively seeking work or have sought work within a specified period of time, worklessness is a term that also captures people that are not actively seeking but would like to find work.¹"

1.3. "The Haringey Guarantee works with employers, schools and colleges, skills training providers, employment services and local communities to deliver:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, training and education for local young people (including under 16's).
- Support for local businesses by providing a local committed and skilled workforce.

1.4. The Haringey guarantee is offered in three parts:

¹ Initial Work and Skills Plan, Haringey Council, April 2010

- That our **local residents** will receive high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities.
- That **delivery partners and providers** will deliver high quality, focused and professional services to jobseekers and employers.
- That we will produce committed trained workers to meet recruitment and skills needs of local businesses.²

Introduction

2. The Panel is aware that the recommendations made in this report are done so within the context of an ever changing environment and that there is a risk of none of the Prime Contractors who have offered the Haringey Guarantee a sub-contract being successful. However, the Panel hopes that the recommendations made will assist in the provision of support for residents of the borough.

2.1. It is important to note that the Work Programme is a mandatory programme and as such providers (including the Haringey Guarantee) will have responsibility for ensuring that participants comply with the conditionality imposed on them. As with other programmes of this nature failure to comply with these conditions can lead to participants being sanctioned through loss of benefits. Recommendations of this report are made with this in mind.

Policy Context

3. National Context

3.1. The Government believes that the current system is too complex and work incentives are poor³. It has therefore committed to introducing a 'Work Programme' to replace existing employment programmes (for example, Pathways to Work) and aims to deliver comprehensive support to help longer-term benefit customers into work⁴.

3.2. Early on the Coalition Government announced plans for radical reform of the welfare to work system and the implementation of The Work Programme. The Work Programme will be an integrated package of support providing personalised help for people who find themselves out of work based on need rather than benefit claimed.

3.3. The Government plans to set up a new contracting vehicle for the delivery of the Work Programme - a 'Framework Agreement'. The Government anticipates that the Framework arrangement will enable them to call on the services of providers which they have 'pre-qualified' as being capable of delivering the services which they believe will be needed over the coming years. The framework covers eleven 'lots', one of which is London and the government envisages that there will be a number of providers on each lot.

3.4. For delivery of London employment services there will be between 3-8 contracts, however each provider must show that it has the capacity to deliver across the whole of London (even though it may only be delivering to 1/8).

² Haringey Guarantee Service Standards, Haringey Council

³ <http://www.dwp.gov.uk/policy/welfare-reform/>

⁴ <http://www.dwp.gov.uk/policy/welfare%2Dreform/pathways%2Dto%2Dwork/>

- 3.5. The intention of the new approach is to put the financial risk onto the Prime Contractor.
- 3.6. It is estimated that the annual saving to the treasury when someone is in employment/off benefits is £9,000. This saving would be used to pay the provider once a person has been in sustained employment. Out of the £9,000, under the Work Programme, it is estimated that £5,000 would be spent getting a person into employment, £2,000 would be given to the provider and the Government would save £2,000.
- 3.7. Under welfare reform changes when someone who is receiving Incapacity Benefit (IB) is reassessed by a physician they will either be migrated onto Employment Support Allowance (ESA) or moved onto Job Seekers Allowance (JSA). There is an appeals process, however it is expected that high numbers of people will be moved onto JSA. There is concern about people being put onto JSA who are not ready for it, particularly as the kind of support being provided to people on IB would stop as well as the continued support being provided to people once they do move into employment. There is concern that people will ultimately drop out of work again.

Findings

4. 18-24 Year olds

- 4.1. Educational success has a dramatic impact on a person's quality of life and wellbeing. A strong positive relationship exists between education and health outcomes whether measured by death rates (mortality), illness (morbidity), health behaviours or health knowledge⁵. Poor educational attainment can also keep families excluded, as it has a pivotal role in the intergenerational transmission of social exclusion.
- 4.2. The panel heard from the Principal of the College of North East London who expressed concern about young people and their future prospects given the current economic situation. The panel heard that if people have not been successful in employment by the time they are 25 years of age then they are highly likely to become long term unemployed and subsequently are at increased risk of becoming the next wave of inter-generational workless.
- 4.3. This is of particular relevance to a borough such as Haringey where 18-24 year olds currently make up 9.1%⁶ of the population, and thus has the potential to have significant financial implications for local services in later years.
- 4.4. A recent report by the Prince's Trust⁷ drew the following conclusions:
- Annual cost of a young jobseeker on the economy is £5,400 (however, this can be up to £16,000 depending on circumstances).
 - "The cost to the Exchequer of youth unemployment and inactivity is £22 million per week in JSA.

⁵ Institute of Public Health, Ireland

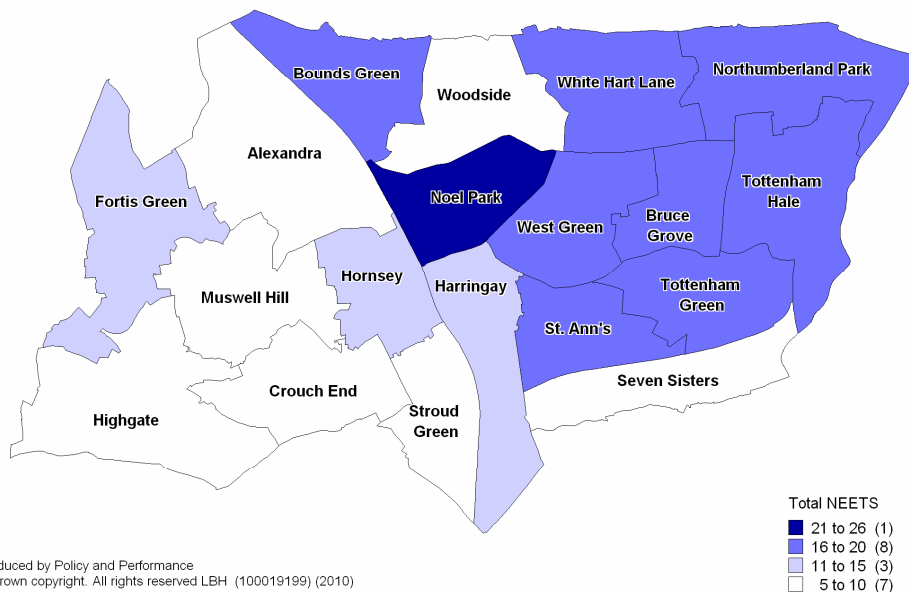
⁶ Mid Year Estimates, Office of National Statistics, 2009

⁷ The Cost of Exclusions: Counting the cost of youth disadvantage in the UK, Prince's Trust, 2010

- A conservative estimate of the productivity loss to the economy would be around this amount again. An upper estimate is £133 million a week⁸.
- “‘psychological scarring’ due to unemployment can leave young people at risk of lower happiness and poorer health”⁹.
- “youth unemployment imposes a wage scar on individuals in the order of 12-15 per cent at the age of 42”¹⁰

4.5. The panel noted that those Not in Education Employment or Training (NEET) has decreased in the borough in recent years but the challenge preventing this from going up is going to increase given the current economic climate and reduction of job opportunities.

16 to 18 year olds not in education, employment or training (NEET)
Haringey wards
January 2011



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4.6. The importance of preparation and support for young people, for example teaching them about the recruitment process and supporting them when they are in employment to ensure they keep the job was noted by the panel as well as the need to get commitment for local apprenticeships (which the panel notes is part of the forthcoming Work Programme).

The panel recommends that:

18-24 Year olds should be mainstreamed in all programmes aimed at tackling worklessness in the borough.

5. Employment and Health

5.1. Employment is one of the most important determinants of health. Having a job or an occupation is an important determinant of self-esteem. It provides a vital link

⁸ The Cost of Exclusions: Counting the cost of youth disadvantage in the UK, Prince's Trust, 2010, page 9

⁹ “ “, page 24

¹⁰ “ “, page 24

between the individual and society and enables people to contribute to society and achieve personal fulfilment. The World Health Organisation identifies a number of ways in which employment benefits mental health. These include the provision of structured time, social contact and satisfaction arising from involvement in a collective effort.

- 5.2. The Panel heard that approximately 60% of people supported by Reed in Partnership have mental health needs. Whilst this is not necessarily the main reason why they are not working/in receipt of health related benefits. Once someone has been out of work for an extended period they may begin to feel isolated and depressed which is an additional health need from why they are originally out of work. This is applicable to a broad spectrum of age groups.
- 5.3. The panel also heard that any discrimination around employment opportunities tends to be weighted towards people with mental health needs and employers perception of these mental health needs, as well as of those who have been on Incapacity benefit longer term. A key challenge is finding employers who are willing to employ people who have been receiving benefits. The panel therefore felt that there is work to do around education employers on mental health needs to ensure people with mental health needs are given an equal opportunity of finding work.
 - 5.3.1. Approximately 75% of those on Incapacity Benefit in Haringey have been on this benefit for 2 years or more. Statistically, people who have been on Incapacity Benefit for 2 years or more are more likely to die than to return work.
- 5.4. The panel noted concern over the fact that prevention is the first area to suffer in times of budgetary constraint. This is not cost effective and will mean that further down the line more money is needed at the acute end.

Please see below for a recommendation relating to this area.

6. Work with Local Businesses

- 6.1. The majority of job placements for Haringey Guarantee participants have been in the retail and public sector. The panel heard from a number of stakeholders about the challenge for the Haringey Guarantee of moving from a public sector focus to a private sector focus, in order to access job opportunities for residents particularly due to the contraction of the public sector. The panel noted that there is a need to link up more with the private sector and also engage with local employers who tend to view themselves as London based as opposed to Haringey based, and subsequently focus on a wider geographic area than Haringey when recruiting staff.
- 6.2. The panel also noted anecdotal evidence with regards to a business based in N17 who pay a premium to staff from outside of the area in order to encourage them to apply for the jobs rather than employ residents from N17 itself due to the negative perception sometimes associated with the area. The panel felt that should this be the case then it is an area which should directly be addressed with local companies and felt that the Haringey Guarantee would be an ideal vehicle for this due to its pool of job-ready applicants.
- 6.3. The panel heard of initial work undertaken by the Haringey Guarantee with local businesses in order to get them to sign up to the principles of the Haringey

Guarantee and felt that more work could be done in this area. The panel recognises that there are resource implications due to Council restructuring, but is however hopeful that should the Haringey Guarantee be successful in securing a sub-contract this work could be supported by a new Employer Engagement post.

6.4. Further to this the panel discussed the advantages of developing a Haringey Guarantee 'job ready' stamp which could be put on the Curriculum Vitae of those who have participated in the programme and would show that the person has completed a training and support programme and that they come with a recommendation from the Haringey Guarantee. The panel felt that this would enable Haringey Guarantee participants to stand out from other potential employees.

6.5. As a way of ensuring that local businesses are fully engaged with the 'job ready' stamp the panel felt that it would be beneficial to talk to local businesses and find out what key skills they would look for a potential employee to have. The Haringey Guarantee could then ensure that these are covered in any support programme, giving the local business confidence that the prospective employee comes with the skill set.

6.6. The panel noted the comment by ECORYS that "there is much which can be done to improve the overall visibility of the Haringey Guarantee brand, to raise the profile of the programme amongst its target group. 77 percent of participants were not aware of the programme before they accessed support".¹¹

The Panel recommends:

Haringey Council should continue to regenerate Tottenham and lift its profile in order to facilitate a positive perception of N17.

The Haringey Guarantee should re-visit and build on the work undertaken during the initial commissioning of the Haringey Guarantee in order to actively engage with local businesses, small business federations and trader associations to:

- Gain an understanding in the skill set they are looking for in potential employees.
- Promote the Haringey Guarantee brand.
- Work to reduce the perceived stigma of people with mental health needs and those who have been on Incapacity Benefit.
- Work to reduce the perceived stigma of N17.
- Get local businesses to sign up to the 'Job ready' Haringey Guarantee stamp.
- Encourage the recruitment of local people in local jobs.
- Identify opportunities for apprenticeships.

Work should be undertaken, to identify who our local big employers are outside the public sector. These employers should be actively encouraged to recruit local residents for local jobs.

¹¹ ECORYS submission to the Haringey Guarantee Panel

7. **Geographical Barriers**

- 7.1. The panel heard evidence from a wide range of stakeholders with regards to the geographical barriers faced when trying to support people into work. This is particularly pertinent in the East of the borough. This included evidence heard at a visit to the Families into Work project where the panel heard that there is a challenge in encouraging people to work outside of their immediate area, the idea of travelling even across the borough alien to some families. There are also challenges such as travel costs and gang/post-code culture for younger people. The panel feels that excursions for young people, such as taking them into central London as undertaken by the Families into Work project, where they have often never been, is beneficial in beginning to break down these barriers.
- 7.2. The panel heard that the South of Haringey is the key to employment opportunities for Haringey residents for example, Camden and noted the need to not only look within Haringey boundaries for job creation and opportunities, particularly as the borough has changed in terms of no longer being an industrial borough. The panel felt that 'Local' needs to mean 'London Sub-regional'.
- 7.3. Under the Work Programme, Haringey is categorised as being in the West London area. This area incorporates boroughs such as Islington, Westminster, Kensington and Chelsea. It is hoped that this will open up job opportunities in the future for the residents of Haringey. However, to enable residents to fully take advantage of these opportunities there is work to be done in widening resident's geographic boundaries.

The panel recommends that:

Full Council/Cabinet should lobby the Greater London Authority through the new Local Enterprise Partnership to consider ways to overcome geographical barriers, both in terms of financial barriers and resident perceptions of travelling for work.

Where possible and practical the Haringey Guarantee should build travel confidence training in its support package.

8. **Haringey Guarantee projects**

- 8.1. Members of the panel visited Families into Work, Northumberland Park Community School and Positive Employment during the course of the review and also heard from the North London Partnership Consortium Ltd; all of which have been commissioned by the Haringey Guarantee.

8.2. Families into Work

- 8.2.1. A family dimension to the Haringey Guarantee was devised to consider the impact of a person's family as a barrier to employment e.g. cultural and generational worklessness, health, housing, alcohol, drugs etc. 'Families into Work' was set up with a team based in Northumberland Park. This project made a commitment to see everyone of working age in a family within 6 weeks. The project offers tailored support in return for agreed actions from family members.

- 8.2.2. The Panel felt that Families into Work is an impressive project which has engaged over 140 families, above their target number of 100 families.
- 8.2.3. The project works intensively with families furthest away from employment and assists them in overcoming a range of barriers back into work. The panel were impressed with the holistic approach of the project and the way in which it works around the family to consider aspirations rather than just trying to fit a person to a job role.
- 8.2.4. The panel also noted that the families being worked with have a huge range of barriers, including knowledge, experience, skills, understanding of the job market, lack of role models, child care, education etc. The panel noted the high level of dedication and enthusiasm of the staff and were impressed with the wide ranging, complicated and labour intensive support provided to each family whilst being able to build strong and trusting relationships with those being supported over a long period.
- 8.2.5. The panel felt that the model used by Families into Work could benefit a number of other areas in the borough and feels that the project is an example of good practice which should be shared widely. The panel noted that this is a unique project nationally and feels that the positive outcomes of the project should be disseminated widely nationally as best practice.
- 8.2.6. The panel noted the lack of certainty for the future of the project with concern. The panel were also greatly concerned about the gap in funding from March 2011 to September 2011 should the project secure funding under the forthcoming Work Programme.

8.3. The Northumberland Park Community School project

- 8.3.1. The Northumberland Park Community School project works with 40 students per year who are at risk of becoming NEET (Not in Education, Employment or Training). The panel noted that as well as supporting this number of students annually the staff are also supporting the 40 students from the preceding year as well as having an 'open door policy' for other students who have been supported in the past.
- 8.3.2. The panel were again impressed with the dedication and persistence of the staff who offer systematic mentoring in a very personalised way to the students on the project. The staff had gained the trust of the young people and in turn the young people had begun engaging in education and training. The panel was also interested to note that the young people each spoke of having to break away from their circle of friends in order to achieve this.
- 8.3.3. During the visit Members of the panel spoke to a number of young people who have participated in the project and were impressed with the turn-around of the young people's lives which they heard. The young people had gone from either not attending school or being extremely disruptive at school to getting qualifications and started college courses. It was also noted from the young people that the support they had received had a positive impact on their home lives.

8.3.4. The panel again noted with concern the uncertain funding, both long term and in the shorter term for the project.

8.4. Positive Employment

8.4.1. Positive Employment is a job brokerage organisation which receives referrals from the Haringey Guarantee, Job Centre Plus and word of mouth.

8.4.2. As well as helping people to find work Positive Employment also walks people through the process into sustained work. For example, interview techniques, what to ask, coaching, follow up phone calls, provision of references etc, they also call people when a job becomes available.

8.4.3. The panel was again impressed with the dedication of the staff and the high level of support provided to people who use the facilities.

8.4.4. The panel noted with concern the uncertain funding of the project.

8.5. The panel feels that the successes of current projects is that it is not solely focused on getting people into work but about supporting them into sustained work and giving them the skills. Overall the panel was extremely impressed with the staff met at projects and feel that they add a lot to the projects successes.

8.6. At the same time the panel noted the comment by ECORYS that “here is potentially a need to raise the profile of the Families into Work project and further establish its identity as a unique whole family approach to worklessness. Project staff and partners feel that Families into Work may not stand out sufficiently as one of several programmes that Jobcentre Plus advisers could refer beneficiaries to.”¹²

The Panel recommends that:

That Full Council recognises that worklessness is not an individual issue but a household issue and continues to support the holistic approach which has been introduced by Haringey Guarantee projects such as Families into Work.

Consideration to be given to ways in which the council can support the continuation of this holistic approach and where resources allow replicate principles of Families into Work model in other areas where this may add value.

9. Meganexus

9.1. Meganexus is a web based software system used by the Haringey Guarantee to store information on Haringey Guarantee participants. Information provided by participants on the Haringey Guarantee is transferred to Meganexus ensuring a central record is held. The information is used for performance management of providers (providers only get paid once they have input all of the relevant data and this has then been verified by the external monitoring agency, GLE) and also for monitoring service users progress into sustained employment.

¹² ECORYS submission to the Haringey Guarantee Panel

- 9.2. Referrals between projects can also be done via the software ensuring that participants do not have to give the same information over and over again to a variety of providers.
- 9.3. The direction of travel under the Work Programme is likely to be more of a move towards increased use of the system, for example allowing service users to log onto the system to view their details, store papers e.g. CVs.

The panel recommends that:

That Meganexus' capabilities are effectively and fully utilised by all providers under the Haringey Guarantee.

10. Future of the Haringey Guarantee

- 10.1. The panel feels that one of the strongest characteristics of the Haringey Guarantee is that they focus on those who are furthest away from the job market and most in need of intensive support and provide this for them. The panel heard from Reed in Partnership who stated that it often takes 6-12 months to get someone into work whilst providing them with support and can be providing further support to people overall for anything between 5 months and two years after this time.
- 10.2. The panel has concerns that under the Work Programme this level of support for individuals furthest away from the job market will cease, with Prime Contractors focused on quantitative aspects, e.g. number in employment and sustained employment as opposed to the qualitative aspects which are also focused on by the Haringey Guarantee.
- 10.3. The panel supports the approach taken by the Haringey Guarantee around commissioning projects to deliver on pre-agreed outcomes and not on process targets.
- 10.4. Reed in Partnership, CONEL and Job Centre Plus all felt that another strength of the Haringey Guarantee is the network which it has built up across the partnership. Concern was expressed that this local infrastructure would be lost without transitional funding for the Haringey Guarantee and also that there was a possibility that any Prime Contractor could remove this infrastructure, losing a wealth of experience, knowledge and contacts. The panel therefore hopes that any Prime Contractor under the Work Programme is able to utilise and retain aspects of the Haringey Guarantee.
- 10.5. The panel agreed that there is a real need to ensure seamless pathways under the Work Programme and therefore partnership and joint working is the key. As the overall funding is less then residents are likely to suffer unless all organisations continue to work together and join up. The panel also noted the importance of the role of the voluntary and community sector in continuing work to support the most vulnerable into work.
- 10.6. The Haringey Guarantee has approached the companies bidding for the West London Prime Contract under the Work Programme to discuss becoming a

sub-contractor and has received offers from four of the Prime Contractors (on the basis that they are awarded a Prime Contract).

The panel recommends that:

That the qualitative outcomes of any Haringey Guarantee project are given equal weighting to quantitative outcomes.

Haringey Council should continue to support the Haringey Guarantee so that all of those who need support get it and not just those who fall into the Work Programme Customer Groups.

That the Haringey Guarantees continues with it's flexible approach in order to shape itself for the new Work Programme whilst continuing to support the most vulnerable into work.

Value for Money

10.7. Please see Appendix F for an independent assessment by ECORYS on the effectiveness and value for money provided by the Haringey Guarantee.

10.8. Some keys areas of this report as discussed by the Panel are as follows:

- The unit cost per Haringey Guarantee participant is £800 – this includes support and training. Other comparable programmes range from approximately £250 to just over £1800. Whilst Haringey is therefore not one of the lowest costs, there is a need to bear in mind that the support offered by the Haringey Guarantee is more intensive than some other programmes and that overall the Haringey Guarantee is working with more people of lower literacy levels who are further from the employment market.
- The unit cost per person supported into employment on the Haringey Guarantee £3,200. This is at the lower end of the comparables across London.
- ECORYS found the Haringey Guarantee to be one of the more effective programmes at supporting people into employment.
- When considering data on programmes where the unit cost is lower than the Haringey Guarantee there is a need to consider other elements. For example, the Thames Gateway project is more 'light touch' than the Haringey Guarantee and there is also easier access to employment opportunities in the area than in Haringey. The Thames Gateway project was also alongside a number of other funded projects around employment – therefore these other projects may also have contributed to the outcomes. This does not appear evident in the analysis.

- The economic benefit of getting people into work is effectively twice what you put in. Projects like Families into Work not only have a high economic value but also knock on values both economic and otherwise, for example the 'whole family' dimension.

10.9. Please see Appendix E for an Economic Impact Assessment undertaken by ECORYS on the Haringey Guarantee. This paper concludes with the following information:

"Over the first year of programme delivery, projects funded through the Haringey Guarantee spent £556,500¹³. This equates to a cost per net additional person into employment of £2,800 (£7,900 at the London level) and a return on investment of £6.3 in GVA per £1 of spending (£2.2 at the London level).

These value for money ratios are compared against the results of recent evaluations of other London based employability programmes in the table below, which have tended to focus on impacts at the regional rather than the local level:

- The cost per net additional person supported into employment is low in comparison to other initiatives. GVA per £1 invested is broadly comparable, and is likely due to the high proportion of participants that have obtained part-time employment.
- It should be noted that, some of the evaluation studies made more favourable assumptions than utilised here. For example, impacts were assumed to endure for 3 years (rather than the 1 year assumed here) for the Local Employment and Training Framework, which will inflate estimates of impact as compared to estimates here.
- Overall, this suggests the Haringey Guarantee has demonstrated reasonably good value for money. Additionally, the programme will generate further impacts in the future when further current and new participants enter employment, which may further improve value for money measures.

It should be noted, however, that these estimates do not reflect all costs involved in delivering the programme and associated employment outcomes. Participants may have received support from other public sector agencies that may have contributed to these outcomes either directly or indirectly, and the costs of these interventions are not reflected here. In addition, participants themselves incur costs (including additional transport costs, childcare costs, and loss of leisure time) that are not captured in this estimate of return on investment.

¹³ Note that this excludes payments made to projects in Year 1 for outputs that would be delivered in year 2.

Table 0.1 Value for Money Benchmarks¹⁴

Programme	Local impacts		Regional impacts	
	Cost per net additional job created (£)	£ of GVA per £1 invested	Cost per net additional job created (£)	£ of GVA per £1 invested
Haringey Guarantee	2,800	6.3	7,900	2.2
Relay London Jobs ¹⁵	-	-	13,700	1.4
Local Employment and Training Framework ¹⁶	-	-	13,900	2.0
London South Central Enterprise and Employment Programme ¹⁷	-	-	14,600	4.8
Thames Gateway JobNet ¹⁸	-	-	10,400	2.1

¹⁴ Economic Impact Assessment, ECORYS submission the Haringey Guarantee Panel, 2011

¹⁵ Source: Evaluation of the London Employment and Skills Taskforce, ECOTEC Research and Consulting, 2010. Results include multiplier effects but exclude monetised losses of leisure time to ensure comparability.

¹⁶ Source: Evaluation of the London Employment and Training Framework, Roger Tyms and Partners, 2009. This study assumed the GVA effects of the programme would endure for 3 years, not 1 as assumed here.

¹⁷ Source: Evaluation of the London South Central Employment and Enterprise Programme, ECOTEC Research and Consulting, 2009. Results include effects of a range of enterprise projects, for which impacts are assumed to endure for 3 years.

¹⁸ Source: Interim Evaluation of the Thames Gateway JobNet, Adroit Economics, 2008, results are based on all sources of funding, note that £ of GVA per £1 invested rises to £4.1 where impacts are assumed to endure for 3 years.

Appendices

Appendix A – Contributors to the review

Martin Tucker	Economic Regeneration, Haringey Council
Ambrose Quashie	Economic Regeneration, Haringey Council
Peter Ryan	Jobcentre Plus
Paul Head	Principal, College of Haringey, Enfield and North East London
John Egbo	Community Link Forum and North London Consortium Partnership Limited
Tony Azubike	Reed in Partnership
Leo Atkins	Head of Healthy Communities Programme NHS Haringey
Jonathan France Principal Consultant	Ecotec – Haringey Guarantee Evaluation
Chris Hale	Ecotec – Haringey Guarantee Evaluation
Josephine Roarty Programme Manager GLE Consulting	Greater London Enterprise – Haringey Guarantee Monitoring
Diane Liversidge	Northumberland Park Community School
Sharon Bolton Nadine Clarke Tracey Williams Roland Wodehouse Naomi tucker	Families into work
Hyacinth Bonaparte	Positive Employment
Rachael Bailey	Women like us

Appendix B – Written submission from ECORYS on the Families into Work Project

Families into Work Evaluation

Progress Update and Emerging Findings

This note provides an update and emerging findings from Ecorys' (formally ECOTEC Research & Consulting) evaluation of the Families into Work (FiW) project.

1.1 Overview

The Families into Work initiative is a special project of the Haringey Guarantee. It is a multi-agency approach based in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life chances of all family members. The initiative aims to:

- Improve the life chances of people in Northumberland Park by working with families to identify and address their barriers to employment
- Support children and young people to achieve success in education and develop knowledge and skills to gain work with career prospects
- To increase family aspirations to succeed and gain independence

The project team work with families:

- to identify barriers to work for parents and older children
- to identify barriers to educational achievement for younger children
- to identify a family action plan, including a combination of services and projects
- to contact service providers to negotiate and agree access to the appropriate projects and services and shared action plans for the family which will support them into work
- to ensure services are provided in a sensible way for the family
- to provide support to reduce drop out when things get tough and troubleshoot any problems which arise with service provision
- to monitor progress against each family action plan

Although the project focuses primarily on reducing worklessness, it aims to help families deal with other issues in their lives which although not directly related to work, create problems for family members and become barriers to work.

1.2 Evaluation methodology and progress update

Ecorys are utilising a range of methods to evaluate the FiW project. The specific strands of the evaluation and details of the tasks undertaken to date are provided below:

Approach	Progress to date
Qualitative in-depth interviews/focus group with project staff	<ul style="list-style-type: none"> • Focus group completed with Project Manager and 4 Family Support Officers
Qualitative in-depth telephone interviews with partners	<ul style="list-style-type: none"> • Interviews completed with 3 partners • Still to be completed: 3 further interviews with partners

Qualitative in-depth interviews with beneficiaries	<ul style="list-style-type: none"> •Interviews completed with 16 beneficiaries •Still to be completed: 2 further interviews with beneficiaries
Focus group with Youth User Forum	<ul style="list-style-type: none"> •Still to be completed: FG arranged for Tuesday 8th November
Analysis of MI and Family Action Plans	<ul style="list-style-type: none"> •Ongoing
Literature/document review to set FiW in context	<ul style="list-style-type: none"> •Ongoing

1.3 Emerging findings

1.3.1 Project concept and operation

- The evaluation evidence available to date suggests that the concept behind the FiW project (i.e. to provide intensive help to families to deal with other issues which create problems for family members and become barriers to work) responds to the needs of workless families in Northumberland Park. Evidence from partners and beneficiaries suggests that other employment providers do not provide the same intensity and tailoring of support.
- The project team have successfully utilised a range of approaches to market and raise awareness of the project. The most effective referral mechanisms appear to be word of mouth and working in partnership with other organisations based in Northumberland Park. Useful lessons have been learnt about other referral mechanisms:
 - ▶ Whilst large scale advertising has been effective in achieving a volume of potential beneficiaries, this has generated interest from outside of the defined geographical boundaries within which the project is operating, so some referrals could not be registered.
 - ▶ Fewer than expected referrals have been received from Jobcentre Plus as a result of the defined geographical focus of the project (i.e. advisers would need to carefully check postcodes to assess eligibility for referral, as a result it is perceived that they are referring to other programmes).
- There is potentially a need to raise the profile of the FiW project and further establish its identity as a unique whole family approach to worklessness. Project staff and partners feel that FiW may not stand out sufficiently as one of several programmes that Jobcentre Plus advisers could refer beneficiaries to. Project staff also reported some confusion over their job titles as 'Family Support Officers' with some partners misunderstanding the employment focus of the project.
- The voluntary aspect of the project is considered by project staff, partners and beneficiaries to be important in facilitating initial engagement. Beneficiaries, in particular, reported that they were more likely to engage and maximise the support available if they felt they weren't being forced to engage.
- The range of employment support offered includes working to identify aspirations and barriers to employment, building confidence, updating and enhancing skills and job

search assistance. In line with the aim to address wider issues that if unresolved become barriers to work, there was also examples of FiW staff providing support to deal with debts, including contacting providers on a beneficiaries behalf to agree a repayment plan, arranging alternative accommodation for a beneficiary to move away from domestic violence and facilitating relationships between parents and schools to address educational issues.

- Beneficiaries were generally very positive about the support and advice they had received from the FiW project. Beneficiaries particularly appreciated seeing the same adviser, who built up knowledge about their circumstances and who contacted them regularly to check on their progress.

1.3.2 Outputs and outcomes

- The FiW project has exceeded its targets in terms of beneficiary engagement. The target was to register 50 families in year one and a further 50 in year two, by the end of the first year, the project had registered approximately 70 families.
- To date there have been 33 positive outcomes for FiW beneficiaries. This includes 11 employment outputs. (*Figures as at September 2010*).
- Regardless of whether or not individuals have so far found work, the evidence suggests that FiW has impacted on soft outcomes and job readiness. Beneficiaries suggest that the support from FiW made for more effective job search, boosted their confidence and broadened their horizons.
 - ▶ In many instances the beneficiaries was suffering from severe loss of **confidence** after lengthy disengagement from the labour market or from never having engaged with the labour market; in these cases FiW staff were supportive, providing reassurance and boosting confidence regarding skills and abilities as suggested by this beneficiary:

"It [engaging with FiW] gave me a bit more confidence as I didn't really have confidence before I went there. It brought me out of myself. I now deal with 100s of students everyday, but before my confidence wasn't very high and I wouldn't have been able to deal with that." (Beneficiary 11)
 - ▶ The intensity and personalised support offered by FiW staff was felt by beneficiaries to have a **motivational** impact:

"She [FiW FSO] showed a lot of interest right through the whole programme. She'd ring me up to find out how I was getting on and if everything was okay. The fact that my adviser rings me up to check on progress spurs me on to keep looking for work." (Beneficiary 5)

"I feel more focused and ambitious than before I went to them. Before I went to them I was feeling low that I couldn't do many things but they made me aware that this is not the end that I can build myself up." (Beneficiary 12)

1.3.3 Case study

The following example is illustrative of the support and impact of FiW:

Beneficiary A was finding it difficult to find or focus on looking for employment as she had 3 teenage sons who were at risk of offending. After a period of building trust with the family, FiW engaged all members of the family through individual sessions; providing support and advice to the sons about college courses and job search and

coaching support for the mother. The family is now thriving, with all three sons in college and Beneficiary A undertaking an apprenticeship working towards an NVQ in Business Administration.

1.4 Next steps

The next steps for the evaluation are to complete the programme of beneficiary and partner interviews and focus groups. The evaluation will continue to gather and analyse the MI data and evidence contained within family action plans. All strands of the evaluation will be brought together to produce a final report and findings will be disseminated at the celebration event planned for early December.

Appendix C – Written submission from Women Like Us

Women Like Us – an Introduction **December 2010**

Brief history

Women Like Us (WLU) is a multi award winning social enterprise that reaches lone parents, carers, and other workless mothers and helps them prepare for and find flexible, part time work they can fit around their families.

Our approach has been developed out of parent-focused grassroots experience. Our uniqueness is our focus on the needs of women with children and we have developed a model focused on successfully engaging and supporting this client group. WLU have been delivering publicly funded parent-focused employment support contracts for six years. We deliver our service in 17 London boroughs, with a focus on areas with high levels of deprivation.

We have won numerous awards including Best New Social Enterprise, sponsored by Office of the Third Sector. In 2009 we were awarded the Queen's Award for Enterprise in the innovation category in recognition of our work.

Delivery experience

We have a strong track record delivering for a range of agencies including DWP, LDA, Skills Funding Agency and have held contracts with 12 local authorities. We have supported more than 4,000 parents on funded programmes and over 1,300 into employment through funded programmes and our recruitment service.

We have an established school gates outreach network engaging with parents at the gates of their children's primary schools, employing local parents to promote our service through 240 partner schools and children's centres. We have over 20,800 mothers registered, of whom 25% are lone parents, 59% are BAME, and 80% in the top 40% most deprived local super output areas.

We support mothers (both coupled and lone parents) to build their skills and confidence through employability support and career coaching programmes. WLU have a database detailing over 600 organisations through which we refer clients for additional support. In addition we undertake research to identify organisations to meet individual client needs.

When clients are ready to work, we help them find employment through both our job brokerage team and our recruitment service specialising in quality part time and flexible work. Our recruitment service also provides practical support and training to employers to help them design and successfully implement part time working within their businesses.

We also work to influence opinion amongst policy makers and through the media to make the case for part time working, and the direct impact this has on worklessness and child poverty.

Appendix D – Written submission from North London Partnership Consortium Ltd

Snapshot Overview Report to the Scrutiny Board (Dec 2010) by NLPC Ltd

Government Proposed Work Programme: Current Issues and Future Considerations

As a Voluntary and Community sector organisation, NLPC have been committed to getting the most vulnerable and marginalised local residents into sustained employment in order to fulfil our charitable objectives.

In Haringey over the last 4 years we have been able to successfully sustain this commitment through the Haringey Guarantee Partnership model for tackling worklessness. The emphasis has been on meeting clearly agreed job related outcomes and outputs, within an integrated multi-agency, cross-sector, service provision that builds on the expertise of partners. At the core of this is getting local people into Jobs, through clear pathways that include clients, delivery agencies and employers.

The work programme is a huge ambitious undertaking and Prime contractors will need to get some of the most marginalised and disadvantaged back into sustained work, across enormous contract packages, to make their contracts profitable.

Here, volume is the key and the task is on how we can build on our successful model to ensure that local residents are able to access the service and receive to one to one intervention necessary for their entry into the labour market.

- Haringey Guarantee has been excellent at engaging with and supporting people who mainstream services have failed to reach, in particular the most marginalised and vulnerable; partly because it's a voluntary intervention.
- The innovative nature of the programme with the pathways to work model taking on board a range partners has been a key success. Losing this infrastructure could be detrimental to the organisations, many of whom are small voluntary sector organisations, delivering services, therefore impacting on service users.
- Expected rising unemployment/worklessness actually makes it more important for a programme such as this to exist. We've tested the model and it's proven to work so it would appear counter intuitive to withdraw it at a time when it's most needed. There is no guarantee that the Work Programme will offer any improvement on this.
- Serious consideration should be given to "transitional" support package that ensures that there is continuity and allow the Haringey Guarantee partners to properly assess the work programme and its delivery impact in Haringey
- The need for strategic co-ordination from the Economic Development Dept that would enable Haringey Guarantee Partnership to seek sub-contracting arrangements with Prime Contractors as well as seek other alternative sources of grant/revenue for targeted worklessness assistance
- Changes to the Welfare Benefit are likely to have a huge impact on this group and their ability to access and sustain programmes designed to enable into the labour market. In the main these group are going to grow in Haringey – **and the key question is whether we are prepared to invest now or face greater social and economic cost later.**
- The need for Prime Contractors to make contracts "profitable" - could result in the most difficult groups not receiving the "targeted and sustained2 intervention designed to improve their pathway progression into the labour market.

- The Work Programme will not cover all client groups that the Haringey Guarantee has historically supported such as Incapacity Benefit claimants awaiting a Work Capability Assessment, lone parents on Income Support and non-benefit claimants.

Who we are

NLPC (North London Partnership Consortium Ltd) is a Matrix and NOCN accredited voluntary and community sector organisation based in Northumberland Park, Tottenham. The organisation works to enable marginalized communities to actively participate and contribute to community economic development and urban renewal, through cross sector partnerships and community economic initiatives.

The organisations works in FOUR primary areas:

- Employment, Enterprise, Educational and Training initiatives aimed at helping local residents to enter and sustain jobs within the labour market
- Employment, Enterprise and Training initiatives designed to improve the social and economic welfare of disadvantaged communities and enable the competitiveness, sustainability and performance of local businesses.
- Organisational development and capacity building support aimed at local residents and third sector organisations, including governance and management, work force development and procurement support.
- Voluntary and community sector representation within cross-sector strategic forums. The organisations director's have over the past 10 years played a pivotal part in cross-sector partnerships, including current sector representation on the Enterprise Partnership Board, and played an integral role in the Boards commissioning process in 2009. Our Director is currently the Chair of the Haringey Community Link Forum – the sectors formal representative forum for the HSP (Standing Leadership Conference), structure.

As a local Employer, we have remained committed to the ethos of local jobs for local people, with a history of successful integration of volunteers/local residents into paid positions within the organisation.

We are current partners in successful Future Jobs Fund bids by Haringey Council and Urban Futures and have given 25 people jobs with a minimum of 6 months contracts as a result of these two projects.

Our track Record

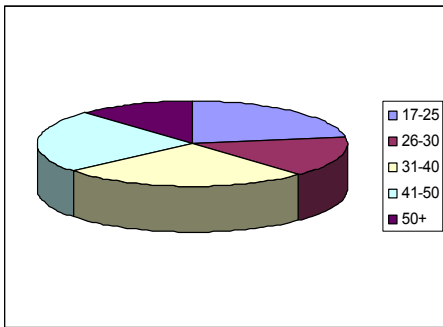
NLPC have over the past 9 years developed a successful track record for the delivery education, employment and enterprise related interventions, in partnership with mainstream and third sector organisations. This has included SRB 3/4/5/6, ESF, and ERDF, Equal 1 and 2 and European Refugee Fund. Examples of programmes include Health and Social Care, Community Economic Development and Leadership, Accredited Employability Skills Training, Social Enterprises, ESOL and Work Placements. Our wealth of experience in developing and delivering similar interventions has enabled us to develop robust quality assured systems and processes for such interventions, and strong understanding and appreciation of integrated partnership working.

Following an initial successful pilot programme in 2004/2005, since 2006, (following successive tendering process), NLPC has delivered the Work Placement element of the Haringey Guarantee Programme aimed at tackling worklessness within the borough. Over the past 3.5 years the organisation has developed a successful track record

underpinned by quality assurance and value for money in this particular area. During this time NLPC has also successfully piloted and delivered an innovative NOCN accredited Level 2 Work Placement Employability Skills Training programme.

Community Engagement and Access

17-25	26-30	31-40	41-50	50+	Total
259	171	295	271	137	1133
23%	15%	26%	24%	12%	100%



NLPC have established a strong track record of effective promotion and marketing of its programmes to the target group. From August 2006 to December 2010, the organisation accessed over 1133 local residents from 13 priority wards, including strong penetration on the top 5 most deprived wards (Bruce Grove, Noel Park, Northumberland Park, Tottenham Green, and White Hart Lane). We have accessed over 80 disabled beneficiaries through the implementation of effective engagement with the priority Equality Groups and

NLPC strategic linkages with key partners, such as BUBIC, the Haringey Disability Consortium, and HG delivery partners,

Client destinations – out puts and outcomes

IAG and Action Plan	Volunteer	Work Placement	Employed	Training	F/T Education	BOC	CRB	Total
1133	140	350	200	145	392	150	250	1133

Quality Employment and Advice and Career Action Plans

- NLPC has provided 1133 beneficiaries with IAG, Action Planning; provided HG partners with over 500 referrals for/to other identified employment/education/training and enterprise interventions.

Accredited Vocational Training and Support

145 beneficiaries have received level 2 accredited training, including Employability Skills Training. The range of training is designed to complement/enhance trainees existing skills, equip with new knowledge and skills and enable trainee job sustainability

Volunteering

- Over 140 clients were accessed into volunteering positions across sectors.

Better of Calculation (BOC)

- NLPC has undertaken 150 BOC's. This was introduced in 2009 and it is a mechanism to show clients how they would be better of in-job as opposed to claiming benefits. Clients are provided with calculations that shows if they would be "better – off".

Criminal Record Bureau (CRB)

- NLPC have facilitated over 265 CRB checks for clients, our partnership with external organisations has resulted in free service or discounted cost

Work Placements

- **NLPC have placed over 350 trainees into sustained work placements, i.e., until the completion of the designated placement period.**

“Work placement is distinct from volunteering – it is a period of planned work based learning/experience. It offers trainees an opportunity for vocational learning and personal development without which they are likely to remain detached from the labour market. It acts as a stepping stone from unemployment and paid employment”. Clients could undertake full-time placement for 6 weeks or part-time placement 2.5 days over 3 months. During placement they are treated like other employees and the employer must have a properly defined job with agreed knowledge/skills/experience that the clients from prior to placement”.

Employer/Business Engagement (Host Organisations)

- NLPC has been able to ensure awareness, uptake and participation by Employers for work placement support and pathway progression into paid work. We have established strong partnership working with employers across many sectors and developed a database of over 350 Employers (Host organisations), who have taken part in our HG work placement programme and have actively worked with over 160 diverse employers, big and small who have undertaken trainees on work placement. Examples include, Peacocks, Bonmarche, Superdrug, AWWG, BLFW, Haringey Council, Gladesmore School, North London Business, I-BMEDIA, BUBIC and HAVCO.
- We have successfully placed beneficiaries across diverse job sectors, examples include, Administration, Accounts, Housing, Security, IT, Recycling, Teaching Assistance, Youth Service, Health and Social Care, and Construction
- We have developed a quality assured customer service framework for engaging with and getting employers consensus through effective customer service based on the employers needs.
- We have developed innovative Beneficiary / Employer support systems such as a Compact Agreement of Understanding, and Work Programme forms designed to document and underpin practical experience gained.

Jobs

- **In the past 3.5 years NLPC delivery of the HG work placement programme has successfully enabled over 200 beneficiaries to gain employment. Our overall rate of job outcome per placement is 57%.**

Client Ethnicity

Ethnicity	Quantity	%
White British	123	11
White Irish	19	2
Other white	131	12
Black African	369	32
Black British	100	9
Black Caribbean	192	17
Pakistani	11	1
Bangladeshi	15	1
Indian	21	2
Mauritian	2	
Bulgarian	1	
Italian	2	
Polish	6	1
Chinese	8	1
South American	5	
Turkish	22	2
Mixed race	49	4
Other	57	5
	1133	100%

The organisation has attracted over 18 different ethnic categorises, including a strong recruitment within the White British (11%) and White Other (12%) base (3rd and 4th highest group). The organisation has also established a strong recruitment base across different age groups, including the 31 – 50 years age group (50% of all recruitment) and 17-25 age groups (23% of all recruitment).

Our programme focus –

The programme is intended to address needs faced by:

1. Workless residents of the 12 most deprived wards in Haringey, including those from BAME and recently arrived communities, who face high levels of labour market detachment and multiple barriers to initially accessing employment including low skills, language needs, educational underachievement, labour market discrimination linked to ethnicity, gender or disability, welfare benefit dependence and a lack of relevant work experience
2. Recently unemployed residents of the same wards who have lost their employment due to the economic downturn and may require re-skilling and appropriate work experience in order to re-enter sustainable employment
3. Local employers, predominantly SMEs, who require a high quality, job- ready workforce in order to be competitive, raise productivity and innovation;
4. Regional and Sub- regional employers, including large organisations who require high quality skilled workforce to enable them maintain competitive advantage
5. Social Housing residents who have high incidence of unemployment
6. Third sector employers who require support in responding to the economic downturn
7. HG programme partners who require supported exit pathway for their clients into the labour market with a mix of SME, third sector and large employers across sectors.
8. HG programme partners who need an integrated partnership approach to Worklessness intervention without issues associated with “chasing outputs” and/or project “duplication”

Examples of Programme Approach, Innovation and Uniqueness

1. Joined up approach to addressing the needs of Employers and tackling worklessness in the borough through the provision of an integrated pathway progression from Outreach –Assessment- Career Development Action Plan – Referrals/Work placements –Interview Guarantee – Employment
2. A “matching” process that meets the needs of Employers with the needs of Unemployed residents
3. Referrals to and from HG partner organisations and other training providers within the borough
4. At the heart of our programme is Personalisation – ensuring that Unemployed clients receive a service in line with their specific needs and have available options for related interventions that could address their needs.
5. Proactive approach to Local residents and Employer Engagement including dedicated officers, community outreach workers, and volunteers.
6. Extensive community outreach and promotion within key neighbourhoods, promotion and marketing including Open Days, local media, roadshows, and leaflet drops.
7. Dedicated communication info-mail aimed at Employers and Unemployed residents highlighting opportunities (clients looking for placements and Employers wanting to take up trainees for placements)

The longer term achievements include:

- Effective contribution in helping reduce / eradicate the issue of worklessness within the most deprived neighbourhoods in Haringey
- Helping to ensure that the borough is able to meet and surpass its LAA stretch targets
- Creating an effective, integrated pathway progression into employment
- Creation of a model of good practice in partnership working for tackling employment issues
- Meeting the employers needs for a knowledgeable, skilled and trained workforce able to meet its challenges
- Helping to increase the skills / qualification base for the borough workforce
- Creating a Job Ready workforce “databank” that employers can use for future job opportunities
- Establishing work placement as an effective tool for pathway progression into work and increasing the level of employers offering work placement opportunities
- Increased motivation, self-belief and self-esteem among participants;
- Greater economic independence for members of target groups who have been marginalised from the labour market;
- Reduced reliance on state benefits for participants who have been unemployed;
- Increased economic activity rates for participants who have been economically inactive;
- Greater purchasing power within low income communities as a result of increased employment of members of target groups;
- Greater health, well being and quality of life of participants, as a wealth of evidence indicates that being in work is associated with better physical health.

Appendix E: Haringey Guarantee: Economic Impact Assessment ECORYS

This paper provides an assessment of the economic impacts associated with the support provided through the Haringey Guarantee to those individuals participating in the initiative between April 2009 and July 2010. The assessment covers the impacts of the two Haringey Guarantee Extension projects (Women Like Us and 5E).

The results are based on a survey of 114 Haringey Guarantee participants undertaken in July 2010. The methodology employed has been designed to comply with the Government's guidance on establishing the economic impacts of employability initiatives, including the HM Treasury's Green Book, and the Impact Evaluation Framework (and supplementary guidance, such as the IEF plus¹⁹) developed by the Department for Business, Innovation and Skills.

Analytical Framework

This section sets out our approach for estimating the net economic impacts of the Haringey Guarantee, and is based on the general framework set out in the Homes and Communities Agency's Additionality Guide for assessing the economic impact of area based initiatives. This states that the economic impact should be estimated using the following:

$$\text{Net impact} = \text{Gross Impact} - \text{Deadweight} - \text{Crowding Out} - \text{Substitution Effects} - \text{Leakage} - \text{Displacement} + \text{Multiplier Effects}$$

Where:

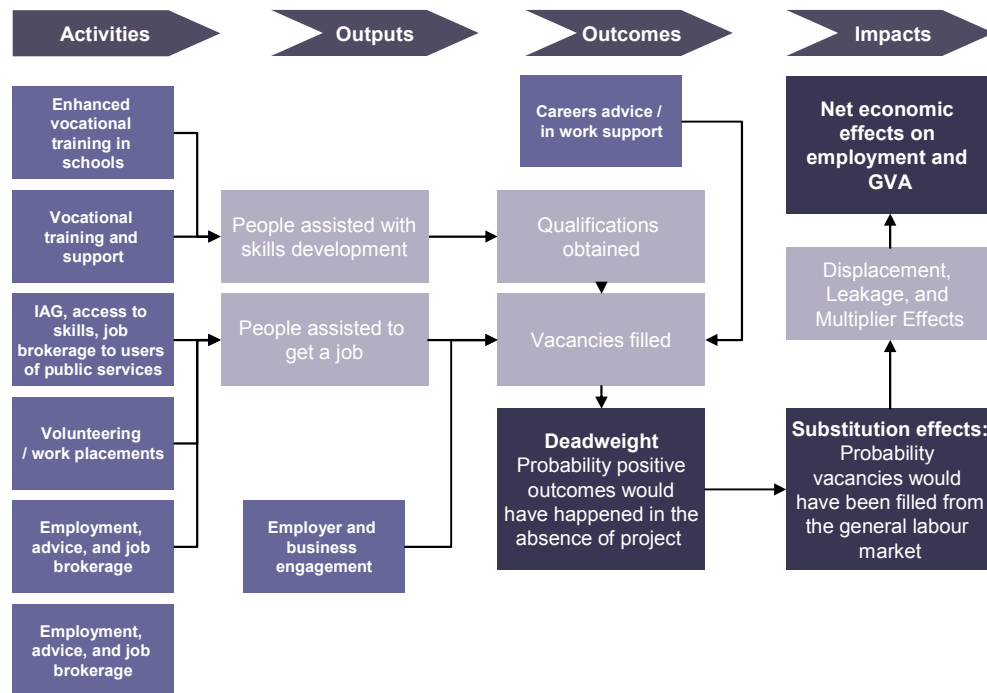
- **Gross impact** is the positive economic impacts achieved by programmes among participants. In the case of the Haringey Guarantee, these will be achieved where programme participants enter employment, and generate GVA impacts.
- **Deadweight** is the extent to which those gross impacts would have occurred in the absence of the intervention (i.e. the number of participants that would have entered employment in the absence of the programme).
- **Crowding Out** is the extent to which programme investment has crowded out private sector investment in similar initiatives. Crowding out is assumed not to apply in the case of the Haringey Guarantee; it is unlikely

¹⁹ Practical Guidance on Implementing the Impact Evaluation Framework, BIS, December 2009

that Haringey's investment in the initiative has prevented the private sector developing pre-employment support schemes.

- **Substitution Effects** occur where employers filling vacancies with participants of the Haringey Guarantee would have filled vacancies with other residents of the borough in the absence of the scheme. Related to this, it is also important to consider whether firms have been able to recruit workers that were more suitably trained or at an earlier date than in the absence of the programme.
- **Leakage** occurs where the benefits of the programme go to other areas outside Haringey. For example, if a resident that is supported into employment leaves the borough, then this impact benefits another area. Where residents of the borough have been supported into jobs outside the borough, then the GVA impacts are lost to Haringey (although Haringey retains the employment impact).
- **Displacement** may occur where firms filling vacancies with Haringey Guarantee participants are able to produce more and generate more sales. If these sales are taken away from other firms in Haringey then there are potentially negative effects on employment
- **Multiplier Effects** occur through two main mechanisms: firms filling vacancies with Haringey Guarantee participants may increase procurement spend among local firms, generating positive local impacts (supply chain multiplier effects). Further benefits will be gained by local firms where the additional income (i.e. the increase above any benefits participants may be claiming) are spent by programme participants in the local economy (induced multiplier effects).

Our overall analytical framework is set out in the diagram below.



Gross Employment and GVA Outcomes

Gross employment outcomes

At the beginning of July 2010, there were 1,751 participants of the Haringey Guarantee registered on MegaNexus, of which 259 were recorded as entering employment²⁰. All respondents to the survey were asked to report whether they had entered employment since receiving support as a means of verifying the monitoring data.

The survey evidence suggests that 26 percent of participants with no employment outcome recorded in MegaNexus had in reality entered employment at the time of the survey, while 22 percent of participants that had been recorded as achieving an employment outcome reported that they had not entered any employment since receiving support.

Overall, this suggests that the 259 employment outputs recorded by MegaNexus are an underestimate of the total gross employment outcomes of the Haringey Guarantee by July 2010. Applying the results above to the numbers of participants in the programme (by employment outcome), it is estimated that around 600 Haringey Guarantee participants have obtained employment since receiving support (closer to 35 percent).

Table 0.1 Gross employment outcomes

Employment outcome recorded on MegaNexus	Number of participants	Percentage of survey respondents reporting they had obtained employment	Estimated number of participants obtaining employment
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²⁰ Either recorded and verified as a job entry, job sustained for 13 weeks, or job sustained for 26 weeks.

Employment outcome recorded on MegaNexus	Number of participants	Percentage of survey respondents reporting they had obtained employment	Estimated number of participants obtaining employment
Employment outcome	259	78	201
No employment outcome	1,492	27	403
Total	1,751	-	604

Source: MegaNexus and Participant Survey

Gross GVA outcomes

The Haringey Guarantee will also generate economic effects in terms of GVA as a result of the output created by those individuals supported into work. The income based measure of GVA is defined as the sum of wages received by employees and profits accruing to owners of firms. More productive workers (i.e. those able to generate more GVA per hour worked) tend to obtain higher wages.

In order to assess the economic contribution of the Haringey Guarantee in terms of GVA, respondents were asked to report their average hourly earnings, and whether they worked full-time (30 or more hours per week) or part time (less than 30 hours per week).

On average, respondents reported they earned an hourly wage of £7.76. This is low in comparison to borough averages, with residents of Haringey earning £14.65 per hour in full-time work, and £9.19 in part-time work²¹, suggesting that participants have mainly found employment in lower skilled occupations. 34 percent of those finding work reported they had entered full-time time employment, and 66 percent entered part-time employment. Applying these results to the average weekly hours worked by residents of Haringey (37.5 hours for full-time workers, and 16.7 hours for part-time workers²²) it is estimated that participants entering employment work on average 23.8 hours per week, earn a weekly wage of £184, and an annual wage of £9,600.

Table 0.2 Average Weekly Hours and Earnings, Participants Entering Employment

Response to: Do/did you work full time or part time?	Total	Percentage	Average Weekly Hours / Earnings
Full time (more than 30 hours per week)	18	34	37.5
Part time (less than 30 hours per week)	35	66	16.7
Total	53	100	23.8
Average hourly earnings			£7.76
Average weekly earnings			£184.48
Estimated average annual earnings			£9,593.21

²¹ Annual Survey of Hours and Earnings, Office for National Statistics, 2009

²² Annual Survey of Hours and Earnings, Office for National Statistics, 2009

Source: Participant Survey (ECOTEC), Annual Survey of Hours and Earnings (ONS)

On the basis of average annual earnings of £9,600, the 600 individuals entering employment since participating in the Haringey Guarantee are estimated to earn a total of £5.8m per annum. In London, wage expenditure represents 54 percent of total GVA²³ (i.e. every £0.54 spent on wages generates £1 of GVA), implying the Haringey Guarantee has had a total gross impact on GVA of £10.7m per annum to date.

Table 0.3 Gross GVA Created

GVA Estimates	
People supported into employment	604
Estimated average annual income (£)	9593
Estimated total annual income (£m)	5.8
Ratio of Wage Expenditure to GVA	0.54
Estimated total gross GVA impact (£m per annum)	10.7

Source: Participant Survey

Additionality

A crucial consideration in establishing the net economic impacts of the Haringey Guarantee is how far participants would have found employment without the support they received. This comprises two elements: how far the participants entered employment as a direct result of the support provided, and how far participants would have obtained an alternative source of similar support that would led to the same outcomes.

Additionality of employment outcomes

Respondents that had entered employment were asked to report how likely they would have been to find a job if they had not received the support from the Haringey Guarantee. More than a quarter of respondents reported that they definitely would not have found a job without the support they received, and a further 10 percent reported that that they would only possibly have found a job, suggesting that in many cases, the programme is making a direct contribution to the employment prospects of participants. However, a substantial proportion (57 percent) reported that they would have definitely or probably found their job without the support they received. No respondents reported that they were able to obtain a job with greater earnings as a result of support, perhaps reflecting the low earnings received by participants. Using the additionality assumptions

²³ Annual Business Inquiry, Office for National Statistics, 2008

Response to 'Do you think you could have found a similar level of support elsewhere?'	Number of respondents	Percentage of respondents	Assumed additionality
No	99	87	1.00
Yes	15	13	-
<i>If yes, how likely is that you would take up this alternative support?</i>			
Definitely	7	6	0.00
Likely	8	7	0.25
Neither likely nor unlikely	0	0	0.50
Unlikely	0	0	0.75
Definitely not	0	0	1.00
Total	114	100	0.89

outlined in the table below, it is estimated that, on average, 45 percent of participants obtaining employment would not have done so without the support.

Table 0.4 Additionality of employment outcomes

Response 'How likely is it that you would have found this job without the support you received?'	Number of respondents	Percentage of respondents	Assumed additionality
Would definitely have found this job anyway	22	42	0.00
Would probably have found this job anyway	8	15	0.25
Would have found a job, but at a later date	4	8	1.00 ²⁴
Would have found a job, but with lower wages	0	0	1.00
Would possibly have found this job anyway	5	9	0.75
Would definitely not have found this job anyway	14	26	1.00
Total	53	100	0.45

Source: Participant Survey

Additionality of support

Respondents were also asked to report if they would have been able to find a similar level of support from an alternative source, and if so, how likely they would have been to use it. The survey results suggested that only a minority (13 percent) would have been able to find similar support elsewhere, indicating the support provided by the programme has added substantial value to support provided locally.

Using the additionality assumptions outlined in the table below, it is estimated that 89 percent of participants would not have obtained similar alternative support in the absence of the Haringey Guarantee.

Table 0.5 Additionality of support

²⁴ While the outcomes associated with those that have would have found a job at a later date are assumed to be 100 percent additional, the impacts are assumed to endure only on a temporary basis (see section 1.7 below).

Gross Additional Employment Outcomes

Estimates of the gross additional impacts of the Haringey Guarantee in terms of people supported into employment, and associated GVA, are set out in the table below.

Table 0.6 Additionality of employment outcomes

Impact	Gross outcome	Additionalit y of outcomes	Additionalit y of support	Gross additional outcomes
Gross additional people supported into employment	604	0.45	0.89	240
Gross additional GVA created (£m per annum)	10.7	0.45	0.89	4.2

$$\text{Gross additional impact} = \text{Gross impact} \times \text{Additionality of outcomes} \times \text{Additionality of support}$$

Substitution Effects, Leakage, Displacement, and Multiplier Effects

Substitution effects

Substitution effects depend on how far employers would have recruited other labour market participants (either from Haringey or elsewhere in London) in the absence of the support provided by the initiative. Employer research has not yet been completed as part of the evaluation, so a value for substitution effects has been assumed on the basis of meta-research undertaken by BIS in 2009 that suggested that prior evaluation studies found a value for substitution effects of 7.6 percent (at the regional level) for employability programmes.

Applying this assumption implies that 7.6 percent of the vacancies filled by Haringey Guarantee participants would have been filled by other residents of London in the short term. It is assumed of these, 50 percent would have been Haringey residents (on the basis that many jobs will have been sourced locally), suggesting a value for local substitution effects of 3.8 percent²⁵.

Leakage

The economic impacts of the Haringey Guarantee will leak outside of the borough (or London) to the extent that non-residents have benefited from support provided by the programme. Analysis of the postcodes of participants (as recorded in MegaNexus) suggested at a small share (2 percent) of participants lived outside the borough of Haringey, and none lived outside London. Leakage is therefore assumed to be 2 percent at the local level, and zero at the regional level.

²⁵ These assumptions will be updated on completion of the employer survey.

Spatial Level	Substitution Effects	Leakage	Displacement	Multiplier Effects
Haringey	0.02	0.04	0.31	1.29
London	0.00	0.08	0.78	1.44

Displacement and Multiplier Effects

Displacement and multiplier effects depend primarily on the extent to which employers recruiting Haringey Guarantee participants compete and procure from with other firms in the borough (or London at the regional level). Assumptions for displacement are taken from a review of City Challenge programmes that suggested training programmes led to displacement of 31 percent at the local level, and 78 percent at the regional level²⁶. Most programme participants obtained employment in service industries, and assumptions for composite multiplier effects (for B1 office land use classes) of 1.29 at the local level and 1.44 at the regional level have been taken from the Homes and Communities Agency Additionality Guide²⁷.

Gross to net additionality assumptions

Gross to net additionality assumptions are set out in the table below.

Table 0.7 Summary of gross to net additionality assumptions

Net Additional Employment Impacts

Estimates of the net additional impact of Haringey Guarantee by July 2010 are set out in the table below. Overall, it is estimated that the programme has supported 201 net additional residents of Haringey into employment, with an associated GVA impact of £3.6m per annum. Owing to primarily high rates of assumed displacement at the London level, this impact falls to 70 net additional people into employment, and £1.2m per annum in GVA, at the level of the region.

Table 0.8 Net additional employment and GVA impacts

Net additional impacts	Haringey	London
Net additional people supported into employment	201	70
Net additional GVA created (£m per annum, residence based)	3.6	1.2

$$\text{Net additional impact} = \text{Gross additional impact} \times (1 - \text{Substitution}) \times (1 - \text{Leakage}) \times (1 - \text{Displacement}) \times \text{Multiplier effects}$$

²⁶ Additionality Guide, Homes and Communities Agency, 2008

²⁷ Again, these assumptions will be updated on completion of employer research

Present value of GVA impacts

In order to estimate the total GVA impact of the Haringey Guarantee, it is necessary to take to further elements into account:

- **Persistence:** The impacts outlined above measure the annual GVA impact associated with individuals supported into employment, whereas the total impact will depend on how long individuals are able sustain employment. Tracking of participants (to be undertaken over the remainder of the study) will be used to develop an understanding of the sustainability of employment outcomes. In the interim, and in line with IEF plus guidance (for the intervention type 'Matching People to Jobs'), it is assumed that impacts endure for a period of one year.
- **Accelerated effects:** Eight percent of participants reported that they would have obtained employment, but at a later date. On average, these respondents reported that they would have found a job 9 months later than they did, so in eight percent of cases, impacts are assumed to endure for 0.75 years only.
- **Discount rate:** In line with the principles of the HM Treasury Green Book, a discount rate of 3.5 percent per annum should be applied to monetary values. As the impacts of the programme have only accumulated over a single year since the programme started, an adjustment of 3.5 has been made.

Estimates of the total present value of the GVA impacts of the Haringey Guarantee by July 2010 are set out in the table below.

Table 0.9 Present value of net additional GVA impacts

Net additional impacts	Haringey	London
Present value of GVA created (£m, residence based)	3.5	1.2

Value for money

Over the first year of programme delivery, projects funded through the Haringey Guarantee spent £556,500²⁸. This equates to a cost per net additional person into employment of £2,800 (£7,900 at the London level) and a return on investment of £6.3 in GVA per £1 of spending (£2.2 at the London level).

²⁸ Note that this excludes payments made to projects in Year 1 for outputs that would be delivered in year 2.

These value for money ratios are compared against the results of recent evaluations of other London based employability programmes in the table below, which have tended to focus on impacts at the regional rather than the local level:

- The cost per net additional person supported into employment is low in comparison to other initiatives. GVA per £1 invested is broadly comparable, and is likely due to the high proportion of participants that have obtained part-time employment.
- It should be noted that, some of the evaluation studies made more favourable assumptions than utilised here. For example, impacts were assumed to endure for 3 years (rather than the 1 year assumed here) for the Local Employment and Training Framework, which will inflate estimates of impact as compared to estimates here.
- Overall, this suggests the Haringey Guarantee has demonstrated reasonably good value for money. Additionally, the programme will generate further impacts in the future when further current and new participants enter employment, which may further improve value for money measures.

It should be noted, however, that these estimates do not reflect all costs involved in delivering the programme and associated employment outcomes. Participants may have received support from other public sector agencies that may have contributed to these outcomes either directly or indirectly, and the costs of these interventions are not reflected here. In addition, participants themselves incur costs (including additional transport costs, childcare costs, and loss of leisure time) that are not captured in this estimate of return on investment.

Table 0.10 Value for Money Benchmarks

Programme	Local impacts		Regional impacts	
	Cost per net additional job created (£)	£ of GVA per £1 invested	Cost per net additional job created (£)	£ of GVA per £1 invested
Haringey Guarantee	2,800	6.3	7,900	2.2
Relay London Jobs ²⁹	-	-	13,700	1.4
Local Employment and Training Framework ³⁰	-	-	13,900	2.0

²⁹ Source: Evaluation of the London Employment and Skills Taskforce, ECOTEC Research and Consulting, 2010. Results include multiplier effects but exclude monetised losses of leisure time to ensure comparability.

³⁰ Source: Evaluation of the London Employment and Training Framework, Roger Tyms and Partners, 2009. This study assumed the GVA effects of the programme would endure for 3 years, not 1 as assumed here.

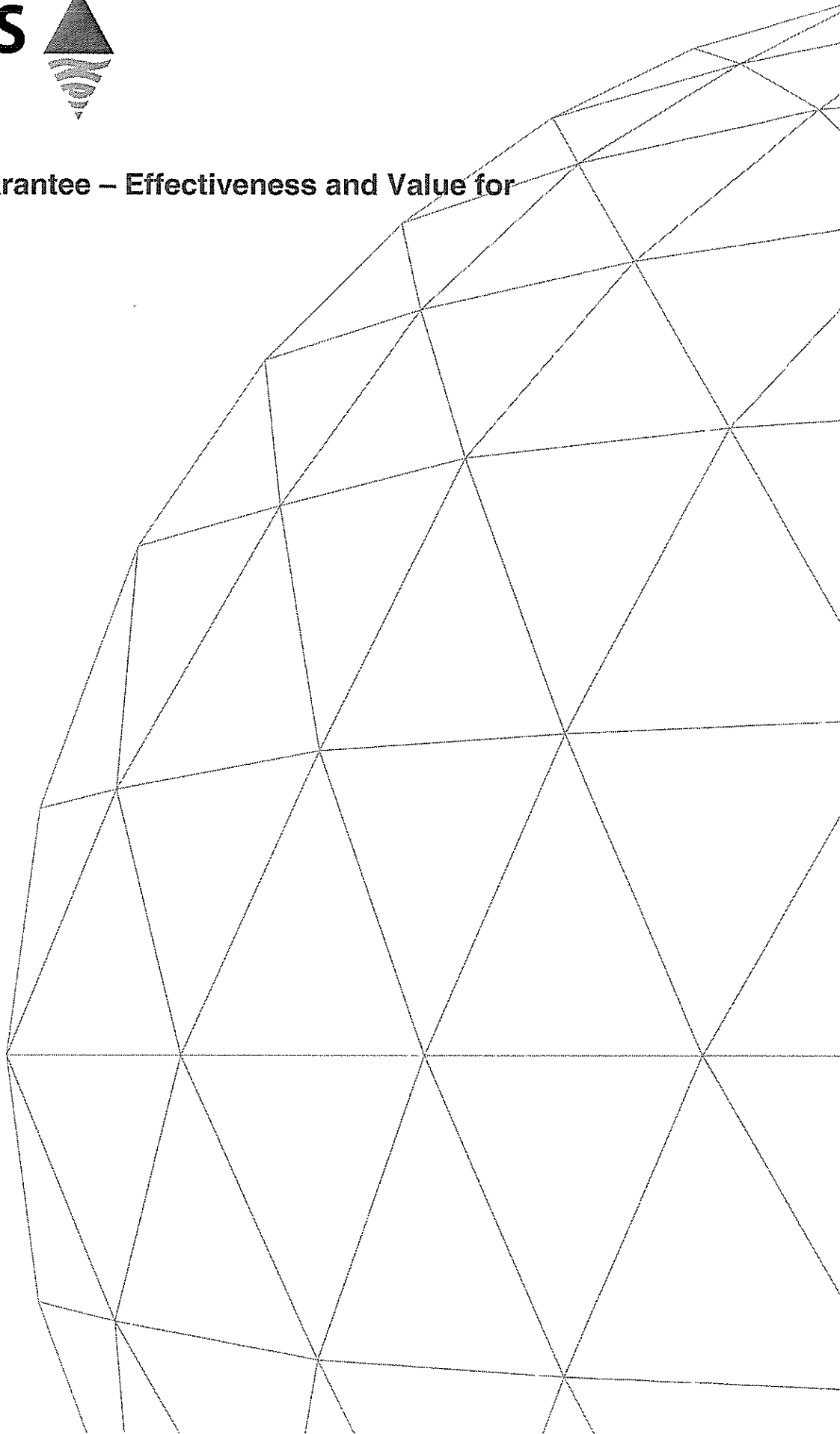
Programme	Local impacts		Regional impacts	
	Cost per net additional job created (£)	£ of GVA per £1 invested	Cost per net additional job created (£)	£ of GVA per £1 invested
London South Central Enterprise and Employment Programme ³¹	-	-	14,600	4.8
Thames Gateway JobNet ³²	-	-	10,400	2.1

³¹ Source: Evaluation of the London South Central Employment and Enterprise Programme, ECOTEC Research and Consulting , 2009. Results include effects of a range of enterprise projects, for which impacts are assumed to endure for 3 years.

³² Source: Interim Evaluation of the Thames Gateway JobNet, Adroit Economics, 2008, results are based on all sources of funding, note that £ of GVA per £1 invested rises to £4.1 where impacts are assumed to endure for 3 years.



Haringey Guarantee – Effectiveness and Value for Money



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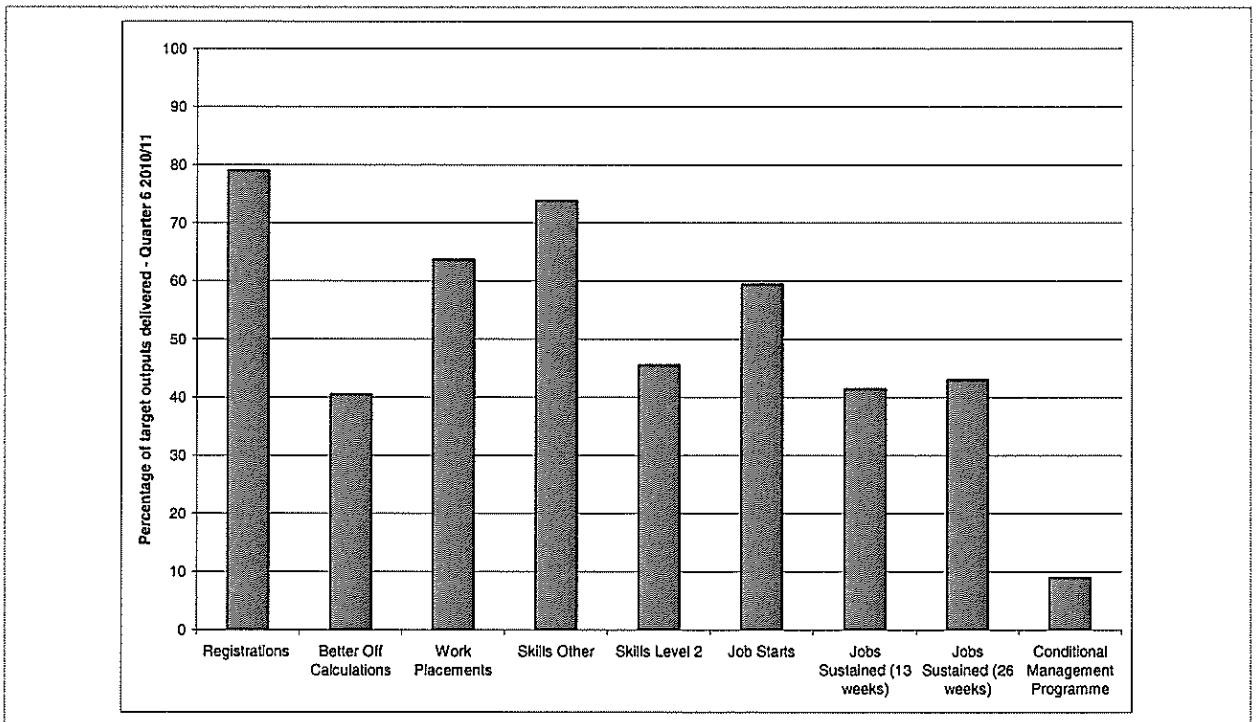
1.0 Haringey Guarantee: Scrutiny Panel Paper

1.1 Effectiveness of the Haringey Guarantee

1.1.1 Delivering outputs

The chart below shows the progress made by the Haringey Guarantee in delivering outputs by the end of Quarter 2 2010/11. Around 80 percent of overall participation targets (for the duration of the programme), and 60 percent of the target for job starts were delivered by the end of quarter 2 2010/11 with two quarters for delivery remaining. Full figures for quarter 3 are not available yet, although there are early indications that substantial further progress was made.

Figure 1.1 Percentage of Target Outputs Delivered By the End of Quarter 2 2010/11

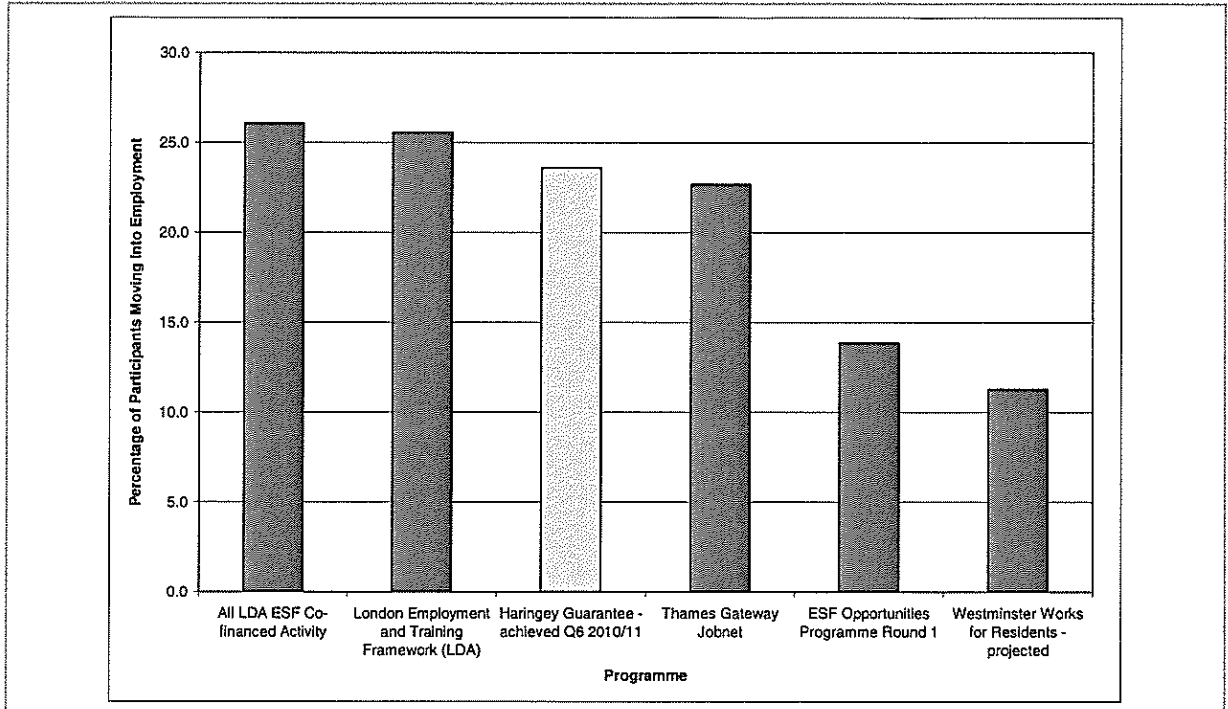


Source: GLE

1.1.2 Effectiveness in moving participants into employment

By quarter 6 2010/11, the Haringey Guarantee had moved some 24 percent of participants into employment. Comparisons against programmes suggest that the support provided is effective in moving people into employment, with this ratio at the upper end of the range established for other programmes.

68 percent of those obtaining employment have sustained employment for 13 weeks (to date). Monitoring evidence for other programmes has not tended to collect evidence on sustained employment outcomes, although evidence for the Thames Gateway Jobnet project suggested that 55 percent of those entering employment sustained employment for 13 weeks. This suggests that the Haringey Guarantee has also been effective in supporting sustained employment outcomes although the evidence is limited in this area.

Figure 1.2 Percentage of Participants Moving Into Employment

Source: Programme Evaluation Reports, Various

1.2 Value for money

This section provides a brief outline of the value for money secured by the programme, comparing unit costs for key outputs and outcomes against those delivered by comparator programmes. The Haringey Guarantee has been delivered utilising a payment-by-outputs format of contract, so the financial exposure of the Council to non-delivery has been limited to some extent, and this should be acknowledged in the figures below (i.e. some providers may have incurred delivery costs over and above the payments received through the Haringey Guarantee). The figures below exclude spending by Families Into Work, and the youth projects funded.

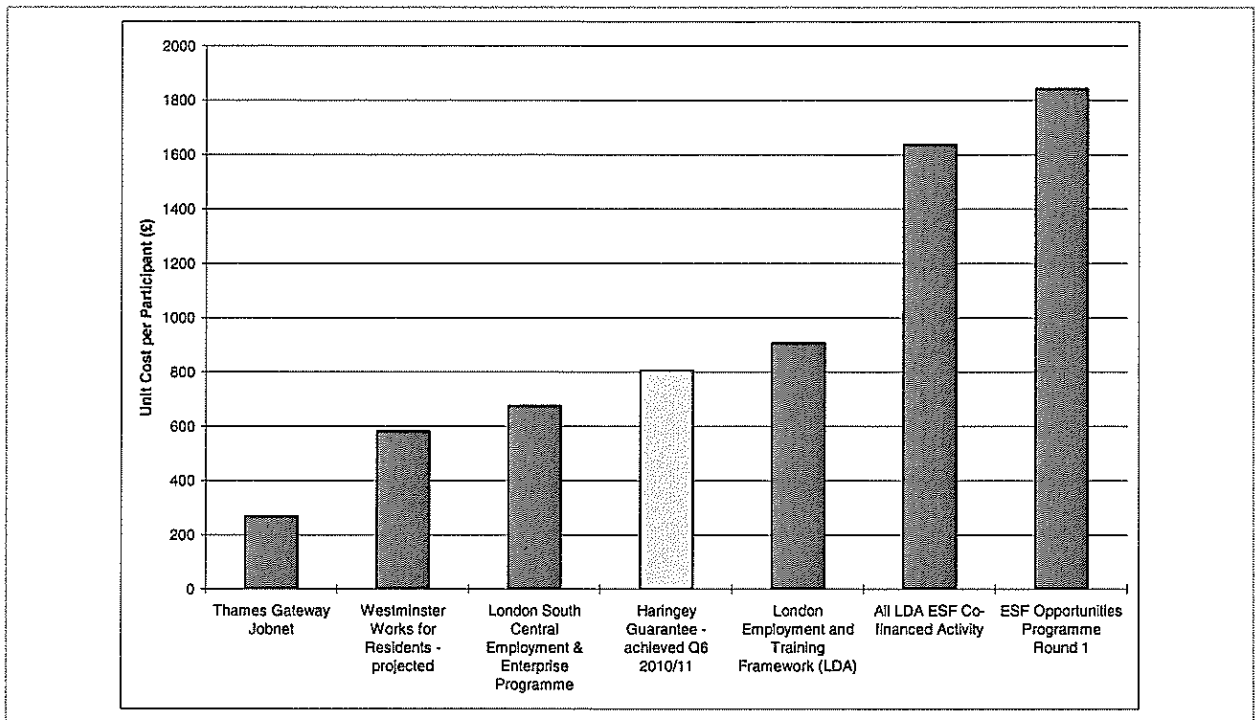
1.2.1 Cost per participant

The unit cost per Haringey Guarantee participant was just over £800 (this has been estimated by excluding the costs and outputs of youth projects funded through programme, and Families Into Work). This includes the cost of all employment support, IAG, and training provided. As the chart below shows, amongst programmes delivered via London boroughs (Thames Gateway Jobnet, Westminster Works for Residents, and the London South Central Employment and Enterprise Programme), unit costs of delivery are relatively high. ESF programmes have proven considerably more expensive to deliver, with unit costs exceeding £1,500 per participant – this also applied to the Haringey Guarantee ESF extension with a cost per starter of £1,040.

These variations are likely due to the intensity of support provided (for example, Thames Gateway Jobnet provided light touch support and referrals to rather than provision of training). However, many of the programmes delivering these outputs were contracted to deliver the LDA output 'employment support' (2 hours

of IAG) rather than to move individuals into work, which may have encouraged programmes to target engagement rather than employment outcomes. The Haringey Guarantee encourages providers to target employment outcomes, which may have resulted in a more intensive service provided to participants.

Figure 1.3 Unit Cost Per Participant

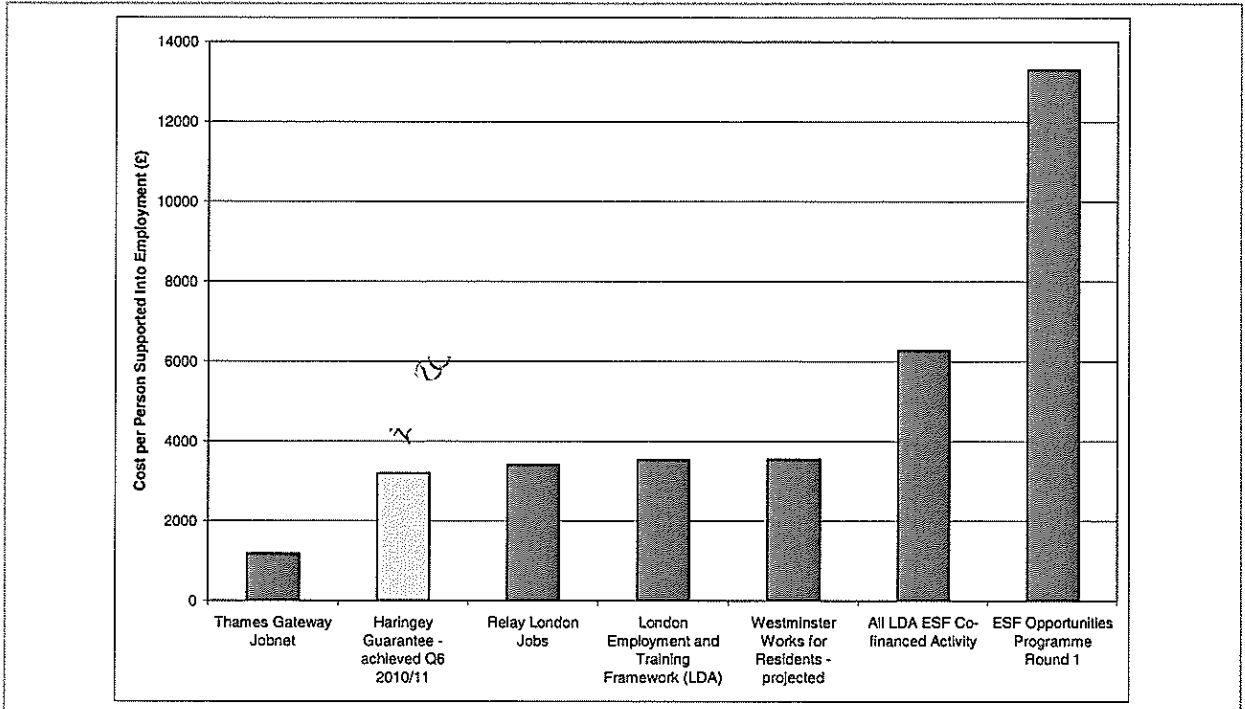


Source: Programme Evaluation Reports, Various

1.2.2 Cost per entry to employment outcome

However, although the costs of supporting participants were higher than comparable programmes, the unit cost per employment outcome was among the lowest amongst the sample of projects and programmes available (at around £3,200). As the Haringey Guarantee tended to be amongst the more effective programmes in supported individuals into employment, this resulted in lower unit costs for entry to employment outcomes.

Figure 1.4 Unit Cost Per Person Supported Into Employment



Source: Programme Evaluation Report, Various

1.2.3 Sustained employment outcomes

The programmes for which Ecorys has detailed monitoring evidence did not monitor sustained employment outcomes, and insufficient time has elapsed to allow the Haringey Guarantee to fully claim outputs sustained after 13 and 26 weeks, making it difficult to make judgements with respect to VFM.

During 2009/10 and 2010/11, the LDA began contracting on the basis of a unit cost of £5,000 for an employment outcome sustained for 12 months. If expenditure and outputs are delivered in line with targets, the Haringey Guarantee will support 200 individuals into employment sustained for 6 months at a unit cost of £6,484 (again, this excludes any expenditure associated with the projects delivered by Northumberland Park School, the Windsor Fellowship, and Families Into Work), suggesting that unit costs will be higher than anticipated by the LDA. However, the North London Pledge 2 programme was contracted with the LDA on the basis of a unit cost of £5,000 for each individual supported into employment for 6 months.

Ecorys are currently evaluating an LDA initiative contracted on the basis of £5,000 per employment outcome sustained for 12 months - CAP09 – and such unit costs for have not proved attainable, at least for a programme focused on supporting low-income parents into employment.

1.2.4 Time taken to support an individual into work

On the basis of MegaNexus data taken in July 2010, on average, participants entered employment 114 days after initial registration to enter employment. No comparator data was available to assess the effectiveness of the Guarantee in this respect.

1.3 Alignment with the Work Programme

1.3.1 Overall objectives

The objectives of the Haringey Guarantee are broadly in line with those of the Work Programme – i.e. to support individuals into work. However, the Haringey Guarantee has a broader range of objectives, for example, to support the reductions in the number of young people NEET. These broader objectives will be less relevant to the Work Programme, and a narrower focus will be required.

1.3.2 Opportunities for the Haringey Guarantee

The Work Programme will operate on a 'black-box' delivery model allowing prime contractors to subcontract to providers that can deliver the ultimate objective of supporting individuals into work. This creates opportunities for the Haringey Guarantee – the evidence suggests the programme is effective in supporting individuals into work, and helping them sustain employment, that will likely make the programme attractive to prime contractors.

1.3.3 Provider Risk and Competition

The payment model introduces substantial risks to prime contractors. The payment model is staggered such that attachment fees (£400-£600 in year 1) that are paid when a participant enters the Work Programme, fall in each subsequent year to 0 percent of the contract value in year 4/5. Job outcomes are paid after a period of time (13 to 26 weeks) the participant has sustained employment, with further payments each additional 4 weeks that outcome is sustained. Sustained outcome payments represent the greatest share of the overall contract value, with incentive payments (paid when employment outcomes exceed expectations by 30 percent) taking on increased importance over time.

This model is a departure from that used by the Haringey Guarantee. Although the Haringey Guarantee was procured on the basis of a payment-by-results format of contract, what is notable about the Work Programme is that no payments are made for intermediate activity, such as Better-Off Calculations or Work Placements. If the prime contractors pass on the payment model to subcontractors, providers will need to take on substantially greater levels of risk. Given the average time taken to support an individual into employment of 114 days (almost 4 months), this implies a long period in which no outcomes based funding would be received (i.e. from 7 to 10 months).

From the perspective of the prime contractors, this feature implies that only those approaches that have been proven to be effective in delivering employment outcomes will be attractive. While the Haringey Guarantee has proven effective in delivering employment outcomes, there is variation across projects, and the programme has been used to trial new and innovative approaches that have not all proved successful. The Haringey Guarantee will have the most to offer where it can maximise employment outcomes while minimising costs and risks, rather trialling innovative approaches.

The tables below show the performance of providers against a range of indicators for Haringey Guarantee projects. Focusing only on the best performing projects may be the most appropriate approach in light of the financial risks introduced by the Work Programme. Note that the table does not cover all Haringey Guarantee providers, only those that have claimed employment outputs.

Table 1.1 Project Level Performance

Project	% supported into employment	Days between registration and job starts	Job starts	Spend	Unit Cost
Family Mosaic	20	84	49	31,443	642
Positive Employment	35	167	62	88,349	1,425
Working Links	26	59	106	279,944	2,641
Working for Health	23	95	27	113,631	4,209
NLPC	28	125	33	139,344	4,223
2XL	9	183	20	87,624	4,381
Fashion Enter	12	306	7	60,000	8,571



Agenda item:

Cabinet

26 April 2011

Report Title. **The Council's Performance: February 2011 (Period 11)**

Report of **The Chief Executive and the Director of Corporate Resources**

Signed :

Contact Officer : **Margaret Gallagher – Performance Manager**
Eve Pelekanos – Head of Policy & Performance
Telephone 020 8489 2971/2508

Kevin Bartle – Lead Finance Officer
Telephone 020 8489 5972

Wards(s) affected: **All**

Report for: **Key Decision**

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

- 1.1.To report on an exception basis financial and performance information for the year to February 2011.
- 1.2.To agree the budget virements set out in this report in accordance with financial regulations.
- 1.3.To agree the recommendations set out in paragraph 4.

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

2.1. I am pleased to see that the Council has exceeded its annual target for the number of social care clients receiving self-directed support. Importantly this progress is also echoed in the positive feedback received from our service users and carers. It is also encouraging that our ambition to become London's greenest borough continues with improved recycling rates and cleaner streets.

2.2. I am disappointed that the number of carers that are receiving a review and needs assessment falls short of what we expect, and look forward to seeing further progress in this area. I would also like to see improvements in the Council's response to public complaints, for which our targets are not currently being met.

2.3. Introduction by Cabinet Member for Finance & Sustainability (Cllr Joe Goldberg)

2.4. I draw attention to section 15 and to Appendix 2 which show that there has been an £0.9m reduction in the projected overspend for the year which is now down to £1.5m. This reduction is from a high of over £10m earlier in the financial year when the government announced its in-year cuts in funding. There is, of course, now a limited period within which the overspend can be eliminated however, the continuing downward trend encourages me to believe that we will be closer to having balanced the budget by the year end.

2.5. There remain though real concerns about the level of demand for some key services which highlights the need for us to reduce our unit costs in those areas through improved efficiencies and procurement. The number of Looked After Children went back up again in February and demand for both adult and housing services remains high. These will doubtless be areas of concern throughout 2011-12 as the economic climate continues to have a significant impact on both the Council's finances and those of our residents.

2.6. Again I should highlight in paragraph 7.3 that the outturn figure assumes the use of £1.7m unallocated ABG grant without which the overall financial position this year would be worse. Directors must continue to push to bring the year end figure down and to effectively manage unit costs as, with the pressure facing Council budgets in 2011/12 and beyond, we can not afford to incur any budget over spends.

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

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

4 Recommendations

- 4.1 To consider the report and the progress being made against the Council's priorities.
- 4.2 To agree the budget virement set out in this report in accordance with financial regulations.
- 4.3 To require Directors, where possible, to take necessary action to bring current year spending to within their approved budget.

5 Reason for recommendation(s)

- 5.1 To ensure that Members are kept informed about service and financial performance against the priorities and targets set.

6 Summary (Performance)

6.1 Paragraph 14 and Appendix 1 of this report provide a summary of performance for this reporting period. Of the 38 key service indicators monitored 26 have improved since 2009/10; one is the same and seven are worse with no comparison possible for 4 indicators. Some areas where targets are being met or where there has been an improvement are highlighted below.

- The annual target of 30% for social care clients receiving self directed support has been met a month early. Excellent progress has been made in this area over the past few months.
- The time taken to process benefit claims reduced by a further day to 18 days in February, 1 day short of the 17 day target but significantly better than this time last year (28 days).
- Council tax due and received in the year so far exceeds target at 92.5%. The increase in collection reflects work undertaken in respect of data cleansing and the pro-active chasing of debt through available channels such as phone calls and visits.
- An improvement in call centre performance in February with 88% of calls answered in 30 seconds and the year to date position now meeting the target.
- The number of most serious violent crimes has reduced by 28.1% compared with the same period last year.
- Recycling and cleanliness targets continue to be exceeded including the cleanliness of our parks.

6.2 Areas where targets are not being met include:

- Carers receiving needs assessment or review and a specific carer's service, or advice and information at 18.3% remain below target. An action plan to improve both the recording of services for this indicator and services to Carers is in place.
- Average re-let times for local authority dwellings was 33.9 days in February but the direction of travel is positive. The year to date position is 36.3 days and

remains above the 25 day target.

- A reduction of 242 households in temporary accommodation since March but the rate of reduction has slowed and there remain more households in temporary accommodation than planned for this point in the year.

7 Chief Financial Officer Comments

7.1 There is a projected net over-spend at the year end of £1.5m based on the position as at the end of February, a reduction from the £2.4m reported last period. The main reason for this movement is a further increase in the Non-Service Revenue (NSR) under-spend.

7.2 Although there has been no increase in the projected over-spend in Children and Young Peoples' Services (CYPS) the budget position for Looked after Children (LAC) has worsened, with increases in numbers of both LAC and unaccompanied minors. These additional costs have been offset by additional income and savings in other budget areas however, in the next financial year these options will be severely limited. As indicated last month, the LAC unit costs will therefore need to be reduced going forward to ensure that the spend does not exceed the 2011-12 budget provision.

7.3 Within the Council's revenue budget as a whole, the underlying areas of pressure remain unchanged and are caused by the high level of service demand particularly within Children and Young Peoples' Services (CYPS) along with the increased financial liability due to changes in Housing Benefit Subsidy rules. The year end projection still assumes that £1.7m of unallocated ABG is used to offset the position.

7.4 As highlighted in previous reports, given the challenging 2011/12 grant settlement, it remains imperative that the in year overspend in 2010/11 is minimised to ensure that no additional pressure is placed on the tight budget position in 2011/12 and beyond. There must be no let up in effort to bring the budget in on target by the year-end and it is positive to note a reduction in the Urban Environment (UE) forecast during this period.

7.5 The Council's Non-Service Revenue (NSR) budget has increased the forecast under-spend for the year by £0.5m to £3.5m. This is made up of a £1.0m uncommitted general contingency; £2.0m reduction debt financing costs as a result of the use of internal cash balances instead of external borrowing, and additionally this period, a reduction in the projected outstanding single status liability.

7.6 The dedicated schools budget (DSB) element of the overall CYPS budget is projected to spend at budget.

7.7 The forecast revenue outturn for the Housing Revenue Account (HRA) is now an under-spend of £0.8m which is an increase of £0.3m compared to that reported

last period.

7.8 The projected capital year end variance, based on the February position, is an under-spend of £19.7m compared to the £17.7m reported last period. The detail is set out in section 15.

8 Head of Legal Services Comments

8.1 There are no specific legal implications in this report.

9 Equalities & Community Cohesion Comments

9.1 Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications. Equality impact is considered alongside performance by services.

10 Consultation

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

10.2 The Council consults widely on its budget proposals with residents, businesses, service users and other interested parties.

11 Use of appendices /Tables and photographs

11.1 Appendix 1 details the indicators where performance is not meeting the target.

11.2 Appendix 1a February performance for top service outcomes (not attached) http://www.haringey.gov.uk/index/council/performance_and_finance/council_performance/performance-reports/council_scorecards_2010_11.htm

11.3 Appendix 2. Financial tables. The aggregate projected positions for revenue and capital, proposed budget changes (virements) for approval in accordance with financial regulations, and the Red, Amber Green (RAG) status of planned savings and planned investments.

12 Local Government (Access to Information) Act 1985

12.1 Budget management papers and HR metrics

12.2 Service PI returns

12.3 Business Plans

13. Background

13.1 This is the February report for 2010/11, covering the period April 2010 to the end of February 2011, detailing the Council's performance against agreed targets for

2010/11. Financial and performance information is based on the financial monitoring reports prepared for the budget and performance review meetings for period 11.

- 13.2 We have revised our approach to performance reporting so that we focus on a smaller number of indicators (38) that reflect the council's priorities. These are detailed in appendix 1a which can be accessed via this link:

http://www.haringey.gov.uk/index/council/performance_and_finance/council_performance/performance-reports/council_scorecards_2010_11.htm

14. Performance Highlights

Performance highlights in terms of service outcomes for February are as follows:

- 14.1 30% of adult social care clients are receiving self directed support – this remains higher than the profiled target of 27.5% for this period and the annual target has now been met. In addition the first ever National Personal Budget Survey for which Haringey is one of 10 demonstrator sites has revealed some positive outcomes. Although the survey is still in its early stages over 300 surveys have been sent to both personal budget holders and their carers and of those who returned their questionnaires 74% of service users said that their personal budget had “Made things better or a lot better”.
- 14.2 Call centre performance improved in February to 88% telephone calls answered in 30 seconds and the year to date performance at 70% is now meeting the target. There has been an improving trend in call answering over recent months and performance is significantly better than at this time last year (23 percentage points better than the figure reported in February 2010).
- 14.3 28.5% of household waste has been reused, recycled or composted in the year to February exceeding the 27% target set for 2010/11. Recycling tonnage has remained at a consistent level however, domestic waste (which is part of the calculation of the recycling rate) has dipped markedly in the last month which has the effect of increasing the recycling rate.
- 14.4 In the year to February 3.4% of streets were recorded as having unacceptable levels of litter, better than the 10% target.
- 14.5 There have been 6,694 serious acquisitive crimes in the year to the end of February, 107 fewer crimes when compared with the same period last year.
- 14.6 There have been 307 serious violent crimes in the period April to February, 28.1% fewer when compared with the same period last year and exceeding the 4% reduction target.
- 14.7 In the rolling year to February 8.25 days were lost due to sickness absence per full time equivalent member of staff, bettering the 8.5 day target for the second consecutive month.

Areas where targets are not currently being met include:

- 14.8 In the year April to February 1,571 public complaints (stage 1) have been received across the council and 90% of these have been dealt with in the 10 day timescale, the target is 93%. There has been a slight decline in performance since November with monthly performance dipping below 90%, 85% in February.

- 14.9 18.3% of carers have received a review and a needs assessment and a specific service. Whilst there has been continued progress in this area, performance is below the levels achieved by this time last year and remains slightly short of the target set for this period (22.6%). The service are confident that work in progress should enable them to meet the target by the end of the financial year.

- 14.10 At the end of February, the average time taken to process new claims and change events is 23 days for the year to date (18 days in February) against a 17 day target. Despite the ever increasing caseload (currently at the highest point that it has ever been), the Service has managed to ensure that performance against this indicator continues to steadily improve despite the unprecedented demand for assistance which the service is receiving. Further improvement in performance is also predicted for March. We continue to monitor demand and have developed further control reports which allow us to make informed decisions on the allocation of resources. The continual promotion of e-benefits and our close working partnership with Customer Services will continue to be key to performance improvement in this area. We continue to monitor demand and have developed further control reports which allow us to make informed decisions on the allocation of resources. The continual promotion of e-benefits and our close working partnership with Customer Services will continue to be key to performance improvement in this area.

- 14.11 E-benefits continues to be a resounding success both in terms of performance and customer perception. Benefit claims submitted through e-benefits are currently paid within 15 days (target 32 days) and 88% of all e-benefit claims are paid within the 32 day target. The take up of e-benefits has continued to increase and Customer Services now issue 91% less paper forms than they did before e-benefits was introduced, making a value for money saving for the service in terms of design, printing and paper cost.

- 14.12 In February performance improved to 73.9% of children's social care initial assessments carried out in 10 working days and 65% of core assessments completed in 35 days both against a 70% target. The year to date positions are 66.2% and 60.5% respectively. There has been an increased level of court work and efforts to complete older core assessments with a Head of Service audit and review of assessments older than 40 days. The focus continues to be on providing high quality and analytical work and the assessment process continues to form part of a regular programme of audits of quality of practice

- 14.13 Although the number of households in Temporary Accommodation reduced by 253 during the year, the rate of reduction started to slow in August 2010 and the Council's use of Temporary Accommodation has remained fairly constant since January 2011. This was due, in the main, to the severe shortage of

affordable private rented accommodation in Haringey and neighbouring boroughs. This has reduced the Council's ability to prevent homelessness and rehouse Temporary Accommodation residents in the private rented sector. Proposed changes to Local Housing Allowance (LHA) rates have also had an adverse effect on housing supply and landlord confidence

- 14.14 The average re-let time for local authority dwellings was 33.9 days in February, for the year to date it is 36.3 days. This is an amalgamation of relet times 45.6 days for supported housing and 28.5 days for general needs. There is a positive direction of travel on this measure but performance remains below the target of 25 days.

15. Finance

- 15.1 There is a projected net over-spend at the year end of £1.5m based on the position as at the end of February, a reduction from the £2.4m reported last period. The main reason for this movement is a further increase in the Non-Service Revenue (NSR) under-spend. An analysis of the main variations within each directorate is set out in the following paragraphs.
- 15.2 Adults are continuing to experience high client numbers, but are mitigating much of this pressure with a vacancy factor against all non-statutory positions: to date this has been a successful strategy. The year-end forecast has worsened slightly this period and there is now a projected over-spend of £0.1m, largely caused by cost pressures within Mental Health. NHS Haringey has reviewed funding for a number of service users which has resulted in a reduction in Health contributions to packages primarily in Mental Health services. The impact in the current financial year is a funding reduction of approximately £1.2m.
- 15.3 The estimated outturn for the Children and Young People's Service remains at £7.7m above budget as reported last period. Both the numbers of Looked after Children (LAC) and unaccompanied minors increased during February by eleven and 5 respectively. However, the service continue to maximise grant and other income which has enabled the projection to remain at the P10 figure.
- 15.4 The Urban Environment directorate has reduced the year end forecast again this month and it now stands at £0.3m over spent compared to the £0.7m reported in January. The main change has been within Safer & Stronger Communities as spend in Neighbourhood Management is effectively frozen ahead of the disestablishment of the unit. There have also been efficiencies within Front Line Services and Planning, Regeneration and Economy.
- 15.5 The February year end forecast for Corporate Resources remains as an under-spend of £0.5m. There has been little overall change with the cost pressures continuing to be the high levels of service demand and problems in dealing with backlog claims in the early part of the year within the Benefits and Local Taxation

service, and under achievement of commercial rent income due to low occupancy at Technopark. The restrictions on discretionary spend and recruitment along with other interim savings are still forecast to both offset the pressures being felt and also to deliver the under-spend reported.

- 15.6 The forecast outturn under-spend for the three Chief Executive directorates (Policy, Performance, Partnerships & Communications (PPP&C), People & Organisational Development (POD) and the Chief Executives (CE)) has increased by £0.1m during February and now shows a combined under spend of £0.8m. The under-spend is mainly due to the impact of the restrictions on discretionary spend.
- 15.7 During February the year end forecast for Non-service revenue (NSR), which largely consists of budgets for capital financing costs, levies and contingencies, has changed by £0.5m and now stands at an under-spend of £3.5m. This figure is made up of the uncommitted £1.0m general contingency built into the 2010/11 budget and an under-spend of £2.0m against the debt financing costs due to the use of internal cash balances in lieu of borrowing. However, additionally this period, there is a £0.5m reduction in the forecast single status liability. The Alexandra Palace and Park Trust continues to work to maximise the profit generated by APTL and keep discretionary expenditure to a minimum although the delay to the re-opening of the ice rink has inevitably had an impact on income levels and the year end forecast over-spend is now likely to exceed the £100k previously reported.
- 15.8 The under-spend in respect to the 2010/11 unallocated Area Based Grant reported previously is still being used to help offset the net over-spend in other service areas. As discussed in previous reports, Directors are still expected to work at bringing forecast over-spends down as it would be more beneficial to have recourse to this sum to smooth the transition into 2011/12.
- 15.9 The RAG status of agreed 2010/11 revenue savings and investments is shown in Appendix 2 and has not changed this period. Only 2% (£0.140m) of savings is currently flagged as red and is largely due to under-achievement of planned external income. This is factored into the directorate year end forecasts.

Treasury Management

- 15.10 The Treasury Management activity in 2010/11 continues to be compliant with the Treasury Management Strategy Statement agreed in February 2010. Following the repayment of maturing debt in October, the level of cash balances dropped, and in February averaged £21m. Investments have been limited to AAA rated money market funds and an instant access account to ensure sufficient liquidity is maintained. These accounts pay an interest rate equivalent to one month fixed term deposits but have the advantage of instant access. Due to the significant use of money market funds, the average long term credit rating of the portfolio has been maintained at AA+.

- 15.11 £50m of Council debt has matured this financial year which had in part been refinanced through £20m of new borrowing in August 2010. Due to the significant difference between short term investment interest rates and long term borrowing rates, the Council had continued to finance the balance through the use of internal cash balances. However, the Council's cash flow position became such that it was necessary to undertake further longer term borrowing of £27m during February 2011 albeit at very competitive rates of interest. Officers will continue to monitor the position closely in consultation with the Council's treasury management advisers.

Capital

- 15.12 The aggregate capital programme position for 2010/11 is as shown in Appendix 2 and at Period 11 is forecasting an under-spend of £19.7m, an increase of £2.0m from the £17.7m under-spend reported in period 10. The change is not due to any one large variation but is spread across most directorates. The detail behind the figures is set out by Directorate in the following paragraphs
- 15.13 The Adults, Culture and Community Services forecast under-spend has increased from £1.4m to £1.8m. The variance is still principally due to slippage on the Broadwater Farm Community Centre, Muswell Hill Library and the Lordship Recreation projects.
- 15.14 The projected under-spend on the Urban Environment general fund capital programme remains at £2.8m in P11. This is largely in relation to the Marsh Lane project which is on hold until the options to fill the funding gap are reviewed. In the interim the site is being advertised for rental. The HRA capital programme is now forecasting a small under-spend of £0.7m spread across a variety of projects.
- 15.15 The Corporate Resources Period 11 forecast remains largely unchanged with an under-spend of £5.3m. As outlined last period, some £1.9m of this relates to the IT programme where approximately £0.9m budget remains unallocated and a further £1.0m is due to the profiling of payments on key projects which will result in the actual expenditure falling into the next financial year. The Hornsey Town Hall project continues to forecast slippage of £0.8m against budget caused by the time needed to assess the optimum overall proposal for the site. The Accommodation Strategy programme has been forecasting sizeable slippage this year as the programme was put on hold whilst a comprehensive review was undertaken as a result of the downturn in the property market and the anticipated changes to staff structure. Following Cabinet approval of the revised plan in December 2010 a virement to re-phase £2.7m of the budget into 2011/12 has been proposed which will be reflected in P12 figures.
- 15.16 The Non-BSF programme is now projecting an overall reduction against planned budget for the year of £1.5m. This is a £0.3m increase over last period and is largely due to a more accurate forecast as a number of Primary Capital Programme projects near completion. As highlighted last period, the main reason

for the overall under-spend is the re-profiling of the cash flow for the Broadwater Farm Integrated Learning Campus scheme: with the movement of £1.7m of expenditure into the next financial year. However the project remains on schedule overall with good progress being made on site.

- 15.17 The BSF capital programme overall continues to forecast a balanced position although some further re-profiling of expenditure into 2011/12 has been made this month. This is largely due to recent approved use of programme contingency requiring profiling into future years. Expenditure on all school construction projects is on target for the year, with 10 of the 12 school projects now completed and closed.
- 15.18 The target level of in year receipts from asset disposals is £2m. The actual usable receipts generated to date against this target are £6.392m. The current forecast for this year based on latest progress on remaining disposals is approximately £6.6m, slightly above the figure reported last month of £6.2m. A number of the usable receipts generated are already ring-fenced by Members for specific purposes and will therefore not be available to generally supplement the capital programme. The forecast excess receipts result from the identification of additional properties considered surplus to requirement and recommended for disposal in this financial year and also actions to bring forward some disposals planned for 2011/12 to 2010/11.

Virements

- 15.19 There is one request for virement approval of £2.7m relating to the Corporate Resources capital budget for the accommodation strategy as detailed in paragraph 15.15 above.

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Appendix 1

ACCS

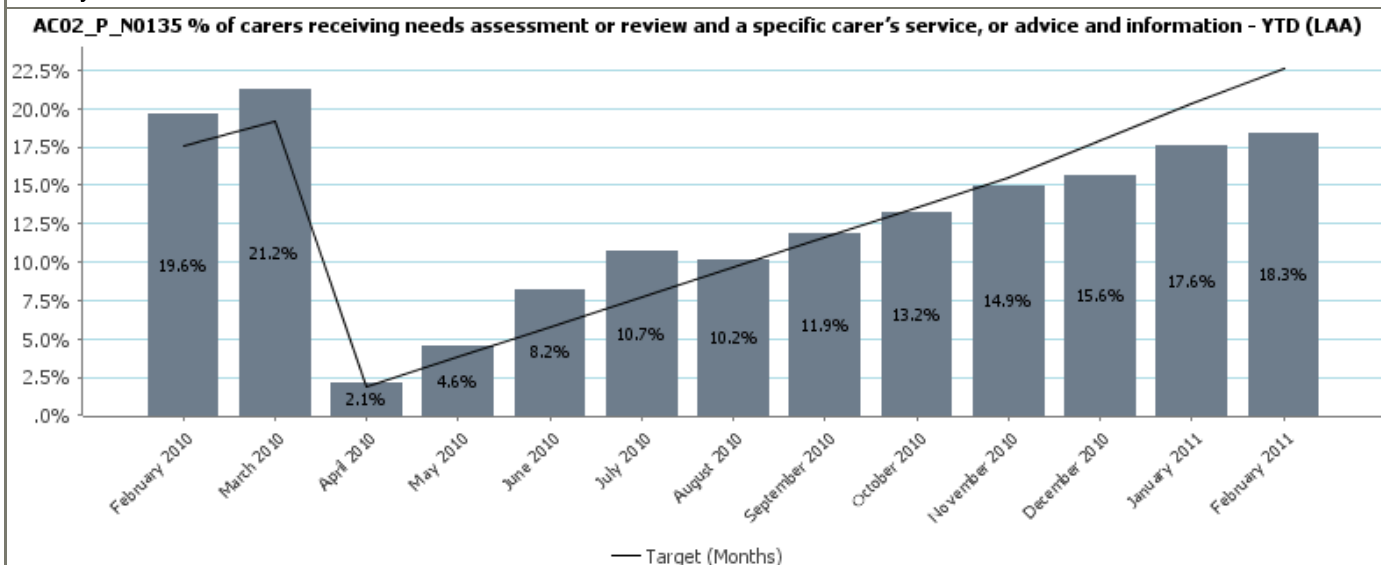
NI 135	% of carers receiving needs assessment or review and a specific carer's service, or advice and information - YTD (LAA)			
Status:	YTD against last year	February 2011	Current Target:	Polarity:
Red	↓	18.3%	22.6%	Aim to Maximise

Rationale

This indicator measures the number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year.

Related PIs

The number of adults receiving a community-based service during the year	2010/11	4460
Number of carers receiving a specific carers service, advice or information, following a carer's assessment or review	2010/11	818

Monthly Performance**Comment**

Please be advised that there are currently 282 carer's assessments to be added to Framework-I by the end of March 2011. We anticipate that these additional assessments will ensure that we will hit the end of year target. Managers have a clear work plan and timeline to ensure this work is completed.

Past Performance and Benchmarking

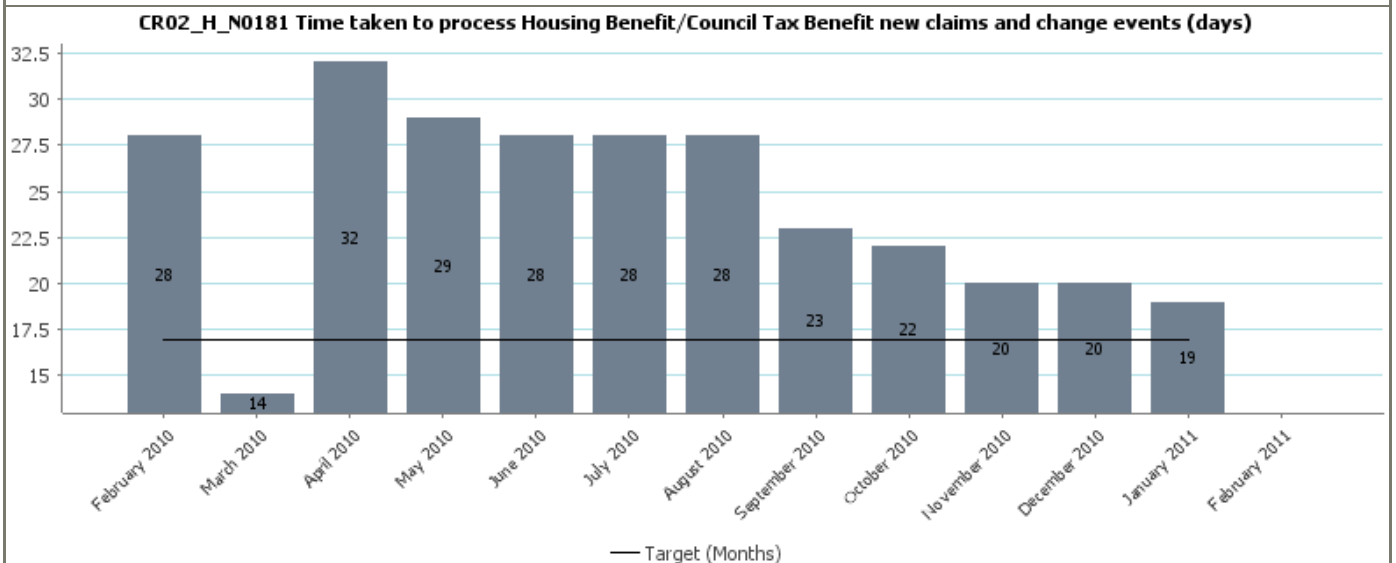
	Value	London Average
2008/09	22.1%	21.0%
2009/10	21.2%	24.6%
	Value	
April 2010	2.1%	
May 2010	4.6%	
June 2010	8.2%	
July 2010	10.7%	
August 2010	10.2%	
September 2010	11.9%	
October 2010	13.2%	
November 2010	14.9%	
December 2010	15.6%	
January 2011	17.6%	
February 2011	18.3%	
March 2011		

CR

NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red	↑	23	17	Aim to Minimise

Rationale

This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and change of circumstances reported by customers receiving those benefits.


Related Pls**Monthly Performance****Comment**

Despite the ever increasing caseload (currently at it's highest point that it has ever been), the Service has managed to ensure that performance against this indicator continues to steadily improve despite the unprecedented demand for assistance which the service is receiving. We continue to monitor demand and have developed further control reports which further allow us to make informed decisions on the allocation of resources. The continual promotion of e-benefits and our close working partnership with Customer Services will continue to be key to performance improvement in this area.

Past Performance and Benchmarking

	Value	London Average
2008/09	18.3	
2009/10	24	11.9
	Value	
April 2010	32	
May 2010	29	
June 2010	28	
July 2010	28	
August 2010	28	
September 2010	23	
October 2010	22	
November 2010	20	
December 2010	20	
January 2011	19	
February 2011	18	
March 2011		

CYPS

NI 59 (10 days)				
Percentage of initial assessments for children's social care carried out within 10 working days of referral				
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red		66.2%	70%	Aim to Maximise

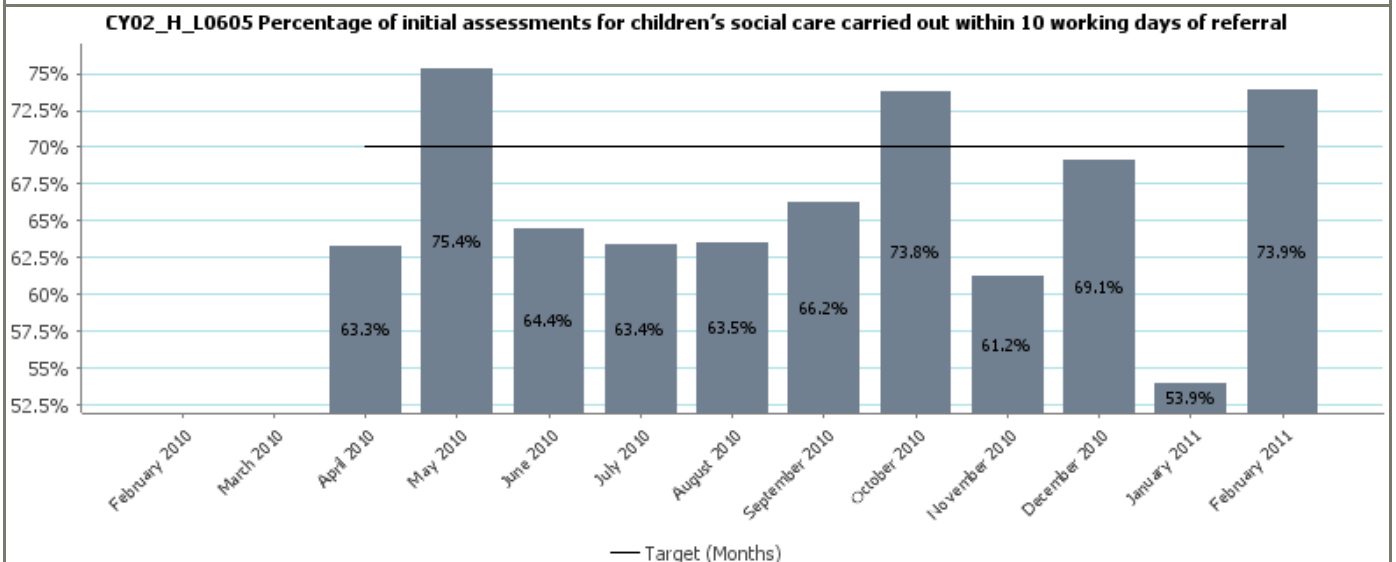
Rationale

This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas

The number of initial assessments completed in the period between 1 April and 31 March, within ten working days of referral, as a percentage of the number of initial assessments completed in the period between 1 April and 31 March.

Related PIs

The number of initial assessments completed within ten working days of referral	2010/11	1261
Percentage of initial assessments for children's social care carried out within 7 working days of referral (LAA)	2010/11	31%
The overall of initial assessments completed in the period	2010/11	1904

Monthly Performance**Comment**

The timescale for completion of initial assessments has changed from 2010/11 to allow 10 days for initial assessments to be completed rather than 7 to ensure an early and timely view is taken of children's needs. The year to date percentage of assessments completed in 10 days is 66% against a plan of 70%. The February position for this indicator showed much improvement with 136 out of 184 initial assessments completed in timescale, 74%. Assessment processes and timeliness are subject to on-going monitoring, review and audit.

Past Performance and Benchmarking

	Value
2009/10	
	Value
April 2010	63.3%
May 2010	75.4%
June 2010	64.4%
July 2010	63.4%
August 2010	63.5%
September 2010	66.2%
October 2010	73.8%
November 2010	61.2%
December 2010	69.1%
January 2011	53.9%
February 2011	73.9%

NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)																															
Status:	YTD against last year	2010/11	Current Target:	Polarity:																												
Red	↑	60.5%	70%	Aim to Maximise																												
Rationale																																
This indicator measures the percentage of core assessments which were completed within 35 working days.																																
Related PIs																																
The total number of core assessments completed			2010/11	1149																												
The number of core assessments that had been completed within 35 working days			2010/11	695																												
Monthly Performance																																
CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)																																
<table><thead><tr><th>Month</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>February 2010</td><td>57.9%</td></tr><tr><td>March 2010</td><td>50.3%</td></tr><tr><td>April 2010</td><td>50%</td></tr><tr><td>May 2010</td><td>50.8%</td></tr><tr><td>June 2010</td><td>67.9%</td></tr><tr><td>July 2010</td><td>62.7%</td></tr><tr><td>August 2010</td><td>48.4%</td></tr><tr><td>September 2010</td><td>69.6%</td></tr><tr><td>October 2010</td><td>52.9%</td></tr><tr><td>November 2010</td><td>68%</td></tr><tr><td>December 2010</td><td>65.1%</td></tr><tr><td>January 2011</td><td>64.2%</td></tr><tr><td>February 2011</td><td>65%</td></tr></tbody></table>					Month	Percentage (%)	February 2010	57.9%	March 2010	50.3%	April 2010	50%	May 2010	50.8%	June 2010	67.9%	July 2010	62.7%	August 2010	48.4%	September 2010	69.6%	October 2010	52.9%	November 2010	68%	December 2010	65.1%	January 2011	64.2%	February 2011	65%
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Comment		Past Performance and Benchmarking																														
There has been an increase in cores completed in the month partly due to a focus on completion of older core assessments outstanding, therein affecting overall timeliness. The Head of Service for First Response is in the process of undertaking an audit and review of assessments older than 40 days.			Value	London Average																												
		2008/09		80.4%																												
		2009/10	47.3%	73%																												
			Value																													
		April 2010		50%																												
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		March 2011																														

UE

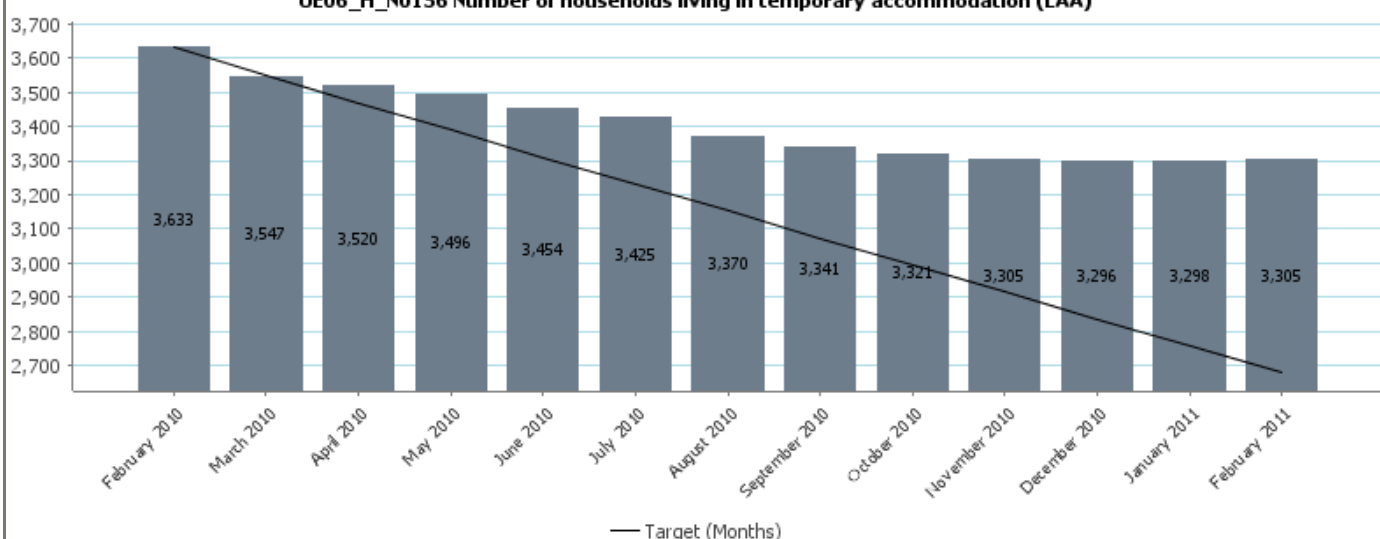
NI 156	Number of households living in temporary accommodation (LAA)			
Status:	YTD against last year	2010/11	Current Target:	Polarity:
Red	↑	3,305	2,678	Aim to Minimise

Rationale

This indicator measures the numbers of households living in temporary accommodation provided under the homelessness legislation.

Related PIs**Monthly Performance**

UE06_H_N0156 Number of households living in temporary accommodation (LAA)

**Comment**

Temporary Accommodation numbers levelled off in February 2011. This was due, in the main, to the severe shortage of affordable private rented accommodation in Haringey and neighbouring boroughs. This has reduced the Council's ability to prevent homelessness and rehouse Temporary Accommodation residents in the private rented sector. Proposed changes to LHA rates have also had an adverse effect on housing supply and landlord confidence.

Past Performance and Benchmarking

	Value	London Average
2008/09	4,548	1,448
2009/10	3,547	1,183
	Value	
April 2010	3,520	
May 2010	3,496	
June 2010	3,454	
July 2010	3,425	
August 2010	3,370	
September 2010	3,341	
October 2010	3,321	
November 2010	3,305	
December 2010	3,296	
January 2011	3,298	
February 2011	3,305	
March 2011		

L0066 BV 212		Average relet times for local authority dwellings (calendar days)																																		
Status:	YTD against last year	2010/11	Current Target:	Polarity:																																
Red	↑	36.3 days	25 days	Aim to Minimise																																
Related Pls																																				
Number of voids becoming ready to let			February 2011	38																																
Number of council lets made			February 2011	50																																
Average general needs relet times for local authority dwellings(calendar days)			2010/11	32.4 days																																
Average supported housing relet times for local authority dwellings (calendar days)			2010/11	50.6 days																																
Monthly Performance																																				
UE07_H_L0066 Average relet times for local authority dwellings (calendar days)																																				
Comment			Past Performance and Benchmarking																																	
<p>The figure provided for February 2011 is only provisional until approved by HfH's EMT Board. HfH will provide a commentary following the EMT Board meeting and therefore the commentary provided relates to last month's performance.</p> <p>The commentary below relates to the previous months performance for January 2011:</p> <p>The Homes for Haringey Voids Team are turning around the minor works (VAV) voids available at 17.0 calendar days, slightly behind their 15-day target. Over the course of the year, this has consistently moved in the right direction, contributing to the general reduction in the headline ex BV212 void figure. Void turn-around performance, declined in January to 28.8 calendar days from 19.8 days a month earlier. However, the longer-term trend remains positive. Performance in December was strong and there was a slight shift back in January. However, despite the general negative direction of travel for the month, performance is still trending positively. Despite a monthly increase in the number of days to re-let a void property, the January figure of 28.8 calendar days was the second lowest return for over a year. As mentioned, void turnaround performance increased to 28.8 days in January, nine days more than the previous month. This however is broadly in line with the third quarter performance of 28.0 days. Consequently, the movement should be considered a return to trend rather than a precipitous fall in performance. Indeed, the longer-term movement is positive, with reducing turnaround times in four of the last five months. There were 48 new tenancies that started in January, 9 of which were in sheltered housing. HouseMark benchmarked top quartile performance on this indicator was 21.5 calendar days.</p>			<table><tr><td></td><td>Value</td></tr><tr><td>2008/09</td><td>44.3 days</td></tr><tr><td>2009/10</td><td>44.6 days</td></tr><tr><td></td><td>Value</td></tr><tr><td>April 2010</td><td>31.1 days</td></tr><tr><td>May 2010</td><td>48.1 days</td></tr><tr><td>June 2010</td><td>50.1 days</td></tr><tr><td>July 2010</td><td>37.1 days</td></tr><tr><td>August 2010</td><td>46.1 days</td></tr><tr><td>September 2010</td><td>34.2 days</td></tr><tr><td>October 2010</td><td>32.5 days</td></tr><tr><td>November 2010</td><td>31.9 days</td></tr><tr><td>December 2010</td><td>19.8 days</td></tr><tr><td>January 2011</td><td>28.8 days</td></tr><tr><td>February 2011</td><td>33.9 days</td></tr><tr><td>March 2011</td><td></td></tr></table>			Value	2008/09	44.3 days	2009/10	44.6 days		Value	April 2010	31.1 days	May 2010	48.1 days	June 2010	50.1 days	July 2010	37.1 days	August 2010	46.1 days	September 2010	34.2 days	October 2010	32.5 days	November 2010	31.9 days	December 2010	19.8 days	January 2011	28.8 days	February 2011	33.9 days	March 2011	
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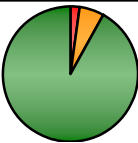
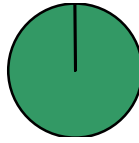
Table 1: **Revenue 2010/11** - The aggregate revenue projected position in 2010/11 is shown in the following table.

	Approved Budget	Projected variation
	£m	£m
Children and Young People	70.6	7.7
Adults, Culture & Community	78.6	0.1
Corporate Resources	6.1	(0.5)
Urban Environment	56.9	0.3
Policy, Performance, Partnerships & Communications	1.7	0.0
People, Organisation & Development	(0.7)	(0.8)
Chief Executive	1.0	(0.1)
Non-service revenue	29.3	(3.5)
Unallocated Area Based Grant	1.7	(1.7)
Total - General Fund	245.1	1.5
Children and Young People (DSG) - Non-Schools	0.0	0.0
Children and Young People (DSG) - ISB	0.0	0.0
Total - Dedicated Schools Grant	0.0	0.0
Total - Housing Revenue Account	2.9	(0.8)

Table 2: **Capital 2010/11** - The aggregate capital projected position in 2010/11 is as shown in the follow

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People			
BSF Schools Capital Programme	62.9	47.6	(7.5)
Primary Capital Programme	9.9	6.4	(1.1)
Early Years, Community and Access	4.1	2.6	(0.1)
Planned Asset Maintenance	0.9	1.3	
Devolved Schools Capital	1.6	0.0	
Social care and other	0.4	0.1	(0.3)
Total - Children & Young People	79.7	57.9	(9.1)
Libraries	1.1	0.5	(0.5)
Agency (DFG)	1.6	1.2	
Housing Aids & Adaptations	1.5	1.2	
Lordship Recreation Grounds	0.9	0.3	(0.6)
Sports and Leisure Improvement Programme	0.9	0.8	
Play Provisions	0.7	0.0	(0.2)
Other schemes/projects under £1m	2.5	1.4	(0.5)
Total - Adults, Culture & Community	9.1	5.5	(1.8)
Corporate Resources			
Information Technology	2.6	0.7	(1.9)
Property Services	0.2	0.1	
Corporate Management of Property	0.9	0.5	(0.1)
Accommodation Strategy Phase 2	3.2	0.4	(2.8)
Hornsey Town Hall	1.2	0.3	(0.9)
Alexandra Palace - Replacement Ice Rink& Repairs& Maintenance	2.8	(0.1)	
Other schemes/projects under £1m	0.3	0.4	0.3
Total - Corporate Resources	11.1	2.3	(5.3)
Urban Environment – General Fund			
Parking Plan	0.6	0.4	
Street Lighting	0.8	0.6	
BorRds,H'Ways Resurfacing	2.6	1.9	
TFL	4.2	3.0	
Marsh Lane Depot Project - GAF 3	2.8	0.5	(2.3)
Tottenham Gyratory	3.6	2.9	
Other schemes/projects under £1m	3.0	1.7	(0.6)
Total - Urban Environment – General Fund	17.5	10.9	(2.8)
Urban Environment - HRA			
Planned Preventative Maintenance	3.0	2.3	0.3
Housing Extensive Void Works	1.2	1.0	0.1
Boiler Replacement	2.4	2.2	(0.0)
Capitalised Repairs	4.4	4.0	
Lift Improvements	1.5	1.0	(0.3)
Decent Homes Standard	33.5	25.2	1.5
Mechanical & Electrical Works	3.0	0.5	(1.5)
Professional Fees	1.4	1.5	0.3
Fire Protection Work	1.6	1.3	(0.2)
Other schemes/projects under £1m	3.0	1.1	(0.9)
Total - Urban Environment - HRA	55.0	40.1	(0.7)
Total- Haringey Capital Programme	172.5	116.7	(19.7)

Table 3: **RAG status** of planned savings and planned investments

Council Wide Savings and Investments	<i>2010/11 Target £'000</i>	Feb-11	
Planned Savings - Red		180	
Planned Savings - Amber		469	
Planned Savings - Green	<i>8,004</i>	<i>7,355</i>	
Planned Investments - Red		0	
Planned Investments - Amber		0	
Planned Investments - Green	<i>8,899</i>	<i>8,899</i>	

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Agenda item:

[No.]

Cabinet

On 26 April 2011

Report Title. **Hornsey Town Hall Refurbishment and Redevelopment**

Report of **Director of Corporate Resources**

Signed : *J. Power* 11/4/11

Contact Officer: David Williamson 020 8489 2929

Wards(s) affected: **Crouch End**

Report for: **Key Decision**

1. Purpose of the report

- 1.1. To decide on the preferred option for the regeneration of part of the Hornsey Town Hall Complex (including the Hornsey Town Hall building) and approve the disposal of that part of the Hornsey Town Hall Complex and to seek approval to market the rest of the Hornsey Town Hall Complex on the open market.

2. Introduction by Cabinet Member

- 2.1. Since 2003, when Hornsey Town Hall was identified as being surplus to the Council's accommodation needs, the Council has consulted with stakeholders on its future use. The Hornsey Town Hall Creative Trust have been especially constructive in finding a long term solution to the challenge and in 2010 were instrumental in developing a planning application for the site which was given planning consent in December 2010.
- 2.2. Extensive work has been done to find a solution that will be both financially self-sustainable and provide community benefits, which has not been easy in current times. This report recommends the proposals by Mountview Academy of Theatre Arts as a solution which meets the project objectives.

- 2.3. Mountview is a well established charitable organisation. It has previously been located in Crouch End, near to Hornsey Town Hall. There are clear benefits in having Mountview at Hornsey Town Hall, many of which will be attractive to the local community. Mountview is renowned internationally for its achievements and has ambitious plans for its future at Hornsey Town Hall.
- 2.4. In the current climate we need to ensure a sustainable plan for the regeneration of the Hornsey Town Hall. The proposals in this report provide an opportunity to meet the shared objectives of the Council and residents in delivering a sustainable business solution alongside a strong dividend for the community which sees the Town Hall restored and regenerated to its rightful place within the heart of Hornsey.

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

- 3.1. The vision for Hornsey Town Hall, developed by the Council working in a community partnership with the Hornsey Town Hall Creative Trust is:
"A world class model of civic renaissance, an arena for all, which harnesses the spirit of progress, community, creativity and enterprise for future generations in Haringey, London and beyond".
This vision is complimentary to the Haringey Sustainable Community Strategy (2007).
- 3.2. Hornsey Town Hall was identified as surplus to the Council's needs in 2003. It is a Grade II* listed building and currently on English Heritage's 'Buildings at Risk' register. The Council has an obligation to ensure the building is maintained in good condition.
- 3.3. The Council's Accommodation Strategy sets out to rationalise the Council's Office portfolio. Older buildings such as Hornsey Town Hall have become increasingly unsuitable for modern and compliant working environments – particularly when constrained by listed building status.

4. Recommendations

- 4.1. To declare the land shown edged red on the attached Ordnance Survey Plan BVES A4 0825q , known as the Hornsey Town Hall Complex, as surplus to requirements in its present use as General Fund property.
- 4.2. Under the provisions of s.122 of the Local Government Act 1972, to appropriate the land and buildings known as the Hornsey Town Hall Complex and shown edged red on the attached Plan BVES A4 0825q for planning purposes.
- 4.3. To proceed with Mountview Academy of Theatre Arts Limited as the Council's preferred option for the area shown shaded orange on the attached Plan BVES

A4 0825g and known as the Town Hall Site in meeting the objectives of the Hornsey Town Hall Renaissance project.

- 4.4. Approve the disposal of the Town Hall Site to Mountview Academy of Theatre Arts Limited for the sum of one pound, to mitigate the Council's future liability for this Grade II* listed building and subject to such terms and conditions as shall be agreed pursuant to paragraph 4.5 below.
- 4.5. Delegate authority to the Director of Corporate Resources and Chief Finance Officer in consultation with the Lead member for Finance and Sustainability to agree the Heads of Terms for disposal of the Town Hall Site to Mountview Academy of Theatre Arts Limited and to approve the final version of the Agreement for Lease and Lease. A draft of the Heads of Terms is attached as an appendix (Exempt) to this report.
- 4.6. If in the event that Mountview Academy of Theatre Arts Limited is unable to comply with the provisions of the Agreement for Lease, provide a further report to Cabinet to seek approval for any other viable option for the Town Hall Site.
- 4.7. Approve the marketing of the remainder of the Hornsey Town Hall Complex being the land shown shaded blue in the attached Plan BVES A4 0825q with the purpose of seeking a residential developer and provide a further report to Cabinet on the preferred bidder once the marketing exercise has been completed.

5. Reason for recommendation(s)

- 5.1. The Hornsey Town Hall Complex was declared surplus to requirements in 2003, since when extensive research has been carried out to establish a sustainable future use for the property.
- 5.2. The land shown edged red on the attached Ordinance Survey Plan Drawing BVES A4 0825q, known as the Hornsey Town Hall Complex, is surplus to requirements in its present use as General Fund Property.
- 5.3. In 2010 after full consultation, planning consent was approved for the development of the site. To enable development, under the provisions of s.122 of the Local Government Act 1972, the Council is required to appropriate the land and buildings set out in attached Drawing BVES A4 0825q for planning purposes.
- 5.4. To achieve the objectives of the Hornsey Town Hall Renaissance Project, which are (inter alia) to:
 - Restore the Hornsey Town Hall in a way that respects its Grade II* listed building status and safeguards its future by providing financially sustainable spaces fit for purpose.
 - Facilitate cultural, community and other activities in the Town Hall, provide public access to the building and make a positive contribution to the local

economy.

- 5.5. The Mountview proposal best meets these objectives within a reasonable timescale, with limited costs to the Council and to the greatest benefit to the community.

6. Appropriation of Land under Section 122 of the Local Government Act 1972

- 6.1. Appropriation is the statutory procedure changing the purpose for which land is held by the Council from one statutory purpose to another, provided that that land is no longer required for the purpose for which it was held immediately before the appropriation.
- 6.2. At present the Hornsey Town Hall Complex is being held for General Fund purposes. The Council no longer has any use for the site, which is therefore surplus to its requirements, and wishes to see it redeveloped.
- 6.3. Appropriation to planning purposes will enable the Council to secure its redevelopment and future use by relying on the statutory provisions relating to the redevelopment and disposal of land held for planning purposes. These provisions will facilitate the marketing of the land and also support the Council in fulfilling its obligation to obtain best consideration in the sale of the land.

7. The proposed preferred way forward - Mountview Academy of Theatre Arts

- 7.1. The Mountview Proposal comprises:
 - The refurbishment for educational, community and heritage purposes of that part of the Hornsey Town Hall Complex shown shaded orange on the attached plan BVES A4 0825q ("Town Hall Site");
 - The accommodation of Mountview Academy of Theatre Arts, a well established higher education provider in the field, as the head Lessee for the part of the site shown shaded orange in the attached drawing;
 - A range of community benefits including:
 - access to and vibrant use of spaces currently not open to the public,
 - opportunities to explore the architectural interest of the building,
 - increased opportunities for local businesses and
 - the establishment of a major new centre for arts education and training.
 - Financial independence from the Council for the repairs and

maintenance of the building for the full period of the lease.

- 7.2. A Joint Working Group (JWG) comprising representatives of Hornsey Town Hall Creative Trust and Haringey Council officers evaluated the Mountview proposal alongside several other options. The group developed an agreed set of evaluation criteria based on the vision for and core objectives of the regeneration project.
- 7.3. The JWG concluded that the Mountview proposals met very well almost all of the agreed objectives of the project. The Mountview proposal was judged to have a robust business plan which includes a commitment to a full repairs and maintenance lease of this Grade II* listed building and meets the broader objectives for community benefit.
- 7.4. In its funding strategy there is a clear commitment from Mountview to capital investment from its current reserves. A further sum will need to be raised and although this will be a major challenge in the current economic climate, the funding strategy gives a compelling case for achieving this target through a combination of funding methods.
- 7.5. At their own risk, Mountview has commissioned designers to establish the feasibility of using Hornsey Town Hall. The results show that the site provides an opportunity to meet their needs both now and into the future.
- 7.6. The Mountview proposals will mean that a smaller proportion of the site will be used for housing, with 78 residential units being built instead of the 123 units envisaged in the planning consent. All of the Hornsey Town Hall building will be occupied by Mountview, including the assembly hall. A further extension, similar to that proposed for part of the residential element in the planning consent, will form a new studio classroom block. The proposals will require a revised planning application and the consent of English Heritage.
- 7.7. Mountview has an ambitious programme of activities that will bring extensive community benefit, both at Hornsey Town Hall and across the borough.
- 7.8. (Exempt information).
- 7.9. Should Cabinet approve Mountview as the preferred option to go forward, there will then be a period where the Heads of Terms are agreed and the Agreement for Lease is entered into. Additionally, a funding agreement will provide the mechanism for the Council to re-invest any surplus capital from the land sale of the residential element of the scheme into the refurbishment of the Town Hall building.
- 7.10. The Town Hall Site will be disposed of to Mountview on a leasehold basis for a sum of one pound and the lease will be granted at a peppercorn rent for a term of 125 years. The reason for disposal at this value is that:
 - The site has been surplus to the Council's accommodation requirements since 2003

- The liability for this Grade II* listed building will become the responsibility of Mountview for the period of the lease;
 - Mountview will bring significant capital investment to the project
 - There are long term regenerative benefits of having a respected charitable educational organisation located in the area
- 7.11. The area shaded orange on the attached Plan BVES A4 0825q shows the extent of the land known as the Town Hall Site and which will be the subject of the proposed lease.
- 7.12. The terms and conditions on which the Council will dispose to Mountview will be agreed through the delegated authority of the Director of Corporate Resources, the Chief Finance Officer in consultation with the Lead Member for Finance and Sustainability. The negotiations with Mountview will be based on the draft Heads of Terms attached to this report.
- 7.13. Any Agreement for Lease will be subject to a number of conditions precedents which must be met within an agreed time limit before the lease can be granted. The conditions proposed are that Mountview will provide:
- 1) A plan for the works on the Town Hall, to be approved by the Head of Corporate Property Services on behalf of the Council;
 - 2) Detailed planning and listed building consent for the proposed Mountview scheme, including from English Heritage;
 - 3) A funding plan showing how the capital sum is to be met within agreed timescales to be submitted to the Chief Finance Officer for due diligence; The funding plan should include:
 - I. The contribution to be made from Mountview's reserves and any approved borrowing;
 - II. Any contribution made by Haringey Council from net receipts from the land sale of the remainder of the Hornsey Town Hall Complex;
 - III. Details of approved capital awards, grants and other funding mechanisms needed to meet the costs of the Mountview scheme, verifiable by the Chief Finance Officer of Haringey Council;
 - IV. A phasing plan linked to the conditions of the Council's funding agreement;
 - 4) The mechanism for ensuring public benefit is maintained for the duration of the lease, agreed by the Head of Corporate Property.
 - 5) Robust governance, project and risk management in place;
 - 6) Procurement arrangements that meets statutory requirements;
- 7.14. On submission of this information, the Council will commission an independent due diligence report reviewing the Mountview proposal,

including the conditions. If the due diligence report is favourable, no other issues are outstanding and the agreement of the Secretary of State has been received, the Lease will be granted.

- 7.15. The remainder of the Hornsey Town Hall Complex will be the subject of a separate process to find a private residential developer. This report seeks authority to market that part of the Hornsey Town Hall complex on the open market with a view to selecting a preferred bidder and a further report will be brought before Cabinet on this issue in due course.
- 7.16. Section 6 of this report deals with appropriation of the land on the whole of the Hornsey Town Hall Complex.

8. Other options considered

- 8.1. A wide range of options has been explored by the Council and the Hornsey Town Hall Creative Trust over a number of years.
- 8.2. The 'do nothing' option was considered alongside others, but is not recommended because the buildings have no further use as office accommodation for the Council and any other use will require significant investment. The vacant buildings have high annual running costs, even in a vacant state, and costly works need to be done to the fabric of the building to bring it up to and maintain it in reasonable condition.
- 8.3. The Hornsey Town Hall Creative Trust was established in 2007 to find a viable solution to the operation of the Town Hall. The Trust's vision was to run the Town Hall as a community, arts and cultural venture. By early 2010 a design was developed which articulated the Trust's vision and extensive work has been done on business modelling. But the uncertainties of setting up a new venture of this kind in the current economic climate led to the Trust's conclusion that it would need continuing financial support from the Council, at least for the first few years. However, Hornsey Town Hall Creative Trust continues to provide valuable advice on community benefits. They will also have an important role into the future, whether that is with Mountview as the Lessee or any other option.
- 8.4. The Hornsey Town Hall Creative Trust has worked closely with Council officers to evaluate the range of options. A joint working group (JWG) defined agreed evaluation criteria, based on the project objectives, and applied them to the range of options, including those from the Trust itself.
- 8.5. The outcome of this and previous work is that two options emerged as having the greatest likelihood of success:
 - Option 1:
 - (a) Disposal of part of the Hornsey Town Hall Complex to Mountview Academy of Theatre Arts Limited, which has a long history in the area and which would take over the main Town Hall building, using it largely for their higher education needs, but with public access to historic areas

and an extensive programme of community activities both at this site and elsewhere in the borough; and

(b) Disposal of the rest of the Hornsey Town Hall Complex on the open market for redevelopment.

This option is described above.

○ Option 2:

Disposal of the whole of the Hornsey Town Hall Complex to a developer that will be able to operate the site on a long lease. Soft Market testing suggests that there is interest from developers that have experience in establishing a sustainable future with heritage buildings.

8.6. The Developer/Operator Option

8.6.1. Soft market testing established that there is an opportunity to find a developer that can:

- Develop surplus land on the site to yield sufficient capital from residential development to refurbish the Town Hall building and
- Establish a sustainable business into the future which is financially independent of the Council

8.6.2. The JWG assessed this option positively overall. Their analysis of the responses suggests that there is an opportunity to market the whole of the Hornsey Town Hall Complex as a single entity, including operation of the Hornsey Town Hall building, over an extended period. Initial responses also show that the main objectives of the project can be achieved – i.e. financial independence from the Council and some community benefits.

8.6.3. However, the JWG also noted that soft market testing is at a very early stage of the process and that, as developers begin to get into greater detail, there is a high risk that compromises would have to be made. Whilst the existing planning approval will be the template used for procurement, the JWG noted that a developer is likely to want to adjust the scheme to maximise profits and minimise costs. The JWG noted that whilst some community benefits could be achieved through this option, these were likely to be significantly fewer than those brought by the Mountview option.

8.6.4. The JWG noted that there has been longstanding opposition from the local community to a developer approach. To date the responses have been balanced in favour of the 2010 planning consent proposals. However, this could change if a developer approach is taken at this stage. If the Mountview option is explored further then found to be unworkable, stakeholders may be more understanding if it could be shown that all other alternative options had been fully explored.

8.6.5. The developer option would require compliance with the Public

Procurement Rules and contract negotiations, which may take up to a year. The Council's major costs and risks would only reduce at the point of signing a development agreement. Overall this is a longer timescale to minimise risks than that presented by the Mountview option.

9. Summary

- 9.1. After extensive research and consideration of a wide range of options by Council officers and members of the Hornsey Town Hall Creative Trust, the option which most effectively meets the objectives of the project is that presented by Mountview Academy of Theatre Arts.
- 9.2. Whilst the option of a developer will continue to remain in place as an alternative, the Mountview option appears to provide the greatest community benefit and reduces the costs to the Council in the shortest timescale.

10. Chief Financial Officer Comments

- 10.1. The original objective of this project was to bring the Town Hall back into use, funding the required capital via disposal of surrounding land / residential development. The Town Hall would then be transferred on a long lease to a partner that could operate at arms length with a viable business plan which required no Council subsidy.
- 10.2. The council has already invested significantly in this project (circa £2m) and continues to incur costs (albeit at a much reduced level). The successful hire of part of the town hall space for interim use is offsetting the majority of the annual revenue costs however, it is important that a permanent solution is found to ensure that the fabric of the building doesn't deteriorate further and that a valuable asset is brought back into use.
- 10.3 The recommendation to proceed with the Mountview Academy of Theatre Arts Ltd as the council's preferred option to meet the objectives of the project certainly has merit and based on the current timeframes will reduce the on-going risk to the council earlier than with the developer / operator model.
- 10.4 There are still considerable risks to the successful delivery of this project and the recommended approach to only enter into an Agreement for Lease initially until a number of key conditions can be demonstrated to have been met should protect the Council. It will only be at this point that the lease and funding agreement will be signed.
- 10.5 to 10.9 Exempt information.

11. Head of Legal Services Comments

- 11.1. The Council can appropriate the whole of the Hornsey Town Hall Complex for planning purposes as long as it is surplus to requirement.
- 11.2. Once appropriated the Council can dispose of the Town Hall Site but must do so for the specific purpose of securing the best use of the land, or to secure the construction of buildings or carrying out of other works needed for the proper planning of the area. The Council must also achieve the best consideration that can reasonable be obtained otherwise the consent of the Secretary of State is required.
- 11.3. Ideally in order to secure these objectives, the Council would normally require Mountview to enter into some form of development agreement, in order to ensure the redevelopment is carried out together with the refurbishment of the Town Hall building. Whilst the disposal of land by itself does not fall within the Public Procurement Rules, by contrast any obligations on Mountview to carry out such works would, which means that the Council would not be able to opt for the Mountview option without carrying out an OJEU procurement process first. Therefore any Agreement for Lease and Lease should contain enough provisions to safe guard the Council's interests and objectives. Those agreeing the heads of terms should seek legal advice as to how best to achieve this before agreeing these terms.
- 11.4. Authority is also sought to market the rest of the Hornsey Town Hall Complex with a view to selecting a preferred bidder to redevelop that site for residential purposes. In this instance the Public Procurement Rules must be complied with before any bidder is selected.

12. Head of Procurement Comments

- 12.1. The OGC Information Note 11/09 16 October 2009 Procurement Policy Note – preliminary guidance on the application of the public procurement rules to development agreements states the following. “the sale or lease of land or property by a public body is not within the scope of the public procurement rules, so a simple disposal of land is not caught as there is no acquisition (and thus no procurement) of any goods, works or services”, therefore the disposal of Hornsey Town Hall will not need to be tendered. However the Council should ensure that they receive best consideration for the disposal.
- 12.2. The agreement of the terms of the lease or sale should be reviewed to ensure that procurement rules are not breached.
- 12.3. The Head of Procurement therefore notes the recommendation to proceed with the preferred option of leasing Hornsey Town Hall to Mountview Academy of Theatre Arts Limited, subject to them complying with the provision of the

agreement for lease or funding agreement.

13. Equalities & Community Cohesion Comments

- 13.1. A full Equalities Impact Assessment was approved in 2010 as part of the planning application. In it the EIA noted the following:
- 13.2. The development of Hornsey Town Hall will reduce the current barriers to access by:
- designing a site that conforms to DDA requirements, unlike currently where access is very difficult;
 - providing residential apartments specifically designed for physical disability.
 - providing four affordable family homes;
 - establishing an operator that will provide access to a wide range of facilities, events and programs that also address equalities issues, reduce barriers to engagement and promote the well being of vulnerable groups;
 - establishing in the lease to the operator a requirement to address equalities issues identified in Step 2 in the equalities impact assessment proforma
 - increasing apprenticeships and use of local labour through the procurement process, contracts and leases that fully take equality and diversity issues into account, especially in regard to training and employment opportunities for young people.
- 13.3. If the Mountview option is approved, further benefits will be achieved, including:
- A robust business that will operate financially independent of the Council: Mountview's proposals ensure that the Council's limited resources can be focused on areas and issues of greatest need.
 - Community: The Mountview proposals are strong on community benefits, including educational programmes in schools and to the community, use of the Bernie Grant Centre, public access to the Town Hall, public events in the assembly hall and an animated building with a sense of vibrancy especially among young people who will be the predominant users.

14. Consultation

- 14.1. Since 2003 there has been extensive consultation with the local community and others with an interest in the future of Hornsey Town Hall. Since 2007 the Hornsey Town Hall Creative Trust have worked with the Council to carry out detailed consultation in the area, including exhibitions of proposals, meetings and a very informative website. In 2010 a full planning application ensured a

wide range of responses to the proposals, including a public open meeting at a development forum, an exhibition and model at Hornsey library, a response process to capture objections and comments and a public planning committee meeting.

- 14.2. Throughout this process there has been an overwhelming desire to see a sustainable future for Hornsey Town Hall and to see the building used for community benefits. English Heritage and other conservation bodies have been positive about the proposals.
- 14.3. Any changes to the current proposals will need to build on this groundswell of expectation and ensure that any changes will not be detrimental to the overarching vision of the project.
- 14.4. Officers have recently consulted with planners and any material changes to the existing planning consent will require a further planning application to be made. This will ensure that local interest groups will again have an opportunity to comment on any revisions.

15. Service Financial Comments

- 15.1. The original objective of this project was to bring the Town Hall back into use, funding the required capital via disposal of surrounding land/ residential development. The Town Hall would then be transferred on a long lease to a partner that could operate at arms length with a viable business plan which required no Council subsidy. These two principles have not changed.
- 15.2. Because the Town Hall is surplus to requirements, it is a liability to the Council. The annual costs of maintaining the Town Hall are in the region of £250-300k. Currently these costs are being mitigated through an interim uses strategy, but in the long term this is unsustainable.
- 15.3. There is a potential capital investment of circa £2m required in the medium term to meet out commitments under English Heritage requirements. The disposal aims to transfer these costs to the approved leaseholder.
- 15.4. There are circa £2m costs incurred in bringing the project to this point, largely as a result of the planning application and approval. The disposal of land aims to recoup these costs and provide a contribution to the refurbishment of the Town Hall.

16. Use of appendices /Tables and photographs

- 16.1. Appendix 1: the area shaded orange on the drawing BVES A4 0825q attached shows the proposed area for lease to Mountview. A detailed drawing based on this assumption will be included in the Agreement to Lease and Lease. The area of proposed land sale for residential units is shown shaded in blue. Rights of way will be developed as part of the detail required in the Agreement for Lease and Lease.
- 16.2. Appendix 2 (exempt) is the draft Heads of Terms for the Lease
- 16.3. Appendix 3 (exempt) is an initial assessment of Mountview's financial position
- 16.4. Appendix 4: Community Benefits proposed by Mountview
- 16.5. Appendix 5: Planned timescales

17. Local Government (Access to Information) Act 1985

17.1 Background Papers

The planning application ref Ref HGY/2010/0500 outlines the vision for the Town Hall. This is broadly in line with the Mountview option, for which a further application will be submitted at a later date.

Report to Cabinet on Hornsey Town Hall 21st July 2009.

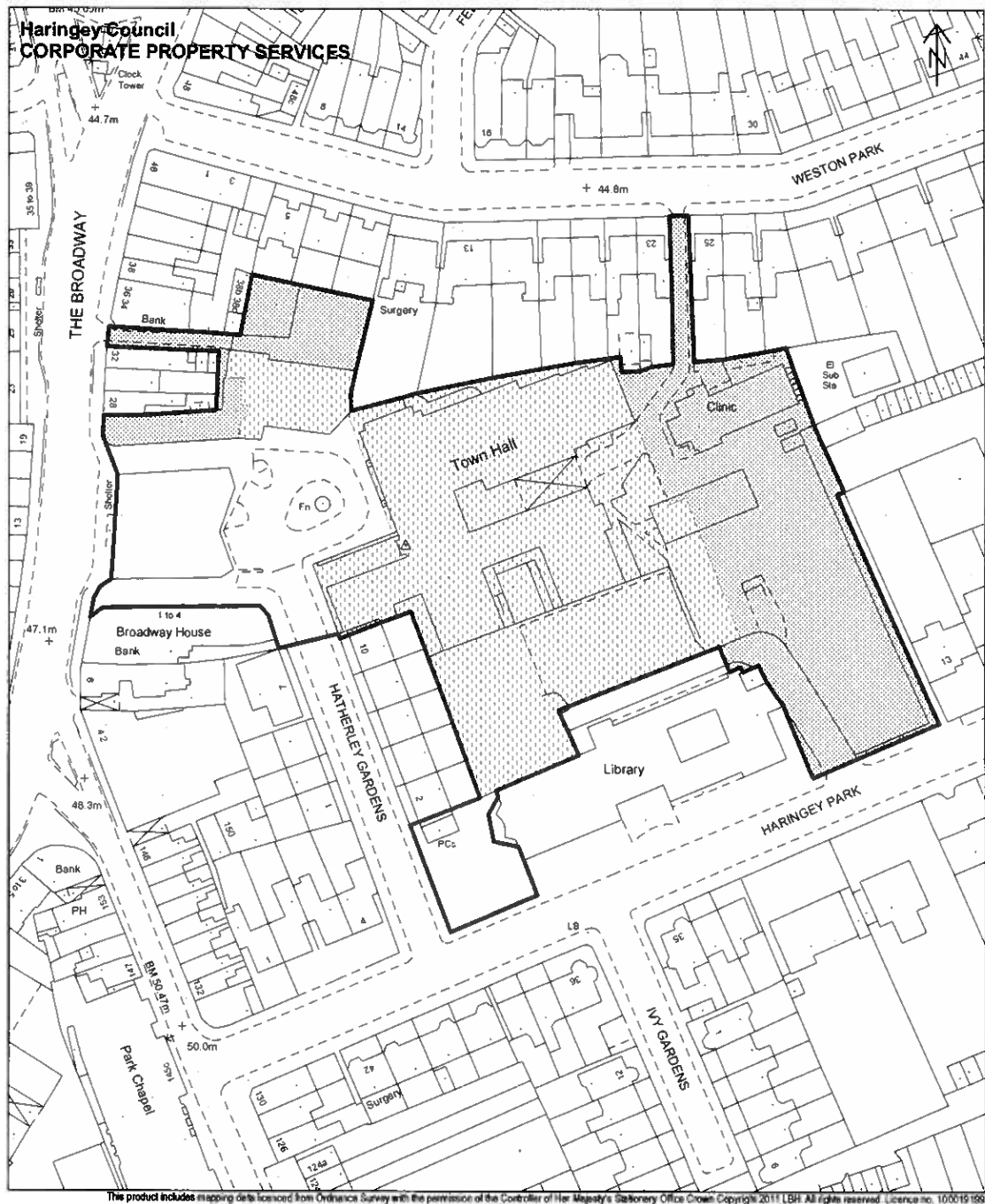
Notes

Hornsey Town Hall Creative Trust is a registered charity (no 1133610) www.hornsey-town-hall.org.uk/

Mountview Academy of Theatre Arts is a registered charity (no 274166)
<http://www.mountview.org.uk/>

- 17.2 This report contains exempt information contained in exempt Appendix A which is **not for publication**. The exempt information is under the following category (identified in amended schedule 12A of the Local Government Act 1972)

S(3) Information relating to the financial or business affairs of any particular person including the authority holding the information.



Hornsey Town Hall Complex
The Broadway
Crouch End
LONDON
N8

Edged red - Appropriation boundary (to Planning purposes)

INDICATIVE SITE DIVISION

Shaded blue (dot stipple) - Proposed land sale

Shaded orange (dash stipple) - Town Hall & Assembly Room site

CABINET REPORT APRIL 2011

CPM No.

Overlay : *Property Terrier*

Plan produced by Kevin Lincoln on 17/03/2011

Site Area (hectares) :

Scale 1:1250

Drawing No. BVES A4 0825q

Appendix 4: Community Benefits proposed by Mountview:

The core of proposal from Mountview Academy of Theatre Arts is to establish at Hornsey Town Hall one of the UK's leading drama schools with a worldwide reputation for excellence in education and training .

Founded in 1945, Mountview offers extensive and stimulating training for those interested in pursuing a Performance, Directing or Technical Theatre career.

Beyond this core mission there are potentially many community benefits, including:

- Increased opportunities in the arts for the children and young people of Haringey
- Financial benefits to the Haringey community
- The conservation of and public access to a historic building
- Outreach and support to a wide range of communities across Haringey and beyond
- Stimulus to the arts and cultural map of Haringey
- New opportunities for local businesses

Benefits to Haringey's Children and Young People

Mountview at Hornsey Town Hall will bring clear benefits for the young people of Haringey.

Mountview already runs Saturday workshops and summer schools for children and young people as well as working in schools and community settings in the Borough, performing and running workshops. The Town Hall will provide an opportunity to consolidate and develop this work.

A Youth Theatre will be established with young people drawn from across the Borough and the possibility of setting up a company calling on former Mountview students is also under consideration.

Open Days, mini festivals and other special projects will all provide on-going opportunities for children and young people, both at the Town Hall and within the Borough. We aim to work in close collaboration with the Music Services and other arts and education providers in Haringey, such as Haringey Shed, to develop this work.

Our five-year plan contains a proposal to develop an MA course specifically designed to train theatre practitioners for work in education and community settings and this will further enhance the programme and enable student participation and development.

We would seek to ensure that the public parts of the building are fully accessible and child-friendly. We would also present productions, both by Mountview and professional companies, specifically aimed at/by young people and families as part of the theatre programme with related activities.

Financial benefits to Haringey

In 2003 Hornsey Town Hall was identified as surplus to the Council's needs. It is a Grade II* listed building and currently judged to be in 'poor' condition on English Heritage's 'Buildings at Risk' register. The Council has a legal obligation to ensure the building is maintained. This is a potentiality a significant financial liability for the Council.

The Mountview proposals aim to bring the following financial benefits:

- reduce the annual revenue costs to the Council by managing the Town Hall financially independently to the council
- reduce the costs to the Council by securing substantial capital investment to bring the Town Hall back into new use
- maintain the fabric of the Grade II* listed building over 125 years;
- bringing investment in the arts into the borough
- increasing trade for local businesses

Especially at this financially challenging time, the Mountview proposals will allow the Council to focus other capital and revenue expenditure to areas of greatest need.

The conservation of, and public access to, a Historic Building

The Mountview proposals would enable the following areas of the Town Hall to be accessible to the public and the noted times:

Area	description
The Theatre foyer and booking office	Throughout each day this will be a combination of meeting space, café and the base for the Mountview community programme
The Theatre ante-room	A programme of activities through the year will provide opportunities for the community in this space. Children's activities during the day and after school, seniors programmes etc.
Administrative entrance foyer	This will be permeable space that balances the need for student security with public access. Generally accessible to the public but security details yet to be worked through.
Stairway and Upper landing	As above with permissions from reception desk and on guided tours.
Assembly hall	The assembly Hall will be open to the public during ticketed performances or as part of guided tours of the building.
Council Chamber	Open for public talks and events and for guided tours.

Committee rooms

Bookable for meetings and as part of guided tours.

Whilst this is the basic menu of public access, the Mountview proposal goes beyond just accessibility. The presence of hundreds of students and staff, all involved in the arts will bring a vibrancy and life to the building and area. Student rehearsals and performances will be frequent and even the 'background' of artistic endeavour will create an ambience that will go well beyond anything that the Town Hall has ever experienced previously.

Business community benefits

Hornsey Town Hall was conceived as an integral and cohesive element of the mixture of local businesses and services. Its use by Mountview will make a substantial contribution to the revitalising this relationship.

The inward investment attracted by Mountview's presence is potentially high and includes:

- Local economic benefits generated by full and part-time students, staff, visitors and audiences through shops, student and visitor accommodation, employment. Student population attracts friends, family and other visitors/residents to the area
- Around 3,000 applicants to Mountview each year, many of whom attend with parents and family members for audition and interview and stay overnight
- The two theatre spaces planned have the potential to attract and engage around 100,000 members of the public when used at full capacity. A significant proportion of these will also use local facilities e.g. cafes, shops
- On-going attraction of commercial and industry professionals into the area. Mountview's activities and events attract business people, opinion-formers, agents, directors and producers
- High international and UK reputation enhances profile of area, animates locality and increases investor confidence
- Over 100 full-time and part-time employees with several hundred sessional, temporary or related posts
- Locally-based training opportunities e.g. in technical theatre and production arts, develop skills, qualifications and employment within the Borough.

Broader benefits to Haringey communities.

Our aspiration for Hornsey Town Hall is to contribute to:

- activities that create a sense of community identity within the locality
- activities that bring together communities from different parts of the borough on the HTH site
- activities that reach out from our base in Hornsey Town Hall to other parts of

the borough/ neighbouring boroughs

Mountview will provide a strong cultural focus at the heart of the community, welcoming people of all ages, abilities and backgrounds to join in a shared creative endeavour.

Mountview's outreach programme is already having an impact across Haringey communities. This year the programme includes:

- Workshops in partnership with the Neighbourhoods branch of the Metropolitan police targeted on older and vulnerable people to deal with 'bogus callers'
- Mountview students supporting Haringey schools through workshops on three abridged works of Shakespeare
- A variety of workshops designed with a specific focus – storytelling, access programmes in colleges, street theatre, cabarets for fund raising events, etc;
- Evening courses, Saturday workshops and summer Schools.
- Storytelling workshops in primary schools
- Over 25 public performances accessible to all

But this is only a start. Our ambitions in a new location and with growing student numbers will go well beyond what we have done in the past, ensuring that Mountview's high standards are part of its work with its communities.

Arts, Culture and Creativity benefits

The Town Hall managed by Mountview will become a home to a unique arts and cultural project, an innovative model of a U.K. drama school. It will have local, national and global significance. It will deliver world class vocational training in all aspects of theatre and serve its local community through an extensive education and community programme.

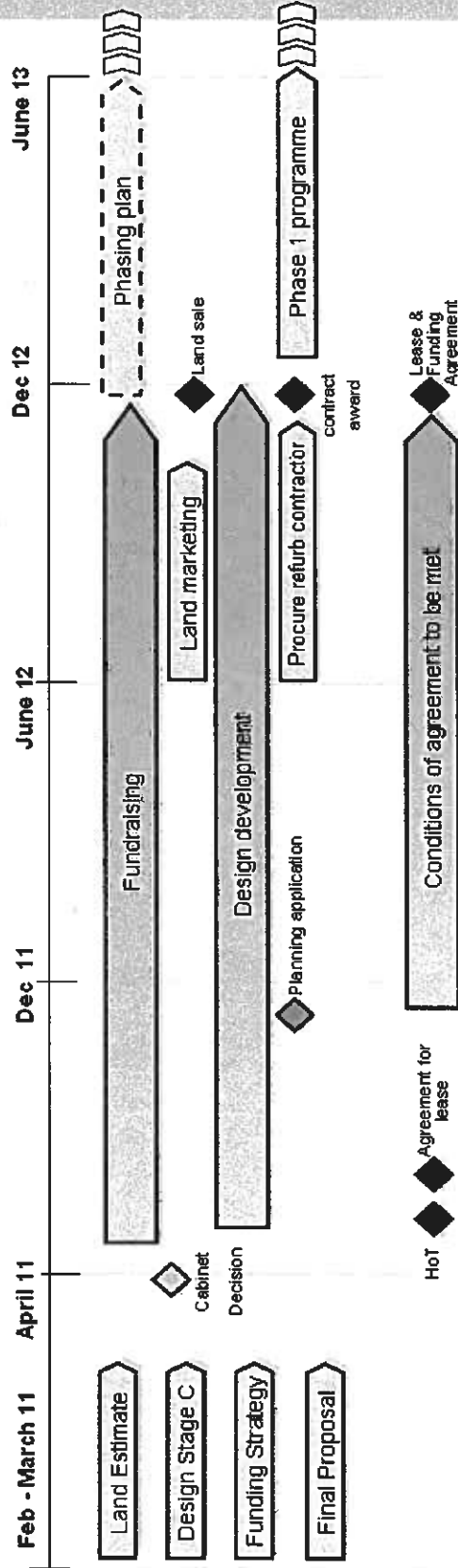
Mountview works in close collaboration with the theatre and arts industry; and will be a focus of creativity, diversity and learning for all ages and abilities, animating and spotlighting a distinctive heritage building.

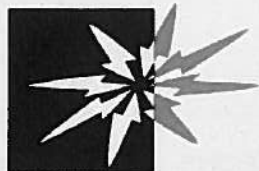
The link to the Bernie Grant Centre forms a second base for Mountview's performances, education and community work, providing a mutually beneficial cross over between the venues. By establishing a regular following and user groups for Mountview productions and activities, groups and individuals from both the west and the east of the borough will be encouraged to visit both venues.



Haringey Council

Appendix 5 - Planned Timescales





Haringey Council

Agenda item:

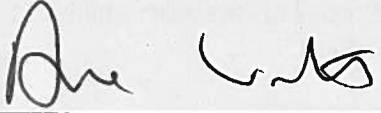
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Cabinet

On 26 April 2011

Report Title: **Capital Programme Priorities 2011-14**

Report of: Anne Lippitt, Interim Director of Urban Environment

Signed:  Date: 14/4/2011

Contact Officers : Phil Harris, Assistant Director (Strategic & Community Housing)
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Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose of the report

- 1.1 The purpose of this report is to provide Members with details of the capital funding that is expected to be available for investment in the Council's housing stock during the next four years: 2011/12 to 2014/15.
- 1.2 It seeks Cabinet approval of the capital programme priorities for 2011/12 and a revised scope of works for Haringey's Decent Homes programme. It also highlights the pressure on the capital programme and recommends a course of action that will enable the Council to make informed decisions about future investment.

2 Introduction by Cabinet Member

- 2.1 This report demonstrates the impact of the Government's decision to reduce Haringey's Decent Homes funding half way through the programme. It also shows how much extra investment is needed in the Council's housing stock and how difficult it is to decide how to spend what is a relatively small capital pot.

- 2.2 Although it would have been a lot more helpful and cost-effective if the Decent Homes funding had been spread more evenly over the 4 years, I do believe there is scope to negotiate more favourable prices with the four constructor partners.
- 2.3 It remains the longer term aspiration of the Council and Homes for Haringey to complete the Decent Homes programme. However, in order to achieve this, we will need to adopt an elemental approach to Decent Homes and consider more innovative and flexible funding solutions that enable us to deal effectively with properties and estates that are in need of very high levels of investment.
- 2.4 I support and welcome the proposal to carry out a borough-wide options appraisal (and to undertake detailed financial modelling), since this will enable us to give full and proper consideration to how best the Council might address the short term and long term investment needs of its housing stock.

3. Link(s) with Council Plan Priorities and actions and /or other Strategies

- 3.1 Changes in funding will have a significant impact on our ability to deliver our Housing Strategy 2009-19, including key priorities:
- To meet housing need through mixed communities
 - To ensure housing in the borough is well managed, of high quality and sustainable
 - To provide people with the support and advice they need

4. Recommendations

4.1 It is **recommended** that Cabinet:

- (a) Notes the size and implications of the reduction in Decent Homes funding for Haringey and agrees the revised scope of works that will be funded from the Decent Homes budget allocation (see Appendix 1);
- (b) Agrees that first priority for the Decent Homes funding for 2011/12 will be given to current contractual commitments from 2010/11 totalling approximately £5m;
- (c) Agrees that first priority for the estimated £10m of new commitments in the 2011/12 Decent Homes programme is given to works in contracts HO13, NT15 and ST16 and that, if financial savings can be achieved in these contracts through negotiation or mini tender, authority to commit these revised contracts is delegated to the Director of Adult & Housing Services in consultation with the Cabinet Member for Housing;
- (d) Agrees that the 'deferred' scheme WG18 will be put on hold and that the Decent Homes investment required for these homes is considered, instead, as part of the wider investment needs of the whole of Noel Park;

- (e) Agrees that any spare capacity within the Decent Homes budget for 2011/12 (including that which is achieved through financial savings) will be used to fund additional Decent Homes works if those works will support the capital priorities detailed in this report and can be procured economically alongside the ongoing HO13, NT15 & ST16 contracts, and that authority to approve these additional works is delegated to the Director of Adult & Housing Services in consultation with the Cabinet Member for Housing;
- (f) Agrees that the higher specification ("Option 1") IRS system is installed in all Sheltered Housing blocks and that the IRS service charge for the residents of those blocks is 'capped' at the cost of Option 2;
- (g) Notes the substantial funding gap that is projected over the next four financial years (2011/12 to 2014/15) and agrees that additional financial modelling should be carried out to take into account the Government's self-financing proposals, the reduction in decent homes funding, up-to-date information about the condition and investment needs of the stock and alternative funding opportunities (including the use of Prudential Borrowing).
- (h) Agrees that the 2011/12 capital programme (excluding Decent Homes) will comprise the investment priorities as set out in Appendix 2 but subject to the identification of additional funding of up to £2.3m ;
- (i) Agrees that a borough-wide options appraisal (based on the financial modelling described in Paragraphs 9.4 – 9.9) should be carried out to inform Members' consideration of how best the Council might address the short term and long term investment needs of its housing stock; and
- (j) Agrees that Officers should explore the merits and feasibility of opportunities (including prudential borrowing) to address the peaks and troughs in capital funding that are anticipated during 2011/12 to 2014/15.

5. Reasons for the recommendations

- 5.1 In February 2011, the Government announced the outcome of local authority bids for funding under its Decent Homes Backlog Funding Programme 2011-15.
- 5.2 Although Haringey fared slightly better than many other local authorities, its award of £69.9m over the next four years is £28.7 less than what it had been expecting to receive during the last three years of its Decent Homes programme.
- 5.3 In order to make best use of the funding available, the Council needs to reduce the scope of the work undertaken under its Decent Homes programme, negotiate further price reductions with the constructor partners and explore other funding options where the level of investment that is required in particular properties or estates is exceptionally high.
- 5.4 For 2011/12, the priority is to use the Decent Homes funding to meet the existing commitments from 2010/11 and to pay for a number of schemes that have been approved by the Procurement Committee but have been deferred.

- 5.5 Given the need to spend £5m on fire safety works and the installation of IRS in 2011/12, there is increased pressure on the Capital programme. This is compounded by the fact that the Major Repairs Allowance for 2011/12 is almost £4.9m less than what Haringey is expecting in 2012/13, 2013/14 and 2014/15.
- 5.6 Considerable efforts have already been made to minimise capital expenditure in 2011/12. However, more work is needed to address the peaks and troughs in capital funding that are anticipated during the period 2011/12 to 2014/15, with a particular emphasis on the needs and resources in 2011/12 and 2012/13.
- 5.7 To inform the Council's decision making in relation to future investment, a new 30 year Business Plan needs to be produced, based on the HRA self financing model and taking into account the results of this year's stock condition surveys. This Business Plan needs to be modelled on different scenarios for different types of property, especially where it is already recognised that certain parts of the stock are more costly to maintain and might require an alternative funding option.
- 5.8 The remodelling of the long term financial plan and the review of the funding options are inextricably linked. It is essential that Homes for Haringey and the Council appraise the range of available options for the future delivery of sustainable investment in the housing stock.

6. Haringey's Decent Homes Programme

Reduction in Government funding

- 6.1 Prior to the Comprehensive Spending Review in October 2010 and the Government's announcement of its Decent Homes Backlog Funding programme, Haringey was expecting to receive Decent Homes funding of £98.6m over a three year period: 2011/12 – 2013/14.
- 6.2 Despite the high quality of its funding bid, Haringey has been advised that it will now only receive just over £69.9m and that this will be spread over four years (rather than three), with only £36m of the funding being 'firm commitments'. Almost £30m of the funding – due in the third and fourth years of the programme – is only an 'indicative allocation', so is not guaranteed.
- 6.3 Even if Haringey receives its whole allocation of £69.9million, this is £28.7m less than the Council was expecting to receive to invest in bringing its tenanted homes up to the Decent Homes Standard.
- 6.4 Including estimated leaseholder contributions of £4.5m and the £1m (provided by the Council) for the homeless hostels, Haringey is now planning a four year Decent Homes programme worth £75.431m:

Decent Homes Related Funding	2011/12	2012/13	2013/14	2014/15	TOTAL
Decent Homes	£15m	£21m	£6.451m	£27.480	£69.931m
Homeless Hostels	£1m	-	-	-	£1m
L/H Contributions	£1.5m	£1m	£1m	£1m	£4.5m
TOTAL	£17.5m	£22m	£7.451m	£28.480	£75.431m

- 6.5 The Government has indicated that, as substantially less funding is available, organisations may wish to review their approach to Decent Homes and move from the traditional 'whole house' approach (where all elements of the property are brought up to decency) to an 'elemental' approach (where investment programmes focus on particular key elements, such as windows and roofs).
- 6.6 Given the Government's revised guidance and the reduction in funding, it is recommended that an 'elemental' approach is introduced in Haringey. Such an approach would prioritise the following works:
- External repair and replacement of roofs and windows, etc; and
 - Essential Health & Safety works, such as electrical testing and upgrade, and Category 1 failures of the Housing Health and Safety Rating System (HHSRS).
- 6.7 This 'elemental' approach will ensure that more homes will benefit from Haringey's Decent Homes programme (albeit with a significantly reduced scope) and that key services and health and safety requirements can be maintained.
- 6.8 Unfortunately, however, the number of council homes brought up to the original Decent Homes Standard will be significantly reduced if an 'elemental' approach is adopted. Kitchens and bathrooms, for example, have previously been replaced when they are old or in a poor condition but, under the 'elemental' standard, they will only be renewed if they are assessed as being a health and safety hazard.
- 6.9 We will be seeking Government clarification of the targets and milestones it will be using to measure and monitor Haringey's performance against the programme.
- 6.10 Appendix 1 of this report provides a detailed scope of work for the 'elemental' standard that is proposed for Haringey's Decent Homes programme. This document describes the key external elements that will be tackled under the revised programme, but will need to be reviewed when the results of the stock survey of Year 4 & 5 properties is available in May 2011, when a more accurate assessment will be made of the cost and priorities within this programme.
- 6.11 Residents in Years 4 and 5 of the Decent Homes programme have been informed that the programme is under review. Homes for Haringey residents' Asset Management Panel is considering the implications of the changes in the programme and helping to develop and agree wider resident consultation on the key issues facing the programme.

Contractual commitments from 2010/11

- 6.12 First call on the £15m Decent Homes Programme for 2011/12 is the commitment from existing contractual commitments, from 2010/11, of approximately £5m.

Schemes that were approved, but deferred, in 2010/11

- 6.13 In order to maintain some continuity in the Decent Homes programme and ensure that an early start is made on site during 2011/12, it is proposed that first call on the remaining £10m of the Decent Homes Programme for 2011/12 is given to the three contracts (HO13, NT15 and ST16) that were approved by the Council's Procurement Committee in July 2010 and were due to commence on site in February 2011 but were deferred until the funding was confirmed.

- 6.14 Excluding the cost of the out-of-borough stock (as agreed by Cabinet at its meeting on 26 January 2011) and the homes that have already been funded from the 2010/11 programme, the total cost of the three contracts – based on the new 'elemental' standard which will result in far fewer kitchen and bathrooms being replaced than at present – is estimated to be just over £7.7m:

Contract Number	Estimated cost of 'elemental' works (excluding out-of-borough stock)
HO13	£1,001,657
NT15	£4,422,488
ST16	£2,290,736
TOTAL	£7,714,881

- 6.15 Although a fourth contract (WG18) was approved by the Procurement Committee in July 2010 and was also due to commence on site in February 2011 but was subsequently deferred until the funding was confirmed, this contract relates only to the window renewal of 286 homes in Noel Park.
- 6.16 As the WG18 contract does not include the full cost of all of the external work required to the 286 properties (such as roof renewals, structural repairs and external redecoration), it is proposed that this contract is deferred and that the full extent of the works required are considered in the context of the investment required to the rest of the Noel Park estate, including the Noel Park Pods.

Reducing the contractors' prices

- 6.17 At present, the Decent Homes programme is divided into four geographical areas with a contractor allocated to each area. The reduced level of Decent Homes funding in 2011/12 means that it may not be cost effective to continue working with all four contractors, each with their own overheads
- 6.18 Homes for Haringey is working with the contractors to explore options for reducing their overheads. Options being considered include the following:
- Carry out a mini-tender (involving all four contractors) to select two contractors for the 2011/12 Decent Homes programme. (Such an approach will require the contractors' agreement to amend the framework conditions);
 - Limit the Decent Homes work to just two of the four geographical areas during 2011/12. (Such an approach would be worth pursuing if the contractors are unwilling to agree to a mini-tender).

Use of any additional capacity in 2011/12 programme

- 6.19 It is proposed that any additional capacity in the 2011/12 Decent Homes programme should be used to fund further Decent Homes works (identified from the stock condition survey) if those works will support the capital priorities detailed in this report and can be procured economically alongside the ongoing contracts (HO13, NT15 & ST16).

- 6.20 It is proposed, also, that authority to approve this additional work is delegated to the Director of Adult & Housing Services in consultation with the Cabinet Member for Housing.

7. 2011/12 Capital programme

- 7.1 Excluding Decent Homes funding, the Capital programme for 2011/12 (comprising Major Repairs Allowance of £13.6m and funding of £100k each for the Transferable Discount Scheme and Major Void Works) will total £13.8m.
- 7.2 Appendix 2 of this report contains details of the investment required to maintain the housing stock and key services through programmed, planned preventative maintenance. It also proposes the priorities for investment in 2011/12.
- 7.3 The investment planned for 2011/12 will aim to ensure that key statutory and health and safety requirements are met, all of the Council's tenants and leaseholders are prepared for the digital switchover on 4 April 2012, and essential capital repairs and renewals can be carried out within the available funding.
- 7.4 Unfortunately, however, there is very limited scope for some essential works such as Planned Preventative Maintenance or the renewal of key components, such as kitchens and bathrooms. The impact of this is increased pressure on the Responsive Repairs budget as repeated repairs are likely to be required to try to maintain elements that have reached the end of their useful life.

Mechanical and Electrical – £2.21m

- 7.5 The Mechanical & Electrical programme includes the renewal of key mechanical and electrical components (such as communal wiring, ventilation systems and door entry systems), the provision of fire fighting equipment and improvement works recommended following Fire Risk Assessment inspections.
- 7.6 The following table details the priorities for the programme between 2011- 2014:

Description of Works	2011/12	2012/13	2013/14
Rewiring of landlord's electrical supply to blocks.	£290,000	£780,000	£780,000
Door Entry Systems – planned maintenance and repair to maintain operation of existing door entry systems.	£420,000	£420,000	£420,000
Fire Risk Assessment works – Priority 1 works recommended following Fire Risk Assessment inspections.	£1,500,000		
	£2,210,000	£1,200,000	£1,200,000

7.7 The Fire Risk Assessment allocation of £1.5m for 2011/12 covers essential works identified as being required in the higher risk high-rise blocks, hostels and sheltered housing. There is also provision for essential works to approximately 1,200 low rise blocks that are currently being assessed and will have an investment need, albeit at a lower value per block.

7.8 There is no scope to reduce the Mechanical & Engineering budget without increasing the risk to health and safety or the risk of failure of key services.

Installation of Integrated Reception System (IRS) – £3.5m

7.9 In preparation for the digital switchover in London in 2012, Homes for Haringey has been installing IRS in all blocks of flats that require a communal television aerial. Without such a system, residents will be left without a TV signal when London's analogue signal is switched off on 4 April 2012.

7.10 A substantial proportion of the cost of installing IRS will be recovered from tenants and leaseholders through their service charges.

7.11 By the end of March 2011, Homes for Haringey had installed IRS in 2,009 homes. During 2011/12, it will complete its IRS programme by installing IRS in another 9,255 homes (491 blocks) at a cost of £3.5m.

7.12 Homes for Haringey has now consulted all of the residents affected, asking them to express a preference for one of two types of IRS (Option 1 or Option 2).

7.13 When the residents of Sheltered Housing were consulted about IRS, 30% of residents attended the consultation meetings and, of those who attended, 58% expressed a preference for Option 2, the lower specification IRS.

7.14 It is acknowledged that many residents of Sheltered Housing rely very heavily on television for information, entertainment and enjoyment. It is acknowledged, also, that non English speaking residents of Sheltered Housing are more likely to become isolated and, due to their age profile, are less likely to learn English.

7.15 Taking all of these factors into account – including the low sample level – it is proposed that the higher specification IRS (Option 1) is installed in all 1,311 Sheltered Housing dwellings but, as the majority of the residents who expressed a preference (albeit only 17.5% of all residents in Sheltered Housing) requested Option 2, it is proposed to 'cap' the IRS service charge for Sheltered Housing residents at what it would have cost them for Option 2.

7.16 The estimated cost of this decision is £93K. This approach was considered and endorsed by the Housing Capital Programme Board in December 2010.

Asbestos Removal – £100k

7.17 This budget funds the testing, removal and management of asbestos containing materials (ACMs) identified during responsive repair works. It is essential that this budget is maintained to enable responsive repairs work to be completed safely and ensure that ACMs are safely managed in homes and communal areas. It is however possible to halve the budget, to £100k, by sealing or encasing the asbestos, rather than removing it in all cases. The residual risk would be small.

Sewage & Drainage Works – £37k

- 7.18 This small budget of £37k funds the replacement of sewage pumps to pumping stations. As these services must be maintained, this budget should be retained.

Boiler Replacements and Major Repairs – £2m

- 7.19 This budget funds the replacement of boilers, together with major repairs such as the replacement of heat exchangers, on a reactive basis.
- 7.20 Although a boiler has an expected life of 15 years, many boilers are considerably older than this and should be replaced. Modern energy efficient boilers that Homes for Haringey is now installing have a life expectancy of only 12 years.
- 7.21 In a recent report to the Homes for Haringey Board, it was recommended that an annual budget of £4m be provided to support a planned approach to boiler replacement. Unfortunately, in view of the pressure on the capital programme, it is proposed that a budget of £2m is set aside for replacements and repairs.

Lift Renewal – £1.4m

- 7.22 This budget funds the replacement of lifts that have reached the end of their useful life. Lifts have an expected life of between 15 and 20 years, and lift replacement programmes require long lead-in periods because of the specialist nature of the work and the bespoke requirements of each lift.
- 7.23 There are 142 lifts in the Council's housing stock. In 2011/12 and 2014/15, there are 60 lifts identified for renewal. Each of these lifts is more than 20 years old, and several are significantly older.
- 7.24 The contract for the renewal of lifts on the Broadwater Farm Estate was let in 2010 and this contract will result in expenditure of £1.4m in 2011/12. It is proposed that the 2011/12 budget covers only this commitment.
- 7.25 As no allowance will be made for the renewal of other lifts in 2011/12, there will be a higher reliance on repair rather than planned replacement, and an increased likelihood of lifts having to be taken out of service. Significant responsive repair expenditure may be incurred in keeping old lifts working until they are renewed.

Structural Works – £400k

- 7.26 This budget funds essential structural works including, for example, underpinning, concrete repairs and brickwork repairs.
- 7.27 It is proposed to reduce this budget by one third, to £400k, for 2011/12. This may result in the period of monitoring structural movement being extended and/or concrete and brickwork repairs being limited to areas where there is a Health & Safety risk, such as where concrete may fall from the building. The latter approach is likely to increase the need for ongoing maintenance, including multiple access costs such as scaffolding.

Essential Capital Works – £200k

- 7.28 This budget provides a small contingency of £200k for unforeseen / emergency capital works that may arise over the course of the year. The budget is now only one third of what it has been historically, and it is proposed that it is retained.

Capitalised Responsive Repairs – £4m

- 7.29 This budget funds capital works (such as kitchen renewal, bathroom renewal and the installation of new central heating systems) that are carried out, as part of the responsive repairs programme, to renew items that are beyond economic repair.
- 7.30 A detailed review of capital works funded through Responsive Repairs is to be carried out to ensure that the works are consistent with the capital priorities agreed by Cabinet, and to ensure that an appropriate balance is achieved between capital and revenue expenditure.
- 7.31 Repairs to void properties account for a significant amount of expenditure within this budget and, although it is anticipated that the reorganisation of the Repairs Service will result in reduced costs and assist the reduction of expenditure in the longer term, consideration will need to be given to whether or not there is scope to reduce the average cost of void repairs without reducing standards.

- 7.32 It is proposed that this budget is reduced from £4.363m to £4m.

Extensive Void Works – £600k

- 7.33 This budget funds the repair and improvement of void properties that require major works before they can be re-let.
- 7.34 It is proposed that Extensive Voids Budget is halved, to £600k, in 2011/12. Although this budget reduction will result in far fewer major voids being brought back into use during the year, this is unavoidable and can be mitigated by the selective disposal of properties that are in the worst condition and require the highest level of investment.
- 7.35 Further consideration will need to be given to whether or not the capital receipts from such enforced disposals should be recycled into the capital programme and used to fund extensive void works to properties requiring substantial investment.

Planned Preventative Maintenance

- 7.36 As reported to the Housing Capital Programme Board in September 2010, a full Planned Preventative Maintenance (PPM) Programme would cost in the region of £8.7m per annum up until 2014/15 and £6.2m per annum thereafter. A basic PPM Programme (limited to external repair and redecoration) will cost around £5.2m.
- 7.37 Given the severe constraints on the capital budget for the period 2011/12 to 2013/14, it is proposed that there is no PPM programme in 2011/12, and only a limited PPM programme in years 2012/13 and 2013/14.. Any high priority external work that is required during this period will be funded from the Decent Homes programme which will now focus on the repair and renewal of external elements.

- 7.38 In the absence of an adequately resourced PPM programme, the external condition of the stock will deteriorate and key elements of the homes (such as the roofs and the windows) will require renewal sooner than would have been expected if a full PPM programme was in place. It is also likely that there will be increased pressure on the Responsive Repairs budget, as repeated repairs will be required in order to maintain elements that are due for renewal.

Aids & Adaptations – £1.2m

- 7.39 This demand-led budget funds the adaptation of council homes and the provision of disabled facilities for council tenants and members of their household.
- 7.40 The Council and Homes for Haringey have eliminated the backlog of requests for Aids & Adaptations, and waiting times are now controlled by the time taken for assessment, surveying, costing and installations.
- 7.41 It is estimated that, during 2010/11, more than £1m of disabled facilities work was undertaken by Homes for Haringey, as part of the Decent Homes programme. The need for these works was often identified during the initial Decent Homes assessment which takes into account access issues and disability.
- 7.42 Unfortunately, due to the substantial reduction in funding, it is likely that Haringey's Decent Homes programme will include only very limited expenditure on home adaptations and disabled facilities. This will increase the pressure on the Aids & Adaptations budget.
- 7.43 Although the Aids & Adaptations budget was £1.4m in 2010/11, it is proposed that this is reduced to £1.2m in 2011/12. This is the sum that has been allowed for Haringey's Aids & Adaptations in the proposals for the reform of the HRA.
- 7.44 As expenditure of £500k is already committed for 2011/12, just £700k is available for new applicants. Any further reduction in the Aids & Adaptations budget is likely to result in the available budget being fully committed just part of the way through the year. It will also result in residents who have been assessed as being in need of a major adaptation having to wait for funding.
- 7.45 In view of the high demand for Aids & Adaptations and the reduced level of funding, it is proposed that the service provided by Adult Services, Homes for Haringey and the Lettings Team is reviewed to ensure that an efficient, joined-up service is provided and that, where possible, applicants whose homes require major adaptations are moved to homes that have already been adapted.

Estate Improvements – £50k

- 7.46 This small £50k budget funds high priority environmental improvements that are identified by Tenancy Management staff in consultation with residents and local tenant and resident associations. As this is a low cost / high impact budget, it is recommended that it is retained.

Major Works Conversions – £100k

- 7.47 This budget funds major works to create additional bedrooms – to reduce overcrowding – through loft conversions and by making use of unused spaces.
- 7.48 Although the conversions programme could be stopped, this would deny the Council an opportunity to relieve overcrowding. It is therefore proposed that this budget is reduced, by one third, to £100k.

Energy Conservation – £150k

- 7.49 This budget funds works that increase the thermal comfort for residents, reduce fuel bills and carbon dioxide emissions, and lever in energy efficiency grants.
- 7.50 This is a low cost / high impact budget that attracts matched funding and improves residents' quality of life. It is proposed that budget is retained at its current level of £150k.

Cash Incentives – £100k

- 7.51 This budget provides council tenants with grants to enable them to purchase a suitable home on the open market, freeing up homes for other people in housing need. Take up of these cash incentives has reduced significantly in recent years and, on average during each of the last two years, 6 grants a year have been paid at an annual cost of £115,000.
- 7.52 Although the cash incentives scheme could be stopped, this would deny the Council an opportunity to free up social rented housing. It is therefore proposed that this budget is reduced, by one third, to £100k.

8. Balancing the 2011/12 Capital programme

- 8.1 Excluding Decent Homes expenditure, the 15 capital priorities for 2011/12 (detailed in Section 7 of this report) amount to £16.047m:

£ 2,210,000	(Mechanical & Electrical)
+ £ 3,500,000	(Integrated Reception System)
+ £ 100,000	(Asbestos Removal)
+ £ 37,000	(Sewage & Drainage Works)
+ £ 2,000,000	(Boiler Replacements & Major Repairs)
+ £ 1,400,000	(Lift Renewal)
+ £ 400,000	(Structural Works)
+ £ 200,000	(Essential Capital Works)
+ £ 4,000,000	(Capitalised Responsive Repairs)
+ £ 600,000	(Extensive Void Works)
+ £ 1,200,000	(Aids & Adaptations)
+ £ 50,000	(Estate Improvements)
+ £ 100,000	(Major Works Conversions)
+ £ 150,000	(Energy Conservation)
+ £ 100,000	(Cash Incentives)
<u>£16,047,000</u>	

- 8.2 Excluding Decent Homes funding and leaseholder contributions, the funding available to meet these 15 capital priorities is £13.8m:

£13,600,000	(Major Repairs Allowance)
+ £ 100,000	(Transferable Discount)
+ £ 100,000	(Major Void Works)
<u>£13,800,000</u>	

- 8.3 The above figures exclude £1.4m of professional fees and £1.5m of leaseholder contributions and, although very careful consideration has been given to reducing capital expenditure even further to close the funding gap in 2011/12, Officers consider that any further reductions in expenditure will impact on the Council's ability to meet its statutory health and safety obligations, have an adverse effect on rental income and/or result in a corresponding increase in expenditure on Responsive Repairs and/or other Council services, such as Adult Social Care.
- 8.4 Notwithstanding the other challenges facing the Council and Homes for Haringey in relation to the investment needs of the Council's housing stock, it should be noted that £5m of the capital expenditure in 2011/12 (fire safety works of £1.5m and IRS of £3.5m) cannot be deferred until 2012/13 and will not recur in subsequent years. The cost of IRS is recovered from tenants and leaseholders, however, through their service charges.
- 8.5 It should be noted, also, that the Major Repairs Allowance for 2011/12 (£13.6m) is substantially lower than what Haringey is expecting (£18.482m) in 2012/13, 2013/14 and 2014/15 and that there may be scope to reduce the budget for Capitalised Responsive Repairs even further, in 2012/13, when the changes from the recent reorganisation of the Repairs Service have become embedded.
- 8.6 Given the cost and priority of the fire safety works and IRS installation, the only way in which the Council will be able to fund all of the capital priorities in 2011/12 is to generate additional capital receipts or improve cash flow in 2011/12 and 2012/13 by drawing on HRA balances and/or making use of prudential borrowing.
- 8.7 Officers from Homes for Haringey and the Council are now exploring all of these options and will be reporting their findings, and recommending an appropriate course of action, to the Homes for Haringey Board and the Council's Housing Capital Programme Board by the end of Quarter 1 in 2011/12.

9. Financial modelling and investment options

- 9.1 A lot has changed since September 2008, when Homes for Haringey produced its last 25 year Business Plan and forecast a shortfall in resources of £536m.
- 9.2 During the past 2½ years, Haringey's housing stock has benefited from Decent Homes investment, the Government has announced its plans to reform the HRA and introduce flexible tenure and the Affordable Rent Option, and Haringey has been told that it will now receive £28.7m less funding than it had expected to receive for its Decent Homes programme. Within the next few weeks, Homes for Haringey will also receive and analyse all of the data from the surveys of the homes included in the remainder of the Decent Homes programme.
- 9.3 This survey data will help the Council and Homes for Haringey to identify properties and estates that have particularly high investment needs and/or fundamental design issues. It will also enable an assessment to be made of the 30 year capital investment requirement of the stock and the anticipated funding gap.

- 9.4 In order to inform the Council's decision making, a 30 year Business Plan needs to be produced, based on the HRA self financing model and taking into account the results of this year's stock condition surveys.
- 9.5 A number of different scenarios need to be modelled, in order that the Council can be properly appraised of the impact of some of the key assumptions, including:
- Inflation and interest rates
 - Rent levels and the associated policy
 - Void rates
 - Rent collection levels
 - Future management costs
 - The options for capital investment, particularly around the decent homes standard and what that actually means
 - The potential to access other external funding sources
 - The use of prudential borrowing.
- 9.6 The 30 year Business Plan also needs to be modelled on different scenarios for different types of property, especially where it is already recognised that certain parts of the stock, such as the Noel Park Pods, are more costly to maintain and might require an alternative funding option.
- 9.7 The remodelling of the long term financial plan and the review of the funding options are inextricably linked. The commissioning process will reflect this.
- 9.8 It is proposed that Homes for Haringey and the Council appraise the range of available options for the future delivery of sustainable investment in the housing stock. Options that may be explored could include regeneration initiatives, managed disposal and reinvestment, local stock transfer, and increased rents. Specialist advice will be required to fully appraise these options and it is estimated that this piece of work will cost in the region of £70k.
- 9.9 To this end, it is proposed that a brief be produced and quotations are obtained from consultants that have the required skills and experience. The scope of this study, the fee and any budget implications will be reported back to the Housing Capital Programme Board and to Cabinet. This work will tie into the work that Strategic & Community Housing Services is leading on to develop regeneration sustainability indices to highlight the regeneration potential of Haringey's housing stock and to inform the Council's decision on how the short term and long term funding gap might best be bridged.

10. Chief Financial Officer Comments

- 10.1 The figures within this report represent estimates of both the required expenditure and available budget in future years, in particular the budget figures for 2013/14 and 2014/15 are effectively notional, as the position is likely to change significantly once the move to self-financing takes place.

- 10.2 However it is clear that there will be a significant gap between the Council's desired level of capital investment in its housing stock and the funding available. The reduction in Decent Homes funding represents just one element of a change in the funding landscape that will require Councils to think differently about investment in housing stock.
- 10.3 This report seeks to use £5m of the 2011-12 decent homes allocation for existing commitments, with schemes suggested as priorities for the remaining £10m. This money should only be committed once the opportunity for contract savings has been explored and the estimated costs revised following the switch to an elemental approach for Decent Homes work.
- 10.4 The report also asks Members to agree priorities for the remainder of the capital programme. It should be noted that decisions on the capital programme also have potential knock-on effects on revenue expenditure elsewhere, for example reductions in spend on voids could impact on the level of rent income received and reductions in planned maintenance may impact on revenue costs longer-term. Similarly opportunities for efficiencies within the revenue budgets should be reviewed before committing the capitalised responsive repairs budget.
- 10.5 Prudential Borrowing is an option for closing any remaining gap in funding required, although clearly the costs of this borrowing would fall upon the HRA. However, any prudential borrowing will only ever form part of a long-term solution and consideration will need to be given to a range of options in the context of the remodelling of the 30 year HRA Business Plan under the new self-financing regime proposed by the government.

11. Head of Legal Services Comments

- 11.1 The report asks Cabinet to agree that any additional capacity within the 2010-12 Decent Homes budget will fund further Decent Homes works identified from the ongoing stock conditions survey. The report recommends that approval for this additional work be delegated to the Director of Adult & Housing Services in consultation with the Cabinet Member for Housing.
- 11.2 Cabinet has the power under section 15 of the Local Government Act 2000 to delegate authority to approve contracts to officers.
- 11.3 The report asks Cabinet to agree that further financial savings in contracts HO13, NT15 & ST16 are explored via negotiation or mini-tender and that authority to commit these revised contracts is delegated to the Director of Urban Environment. As stated in paragraph 8.2 above Cabinet has the power to delegate authority to award contracts to officers.
- 11.4 As stated in paragraph 6.18, running a mini-tender would require agreement of the framework contractors to amend the Decent Homes framework conditions. Homes for Haringey's external legal advisors, Trowers and Hamblins, have advised that such an amendment would be in accordance with procurement legislation.

11.5 This report is a key decision and Homes for Haringey have confirmed this has been included in the Forward Plan.

11.6 The Head of Legal Services confirms there are no legal reasons preventing Cabinet approving the recommendations set out in the report.

12. Equalities & Community Cohesion Comments

12.1 Homes for Haringey's Asset Management Strategy, 2010-17, covers all investment in the Councils housing stock, including decent homes. In drawing up the Strategy, an Equalities Impact Assessment was undertaken. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the same standard of work, and consideration of specific language and other needs are identified and addressed when drawing up programmes of work.

12.2 A high proportion of households living in temporary accommodation are vulnerable and from Black and Minority Ethnic (BME) communities

13. Consultation

13.1 Resident consultation on the proposals detailed in this report have been incorporated into the main text of the document. Consultation is being shaped by the Resident Asset Management Panel and through the Homes for Haringey Board.

14. Service Financial Comments

14.1 The Service Finance Comments are incorporated into the text of this report.

14.2 Homes for Haringey's Director of Resources has been involved in the preparation of this report and their comments are incorporated in the body of the report.

14. Use of Appendices

Appendix 1 – Proposed Improvement Standard (Elemental)

Appendix 2 – Proposed Capital Priorities 2011/12

15. Local Government (Access to Information) Act 1985

Homes for Haringey's Asset Management Strategy 2010-17.



Haringey Council

Appendix 1 Proposed Improvement Standard (Elemental)

Element	Full Haringey Standard	Current decent homes standard	Proposed improvement standard
INTERNAL			
Kitchen	Will be replaced when kitchen reaches 20 years old with a modern kitchen unless work is needed beforehand because unfit. Street/estate approach	Will be replaced when kitchen reaches 20 years old with a modern kitchen and/or if HHSRS requirement. Assessed on an individual property basis	Will not be replaced (unless work/replacement is needed under HHSRS)
Bathroom	Will be replaced when bathroom becomes 30 years old with a modern bathroom unless work is needed beforehand because unfit. Street/estate approach	Will be replaced when bathroom reaches 30 years old with a modern bathroom and/or if HHSRS requirement. Assessed on an individual property basis	Will not be replaced (unless work/replacement is needed under HHSRS)
Electrics (wiring)	Will be replaced when work becomes necessary on a street/estate/block approach	Will not be replaced unless works identified by PIR testing Assessed on an individual property basis	Will not be replaced unless works identified by PIR testing Assessed on an individual property basis
Electrics (CCU)	Will be replaced when work becomes necessary on a street/estate/block approach	Will not be replaced unless works identified by PIR testing Assessed on an individual property basis	Will not be replaced unless works identified by PIR testing Assessed on an individual property basis

Element	Full Haringey Standard	Current decent homes standard	Proposed improvement standard
Boiler	All properties should have a full modern central heating system	Assessed on an individual property basis following survey. Replacement: rem life of ≤ 5 years	Will not be replaced (unless replacement is needed under HHSRS)
Heating system	All properties should have a full modern central heating system	Assessed on an individual property basis following survey. Replacement: rem life of ≤ 5 years	Will not be replaced (unless replacement is needed under HHSRS or system reaches end of its life)
Smoke detectors	All properties should be fitted with mains wired smoke detectors	Hardwire or 10 yr life battery systems installed if not present Assessed on an individual property basis	Will be installed or replaced if identified under HHSRS, or as part of upgrade of wiring under PIR test.
Insulation	All cavity wall properties should be fitted with cavity wall insulation	Loft – subject to survey, installed to 300mm if possible Cavity - subject to survey, installed if possible Assessed on an individual property basis	Loft – subject to survey, installed to 300mm if possible Cavity - subject to survey, installed if possible Assessed on an individual property basis
Asbestos	No reference in Options Appraisal	Asbestos survey carried out to dwellings in DH programme (Yr 1 and Yr 2 requirement was 10% of dwellings where works carried out; Yr 3 onwards, requirement is 100% of all dwellings irrespective of works identified or not)	Asbestos survey carried out to all dwellings in DH programme

Element	Full Haringey Standard	Current decent homes standard	Proposed improvement standard
EXTERNAL			
Roof (inc associated structure)	Will be replaced when work becomes necessary on a street/estate approach. Flat roofs to be replaced with pitched roofs where feasible	Will be repaired/replaced following survey/options appraisal. Assessed on an individual property/block basis	Will be repaired/replaced following survey/options appraisal. Assessed on an individual property/block basis
Windows	All single glazed windows will be replaced with double glazing irrespective of condition on a street/estate/block basis (except in a conservation area where secondary glazing may be used instead).	Will be replaced with double glazed units if necessary following survey. Assessed on an individual property/block basis (window repairs carried out under PPM)	Will be repaired or replaced with double glazed as necessary Note: single glazed and steel framed windows will not automatically be replaced – this is dependent on remaining life
Front/back doors (to dwellings)	Will be replaced with modern and secure doors, irrespective of existing condition on a street/estate approach	Replaced with modern and secure doors in accordance with performance specification, when works becomes necessary Assessed on an individual property basis following survey. Replacement: rem life of <5 years Note: only street facing doors/doors on open walkways will be replaced (door repairs carried out under PPM)	Replaced with modern and secure doors in accordance with performance specification, when works becomes necessary Assessed on an individual property basis Note: only street facing doors/doors on open walkways will be replaced (door repairs carried out under PPM)

Element	Full Haringey Standard	Current decent homes standard	Proposed improvement standard
External door (to block)	Will be replaced with modern and secure doors, irrespective of existing condition on a block approach	Not included in current standard	Will not be replaced
No door entry system to block	Will be provided in all cases	Not included in current standard	Will not be installed. Essential planned maintenance works will be addressed in the M&E Capital Programme
Lift old and in need of repair	Will be replaced/upgraded as part of a fully funded planned preventative maintenance programme	Not included in current standard	Will not be installed / upgraded. Essential planned maintenance works will be addressed in the Lift Capital Programme
No security cameras on estate	Will be provided where deemed appropriate	Not included in current standard	Will not be installed. Essential planned maintenance works will be addressed in the M&E Capital Programme
Element	Full Haringey Standard	Current decent homes standard	Proposed improvement standard
Structural repairs	All necessary structural work should be carried out to the high rise properties and low rise non-traditional units in	External concrete repairs carried out as necessary – in addition External Repairs and Decorations (Chimney/ Wall finish/	Essential structural repairs will be undertaken.

	order to give these properties a 30 year life	<p>Fascia/soffit/barge) will be repaired if scaffolding erected for roof and/or windows works under DH programme.</p> <p>Assessed on an individual property/block basis</p> <p>External fabric and finish repairs carried out under PPM if scaffolding not erected for DH works</p>	
External environment	Items such as fencing, gates, paths will be replaced as and when required. Provision also made for environmental improvements. Scope for significant estate remodelling	Not included in current standard	Will not be included
digital TV	All properties should be cabled for digital TV reception before analogue is switched off	Included within Year 1 and 2 of programme - not included in current standard	Will not be included. These works will be addressed in the M&E Capital Programme.



Appendix 2 Proposed Capital Priorities 2011/12

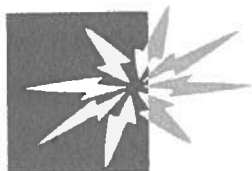
DESCRIPTION OF WORKS		2011/12
PROPOSED PRIORITIES		
DECENT HOMES		
Essential external works to make dwellings weather tight (roofs, windows doors etc) and essential health and safety works to remove category 1 HHSRS fails (may include electrics, central heating systems etc)	£	15,000,000
STRUCTURAL WORKS		
	£	400,000
ENERGY CONSERVATION		
Works to fund energy efficiency programme including - Insulation (loft, cavity, solid wall) - Hot water tank jackets - Draught proofing - Renewables low cost/high impact budget that also provides opportunity to lever in additional funds and improve residents quality of life	£	150,000
BOILER REPLACEMENTS		
Boiler Replacement	£	2,000,000
CAPITALISED REPAIRS		
	£	4,000,000

LIFT IMPROVEMENTS		
Planned Lift Renewal	£	1,400,000
MAJOR WORKS CONVERSIONS		
Creation of additional bedspaces for overcrowded homes	£	100,000
MECHANICAL AND ELECTRICAL		
Rewire Landlords electricity supplies	£	290,000
Door Entry System: Planned Maintenance	£	420,000
Fire Risk Assessment: Priority 1 works	£	1,500,000
DIGITAL TV - INTEGRATED RECEPTION SYSTEM (IRS)		
Install IRS	£	3,500,000
PROFESSIONAL FEES		
	£	1,408,000
ESSENTIAL CAPITAL WORKS		
Contingency for essential works	£	200,000
ASBESTOS REMOVAL		
	£	100,000
SEWAGE AND DRAINAGE WORKS		
	£	37,000
EXTENSIVE VOIDS WORKS		
	£	600,000
AIDS & ADAPTATIONS		
	£	1,200,000
CASH INCENTIVES		
Grants to enable tenants to buy	£	100,000

ESTATE IMPROVEMENTS	
Local environmental priorities	£ 50,000

HOSTELS REFURBISHMENT	
Essential external works to make dwellings weather tight (roofs, windows doors etc) and essential health and safety works to remove category 1 HHSRS fails (may include electrics, central heating systems etc)	£ 1,000,000

TOTAL	
TOTAL	£ 33,455,000



Haringey Council

Agenda item:

[No.]

Cabinet

On 26 April 2011

Report Title: Supported Housing Review – Stokley Court	
Report of: Anne Lippitt, Interim Director of Urban Environment	
Signed: <i>AN Lippitt, for Director</i> Date: <i>12/4/2011</i>	
Contact Officer : Nick Powell, Head of Housing Strategy, Development & Partnerships Tel: 020 8489 4774 E-mail: nick.powell@haringey.gov.uk	
Wards(s) affected: Hornsey	Report for: Key Decision
<p>1. Purpose of the report</p> <p>1.1 This report updates Members on the progress of the Supported Housing Review.</p> <p>1.2 It seeks Cabinet approval to change the designation of Stokley Court from a Sheltered Housing Scheme to a Community Good Neighbour Scheme.</p>	
<p>2. Introduction by Cabinet Member for Housing</p> <p>2.1 The Supported Housing Review has provided the Council with the opportunity to look in detail at four sheltered housing schemes that do not meet today's modern standards. This review includes Stokley Court.</p> <p>2.2 Together with Haringey's new multi agency Older People's Housing Strategy, this Review has enabled us to make informed decisions about how about best to improve the living conditions of older people in the borough</p> <p>2.3 We need homes that are accessible, appropriate and meet modern standards, and we need to develop new models of housing with support that meet people's expectations and requirements.</p>	

- 2.4 By re-designating Stokley Court as a Community Good Neighbour Scheme, we will be making it clear to prospective tenants what facilities are on offer and that Stokley Court is not suitable for frail older people who require lifts to the upper floors and internal corridors between the blocks of flats.
- 2.5 We have listened to the views of the residents of Stokley Court who have acknowledged the physical limitations of the scheme but expressed a strong desire to remain in their existing homes with the support of a Community Scheme Officer.
- 2.6 The re-designation of Stokley Court is supported by Homes for Haringey and the Council's Adult & Housing Services, and will help address the Audit Commission's concerns about the standard of some of Haringey's supported housing.

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

- 3.1 The Supported Housing Review supports the Council's objective of becoming "a Council we are all proud of – delivering high quality, cost effective services".
- 3.2 As well as contributing to the implementation of our Housing Strategy 2009-2019, this Review supports the delivery of the following corporate priorities:
 - Homes and neighbourhoods fit for the future
 - Spending wisely and investing in the future
- 3.3 Haringey's multi agency Older People's Housing Strategy 2011-21 (approved by the Cabinet in March 2011) includes, as a priority, the development of "a range of housing options that enable people to live independently for as long as possible".

4. Recommendation

- 4.1 It is **recommended** that Cabinet:
 - (a) Approves the re-designation of Stokley Court from a Sheltered Housing Scheme to a Community Good Neighbour Scheme; and
 - (b) Approves the reinstatement of Stokley Court within Haringey's decent homes programme.

5. Reasons for Recommendation

- 5.1 In 2009, the Council carried out a review of its supported housing, with the assistance of the Housing Quality Network, with a view to ensuring the provision of well managed, high quality, sustainable homes for older people in Haringey.
- 5.2 The review concluded that, for a number of the Council's existing sheltered schemes, there are difficulties in letting properties and doubts about the long term need and demand for this type of housing. At the same time, there were concerns about the high cost of bringing the properties up to the decent homes standard and it was identified that there was a need to explore new models for providing care and support, including Extra Care Supporting Housing.

- 5.3 At its meeting on 17 November 2009, Cabinet considered a plan for addressing the specific needs of four sheltered housing schemes (Protheroe House, Larkspur Close, Stokley Court, and Campbell Court), increasing the provision of Extra Care Supported Housing and enabling all of the Council's supported housing to be brought up to the decent homes standard.
- 5.4 Cabinet decided that Campbell Court should be retained as a sheltered housing scheme and included in the decent homes programme and that, subject to consultation and the redevelopment of the site being financially viable, Protheroe House would close and be redeveloped as Extra Care Supported Housing.
- 5.5 At that meeting in November 2009, Cabinet decided to defer a decision on the future of Stokley Court and Larkspur Close pending the outcome of further work, including the production of Haringey's Older People's Housing Strategy.
- 5.6 Officers have met with the tenants of Stokley Court and their representatives on a number of occasions during the past year. From those discussions, it is clear that there is a good community spirit at Stokley Court and that the tenants do not wish to leave their homes. However, tenants do acknowledge that the layout of the scheme (across a number of separate blocks) and the absence of passenger lifts to the upper floors cause difficulties for people who are less mobile.
- 5.7 During the consultation on the Older People's Housing Strategy, older people and other stakeholders called for minimum standards for sheltered housing that will ensure that such housing is accessible and appropriate. This is one of the priorities in the new Strategy. Stokley Court clearly does not meet these standards.
- 5.8 An Equalities Impact Assessment has been carried out in relation to Stokley Court (see Appendix 1). The outcome of the Assessment supports the re-designation of Stokley Court to a Community Good Neighbour Scheme and has highlighted the fact that the current tenant profile of Stokley Court is more matched to this type of scheme, rather than a Sheltered Housing Scheme.
- 5.9 By re-designating Stokley Court and awarding existing tenants on the first and second floors of the scheme priority for a transfer (if they want and require it) to any vacant ground floor flats in Stokley Court and any vacancies in the nearby sheltered housing scheme at Bedale Court, the Council will be providing the area with a Community Good Neighbour Scheme and placing existing tenants in a more advantageous position than they are at the moment.
- 5.10 The re-designation of Stokley Court will ensure that none of the existing tenants have to move (which is something they have requested) and everyone moving into the scheme is clear about the facilities offered and who it is suitable for.
- 5.11 Stokley Court now needs to be included in Haringey's decent homes programme.

6. Summary

- 6.1 Since November 2009, the Supported Housing Review Project Team has undertaken a lot of work to progress Cabinet's decision on the future options for Stokley Court. This work has been dependent on, and aligned with, Haringey's Older People's Housing Strategy.
- 6.2 Through consultation with the tenants of Stokley Court, their representatives and a range of other stakeholders, it has been possible to reach consensus on the future use of Stokley Court as a Community Good Neighbour Scheme.

- 6.3 A Community Good Neighbour Scheme is one that does not have a dedicated Scheme Manager, but has instead a Community Scheme Officer who will make regular visits, monitor tenants' well-being and provide tenants with advice on day-to-day issues and problems. Each flat will continue to have an alarm system and emergency help is available, around the clock, just as with sheltered housing.
- 6.4 Arrangements will be put in place to enable existing tenants on the first or second floors of Stokley Court to transfer to homes on the ground floor (or to a nearby sheltered housing scheme) when they are no longer able to cope without a lift.
- 6.5 Although the rent may reduce slightly, the housing related support charge will not change. As the Support Service for sheltered housing is carrying vacancies, the Scheme Manager at Stokley Court can be redeployed into another role.
- 6.6 The re-designation of Stokely Court is consistent with the strategic direction of the Supporting People programme which advocates the development of a 'hub and spoke' model of support for older people.
- 6.7 Although Homes for Haringey originally estimated that the cost of decent homes work at Stokley Court will be in the region of £800,000, this estimate was based on the 'whole house' approach, rather than the 'elemental' approach that has been proposed for decent homes in the light of the Government's decision to reduce the funding available. Stokley Court will now benefit from decent homes work.

7. Background

- 7.1 Stokley Court is a Sheltered Housing Scheme comprising 43 flats in 3 separate blocks. Each block has 2 or 3 floors, none of which are served by a passenger lift.
- 7.2 There is a communal kitchen, lounge and laundry, but each block can only be accessed by going outside. Not all blocks are visible from the Manager's Office.
- 7.3 Since the Cabinet decision of 17 November 2009, good progress has been made in relation to decent homes, the Older People's Housing Strategy, and the options for Protheroe House, Stokley Court and Larkspur Close:
 - Improvement works to 26 of the Council's 29 sheltered housing schemes (including Campbell Court) are being progressed by Homes for Haringey through the borough's decent homes programme;
 - In December 2010, Cabinet agreed that discussions should take place with housing association partners and the Homes and Communities Agency with a view to providing Extra Care housing on the Protheroe House site;
 - Haringey's Older People's Housing Strategy was approved by Cabinet in March 2011. Priorities include the development of a wider choice of housing with support and care across all tenures that need to be fit for purpose.
 - A multi-disciplinary Project Team (comprising Officers from Housing Services, Homes for Haringey and Adult Services) has been overseeing the progress of the Supported Housing Review and has focused on the options for Stokley Court, Protheroe House and Larkspur Close.
- 7.4 The report on the options for Larkspur Close will be considered separately at a later date once consultation with Ward Members and tenants is completed.

8. Other options considered

- 8.1 Although consideration has been given to the merits and feasibility of redeveloping Stokley Court (perhaps as a much larger site involving adjoining land) for new homes, this option has been rejected because of the lack of available funding.
- 8.2 Consideration was also given to the merits and feasibility of providing passenger lift access to the first and second floors of Stokley Court. This was rejected, however, due to the severe pressures on the housing capital programme and the fact that, as confirmed by the Older People's Housing Strategy, there is over-provision of sheltered housing in Haringey.
- 8.3 Given its unsuitability for older people with reduced mobility, retaining Stokley Court as a sheltered housing scheme is not an option that can be considered.

9. Chief Financial Officer Comments

- 9.1 At present, there is no Capital budget allocated to the Supported Housing Review. It is possible that the capital investment required, in the range of £800k, could be funded from Decent Homes allocation, but the Council's allocation for 2011-12 is much reduced from previously announced levels and Members will need to agree how to allocate the new sum before any projects can proceed.
- 9.2 The impact on the Adult Social Services Revenue Budget is broadly neutral and the small reduction in rent income expected should be contained within the overall HRA budget.

10. Head of Legal Services Comments

- 10.1 Stokley Court is a building that houses older people and it is proposed that Stokley Court is re-designated as a "Community Good Neighbour Scheme". Accordingly under such a scheme, there will no longer be any dedicated manager who will instead be replaced by a Community Scheme Officer and some of the facilities will be restricted. An Equalities Impact Assessment must be carried out in respect of this proposal and its finding included in the report.

11. Equalities & Community Cohesion Comments

- 11.1 An Equalities Impact Assessment has been carried out (see Appendix 1). The outcome of this Assessment supports the re-designation of Stokley Court to a Community Good Neighbour Scheme. The current tenant profile is more matched to this type of scheme rather than sheltered housing.

12. Consultation

- 12.1 The tenants of Stokley Court have been consulted on the future options for their sheltered housing scheme and, although they were initially opposed to change (as would be expected), they now accept and agree that the scheme should be re-designated as a Community Good Neighbour Scheme.
- 12.2 During the consultation, tenants said they wanted residents who are currently living on the first and second floors of Stokley Court to be prioritised for a transfer to any of the ground floor flats that become available in the scheme or to any of the flats that become available in Bedale Court, a nearby sheltered scheme. They liked the idea of Stokley Court developing closer links with Bedale Court.

- 12.3 As Stokley Court has a communal kitchen, lounge and laundry, it is proposed that tenants retain access to the laundry, and that the Community Scheme Manager and a tenant's representative hold a key to use the other facilities for meetings.
- 12.4 The views of the Hornsey Ward Councillors have been sought throughout the consultation process, and these Councillors have been very helpful in progressing the recommendations in this report.
- 12.5 The feedback from the wide ranging consultation on the Older People's Housing Strategy showed that organisations and older people agreed that all specialist housing schemes should be accessible. This means that all areas and floors can be accessed by any tenant regardless of mobility or illness.

13. Service Financial Comments

- 13.1 It is proposed that Stokley Court be re-designated from a Sheltered Housing Scheme to a Community Good Neighbour Scheme. The change will mean that homes on the first and second floors will be available to housing applicants who do not have mobility issues. This should reduce the voids level for these units.
- 13.2 It is expected that the rent charged per unit will reduce slightly but the higher utilisation of stock should compensate for any reduction in rent.
- 13.3 Stokley Court requires £800,000 capital spend to bring it up to the decent homes standard. As reported, there is reduced funding; over the next two years, there will be £50 million less funding than originally anticipated.

14. Use of Appendices

Appendix 1 Equalities Impact Assessment

15. Local Government (Access to Information) Act 1985

Haringey's Older People's Housing Strategy 2011-21

APPENDIX 1
HARINGEY COUNCIL
EQUALITY IMPACT ASSESSMENT FORM



Haringey Council

Service: Strategic & Community Housing Services

Directorate: Urban Environment

Title of Proposal: Stokley Court re-designation from sheltered housing to Community Good Neighbour scheme

Lead Officer (author of the proposal): Rosie Green

Names of other Officers involved: Nick Powell, Len Weir, Rachel Hawley

Step 1 - Identify the aims of the policy, service or function

State what effects the proposal is intended to achieve and who will benefit from it.

Proposal

In 2009, the Council carried out a review of its supported housing, with the assistance of the Housing Quality Network (HQN), with a view to ensuring the provision of well managed, high quality, sustainable homes for older people in Haringey.

The review concluded that, for a number of the Council's existing sheltered schemes, there are difficulties in letting properties and doubts about the long term need and demand for this type of housing. At the same time, there were concerns about the high cost of bringing the properties up to the decent homes standard and it was identified that there was a need to explore new models for providing care and support, including extra care housing.

In November 2009, Cabinet considered a plan for addressing the specific needs of four sheltered housing schemes (Protheroe House, Larkspur Close, Stokley Court, and Campbell Court) increasing the provision of Extra Care Supported Housing and enabling all of the Council's supported housing to be brought up to the decent homes standard.

At its meeting on 17 November 2009, Cabinet decided that Campbell Court should be retained as a sheltered housing scheme and included in the decent homes programme. It deferred a decision on the future of Larkspur Close and Stokley Court pending the outcome of further work, including the production of Haringey's Older People's Housing Strategy.

The Older People's Housing Strategy is now complete and has been agreed by the Integrated Housing Board at its meeting on 31st January 2011 and is due to be presented to Cabinet on 22nd March 2011.

This EIA considers the implications for Stokley Court of re-designating the scheme from sheltered housing to a Community Good Neighbour scheme.

Background information

Stokley Court consists of three separate blocks and each is either 2 or 3 floors high. There are no lifts and each block can only be accessed by going outside and from the Managers office not all the blocks can be seen.

Options for consideration

It is proposed that Stokley Court is re-designated as a Community Good Neighbour scheme. (A Community Good Neighbour Scheme is one where there is no dedicated Manager, but where a Community Scheme Officer will make regular visits, keep an eye on tenants' well-being and offer advice with day-to day problems. Each flat will continue to have an alarm system and emergency help is available around the clock, just as in sheltered housing)

For Stokley Court where there is a communal lounge and kitchen plus a laundry, it is intended that tenants will still retain the laundry but that the communal lounge and kitchen be locked. A tenant's representative as well as the Community Scheme Officer will hold a key so the facilities can be used for meetings etc.

Tenants are keen that Stokley Court should become a Community Good Neighbour scheme as they want to remain in their current homes. Tenants would like those who currently live on the first and second floors to have priority for any ground floor void flats.

Tenants are also keen to build closer links with Bedale Court, a sheltered housing scheme sited two minutes walk away.

It is likely that the rent will decrease slightly. Homes for Haringey are currently calculating any changes

The housing related support charge will remain the same at £28.76 per person per week.

The support service for sheltered housing is carrying vacancies so the current scheme Manager would be redeployed into another role.

This new model fits with the strategic direction the Supporting People programme intends to develop for older people i.e. a hub and spoke model

ACCS and Homes for Haringey agree and support this proposal.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at presently, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.

http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

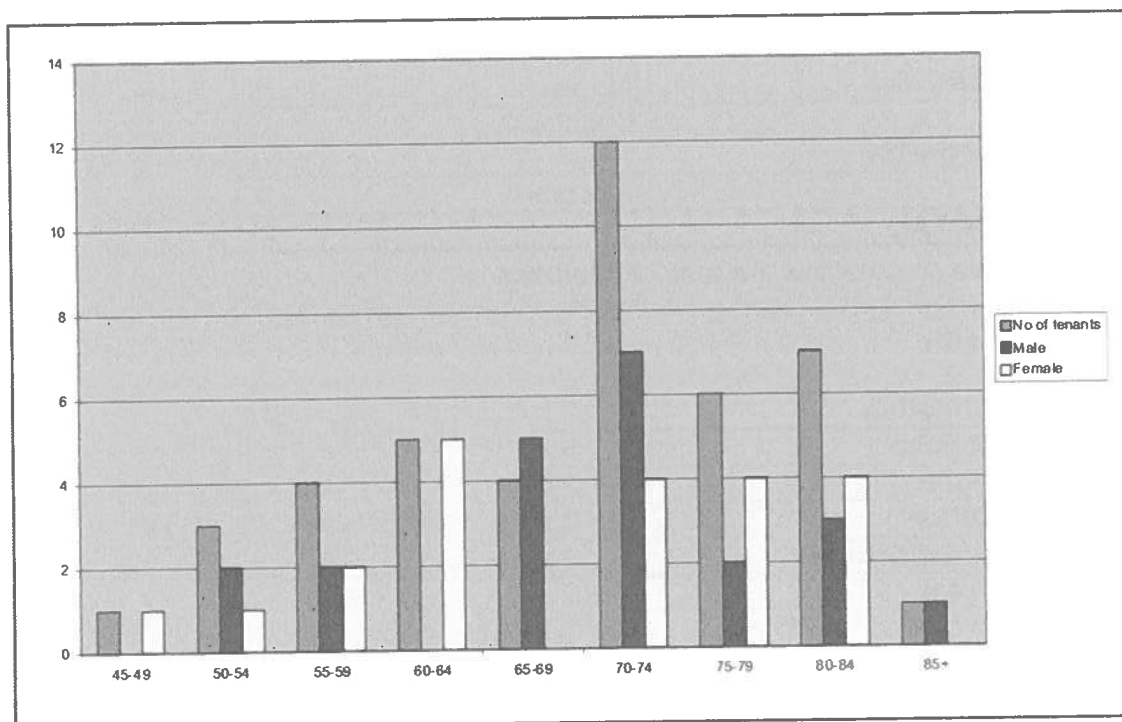
2a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- *are significantly under/over represented in the use of the service, when compared to their population size?*
- *have raised concerns about access to services or quality of services?*
- *appear to be receiving differential outcomes in comparison to other groups?*

We have collated data about the current tenants at Stokley Court

There are 43 tenants in total

Age profile



Age profile and disability

Age	No of tenants	Male	Female	Disability
45-49	1	0	1	1
50-54	3	2	1	3
55-59	4	2	2	2
60-64	5	0	5	4
65-69	4	5	0	1
70-74	12	7	4	6
75-79	6	2	4	0
80-84	7	3	4	1
85+	1	1	0	0
TOTAL	43	22	21	18

Ethnicity

WHITE		
	British	16
	Irish	3
	Greek Cypriot	1
	Greek	2
	Turkish Cypriot	1
	Turkish	1
	Other White	4
MIXED		
	Wh & Blk African	1
ASIAN OR ASIAN BRITISH		
	Indian	2
	Other Asian	1
BLACK OR BLACK BRITISH		
	African	3
	Caribbean	3
CHINESE		0
	Any other	2
TOTAL		40

We do not know the race of 3 tenants

Faith

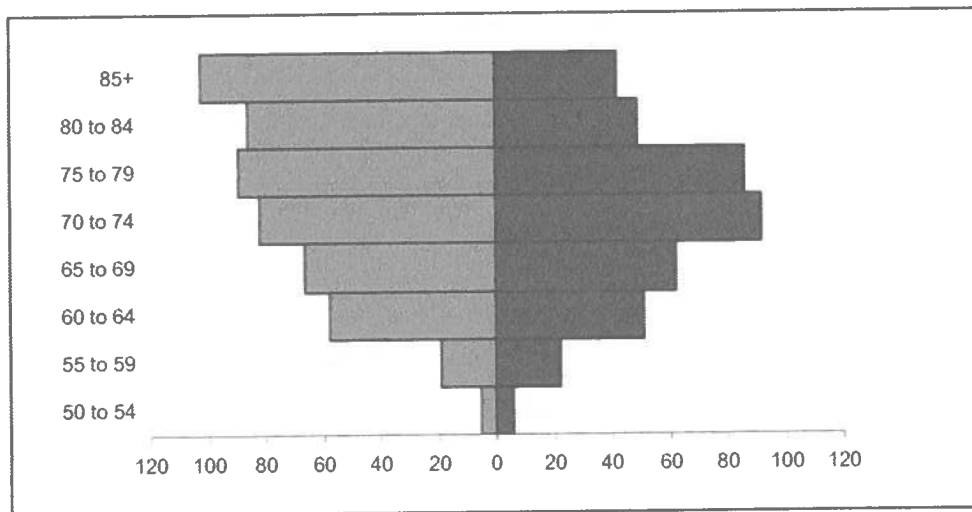
Christian	22
Muslim	5
None	2
Other	2
Not disclosed	12
Total	43

Sexual Orientation

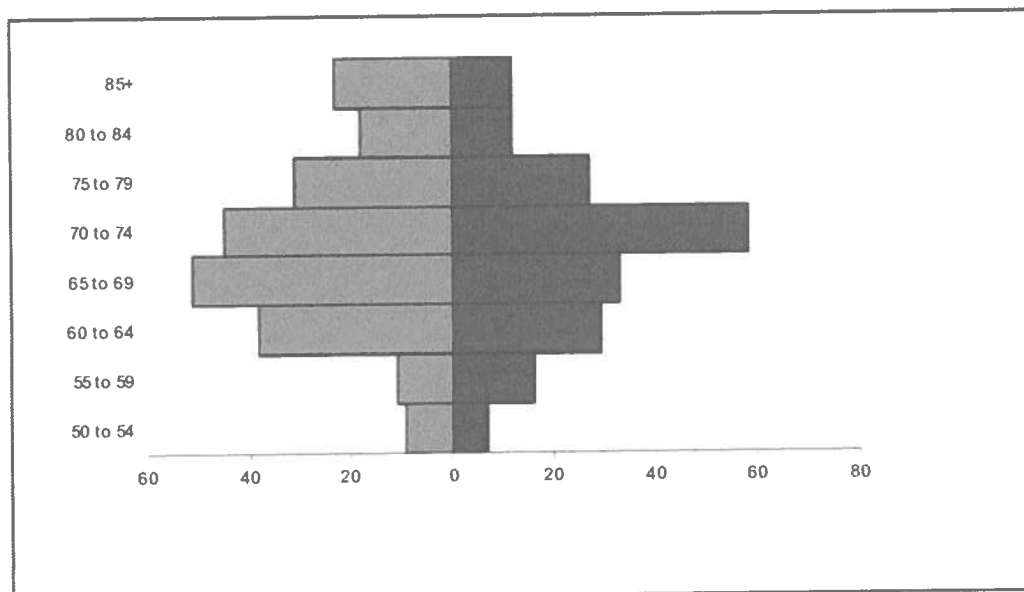
Heterosexual	40
Not disclosed	3

We have data on the age and gender profile of Haringey tenants living in sheltered housing and Community Good Neighbour schemes. This is shown below.

Age and gender profile of Haringey Council sheltered housing tenants



Age and gender profile of Haringey Council Community Good Neighbour tenants



2 b) What factors (barriers) might account for this under/over representation?

1. Age and gender

When comparing the data on age and gender between Stokley Court and sheltered and Community Good Neighbour schemes the following findings are identified.

Age

The age profile of Stokley Court does not match with the overall age profile of tenants in sheltered housing. Sheltered housing shows an increasing number of older people. Stokley Court's age profile is more in line with that of Community Good Neighbour schemes.

We can surmise that this is due to the lack of accessibility at Stokley Court and that the scheme cannot address the mobility requirements of older, frailer tenants.

Gender

The gender profile of Stokley Court does not match the overall gender profile of tenants in sheltered housing but is closer to that found in Community Good Neighbour schemes. Again we may surmise that as Stokley Court has limited accessibility older females cannot live independently within the scheme and require level access or lifts to their homes.

2. Ethnicity

At Stokley Court 60% are non White British. This is considerable higher than the 43.8% across the Hornsey ward (that Stokley Court is in). The reasons for this are not known. However this does not impact adversely on the proposal to re-designate the scheme to a Community Good Neighbour Scheme.

3. Faith

51% of tenants at Stokley Court are Christian; this is in line with 47.6% across the whole Ward. 11.6% at Stokley are Muslim compared with the Ward at 7.4%. Again faith, like race does not impact adversely on the proposal to re-designate the scheme to a Community Good Neighbour Scheme.

4. Disability

Some 42% of tenants at Stokley are identified as having a disability. We do not know the breakdown of this figure but given that it is sheltered housing it can be assumed that the majority will have physical mobility problems

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) *How will your proposal affect existing barriers? (Please tick below as appropriate)*

By re-designating the scheme we will be making it clear about the facilities offered and who it is suitable for.

The re-designation will also offer a Community Good Neighbour scheme this area which currently does have this type of support service.

There will be no requirement for current tenants to move, which is something they have made clear that they do not wish to do.

By giving current tenants priority for any ground floor flats or void flats at Bedale Court this places them in a more advantageous position than currently.

By building closer links to Bedale Court, tenants will still have access to communal activities.

Increase barriers?	Reduce barriers? <input checked="" type="checkbox"/>	No change?
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Comment

3 b) *What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?*

By re-designating the scheme will respond to existing barriers and imbalances

3 c) *If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?*

This is not applicable

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

Council officers have met the tenants and their representatives several times in the last year. It is apparent that there is a good community spirit and that they do not wish to leave their homes. However during discussions tenants have acknowledged that not having lifts to the upper floors and having separate blocks potentially causes difficulties for people who are less mobile.

Consultation from the Older People's Housing Strategy clearly indicates that older people and stakeholders want minimum standards for sheltered housing that make them accessible and appropriate. This has been included in the priorities for the strategy. Stokley Court clearly does not meet these standards.

We have also consulted with Ward Councillors on this and sought their views for inclusion in the Cabinet report.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

We have listened to the concerns of the tenants that they do not wish to move, however given the physical constraints of the building it is not suitable for sheltered housing and it is not possible to bring it to the standard required for this type of supported housing.

By seeking to change the designation of the scheme this will allow tenants to remain in their own homes and at the same time being very clear about what potential tenants can expect.

It is proposed that tenants who currently live in Stokley will have priority for any ground floor flats thereby allowing them to continue living in the scheme but in a flat more suited for their needs.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

We will meet tenants to let them know that the report is going to Cabinet on 26th April and will meet them as soon as possible after the meeting to tell them of the decision made. Following that there will be ongoing work to ensure a smooth transition process.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

It is not envisaged that any staff training is required as a result of the impact assessment.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- ***Who will be responsible for monitoring?***
- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***
- ***Are there monitoring procedures already in place which will generate this information?***
- ***Where will this information be reported and how often?***

The support service collects information about each individual that receives the service. Part of this includes the data required for equalities. This will be reported on regularly and as the support service is funded by the Supporting People programme and therefore subject to the requirements of their Quality Assurance Framework, equalities and fair access is assessed as part of this.

Step 7 - Summarise impacts identified

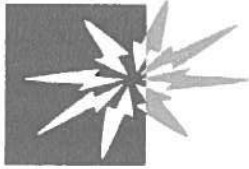
In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
The age profile of Stokley Court is not in line with the overall age profile for other sheltered housing schemes but is more matched to community good neighbour schemes	Some 42% of tenants at Stokley are identified as having a disability. We do not know the breakdown of this figure but given that it is sheltered housing it can be assumed that the majority will have physical mobility problems	At Stokley Court 60% are non White British. This is considerable higher than the 43.8% across the Homsey ward (that Stokley Court is in). The reasons for this are not known. However this does not impact adversely on the proposal to re-designate the scheme to a Community Good Neighbour Scheme.	The gender profile of Stokley Court is not in line with the overall age profile for other sheltered housing schemes but is more matched to community good neighbour schemes	51% of tenants at Stokley Court are Christian; this is in line with 47.6% across the whole Ward. 11.6% at Stokley are Muslim compared with the Ward at 7.4%. Again faith, like race does not impact adversely on the proposal to re-designate the scheme to a Community Good Neighbour Scheme.	40 of the tenants have said they are heterosexual while 3 not have disclosed this information

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
As a sheltered housing scheme for older people the building is not fit for purpose as it has 3 floors but no lift and is sited in 3 blocks with only external access to each	The report going to Cabinet is to re-designate the scheme to a Community Good Neighbour Scheme where lack of lifts etc is permissible as the housing and support is aimed at lower need than sheltered	Supported Housing Review Project Board chaired by Nick Powell	Cabinet meeting 26 th April 2011	Within current resources



Haringey Council

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

It will be published with the Cabinet report. If required it will be produced in a larger format and/or community languages

Assessed by (Author of the proposal):

Name: Rosie Green

Designation: Housing Strategy and Partnerships Manager

Signature: *Rosie Green*

Date: 22 February 2011



Agenda item:

[No.]

Cabinet

On 26th April 2011

Report Title: Proposal for the redesign of the Supporting People programme and contributions to the Council's savings plan

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

Signed:

Contact Officer: Margaret Allen, Assistant Director Safeguarding & Strategic Services

Wards(s) affected: **ALL**

Report for: **Key decision**

1. Purpose of the report

- 1.1. To describe the proposal on redesign of the Supporting People programme from April 2011 to March 2014, and to achieve improved value for money savings and to deliver on strategic developments to ensure continued support to the residents of the borough.

2. Introduction by Cabinet Member

- 2.1. The funding cuts from Central Government have meant that all areas of support and budget commitment be reviewed. The Supporting People programme is preventative in nature and the council has a clear commitment to continuing to support local residents through this mechanism. A redesign option on the Supporting People programme has been drawn up, which will align the programme with future needs within the community and allow for savings to be made to contribute to the council's savings plan.

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

3.1. ACCS Council Plan Priorities are:

- Encouraging lifetime well-being at home, work, play and learning;
- Promoting Independent living while supporting adults and children in need; and
- Delivering excellent customer focused cost effective services.

4. Recommendations

4.1. It is recommended that the Supporting People programme is reduced in budget commitment by £5m from 1st April 2011.

4.2. It is further recommended that the programme makes use of this opportunity to be redesigned in line with current and future needs of the borough.

5. Reason for recommendation(s)

5.1. Currently the budget allocation for the Supporting People programme is £17m of which £3m is spent on delivering council-based services, and £14m is contracted with external providers. The services provided under the programme cover 19 client groups within 14 sectors and has 125 contracts in place to deliver services.

5.2. The programme provides services to the following sectors:
Mental Health; Learning Disability; Older People; Offender & substance misuse; Home Improvement Agency; Generic Floating Support to all age groups; BME organisations (advice & information); Teenage parents; single homeless; Young People; Domestic Violence; HIV/AIDS and physical/sensory impairment.
The programme also underpins the Rent Guarantee Scheme and links to the council's Housing Strategy, the Move On strategy and the Older People's Housing Strategy.

Floating Support services are designed to support people to access housing and to sustain tenancies in some circumstances. The service assists with:

- Rent arrears
- Benefits, budgeting and debt
- Finding and setting up a home
- Accessing local services

5.3. The programme has been externally evaluated as successfully delivering improved outcomes for service users and in achieving robust governance and oversight of council funds. The intention for the future is to use the key skills within the programme team to ensure continued delivery of both, within a reduced budget and a re-designed programme. The savings of £5m is challenging but achievable, through continuing the robust review of the programme which has already delivered savings of £4m plus, over the last 3 years, in response to Central Government funding reductions.

- 5.4. The Floating Support contracts equate to approximately 13% of the SP programme with approx 85% of Supporting People being accommodation-based, and 2% being made up of access to employment and Home Improvement Agency services. The retention of accommodation-based provision will guarantee security of tenure, and ensure the stability of the programme across sectors, which floating support would not directly provide. The intention is to reduce floating support services to a single, generic service (over two years), aimed principally at the core of homeless people in the borough. It is deemed a lesser risk to remove floating support services, as most people accessing this service also have access to other support. The reductions of floating support services would therefore reduce duplication and overlap with the system, and would achieve savings of £2.6m based on current spend.
- 5.5. Similarly, the current value of external contracts for mental health support could be reduced by 40% without losing the accommodation-based provision which is essential to supporting adults with Mental Health problems effectively. It should be noted that market rates have determined that the existing contracts are now “adrift” of market prices, so a contract value reduction would achieve some levelling of costs. Additionally, there is likely to be increased take up of individual budgets for this client group that is likely to mitigate a reduced contract value. A reduction on this part of the programme would achieve savings in the region of £1.3m.
- 5.6. The range of council services in the programme has been reviewed and a saving of £200k has been identified which could be achieved by 1st April 2011, without incurring exit costs (due to vacant posts), or destabilising the internal provision. It is therefore proposed to reduce the in-house spend by £200k.
- 5.7. The existing Root & Branch review of the programme during 2010/11 will also deliver a proportion of the savings required. The full year effect savings on these, from 1st April 2011 will deliver an additional £1.4m. The total savings achievable under this proposal amount to £5.545m which includes the £5m reduction in response to Central Government spending cuts, and meets an in-year budget pressure of £545k to bring in a balanced year-end account.
- 5.8. The redesign of the programme would allow (in 2012/13) for the funding to adult social care client groups to be moved into adult social care commissioning, which would align better with the transformation programme and increased choice and control offered to residents. This “passported” funding would allow new services to be commissioned which would link to housing-related needs, for example, expanding the use of assistive technology to link with the community alarm service, and to re-direct funding into extra care supported housing. Both of these examples would assist a broad range of people to remain in their own homes for longer. These proposals link to the existing review of supported housing and the development of the Older people’s Housing Strategy

- 5.9. The “core” of the redesigned Supporting People programme would focus on hard-to-reach groups such as; homeless people, Domestic Violence, Offenders, substance misuse, teenage parents, young people leaving care and young people at risk. The intention would be to retain the Home Improvement Agency and the Rent Guarantee scheme and to seek to develop a Foyer in the borough. This range of services would underpin a continuum of housing options for residents, whilst developing new initiatives for the future.
- 5.10. As part of the redesign of the programme, we are exploring options for some external providers to become social enterprises, and discussing re-modelling and reconfiguration of services across the provider forum, allowing for greater integration of service delivery, and access to alternative funding streams. To that end, we are also working with housing on the development of a “gateway” model incorporating Youth Offending, Hearthstone, the Vulnerable Adults Team and Housing Accommodation Officers, to enable a more coherent pathway to a range of housing-related support.
- 5.11. The redesign proposal will follow the council’s consultation process and all service areas will be equality impact assessed prior to any final decisions.

6. Other options considered

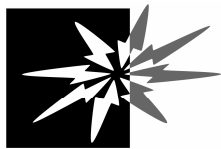
- 6.1. Officers have considered all options but due to budgetary constraints on the Council it is necessary to find this level of savings within the Supporting People budget. This necessitates the redesign of the service to meet these budgetary demands.

7. Summary

- 7.1 The Supporting People programme is an invest-to-save strategy which responds to the Prevention Agenda.
- 7.2 The programme has been externally evaluated as delivering good outcomes within robust governance and has successfully been reviewed in line with reducing income over the past 3 years.
- 7.3 The programme team enjoys a mature working relationship with providers, which has allowed for re-modelling and re-negotiated contracts. This approach will be taken to achieve further savings of £5m required in response to the current spending cuts.
- 7.4 Equality Impact assessments and full consultation procedures will be followed prior to any final decisions.
- 7.5 Market shifts have indicated that current contract values are “adrift” of benchmarked prices, and this will be used as a mechanism for a further levelling of costs across the programme.
- 7.6 Approximately 13% of the programme is concentrated in Floating Support, with 85% being accommodation-based provision. The proposal is to reduce all but one generic floating support service, retain accommodation based provision and re-negotiate contracts where flexibility is available to make the required savings

<p>7.7</p> <p>7.8</p> <p>7.9</p>	<p>without de-stabilising the programme.</p> <p>The retained services would (under “Phase 2”) be re-designed with a view to moving those relevant adult social care client groups into the personalisation agenda for future commissioning, and focussing the programme on the Hard-To-Reach groups, within significantly closer working arrangements with strategic housing.</p> <p>Consultation with providers, on the proposals closed on 31st March 2011, consultation with Service Users, closed on 8th April 2011. The feedback (including responses to EqlAs) and the conclusions from these will form part of any final decisions. The Council will take into account its public sector equality duties and responses received to consultation before making any final decisions on the cuts in this area. The reports will form appendices to the main report and will be tabled for Cabinet Members prior to the meeting.</p> <p>As a consequence to delays in due process, there is a risk that the full £5m saving from the SP programme may not be realised by 1st April 2011. There is a potential financial risk of £410,000 for a delay of four weeks, which will create an in-year budget pressure, which will be managed within the programme. The Supporting People team are working to ensure the minimum disruption.</p>
<p>8.</p> <p>8.1</p> <p>8.2</p> <p>8.3</p>	<p>Chief Financial Officer Comments</p> <p>The budget allocation for the Supporting People Programme is £16.99m. In order for the Council to meet its savings target and to bridge the gap between available funding and expenditure the Supporting People Programme must find savings of £5m. There is an over commitment currently within the programme which, unless reduced by the end of this financial year, will cause an overspend position on 1st April 2011 of £0.537m. Therefore, in order to achieve savings of £5m commitments must reduce by £5.537m.</p> <p>The proposal outlined above will achieve the required reductions and will result in a contribution of £5m towards the Council’s budget gap. The service redesign, and re-negotiation based on current market rates will enable the service to become more cost effective. Each contract that is being proposed for change or decommissioning will need to be evaluated to ensure that correct process is followed minimising any risk of challenge to the council from the current providers.</p> <p>In order for the saving to be achieved in full, contract reductions would need to have been in place from 1st April 2011. However, as it is now evident that this will not be possible, the cost of the delay in implementation will need to be contained within the overall 2011-12 service budget. A delay of one month will result in a reduction in savings of approximately £410k. A further 2 months delay, to end of June 2011, will result in a total reduction in savings of circa £990k.</p>
<p>9.</p> <p>9.1.</p>	<p>Head of Legal Services Comments</p> <p>Final decisions will need to be made as appropriate by the relevant Cabinet</p>

<p>Member or Cabinet. The budget report that went to Cabinet on 8th February 2011 approved in principle savings set out in the relevant Appendix to the report and agreed to delegates final decisions on the savings to be adopted to Directorates and where appropriate to the relevant Cabinet members within their portfolio responsibilities, following appropriate consideration of the results of any consultation and having had due regard to the Council's equality duties. In particular Equality Impact Assessments will be considered individually and where appropriately collectively before any final decisions are made.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee] 10.1. N/A.</p>
<p>11. Equalities & Community Cohesion Comments 11.1 Equalities Impact Assessments have been carried out for all services which have been subject to the Root & Branch review within the Supporting People programme and continued consultation is ongoing with Providers and their service users. 11.2 For any stakeholders (includes providers and users) likely to be affected by this proposal but not yet reviewed, Equalities impact assessments are currently being carried out, in line with the guidance from the Equalities and Diversity Officer.</p>
<p>12. Consultation 12.1 Consultation, in line with guidance from legal services has commenced and a programme covering affected providers has been drawn up.</p>
<p>13. Service Financial Comments Efficiencies Of the proposed £5m cuts, £3.1m will be achieved through efficiencies, without impacting on service provision, and is inline with the Root and Branch review of the Supporting People programme which is due to be completed by March/April 2011.</p>
<p>14. Use of appendices /Tables and photographs 14.1. Appendices 1 & 2 to be tabled prior to the meeting.</p>
<p>15. Local Government (Access to Information) Act 1985 15.1. N/A.</p>



Agenda item:

[No.]

Cabinet

On 26 April 2011

Report Title: Responding to the NHS and Public Health White Papers

Report of: **Dr. Jeanelle de Gruchy**, Director of Public Health
Mun Thong Phung, Director of Adult, Culture and Community Services
Peter Lewis, Director, Children and Young People's Service

Signed:

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Wards(s) affected: **All**

Report for: **Key**

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

1.1 This report addresses Haringey's response to the following White Papers: [Equity and Excellence: Liberating the NHS](#); and [Healthy Lives, Healthy People: Our strategy for public health in England](#), and the legislative requirements set out in the [Health and Social Care Bill](#). It covers:

1. Setting the strategic direction for health and wellbeing in Haringey
2. Establishing shadow arrangements for the Health and Wellbeing Board (HWB)
3. Changes to the NHS (including proposed new public health system, setting up GP consortia, creating HealthWatch)

1.2 In readiness for the establishment of the HWB with full statutory responsibilities by April 2013, consultation has been undertaken with the groups listed in [Section 12: Consultation](#) to consider the [recommendations](#) set out in paragraph 4 of this report.

2. Introduction by Cabinet Member

2.1. The NHS White Paper represents possibly the most radical restructuring of the NHS since its inception. The changes will have major implications for local authorities which will take on the function of joining up the commissioning of local

<p>NHS services, social care and health improvement.</p> <p>2.2. The Public Health White Paper sets out plans to return public health in England to the local authority, with a ring-fenced budget of around £4billion.</p> <p>2.3. Health inequalities continue to be a priority for Haringey and this report sets out Haringey's response to these far-reaching changes.</p> <p>2.4. A small cross-party working group on health inequalities will be established to determine the top five priority areas on which the Council should focus its effort.</p>	<p>3. State link(s) with Council Plan Priorities and actions and /or other Strategies:</p> <p>3.1. ACCS Council Plan Priorities are:</p> <ul style="list-style-type: none"> • A healthy, caring Haringey • A thriving Haringey • Delivering high quality efficient services
<p>4. Recommendations</p> <p>4.1 Discuss the proposed vision and outcomes to be finalised at the inaugural meeting of the shadow Health and Wellbeing Board (sHWB).</p> <p>4.2 Endorse the creation of a sHWB as a small, focused, commissioning decision-making partnership board from April 2011 and consider the proposed membership and other arrangements.</p> <p>4.3 Consider the membership of the statutory HWB from April 2013, described in the Health and Social Care Bill as a committee of council, taking into account the legal comments in this report.</p> <p>4.4 Agree that the immediate focus of the sHWB will be:</p> <ul style="list-style-type: none"> • developing a health and wellbeing strategy • establishing health and social care commissioning arrangements • integrating the public health function within the council <p>4.5 Note progress on the transfer and integration of the public health function in the council, establishment of a GP consortium and HealthWatch, and associated timescales.</p>	<p>5. Reason for recommendation(s)</p> <p>5.1 The Equity and Excellence: Liberating the NHS White Paper, published in July 2010, outlines a series of changes to the NHS. It introduces additional responsibilities and new statutory functions which build on the power of local authorities to promote wellbeing; notably that local public health functions will be transferred from the NHS to the local authority. Each local authority will take on the function of joining up the commissioning of local NHS services, social care and health improvement which includes positive promotion of the adoption of 'healthy' lifestyles, as well as tackling inequalities in health and addressing the wider social influences of health.</p> <p>5.2 The Department of Health's (DH) plan is that new HWBs with full statutory responsibilities will be in place by April 2013 to ensure that:</p>

	<ul style="list-style-type: none"> • joint working takes place when commissioning NHS, public health, and social care services • there is strategic oversight of health and care services • GP consortia are responsive to the needs of patients <p>5.3 In November 2010, the government published Healthy Lives, Healthy People, the White Paper setting out its strategy for public health in England. It describes a framework and principles to:</p> <ul style="list-style-type: none"> • protect the population from serious health threats • help people live longer, healthier and more fulfilling lives, and • improve the health of the poorest, fastest <p>5.4 The Public Health White Paper sets out plans to return public health in England to the local authority, with a ring-fenced budget of around £4billion.</p> <p>5.5 The Health and Social Care Bill 2011 was published on 19 January. The Bill contains provisions covering five themes:</p> <ul style="list-style-type: none"> • strengthening commissioning of NHS services • increasing democratic accountability and public voice • liberating provision of NHS services • strengthening public health services • reforming health and care arm's-length bodies. <p>5.6 Further relevant policy background is described in Appendix 1.</p>
6.	<p>Other options considered</p> <p>6.1. No other options are under consideration.</p>
7.	<p>Summary</p> <p>7.1 This report proposes the strategic direction for health and wellbeing locally with the following vision:</p> <p style="text-align: center;"><i>A healthier Haringey</i></p> <p style="text-align: center;"><i>We will reduce health inequalities through working with communities and residents to improve opportunities for adults and children to enjoy a healthy, safe and fulfilling life.</i></p> <p>7.2 We are proposing three outcomes to be delivered using a partnership approach across and between organisations:</p> <ul style="list-style-type: none"> i) improved health and wellbeing ii) reduced health inequalities iii) children and adults safeguarded <p>7.3 What we are proposing to do next:</p> <ul style="list-style-type: none"> i. set up a sHWB from April 2011 ii. develop a new health and wellbeing strategy with associated delivery plans iii. establish health and social care commissioning arrangements iv. integrate the public health function within the council
8.	<p>Chief Financial Officer Comments</p> <p>8.1 The recommendation to set up a sHWB is not expected to have new financial</p>

implications as it is expected to work within existing resources. As outlined in the summary above, there are likely to be significant financial implications moving forward. These will be picked up in future reports following receipt of the final legislation as a result of the White Papers and associated publications.

9. Head of Legal Services Comments

- 9.1 The principal legislative reforms will include transferring local health improvement functions to local authorities, with ring-fenced funding and accountability to the Secretary of State for Health. Within this, local Directors of Public Health will be responsible for health improvement funds allocated according to relative population health needs.
- 9.2 The Health and Social Care Bill, as currently drafted, will require the Council to establish a Health and Wellbeing Board (HWB) for the Borough. The statutory HWB will have the status of a Council Committee established under section 102 of the Local Government Act 1972.
- 9.3 The membership of the statutory HWB must comprise: - (i) at least one Councillor nominated by the Leader of the Council (or the Leader in person may sit on the HWB), (ii) the Council's Director of Adult Social Services, (iii) the Council's Director of Children's Services, (iv) the Council's Director of Public Health, (v) a representative of the local Healthwatch Organisation, (vi) a representative of each relevant commissioning consortium and (vii) such other persons or representatives as the Council thinks appropriate. Once the statutory HWB is established by the full Council, the Council may appoint additional members to it but only after the HWB has been consulted. The HWB itself may appoint its own additional members.
- 9.4 It seems likely that all the members of the statutory HWB will have voting powers but this will depend on Regulations and Guidance to be made once the Bill has been enacted. Further legal advice on the membership and constitution of the HWB will be necessary at this time.
- 9.5 It is anticipated that the statutory HWB will come into being in April 2013. In the meantime a non-statutory shadow HWB is proposed for establishment by the Cabinet as a partnership board with a view to working towards a transition to the statutory HWB.

10. Head of Procurement Comments – [Required for Procurement Committee]

- 10.1. Not applicable.

11. Equalities & Community Cohesion Comments

- 11.1 Haringey has long been committed to ending health inequalities and improving health and wellbeing locally (see Appendix 2); a summary of our current commitments is set out below.

11.2	Document	Commitment
	Sustainable Community Strategy 2007-16	Healthier people with a better quality of life
	Children and Young	We want every child and young person in Haringey to

People's Plan 2009-20	be happy, healthy, safe and confident about the future.
Well-being Strategic Framework 2010 (revised draft)	A healthy and caring Haringey: <i>All people in Haringey have the best possible chance of enjoyable, long, healthy lives.</i>
11.3	In response to the recent national developments outlined above we are proposing bringing our local commitments together to promote a Healthier Haringey where people of all ages are able to benefit from improvements.
11.4	An Equalities Impact Assessment will be carried out as we develop the strategic direction for health and wellbeing locally; it will take account of requirements included in the Health and Social Care Bill published on 19 January 2011.
12. Consultation	
12.1	This report has been considered and agreed by Haringey Council's Chief Executive's Management Board, Haringey Strategic Partnership (HSP) Well-being Partnership Board (WBPB), Children's Trust and CAB.
12.2	At a WBPB discussion on 11 January 2011, participants included elected Councillors and representatives from Haringey Council, NHS Haringey, the Mental Health and Hospital Trusts, GPs, Public Health, the Voluntary Sector, Police, Probation Service, Adult Learning and the Community Link Forum. The meeting fully endorsed the recommendation to establish a sHWB from April 2011 and other key discussion points have been incorporated into local proposals.
12.3	Feedback from the meetings has been used to inform the draft terms of reference of the sHWB which will be agreed at its inaugural meeting in April 2011.
12.4	At the HSP Executive meeting on 9 March 2011, proposals for the new arrangements were outlined, and the existing WBPB was formally dissolved.
13. Service Financial Comments	
13.1.	Not applicable.
14. Use of appendices /Tables and photographs	
	Appendix 1: Policy background Appendix 2: Remit of existing WBPB and Children's Trust Appendix 3: Future key public health roles
15. Local Government (Access to Information) Act 1985	
	<ul style="list-style-type: none"> • Health White Paper, Equity and Excellence: Liberating the NHS, Haringey Strategic Partnership, 21 October 2010 • Responding to the NHS and Public Health White Papers, Haringey Well-being Partnership Board, 11 January 2011

16. Setting the strategic direction for health and wellbeing

16.1 Our proposed vision¹ for the sHWB in Haringey is:

¹ To be finalised at the inaugural meeting of the sHWB.

A healthier Haringey

We will reduce health inequalities through working with communities and residents to improve opportunities for adults and children to enjoy a healthy, safe and fulfilling life.

16.2 We are proposing **three outcomes to be delivered using a partnership approach across and between organisations:**

- i) improved health and wellbeing
- ii) reduced health inequalities
- iii) children and adults safeguarded

16.3 Implementing our vision

To achieve this we will:

- Use evidence from our JSNA to plan and commission value for money services and interventions
- Develop partnership working through the joining up of commissioning for local NHS services, social care services and health improvement
- Prioritise early intervention and prevention
- Offer residents increased choice and control over their lives, within available resources, through the personalisation of health and social care services
- Recognise that local residents, statutory, voluntary, community and commercial organisations all have a role to play in delivering health and wellbeing improvements
- Maximise the opportunities to be gained from financial efficiency by closer partnership working and reducing duplication
- Acknowledge the difficult decisions that will need to be made in light of a financially challenged health and social care economy, making decisions in an inclusive and transparent way as possible

17. Establishing a shadow Health and Wellbeing Board

17.1 Local government will have a new role in encouraging coherent commissioning across the NHS, social care, public health and other local partners. Local HWBs are the proposed key structures to enable this vision of joined-up commissioning and provision. The new HWBs with full statutory responsibilities are required to be in place by April 2013. GP commissioning consortia have a duty to cooperate with HWBs.

17.2 We are recommending that we set up a sHWB from April 2011 – the structure would need to be able to be modified once legislation in the form of the Health and Social Care Bill has been passed. The sHWB will operate throughout the transition period until the new statutory board is in place in April 2013.

17.3 The sHWB will be a small, focused, commissioning decision-making partnership board. However, wider discussion meetings will be held as and when required to gather a broader body of evidence. The current draft of the Health and Social Care Bill states that, from April 2013, the statutory HWB will be a committee of the council.

- 17.4 An informal introductory meeting of the sHWB took place on Thursday 7 April ahead of its formal establishment. This was an opportunity for current membership of the shadow partnership board to receive updates on progress and to discuss the draft terms of reference prior to the inaugural meeting of the formal sHWB proposed for May 2011.
- 17.5 It is proposed that the sHWB adopts the HSP's definition of commissioning: *The cycle of assessing the needs of people and communities in Haringey, designing effective services and support, influencing the market to secure services, monitoring and reviewing the impact of commissioned services.*
- 17.6 The proposed immediate focus of the sHWB will be:
- developing a health and wellbeing strategy
 - establishing health and social care commissioning arrangements
- 17.7 The sHWB will have a broader remit than the former WBPB shifting to whole system commissioning for children **and** adults to enhance partnership work. It will have increasing authority as its statutory functions become clearer. Its membership will be wider than the WBPB as it will also cover services to children. Appendix 2 sets out the remit of the WBPB and Children's Trust.
- 17.8 Haringey was accepted on to the Department of Health's network of "[early implementers](#)" of HWBs in March 2011.
- 17.9 The sHWB will prepare partners for the establishment of the statutory HWB by developing a health and wellbeing strategy initiating focused work programmes to:
- *lead the statutory JSNA programme*, planning and commissioning services based on evidence from JSNA findings
 - *reduce health inequalities*, ensuring a focus on public health during the transition to the local authority leadership for health improvement
 - *oversee the commissioning function* identifying areas and priorities for joint commissioning and pooled budget arrangements for NHS, children's and adults' social care including safeguarding, public health and other local services (a group will be set up to lead this work)
 - *promote integration and partnership working*
 - *promote engagement with GPs* through the development of the GP consortium
 - *enhance public and patient engagement* establishing a local *HealthWatch*
 - *monitor and review health and wellbeing improvements and outcomes* (using the NHS, Public Health and Social Care Outcomes Frameworks).
- 17.10 The health and wellbeing strategy will be the mechanism for delivering the HWB's outcomes.
- 17.11 Membership of the shadow Health and Wellbeing Board**
- 17.11.1 The proposal for membership of the Board is for the minimum as detailed in the White Paper.

Agency	Number of representatives
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Local Authority elected representatives:	
Leader of the Council (Chair)	1
Cabinet Member for Adults and Community Services (Vice Chair)	1
Cabinet Member for Children and Young People	1
Cabinet Advisor on Health Inequalities	1
Local Authority representatives	
Director of Adult Social Services	1
Director of Children's Services	1
NHS representatives:	
GP Commissioning Consortium	2
NHS Commissioning Board (when constituted)	1
NHS Borough Director (pro tem)	1
NHS Haringey Chair (pro tem)	1
Joint representation	
Director of Public Health	1
Community representative	
HealthWatch	1
Total	13

17.12 Local Authority/NHS Integrated Programme Board

17.12.1 In Haringey, we have already set up an Integrated Programme Board to manage the implementation of the White Papers. It is responsible for:

- Establishing our local HWB (including a SHWB)
- Engaging with GP collaboratives
- Establishing a health and wellbeing commissioning group

17.12.2 The Integrated Programme Board also has a comprehensive communications plan to help manage the change. We have begun establishing links between the council, NHS Haringey and GPs, and have produced a short guide for GPs on the role of local authorities in improving health and wellbeing outcomes. An event is planned for mid-May for local authority senior and middle managers, council and GP commissioners, policy and performance, and key frontline staff.

17.12.3 Membership of the Integrated Programme Board includes representatives from: Haringey Council's Adults' and Children's Services, the Chief Executive's Service; Public Health; NHS Haringey's commissioning function; and a Clinical Director representing the GP collaboratives.

17.12.4 The Board meets fortnightly and provides progress updates to the council's management board, HSP Executive and Children's Trust.

17.12.5 There is potential for the Integrated Programme Board to become the executive group of the SHWB.

18. Changes to the NHS

18.1 Consultation on changes to NHS Haringey

- 18.1.1 Following staff consultation, the Boards of the five Primary Care Trusts (PCTs) in the NHS North Central London (NCL) cluster² have agreed to create a [single management team](#) across the NCL cluster, while retaining a local presence in each of the five boroughs. The proposal for this central transitional organisation was deemed necessary to meet the national requirement to make significant cost savings by 2012/13; approximately 54% management cost savings across the NCL sector, which equates to £28 million. Recent estimates suggest that NHS NCL is within £1.5 million of its savings target as a result of the move.
- 18.1.2 The NHS NCL cluster will be responsible for maintaining the performance of NHS services throughout the anticipated changes in the Health and Social Care Bill. This will include clinical quality and financial performance and NHS Constitution requirements. Working with NHS London, the cluster will also oversee the Quality, Innovation, Productivity and Prevention (QIPP) programme which is aimed at ensuring value for money and maximum benefit to patients.
- 18.1.3 The Haringey Borough Presence Team will have a borough director as the local leader for the NHS and the transition programme. The Team is due to move to River Park House in April 2011.

18.2 Proposed new public health system in Haringey

- 18.2.1 The current PCT public health team, led by the Director of Public Health (DPH), is part of the above process. Although public health has been relatively protected, there will be a reduction in the public health workforce through the proposed management cost savings process, with the loss of four Band 7 WTE and 0.4 WTE Band 8; public health specialist posts have been protected.
- 18.2.2 The DPH will be employed by the local authority and jointly appointed by the local authority and Public Health England. The DPH will be professionally accountable to the Chief Medical Officer (CMO) and part of the Public Health professional network. The role of the DPH includes:
- developing an approach to improving health and wellbeing locally, including promoting equality and tackling health inequalities
 - promoting health and wellbeing within local government
 - advising and supporting Haringey's GP consortium on the population aspects of NHS services
 - collaborating with local partners on improving health and wellbeing, including the GP consortium, other local DsPH, local businesses and others.
- 18.2.3 Arrangements have been made to deliver certain public health functions at a sector level, with public health expertise from the borough teams.

² In April 2009, London's 31 PCTs were consolidated into six commissioning groups, now known as clusters. London was the first to do this and PCT clusters are now being introduced across the NHS in England, as required by the new Operating Framework and supporting Guidance.

18.2.4 Throughout the transition, staff will remain NHS Haringey employees until employment is either transferred to Public Health England, or other agencies or providers or the council.

18.2.5 The public health function moved from NHS Haringey to the local authority in March 2011 and is located in River Park House. A detailed description of public health functions is given in Appendix 3.

18.3 Funding for public health

18.3.1 The NHS White Paper proposed that the DH would create a ring-fenced public health budget; with this, local DsPH will be responsible for health improvement funds allocated according to relative population health need. The allocation formula for these funds will include a 'health premium' designed to promote action to improve population-wide health and reduce health inequalities.

18.3.2 At this time of high financial challenge, there is a considerable risk of a reduction in funding for public health. The local baseline funding for public health is currently being determined with clarification of commissioning lead and budget responsibility – as well as where reductions have recently occurred, or where they are proposed.

18.3.3 Health improvement and health protection issues are currently largely commissioned by the public health team through existing NHS commissioning budgets and it is envisaged that this will continue and be transferred as part of a ring-fencing public health function; clarification of commissioning lead and budget responsibility for certain areas is required.

18.3.4 Current community NHS providers – in particular, health visiting and school nursing – deliver substantial parts of what is required to improve public health and provide prevention activity. How we identify and safeguard those activities commissioned for public health action is still to be clarified.

18.3.5 The extent of local authority funding for public health, particularly health improvement, is unclear; a considerable proportion of this is likely to be from area-based grants, which are to be discontinued, which fund the delivery of many public health functions.

18.3.6 Within London, the Mayor has a statutory responsibility for tackling health inequalities. The Secretary of State has asked the Mayor and boroughs to agree to an appropriate division of resources and functions to improve health. One proposal is for a 3% top slice of the local authority public health budget to be allocated to a London-wide public health function.

18.4 GP Consortium in Haringey

18.4.1 The NHS White Paper proposed a fundamental shift in responsibilities and budgets for commissioning NHS healthcare and services, with GPs working in 'consortia' at the centre of this.

- 18.4.2 Haringey GP practices have been organised into four collaboratives for the last three years: West Haringey, Central Haringey, North East Haringey and South East Haringey. A GP Clinical Director leads the work of each respective collaborative. The four collaboratives have agreed to form a pan-Haringey Consortium covering a population of approximately 285,000.
- 18.4.3 NHS London's GP consortia development programme (designed with the national programme) will make funds available from April 2011 for GP consortia to boost their progress.
- 18.4.4 Haringey GP Consortium is included in the fourth wave of [GP pathfinders](#) announced on 1 April by Health Secretary Andrew Lansley. GP pathfinder status has been granted to GP commissioning consortia who have shown that they would like to move quickly to implement the new commissioning roles. They will test concepts, themes and functions at an early stage. The proposed statutory functions of GP consortia have been published by the Department of Health, with partners, in [The Functions of GP Commissioning Consortia: A Working Document](#).

18.5 HealthWatch

During 2011/12 we will be preparing for the creation of Haringey HealthWatch, which will replace the Local Involvement Network. It will be an independent body with the power to monitor the NHS and to refer patients' concerns to a wide range of authorities and be in place by April 2012.

19. Health and Social Care Bill: progress update

- 19.1 [The Health and Social Care Bill 2011](#) was published on 19 January 2011. Further detail can be found in Appendix 1. The government has stated that it wants to modernise the NHS with the support of patients, the public and health professionals.
- 19.2 On 5 April 2011, the [cross-party Commons Health Committee](#) published the latest review of NHS Commissioning, which recommended a number of significant changes to the Bill.
- 19.3 The MPs propose that **representatives of nurses, hospital doctors, public health experts and local communities should all be involved as decision makers alongside GPs in NHS commissioning.**
- 19.4 On 6 April 2011, the Government launched a [two month listening exercise on NHS modernisation](#) which will focus on:
- the role of choice and competition for improving quality
 - how to ensure public accountability and patient involvement in the new system

- how new arrangements for education and training can support the modernisation process
- how advice from across a range of healthcare professions can improve patient care

19.5 Haringey's involvement in the changing health agenda has led to excellent progress locally. The Public Health function transferred to the local authority in March; we have achieved early implementer status for implementing sHWB arrangements and the Board has already held its first meeting; and we are building a good relationship with many of our GPs.

20. Next steps

20.1 Below are the timescales for implementation of the national and local changes.

No.	National activity	Timescale
1.	NHS White Paper (and other related papers) published	July 2010
2.	DH Vision for Adult Social Care and outcomes framework consultation published	November 2010
3.	Public Health White paper published	November 2010
4.	Publications on information strategy, patient choice, provider led education and data returns	December 2010
5.	Consultation on Public Health White Paper, Healthy Lives, Healthy People	31 March 2011
6.	Consultation on the public health outcomes framework and the funding and commissioning of public health	31 March 2011
7.	NHS Commissioning Board established in shadow form	April 2011
8.	Shadow Public Health England set up	2011/12
9.	Shadow GP consortia set up	2011/12
10.	NHS Commissioning Board with Regional Offices established	April 2012
11.	Public Health England, the new national Public Health Service, established; shadow public health ring-fenced allocations to local authorities published	April 2012
12.	Strategic Health Authorities abolished	2012/13
13.	Local health improvement functions transferred to local authorities, with ring-fenced grant	April 2013
14.	GP consortia commissioning the majority of local NHS services – contracts held with providers	April 2013
15.	Primary Care Trusts abolished	April 2013

No.	Local activity in Haringey	Timescale
1.	LA/ NHS Integrated Programme Board established	October 2010
2.	Information to GPs on LA	December 2010
3.	<ul style="list-style-type: none"> • Establish Integrated Programme Board sub group to manage the transfer, subject to agreed financial arrangements, of the NHS public health team to the council • Project brief /PID to be developed 	December 2010
4.	<ul style="list-style-type: none"> • DPH to establish the baseline of funding for public health within Haringey, both within NHS Haringey and 	End of December 2010

No.	Local activity in Haringey	Timescale
	Haringey Council <ul style="list-style-type: none"> DPH to be made aware of all proposals for reduction in budgets considered to be for public health 	
5.	As part of the new responsibilities of the DPH: <ul style="list-style-type: none"> Agree the public health elements of all community provider services Begin establishing accountable joint commissioning arrangements with the GP collaboratives. 	End of January 2011
6.	Transfer of public health team to the local authority	April 2011
7.	Haringey shadow Health and Wellbeing Board established	April 2011
8.	Haringey shadow GP consortium set up	2011/12
9.	NHS Haringey abolished	April 2013
10.	Haringey Health and Wellbeing Board established with full statutory responsibilities	April 2013

Appendix 1: Policy background

Equity and Excellence: Liberating the NHS

The White Paper, published on 13 July 2010, outlines a series of changes to the NHS. It introduces additional responsibilities and new statutory functions which build on the power of local authorities to promote local wellbeing. It states that each local authority will take on the function of joining up the commissioning of local NHS services, social care and health improvement. Health improvement includes positive promotion of the adoption of 'healthy' lifestyles, as well as inequalities in health and the wider social influences of health.

The Local Government Information Unit described the White Paper as representing "possibly the most radical restructuring of the NHS since its inception". The Paper sets out three key principles:

- Patients at the centre of the NHS
- Changing the emphasis of measurements to clinical outcomes
- Empowering health professionals, in particular GPs

The [legislative framework](#) responding to the public consultation on the White Paper was published in December 2010. It set out how the government will legislate and implement the proposed reforms, drawing on the insights and experience contributed by those who responded to the consultation.

A fuller briefing on the White Paper is available on request.

NHS White Paper Transparency in Outcomes (A framework for the NHS)

This consultation document (section 2.2 of the DH document) states that the current performance regime will be replaced with separate frameworks for outcomes that set direction for the NHS, public health and social care, and provide for clear and unambiguous accountability thus enabling better joint working.

Achieving Equity and Excellence for Children

In addition to the NHS White Paper, a separate consultation on the above paper was launched in September 2010 to consider how to ensure high quality services for children and young people. It recognises that, although children and young people are mostly healthy, illness and injury can have a long-lasting impact on a young person and ultimately on their life chances and overall wellbeing; the implementation of proposals from this consultation will be the responsibility of the HWB.

Healthy Lives, Healthy People

In November 2010, the government published its Public Health White Paper setting out a framework and a set of principles to:

- protect the population from serious health threats
- help people live longer, healthier and more fulfilling lives, and
- improve the health of the poorest, fastest.

The White Paper reiterates key public health challenges include the continuing premature morbidity and mortality caused by smoking related conditions; the unhealthy consumption of alcohol; poor diet; increasing rates of sexually transmitted infections; and poor mental health. It then outlines the government's commitment to protecting the population from serious health threats; helping people live longer,

healthier and more fulfilling lives; and improving the health of the poorest, fastest. Health inequalities are explicitly referenced, including the stark fact that the gap between rich and poor is not improving.

Subject to Parliament, the government has set out its intention to put local government and communities at the heart of improving health and wellbeing for their populations and tackling inequalities. The government has promised a ring-fenced budget of £4bn, part of which will go to local authorities, while the rest will be spent by a new central body, **Public Health England**, which will organise national programmes such as immunisation and screening. Public Health England will be established by 2012 to ensure expertise and responsiveness, particularly on health protection, where a national response is vital; it will incorporate the Health Protection Agency and the National Treatment Agency. Details of the public health outcomes framework and funding are being consulted on separately.

A fuller briefing on the White Paper is available on request.

[Healthy Lives, Healthy People: transparency in outcomes, proposals for a public health outcomes framework](#)

A consultation on the public health outcomes framework – to sit alongside the proposed NHS outcomes framework and social care outcomes framework – was published in December 2010.

It proposes five domains to fulfil the government's vision to create a new public health system in England to protect and improve the public's health, improving the health of the poorest, fastest. The framework is based on five inter-linked domains; within each domain a set of indicators have been proposed.

- Domain 1: Health protection and resilience: protecting people from major health emergencies and serious harm to health
- Domain 2: Tackling the wider determinants of ill health: addressing factors that affect health and wellbeing
- Domain 3: Health improvement: positively promoting the adoption of 'healthy' lifestyles
- Domain 4: Prevention of ill health: reducing the number of people living with preventable ill health
- Domain 5: Healthy life expectancy and preventable mortality: preventing people from dying prematurely.

[Healthy Lives, Healthy People: consultation on the funding and commissioning routes for public health](#)

This consultation, also published in December 2010, reiterates the proposal for ring-fenced public health funding from within the overall NHS budget. The majority of the public health budget will be spent on local services, either via local authorities through a ring-fenced grant or via the NHS. The DH will incentivise action to reduce health inequalities by introducing a new health premium.

The document sets out the proposed primary commissioning route for public health funded services. Proposals about who the primary commissioner should be are based on the following principles:

- (a) The default position is that, wherever possible, public health activity should be commissioned by local authorities according to locally identified needs and priorities;
- (b) If the service in question needs to be commissioned at scale, or if it is health protection best done at national level, then it should be commissioned or delivered by Public Health England at a national level; and
- (c) If the activity in question is best commissioned as part of a pathway of health care (therefore, the level of integration with other health services is more significant), or if the activity in question currently forms part of existing contractual NHS primary care commissioning arrangements, then Public Health England should fund that public health activity and commission it via the NHS Commissioning Board.

Capable communities and active citizens (A vision for adult social care)

In November 2010, the DH published its vision for adult social care, setting out a new agenda for adult social care based on a power shift from the state to the citizen. The vision will feed into the development of a White Paper on social care in autumn 2011, and future legislation. The DH also launched a consultation, [Transparency in Outcomes: a framework for adult social care](#), setting out a new strategic approach to quality and outcomes in adult social care.

All's well that ends well – Local Government Information Unit (LGIU) study

An independent study, commissioned by the LGIU and published in October 2010, focuses on the role of local government in supporting health improvement and tackling health inequalities, and analyses the structure of support needed locally to deliver effective action for communities.

- The new HWBs need real teeth – they have to be statutory bodies with effective powers, able to make decisions and to bring reluctant partners into line, but there should not be a government blueprint – they need flexibility to adapt different types of structure to respond to local circumstances.
- The new HWBs should be subject to independent and robust scrutiny.
- Support is needed to get the new system right – local government needs to take the lead here.
- There needs to be much more robust evaluation of what works – nationally and locally; programmes should not be rolled out unless there is prior evidence and funding is built in for evaluation.
- Clarity is needed over spending on health improvement and tackling health inequalities; no-one knows what is currently spent – resources need to be better targeted with ongoing effective evaluation.
- There is an urgent need to make the business and policy case for early intervention and preventative action – with new models which incentivise different parts of the public sector to invest up-front.

The Health and Social Care Bill 2011 was published on 19 January 2011. The Bill contains provisions covering five themes:

- strengthening commissioning of NHS services
- increasing democratic accountability and public voice
- liberating provision of NHS services
- strengthening public health services

- reforming health and care arm's-length bodies.

It covers an extensive range of measures and key elements include:

- Establishing the NHS Commissioning Board answerable to the Secretary of State for Health
- Establishing commissioning consortia answerable to the NHS Commissioning Board
- Abolition of primary care trusts, strategic health authorities, and NHS trusts (to become foundation trusts)
- An extended role for Monitor as the economic regulator with a remit for promoting competition where appropriate
- Local authorities to become responsible for local health improvement, and jointly appointing directors of public health with the Secretary of State
- Establishing local Healthwatch organisations and the Healthwatch England Committee within the Care Quality Commission
- Local authority scrutiny of NHS bodies and NHS-funded providers
- HWBs to be set up by local authorities with statutory membership for commissioning consortia who will also be partners in JSNAs and health and wellbeing strategies.
- The National Institute for Health and Clinical Excellence (NICE) to produce quality standards, to cover social care, to produce guidance on behalf of the NHS Board and to publish a charter describing how it operates
- A new Health and Social Care Information Centre established for the collection, analysis and publication of information following guidance from the Secretary of State and the Board
- Duties on Monitor, the Care Quality Commission, the NHS Board, NICE and the Information Centre to cooperate in their functions. The Secretary of State would intervene in breaches of cooperation
- Changes to health and social care professional regulation

Appendix 2: Remit of former Well-being Partnership Board and existing Children's Trust

	Well-being Partnership Board	Children's Trust
Vision	<i>'A Healthy and Caring Haringey: All people in Haringey have the best possible chance of enjoyable, long, healthy lives.'</i> (Draft revised Wellbeing Strategic Framework)	<i>We want every child and young person in Haringey to be happy, healthy and safe with a bright future. (Children's Trust Terms of Reference)</i>
Purpose (taken from ToR)	To lead in promoting and delivering a Healthier Haringey for all people aged 18 years and over in Haringey by: <ol style="list-style-type: none"> 1. improving the health and quality of life of people who live and work in Haringey and reducing health inequalities 2. setting a strategic framework, including outcomes and objectives, through which joint priorities can be delivered and through which statutory responsibilities can be carried out 3. agreeing joint, overarching priorities for the wider well-being agenda 	We want every child and young person in Haringey to be happy, healthy, safe and confident about the future. (Children and Young People's Plan) <ol style="list-style-type: none"> 1. To develop and publish a child and family-centred outcome led vision for all children and young people in a Children and Young People's Plan which incorporates all partners' strategies related to children and young people. 2. To put in place robust arrangements for inter-agency governance and performance measurement of all the Every Child Matters outcomes for children and young people. 3. To develop integrated strategy, joint planning and commissioning and pooled and aligned budgets to deliver the Children and Young People's Plan. 4. To deliver child safeguarding services through integrated processes, and effective multi-agency working underpinned by shared language and shared processes. 5. To develop and promote integrated frontline delivery of services organised around the needs of the child, young person or family rather than professional or institutional boundaries.
Outcomes	From draft revised Wellbeing Strategic Framework: <ul style="list-style-type: none"> • Reduced health inequalities (see below) • Adults safeguarded from abuse wherever possible and dealt with appropriately and effectively if it does occur • Choice and control offered through the personalisation of services • Care closer to home From the draft Health Inequalities Strategy: <ul style="list-style-type: none"> • Empowering Haringey's People and Communities • Primary and Social Care Equity • Health, Work and Wellbeing • Maintaining Healthy and Sustainable Places • Preventing Ill-Health and Supporting Lifestyle Changes 	From Children and Young People's Plan <ul style="list-style-type: none"> • Be healthy • Stay safe • Make a positive contribution • Enjoy and achieve • Achieve economic well-being From the draft Health Inequalities Strategy: Enabling the Best Start in Life

Appendix 3: Key public health roles

This document sets out the key roles likely to be required to deliver improved health and reduce health inequalities locally.

1. Health improvement commissioning and strategic development

Key roles

- Ensure all health improvement activity has 'strategic fit' with the shadow Health and Wellbeing Board's health and wellbeing strategy.
- Commission health improvement services and health promotion activity to encourage healthier lifestyles
- Influence the GP consortium to commission services to encompass prevention and early intervention as well as disease treatment
- Develop partnership working to impact on the wider determinants of health and health inequalities

The new public health function will have significant responsibilities for commissioning of health improvement services, for example, smoking cessation services. For some areas where prevention, screening and treatment are closely linked, such as sexual health, some form of joint commissioning approach with our GP consortium may be most effective.

Many functions within the local authority contribute to the health improvement agenda - for example housing, planning, schools, community safety, parks and leisure – and we need to ensure that integration will deliver the required functions but avoid duplication and that the focus remains on early intervention and prevention, addressing the wider determinants of health and reducing inequalities.

2. Public health intelligence

Key roles

- Leading the [Joint Strategic Needs Assessment](#) (JSNA)
- Adding value to the existing 'intelligence function' within the council

Intelligence supports all public health functions. JSNAs will form the foundation of priority setting and inform a range of commissioning strategies and plans; they will help local people to hold providers and commissioners to account. The public health team has a number of specialists skilled in intelligence who currently support the JSNA programme as part of their roles; they will bring valuable expertise to the council's intelligence function. Some intelligence is being provided at a sector level.

3. Health protection

Key roles

- Ensuring effective infectious disease surveillance and outbreak management
- Ensuring effective commissioning and compliance with infection prevention and control in NHS premises and non-NHS community settings (e.g. schools, care homes)
- Ensuring effective commissioning of immunization and screening programmes
- Contributing to effective emergency planning

- Contributing to partnership working on environmental health issues, community safety and injury prevention

North East and North Central London Health Protection Unit (NE&NCL HPU) currently provides expert advice to each local authority as well as surveillance of infectious diseases and health protection incidents to inform local action; timely investigation of incidents and trends of disease; and leading or contributing to prevention and control programmes. While clarity on the role of Public Health England in health protection provision at the local level is required when this body is established, integration of the public health team into the local authority provides a real opportunity to develop multi-disciplinary environmental protection and emergency planning functions locally. Public health will lead on NHS emergency planning at North Central London cluster level.

4. Public health support for health and social care commissioning

Key roles

- Contribute to an effective shadow Health and Wellbeing Board and a strong joint commissioning function with the GP consortium and local authority
- Supporting health care (acute and community) and social care commissioning
- Ensuring that all components of clinical effectiveness and best practice are supporting commissioning
- Contributing to improving quality of health and social care through programme evaluation and quality monitoring

The need for local organisations to work together in partnership is essential to providing effective and targeted services to local people. The statutory Health and Wellbeing Board needs to ensure that there is strategic oversight of health and care services and that joint working takes place when commissioning NHS, public health and social care services.

The NHS makes a large (about 40% and relatively rapid) contribution to some conditions – such as cardiovascular disease – that are major contributors to health inequalities. Influencing NHS commissioning to reduce inequality is therefore important. Public health has considerable technical expertise and experience for health care commissioning; locally we have prioritised this with senior public health support and will continue to do so, proactively and as required.

Existing local NHS service providers include substantial health improvement roles, from health promotion to elements of more major services which deliver public health outcomes such as school nursing and health visiting. Arrangements for the commissioning of these services are likely to need a strong joint commissioning function between GP consortia, public health and the local authority.

Decisions will also be needed about key joint commissioning arrangements for mental health and learning disabilities; children's and young people's services (including Children and Adolescent Mental Health Services [CAMHS]) and long term conditions.

Councillors Allison, Engert, Peacock, Reith (Chair), Stennett and Watson

Also Present: Councillor Solomon, Debbie Haith, Chris Chalmers, Attracta Craig, Wendy Tomlinson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CPAC60	<p>APOLOGIES FOR ABSENCE (IF ANY)</p> <p>Apologies for absence were received from Councillor Alexander. Councillor Solomon attended the meeting in her place.</p>	
CPAC61	<p>URGENT BUSINESS</p> <p>There were no items of urgent business submitted.</p>	
CPAC62	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interests submitted.</p>	
CPAC63	<p>MINUTES</p> <p>The minutes of the meeting held on the 24th January 2011 were agreed as a correct record of the meeting.</p>	
CPAC64	<p>MATTERS ARISING</p> <p>Members of the Committee considered the matters arising report and noted the following:</p> <p>The Corporate Parenting Strategy This was due to be considered by the Scrutiny Panel, for Corporate Parenting, and would return to this Committee for final consideration on the 19th April 2011.</p> <p>Update on the Director of Children's and Young People's Service planned meeting with the Judiciary to discuss delays in court care proceedings. A briefing note from the Director of Children and Young people's service on his meeting with Judge Altman was attached for information.</p> <p>A report on the development work on dealing with issues of isolation faced by young people leaving care. This report would follow to Committee in April 19th 2011.</p>	<p>Debbie Haith</p> <p>Chris Chalmers</p>

MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
THURSDAY, 17 MARCH 2011

Regular Update on North London Adoption and Fostering Consortium

The Committee noted that the North London Adoption and Fostering Consortium had met last week and they had agreed to look at their development plans for the next financial year. This would include: exploring how the boroughs can share foster carers, share training opportunities for foster carers, examine the differences in allowances for Foster care. The Committee noted that there was a dedicated post working for the North London Adoption and Fostering Consortium. This post holder would, among other work duties, be examining the spend of each member borough on Foster care providers and how a joint procurement process could be delivered. A work programme for the Consortium would be ready for consideration by this Committee after May 2011.

Clerk

It was noted that the North London Adoption and Fostering consortium website routed visitors to the Council's webpage for fostering and that this was still showing out of date information. It was agreed that the Head of Children's Commissioning and Placements consider the statistical information held and update as required.

Wendy Tomlinson

The Committee enquired about the Council's response to the Government's new initiative on Adoption which indicated allowing children to be based with families not from their same ethnic background. The Committee were advised that the initiative still advocated the best interest of the child as a priority which was what the Council followed in decision making on adoption. Placing a child with the same ethnic family was part of considering the best interests of the child and it could sometimes be the case that there were not exact racial matches made when choosing parents for adopted children.

CPAC attending a Young and in Care Council - It was noted that a joint meeting between the Corporate Parenting Committee and the Young and in Care Council would be progressed.

Totals Respect Training -The Committee noted that the weekend dates for the Total Respect training were not going ahead. The previously arranged training dates of the 19th and 20th April with a follow up session on the 02 August were available for members of the Committee to participate in.

All to note

Registration certificate for manager at Coppetts Road .The Committee were informed that there was frequent contact with OFSTED to ensure that they had received and were considering the necessary information required to issue the registration certificate for the Manager at Coppetts Road Children's Home. The interview process for the manager would be initiated once authorisation had been given by OFSTED.

All to note

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	<p>Items for the next meeting The Committee agreed that the senior designated Children in Care Nurse be invited to this meeting and the Independent Review Officer would report on work completed on stability of placements. The Committee would also consider the standing items on Performance, Regulation 33 visits, and Coppetts Road Children's Home.</p>	Clerk
CPAC65	<p>SAFEGUARDING LOOKED AFTER CHILDREN, YOUNG PEOPLE, AND CARE LEAVERS WHEN SUPPORTING AND ENABLING THEM TO ACCESS INFORMATION AND COMMUNICATION TECHNOLOGY</p> <p>The Committee received a report on the key issues being considered in the development of a strategy for safeguarding looked after children, young people and care leavers when supporting and enabling them to access IT and communication technology. It was explained to the Committee that, when considering the access to information networks, this was not solely about controlling access within the home but that it was more about creating external knowledge and awareness among carers and parents about these systems and encouraging personal safety of the users. The Deputy Director for Children and Families set out the initial principles of the strategy which were:</p> <ul style="list-style-type: none"> • Children and young people have the opportunity to use ICT to enhance their learning opportunities, develop ICT skills and communicate in the virtual environment • Carers provided opportunities to develop their own knowledge and skills in ICT so that they are better able to monitor use of ICT by young people and support their use of it. • There was the expectation from the Council that Service providers will need to demonstrate that they can support appropriate access to ICT and have a clear e – safety policy which was more advanced than the standard security programmes and understandable to carers and children. • Haringey managed services would need to have local e- safety policies which were communicated effectively to foster carers and other support services that were contracted and work with children and young people in care. These policies would need to be reviewed on an annual basis to ensure that they responded to changes in technology and are able to safeguard users. <p>Members commented on the initial work completed on the strategy, and sought clarity on the position of schools in this. The Committee advised that it would be worthwhile reminding staff and teachers, of looked after children, of the additional risks attached to vulnerable children and young people accessing social networking sites. It was agreed that this safeguarding element, of access to information technology, be incorporated in the Virtual School policy.</p>	Attracta Craig

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	<p>Members remarked on the disparity between section 3 and 4 of the report. Section 3 which communicated that looked after children living in residential settings were not permitted access to technology in their private rooms but in section 4, which provided guidance for Foster carers there was no mention of IT access for children being open or private. It was felt to be a need for the strategy to also keep in mind the mobile access to technology which children and young people in care may have. In response to these points, the Committee were advised that the strategy was only concerned with information technology which is owned or managed by the Council and the Committee agreed that the strategy should make this more explicit. There were however broader issues of how looked after children and young people are made aware of the dangers of internet social networking sites and a need to develop their understanding of what were safe and unsafe situations, particularly with the increased use of mobile technology where there was not a fixed control over.</p> <p>In relation to monitoring the use of mobile information technology as communicated in section 4.1.5, there was a need to also apply this rule to the residential working practices. This was because there were occasions when staff at residential settings would be taking care of the belongings of children and young people living there.</p> <p>The Committee advised that, when computer equipment was provided to foster carers for use by the children and young people in their care, clarification should be sought on their skills and knowledge of IT and the internet to ascertain any relevant training needs.</p> <p>The Committee also commented that the implementation of the strategy would be as important as the strategy itself. They recommended that the training provided to staff should be kept fully up to date with the changes in technology continually factored and the training adapted. Foster carers and staff at residential settings should be made to feel that they are confident and understanding of the uses of information technology and what Children and young people can and cannot access. Also they should feel they are able to provide advice to children and young people on what are and are not safe situations to be when online.</p> <p>The Committee agreed that the forthcoming updated report should clearly distinguish the rules and principles that will be relevant to access to fixed computer technology and mobile technology. It was noted that there would be further consultation with foster carers, residential staff and young care leavers and a final version of the report to return to Committee at a forthcoming meeting.</p>	<p>Debbie Haith</p> <p>Debbie Haith</p> <p>Debbie Haith</p> <p>Debbie Haith</p> <p>Debbie Haith</p>
CPAC66	<p>ASSESSMENT OF HARINGEY'S PROGRESS WITH THE LONDON PLEDGE</p> <p>The Committee noted that the London Pledge was drawn up in 2008, and adopted by the Children's Trust, to ensure that children and young</p>	

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people in care across London had equal access to the same range of key services and support where they live, go to school, or access employment or training opportunities in London. The report set out the pledge principles and detailed how the Council were meeting these promises. The achievements in the overarching areas were: promises that were made to young people were clear, specialist looked after children nurse team established, and a complaints procedure for looked after children and young people.

When considering the health principles of the pledge, the Committee were informed that a multi agency forum had been established to address health, education and placements needs of LAC. Individual health assessments were undertaken by Doctors and follow up reviews completed by a designated Children in Care Nurse, Judy Mace, who was also due to attend the next Committee meeting of the Committee on the 19th April. The joint work of the Council with Tailstock Centre was pointed to as well as the signposting of children and young people to sexual health services as part of this pledge. An enquiry was made on the attendance of young people at their healthcare meetings and it was reported that, as these meetings were not compulsory, it was usual for young people in care to sometimes not attend these meetings. In relation to health visits to LAC outside of the borough, it was noted that the designated CiC nurse from the borough would travel to outside borough locations to visit CiC with weekend visits also completed when needed. The Committee agreed that the complaints procedure for children in care should be made available and published online as previously requested.

Chris
Chalmers

In the stay safe section of promises to young people, the Committee noted that young people will be consulted on their pathway plans. There would be contact and liaison, where needed, with the Youth Offending Service in the young persons new placement area.

The provisions of the Virtual School were highlighted in the section dealing with enjoy and achieve. In particular their work on intervention at critical learning stages to ensure that children go onto achieve between the ages of 16-19. The 18 projects, which assist young people leaving care, also helped young people access University. The Committee noted that there were 44 care leavers attending University. The Committee enquired about the support services to them and advised that there were potentially more bursaries available in future for access to with the Frank Butler trust referred to as a potential funding source. The Committee were advised that the Council would issue looked after children with a £2000 bursary that are attending University. There was a team which actively worked on accessing all potential funding sources to offer to care leavers and to improve the attraction of going to University.

In regards to encouraging a positive contribution in the community, activities relating to this pledge were well established with a range of activities for involving young people who included working with Tottenham Hotspur. The Council were promoting the independence of

MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
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	<p>care leavers with provision of 50 housing units each year .Children and young people in care would also have a savings account opened for them by the Council. In relation to utilising access to leisure services, it was noted that within the foster carer's allowance, there was allocation for leisure activities which allowed for the young person to pick the activities they were most interested in.</p> <p>The Committee considered the views of the Young and in Care Council on how they saw the progression with the promises made in the pledge. Following the tone and content of their response, the key message was that the Council needed to work harder on explaining how they were considering their views and what changes in services and working practices had occurred as a result of their views. The directorate gave great emphasis to listening and relating to children and young people. It was clear that there would need to be a wider representation of youth at various meetings, events and consultations. There was a need to communicate more effectively to children and young people in care the pledge and its promises regarding them so that they were more aware of them. The Committee recommended that the communication with children and young people in care should be not be in a single format but completed in an array of ways to ensure that they were fully aware of the importance placed by the Council on obtaining their views. This would also aid furthering their understanding on what services were working for them. The Committee also suggested that a further version of the Corporate Parenting Strategy could be completed which was more accessible to children and young people in care.</p>	<p>Chris Chalmers</p> <p>Debbie Haith</p>
CPAC67	<p>PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES</p> <p>The Committee noted the performance report and were asked to raise any concerns by email to the Deputy Director of Children's and Families.</p>	<p>All to note</p>
CPAC68	<p>ANY OTHER BUSINESS</p> <p>The next meeting was on Tuesday April 19th 2011 at 6.30pm. Councillor Peacock's apologies were noted for this meeting.</p>	

Cllr Lorna Reith

Chair

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 24 MARCH 2011

Actions arising from Cabinet Procurement Committee are monitored and progress reported by Corporate Procurement. Officers must therefore ensure that all actions assigned to them, are fully addressed and signed off with the Contracts Management Officer in the Corporate Procurement Unit.

Councillors *Goldberg (Chair), *Bevan, *Kober and *Reith.

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC70.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED</p> <p>That the minutes of the meeting held on 24 February be approved and signed.</p>	HLDMS
PROC71.	<p>BROADWATER FARM INCLUSIVE LEARNING CAMPUS - FURNITURE, FITTINGS AND EQUIPMENT (Report of the Director of the Children and Young Peoples Service - Agenda Item 6)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that following a tender exercise the main contract for the Integrated Learning Centre had been awarded to Mullalley & Co Ltd and construction of the building started in July 2010. Construction of phase one of the building was anticipated to complete in July 2011 with occupation and full service delivery from September 2011. Phase two of the building was anticipated to complete and be ready for full service delivery a year later (September 2012) with some landscaping and external works continuing until December 2012.</p> <p>In order to ensure the building was ready for occupation and service delivery a substantial amount of new furniture and equipment was required to adequately resource the needs of the pupils, teachers, and the community. This requirement had been ascertained in consideration of an audit of existing legacy Furniture, Fittings and Equipment.</p> <p>The Procurement Strategy proposed involved firstly the use of an Official Journal of the European Union (OJEU) compliant framework furniture supplier to purchase the bulk of Furniture, Fittings and Equipment thus ensuring value for money and reliability of service. The quantities and size of Furniture, Fittings and Equipment order to be placed with ESPO will ensure that economies of scale could be achieved. The granting of delegated authority to place the orders for Furniture, Fittings and Equipment in due course would enable the project programme to</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 24 MARCH 2011

	<p>continue without delay and without jeopardising the successful occupation and operation of the new campus from September 2011. In addition, for specialist items of Furniture, Fittings and Equipment not available via ESPO, the necessary CSO waiver procedure would be followed. Any such waivers would be reported back to the Committee at a later stage.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That approval be granted to the proposed Procurement Strategy for Furniture, Fittings and Equipment for the Broadwater Farm Inclusive Learning Campus; 2. That approval be granted in principle to the purchase of Furniture, Fittings and Equipment from the Eastern Shires Purchasing Organisation (ESPO) framework agreement in accordance with Regulation 19.7(a) of the Public Contracts Regulations 2006. 3. That in accordance with Section 15 of the Local Government Act 2000, approval be granted to the delegation of authority to the Director of Children and Young People's Services to place orders and award contracts via ESPO for the supply of the majority of Furniture, Fittings and Equipment for the new Campus. 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>
PROC72.	<p>AWARD OF THE PROVISION OF ICT DATA AND VOICE STRUCTURED CABLING FRAMEWORK AGREEMENT (Report of the Director of Corporate Resources - Agenda Item 7)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that a restricted tender process for the ICT Data and Voice structured cabling Framework Agreement had been carried out by placing a contract notice in the Official Journal of the European Union (OJEU), Supply2gov, Competefor and on the Council's website.</p> <p>Our Chair asked to be supplied with a briefing note detailing the bidding process from the opening to the end bids.</p> <p>RESOLVED</p> <p>That in accordance with Contract Standing Order 11.03 approval be granted to the award of a four year framework agreement for the provision of ICT Data and Voice structured cabling for Council buildings to ITM Communications Ltd., Freedom Communications (UK) Ltd. and Royce Communications Ltd.</p>	<p>DCR</p> <p>DCR</p>

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 24 MARCH 2011

<p>PROC73.</p>	<p>CONSULTANTS FOR CONSTRUCTION WORKS - EXTENSION OF FRAMEWORK AGREEMENT (Report of the Director of Corporate Resources - Agenda Item 8)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the Consultants for Construction Works (CfCW) framework agreement was awarded in March 2008 for a period of 2 years, with the option to extend for up to a further 2 years subject to satisfactory performance. We also noted that agreement had been granted to extend the framework agreement by 1 year in April 2010 and that the current framework agreement would expire on 27 April 2011.</p> <p>We were informed that the framework agreement provided a one-stop-shop service for the provision of project management, architecture, building surveying, mechanical, electrical, civil and structural engineering and quantity surveying. Separate framework agreements were awarded to run concurrently with the CfCW framework agreement to provide cost, quality and health and safety assurance to the work carried out by the one-stop-shop service provider.</p> <p>We were also informed that the performance of the single service provider had been satisfactory throughout the initial term of the framework agreement and the subsequent extension period. The use of this framework agreement provided a robust contract management process, with key performance indicators used to monitor performance.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That In accordance with Contract Standing Order 13.02 approval be granted to the extension of the Consultants for construction works framework agreement for NPS Property Consultants Ltd. 2. That approval be granted to the extension of the framework agreement for a further period of 1 year (as allowed within the framework agreement) with an estimated total value of £1 million. 	<p>DCR</p> <p>DCR</p>
<p>PROC74.</p>	<p>CONSULTANTS FOR CONSTRUCTION WORKS (ADDITIONAL SERVICES) FRAMEWORK AGREEMENT EXTENSION (Report of the Director of Corporate Resources - Agenda Item 9)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>We noted that the Consultant for Construction Works (Additional services) (CfCWA) framework agreement had been awarded in March 2008 for a period of 2 years, with the option to extend for up to a further</p>	

JOE GOLDBERG
Chair



Agenda item:

[No.]

Cabinet

26 April 2011

Report Title. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

Report of Assistant Chief Executive (People & Organisational Development)

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

1.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.

1.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 09 and 10 (2010 -11) have not previously been reported.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

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

3.1. These are contained in the individual consultation forms.

<p>4. Recommendations</p> <p>4.1. That the report be noted</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. Not applicable.</p>
<p>6. Other options considered</p> <p>6.1. Not applicable</p>
<p>7. Summary</p> <p>7.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.</p> <p>7.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 09 and 10 (2010 -11) have not previously been reported.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. These are contained in the individual consultation forms.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. These are contained in the individual consultation forms.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. These are contained in the individual consultation forms.</p>
<p>12. Consultation</p>

12.1. Details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers

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

Cabinet Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2010-11

Exempt forms are denoted by ♦

[illegible]



Agenda item:

[No.]

Cabinet

26 April 2011

Report Title. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

Report of the Assistant Chief Executive (People & Organisational Development)

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

- 1.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.
- 1.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Introduction by Cabinet Member (if necessary)

- 2.1. Not applicable

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

- 3.1. These are contained in the individual action forms.

<p>4. Recommendations</p> <p>4.1. That the report be noted</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. Not applicable.</p>
<p>6. Other options considered</p> <p>6.1. Not applicable</p>
<p>7. Summary</p> <p>7.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.</p> <p>7.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. Where appropriate these are contained in the individual delegations.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. Where appropriate these are contained in the individual delegations.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. Where appropriate these are contained in the individual consultation forms.</p>

12. Consultation

12.1. Where appropriate details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Where appropriate details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers

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

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action –February 2011

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	01.02.11	Delegated authority – CLL – ICT and Resources Manager	Approved
2.			

Delegated Action

	Number
08.02.11: CSO 11.02 Bruce Castle Tennis Courts	1
08.02.11: CSO 11.02 Play Provision – Playbuilder Wave 2 – various	1
08.02.11: CSO 11.02 Play Provision – Playbuilder Wave 2 – Down Lane Park	1
10.02.11: LBH-Groundwork London Funding Agreement – Timebank – contract	1
10.02.11: LBH-Mental Health Carers Support Assn Ltd - contract	1
14.02.11: CSO 11.02 Play Provision – Ducketts Common	1
14.02.11: CSO 11.02 Play Provision – Wood Green Common	1
15.02.11: contract – Bruce Castle Tennis Courts contract increase	1
23.02.11: CSO 11.02 Hingeey Women's Aid	1

Submission authorised by: _____


Mun Thong Phung

Director of Adult, Culture and Community Services

Date: 4th March 2011

DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action –March 2011

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	02.03.11	Delegated authority – Coggers Nationwide Amusements	Approved
2.	02.03.11	Delegated authority – Carters Team Fair	Approved
3.	02.03.11	Delegated authority – The Fleadh	Approved
4.	02.03.11	Delegated authority – Zippos Circus	Approved
5	02.03.11	Delegated authority – Mannings Amusements	Approved
6	04.03.11	Delegated authority – HALS sessional tutors	Approved
7	17.03.11	Delegated authority – Jamaica Village Ltd	Approved

Delegated Action

	Number
07.03.11: Hill Homes – Extra Care Supported Housing Scheme [The Trees]	1
14.03.11: CSO 6.04 Time2Know Phase 3 Programme Development	1
14.03.11: Extension of Contract – LINKs Project	1
14.03.11: CSO 11.02 Teaching pool floor at Tottenham Green Leisure Centre	1
16.03.11: CSO 6.04 Play provision – Statiners Park bespoke benches	1
21.03.11: CSO 11.02 Sports equipment/maintenance to the Sports Halls at Broad Water Farm and TGLC	1
21.03.11: CSO 6.05 and CSO 11.02 Fitness Suite Equipment Supply and associated maintenance	1
21.03.11: CSO 11.02 Play Provision Stationers Park – demolition of Play Fort	1
22.03.11: CSO 6.05 Wayne Haywood – Interim Head of Service Change Management	1
24.03.11: CSO 13.02 Extension of Various Contracts for provision of Adult Social Care	1
28.03.11: CSO 13.03 Contract variations – various contracts re Personalisation	1
30.03.11: contract LBH and Queensland House Ltd	1
30.03.11: contract LBH/Enfield and Haringey HIV Programme/Embrace UK -Time2Know Partnership Management Function 2010/11	1
30.03.11: contract LBH/Enfield and Haringey HIV Programme/MBJ Innovations – Curriculum Development and Classroom support	1
30.03.11: Contract variation – additional funding for Newly Diagnosed Pregnant Women's Service	1
30.03.11: CSO 13.03 Court Diversion Service [Camlet Lodge]	1
30.03.11: CSO 13.01 Contract extension – Jackie Meyer, IIO	1

Submission authorised by: _____

Date: 4th April 2011

Mun Thong Phung**Director of Adult, Culture and Community Services**

DIRECTOR OF (insert name of Directorate)**Significant decisions - Delegated Action February 2011**

♦ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action			
Type		Number	
6.05	Broadwater Farm Children's Centre refurbishment works Childcare places for Jewish community Childcare places for Jewish community	£41,633 £50,000 £30,000	3
6.04	Bespoke coaching, facilitation and training for Headteachers Rokesly Infant School – removal of hired mobile nursery unit	£15,850 £13,712.50	2
11.02	Downhills Primary School – alterations to Children's Centre and site security Pupil Support Centre – removal of hired mobile classroom units Refurbishment of Haslemere: Play equipment and external works	£8,300 £14,788.55 £28,609.65	3
13.03	Coleridge Primary, Phase 3. Post contract services	£10,347	1

Submission authorised by:



Director, CYPS

DIRECTOR OF CYPs

Significant decisions - Delegated Action March 2011

♦ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	23.3.11	Proposals to Restructure and Reduce Children and Families Administration and Financial Administration	Approved by Director, and then Chair of General Purposes Committee (25.3.11)

Delegated Action			
Type		Number	
6.04	Teenage Pregnancy Prevention and Support	£45000	1
6.05	Specialist Disability Training for Childminders	£9945	1
11.2	Rokesly Junior School – repairs to the school's drainage system	£9310	6
	Extension to Provision of Interim Deputy Director	£50000	
	Haslemere Respite Centre Aiming High Programme Phase 2	£6500	
	Highgate Wood School – re-tender of Pavilion building lift replacement	£31569	
	Downhills – redevelopment of kitchen. Procurement of professional design services	£43000	
	Broadwater Farm Inclusive Learning Campus. Procurement of telecom. services	£11301	

Submission authorised by:

IAN BAILEY

Ian Bailey, Deputy Director, Business Support and Administration

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2010/11 – February 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦	28.02.11	Approval for award of contract under CSO 11.02 re: Storage Array Network (SAN) with three years support and maintenance.	For the Director of Corporate Resources to award the contract for HP Storage Array Network with ongoing support and maintenance.

Delegated Action			Number
Type			
Request for waiver of CSO 6.04 under CSO 7 re: Shaping the future of public services in Haringey, signed by Assistant Chief Executive, People & Organisational Development 01.02.11.			1
Decision under delegated authority – Director of Corporate Resources re: Disposal of 157 Rathcoole Gardens, Hornsey, London N8 9PE, signed by DCR 02.02.11.			1
Award of Contracts – Insurance Consortium Procurement re: Insurance Consortium – General Insurance and Claims Handling Services, signed by DCR 02.02.11.			1
Record of decision taken under urgency procedures or delegated authority re: To agree Haringey's recommended 2011/12 contribution to the London Boroughs Grants Scheme as required under section 7.5 of the Grants Scheme, signed by DCR 03.02.11.			1
Approval for award of contract under CSO 11.02 re: 5 yearly fixed wire electrical upgrades (3), Corporate Landlord Portfolio, signed by DCR 07.02.11.			1
Request for waiver of CSO 6.04 under CSO 7 re: Valuation of the Council's Investment Portfolio under IFRS Regulations and IAS 17, signed by DCR 17.02.11.			1
Approval for award of contract under CSO 11.02 re: Bruce Castle Museum (Archives B) Roof replacement, signed by DCR 18.02.11.			1
Request for implementation of CSO 6.3 re: Replacement of Oil Fired Boilers – Cranwood Residential Home, signed by DCR 18.02.11.			1
Request for implementation of CSO 6.03 re: consultancy work – to offer management support and advice to North London Strategic Alliance (NLSA) Efficiency Savings Project, signed by Chief Executive 21.02.11.			1

Delegated Action cont'd	
Type	Number
Approval for award of contract under CSO 6.16 re: Support and maintenance of Covalent CPM Performance Management System, signed by DCR 23.02.11.	1
Approval for award of contract under CSO 11.02 re: Portable Appliance Testing, signed by DCR 23.02.11.	1
Request for waiver of CSO 6.04 under CSO 7 re: Back-up power supply for the Alexandra House third floor including the Council's Call Centre, signed by DCR 28.02.11.	1

Submission authorised by:

J. Parker 19/3/11

Julie Parker
Director of Corporate Resources

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2010/11 – March 2011

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦	10.03.11	Approval for award of contract under CSO 11.02 re: Microsoft 2010 Exchange Licensing.	For the Director of Corporate Resources to award the contract for the purchase of Microsoft 2010 Exchange Licensing. As these are perpetual licences, there are no ongoing costs.
2. ♦	24.03.11	Approval for award of contract under CSO 11.02 re: HP – Server Virtualisation and Consolidation.	For the Director of Corporate Resources to award the contract for HP server hardware as a one off purchase.
3. ♦	31.03.11	Approval for award of contract under CSO 11.02 re: Provision of Energy Bureau Services.	For the Director of Corporate Resources to award the contract for the provision of Energy Bureau Services for a period of 5 years (subject to contract extensions) under CSO 13.01ai.
4. ♦	31.03.11	Approval for award of contract under CSO 11.02 re: Citrix Farm Upgrade.	For the Director of Corporate Resources to award the contract for Citrix Upgrade which includes three years of ongoing support and maintenance.
Delegated Action			
Type	Number		
Approval for award of contract under CSO 11.02 re: Hornsey Town Hall Rear Annexe demolition, signed by DCR 09.03.11.	1		
Approval to award a contract to appoint a land agent to assist in the sale of facilitating development re: Hornsey Town Hall Renaissance Project, signed by DCR 10.02.11.	1		
Approval request for waiver of CSO 6.05 under CSO 7 re: Interim Asset Management, signed by Lead Finance Officer for DCR 15.03.11.	1		
Request to waive CSO as allowed under CSO 7.02b and approval to award under 11.02 re: Infrastructure Renewal Programme and Business As Usual, signed by DCR 23.03.11.	1		
Approval for award of contract under CSO 6.16 re: Respond Upgrade, signed by DCR 23.03.11.	1		
Approval for award of contract under CSO 6.16 re: Microsoft Premier Support Service, signed by DCR 31.03.11.	1		

Submission authorised by:

J. Parker 11/4/11

Julie Parker, Director of Corporate Resources

DIRECTOR OF URBAN ENVIRONMENT

Significant decisions - Delegated Action 2010/11

◆ Denotes background papers are Exempt.

N o	Date approved by Director	Title	Decision
1	14 February 2011	Urban Environment/Enterprise Funding Third Sector 2011/12	The Council through Urban Environment Directorate and Enterprise Partnership Board currently funds a number of third sector and private organisations through ABG. This funding ceases in March 2011. Delegated authority is required to proceed on consultation with such organisations on terminations/continuation of funding in 2011/12.
2	18 February 2011	The Safer Stronger Communities business unit is being dis-established and the various teams are being transferred.	The following posts will be deleted: Admin Officer post in the Community Safety Team Admin Officer post in the Drug & Alcohol Action Team Data and Performance Co-ordinator post in the Drug & Alcohol Action Team Service Support Officer post in management team of Safer Stronger Communities Service Corporate Head of Safer Stronger Communities Service post The Neighbourhood Resource Centre Site Manager and Deputy Site Manager and Deputy Site Manager posts will be transferred to Property Service.
3	7 March 2011	The temporary use of Templeton Hall by community groups	To temporarily reopen Templeton Hall to allow community use. In the medium term, options for disposal and redevelopment of the site are being developed. In the interim period the Council and Homes for Haringey will be key holders for the building to allow community groups as a community facility.
4	7 March 2011	Report of Statutory Notification for expansion of Car Club bays in Haringey	To report the representations received during statutory notification carried out in January/February 2011 for the proposed introduction of car club bays and to set out officers' responses to the representations received. To seek approval to proceed with the recommendations as set out in Section 10.0 of the report.
5	9 March 2011	Purchase of electric vehicle recharging equipment and installation from POD Point Ltd.	Approve to award the contract for this project as allowed under CSO11.2 (contracts under £230k). For expenditure of approximately £120k funded from Haringey's LIP allocation between 2010/11 to 2013/14 for the purchase and installation of electric vehicle recharging points on street and in public and private off-street car parks through the purchase of specialist POD POINT installations who will manufacture equipment, install and maintain and will be compatible with the pan London electric point scheme called Source London, which will include all charging points in Haringey.
6	9 March 2011	Review of parking permit charges- feedback to statutory notification on proposals to increase charges	16/11/11 Cabinet Agreed the proposed increase in parking fees and charges and authorised officers to proceed to statutory notification on proposals. 13/12/11 Cabinet (response to resolution of the Overview & Scrutiny Ctee) agreed to delegate authority to make final decisions on the increase in the charges for parking permits and the introduction of new permits to the Director of UE in consultation with the Cabinet Member for Neighbourhoods.

DIRECTOR OF URBAN ENVIRONMENT

Significant decisions - Delegated Action 2010/11

- ◆ Denotes background papers are Exempt.

N o	Date approved by Director	Title	Decision
7	11 th March 2011	Restructuring the current Economic Regeneration service within PRE.	Haringey and Waltham Forest Councils are working to establish a shared Economic Development Service by the summer of 2011. This will mean restructuring the current Economic Regeneration service within PRE. The new service will include the reconfigured Haringey Guarantee Delivery Team, Programme Management and core Economic Development teams. Overall posts in Economic Regeneration will be reduced from 23 to a shared service establishment of 17.

Delegated Action

Type	Number
Proposed Waiting restrictions outside Heartlands High School, London N22, To seek approval to proceed with parking restrictions outside school – request received from Children & Young People's Services on behalf of the school to ensure ready access for emergency vehicles. Funding recurred from Partnership for Schools as part of Building Schools for the Future.	1
	2
	3
	4.

Anne Lipnitsa

Submission authorised by:

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