

Overview and Scrutiny Committee

MONDAY, 6TH SEPTEMBER, 2010 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Browne (Vice-Chair), Alexander, Basu, Ejiofor, Newton and Winskill

Co-Optees: Ms Y. Denny (church representative), 1 Church of England vacancy, Ms M Jemide (Parent Governor), Ms S Marsh (Parent Governor), Ms Sandra Young (Parent Governor), Ms H Kania (LINK Representative)

AGENDA

1. WEBCASTING

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

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

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 12 below).

4. DECLARATIONS OF INTEREST

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR HOUSING (PAGES 1 - 4)

Briefing and answers to questions – Councillor John Bevan, Cabinet Member for Housing.

7. HOUSING STRATEGIES: MOVE-ON STRATEGY 2010-15 AND ROUGH-SLEEPERS STRATEGY 2010-12 (PAGES 5 - 16)

To receive and note the Move-On and Rough-Sleepers housing strategies.

8. REVIEW OF THE HOUSING ALLOCATIONS POLICY (PAGES 17 - 34)

To consider and note the report on the new Housing Allocations Policy.

9. PHARMACEUTICAL NEED ASSESSMENT (PAGES 35 - 38)

To consider the NHS Haringey briefing on the development of pharmaceutical need assessment.

10. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND SUSTAINABILITY (PAGES 39 - 48)

Briefing and answers to questions – Councillor Joe Goldberg, Cabinet Member for Finance and Sustainability.

11. PROCUREMENT STRATEGY (PAGES 49 - 92)

To review the Procurement Strategy 2010-13 before it is considered by Cabinet.

12. NEW ITEMS OF URGENT BUSINESS

13. MINUTES (PAGES 93 - 100)

To confirm the minutes of the meeting held on 5th July 2010.

14. FUTURE MEETINGS

Monday 4th October 2010
Monday 1st November 2010, 6pm (Special)
Monday 1st November 2010, 6.45pm (Child Protection)
Monday 29th November 2010
Thursday 2nd December 2010
Monday 6th December 2010
Wednesday 15th December 2010
Monday 31st January 2011
Monday 28th February 2011
Monday 28th March 2011
Thursday 17th March 2011 (Child Protection)
Monday 9th May 2011

15. SCRUTINY COMMITTEE ACTIONS REQUESTED (PAGES 101 - 136)

To note the actions completed since the last meeting.

Ken Pryor
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Member Services
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Wood Green
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Principal Committee Co-Ordinator
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Friday 20th August 2010

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CABINET MEMBER FOR HOUSING SERVICES**KEY ISSUES – STRATEGIC AND COMMUNITY HOUSING SERVICES****Key functions of Strategic and Community Housing Services**

- To develop and implement an overarching housing strategy, together with a range of sub strategies including those relating to homelessness, affordable warmth, private sector housing, rough sleeping and older people.
- To provide a robust ALMO client function that ensures that Homes for Haringey manages and maintains the Council's housing stock to the required standards, and delivers Haringey's decent homes programme within budget and on time.
- To develop and implement an affordable housing programme, in partnership with registered providers, to provide affordable homes for rent and purchase.
- To improve and enforce standards in private sector housing, including houses in multiple occupation, empty homes and private rented accommodation.
- To provide expert housing advice, and work with private sector landlords and other housing providers, in order to prevent homelessness, sustain tenancies and provide a range of viable housing options.
- To manage and maintain a housing register, assess the housing and support needs of housing applicants (including homeless households living in temporary accommodation, and social housing tenants seeking a transfer), operate the borough's choice based lettings scheme, and allocate social rented housing.
- To procure and manage a stock of temporary accommodation, and discharge the Council's duties in accordance with the homelessness legislation.
- To assist the co-ordination and delivery of advice and support services for survivors of domestic violence and vulnerable people in housing need.

Principal objectives of Strategic and Community Housing Services

- To prevent homelessness
- To reduce the number of households in temporary accommodation
- To make best use of Haringey's social housing stock.
- To maximise the development of affordable housing.
- To improve the quality of private housing.
- To ensure the supply of private rented housing to meet demand.
- To ensure the effective and efficient management of the Council's housing stock.
- To support the Council's strategic agenda
- To achieve continuous service improvement

Recent developments and events

- The new staffing structure, implemented last year, has helped improve the efficiency and effectiveness of Strategic and Community Housing Services by defining roles and responsibilities, re-aligning teams and services, improving communication and joint working, encouraging partnership working and actively involving service users in planning, shaping and monitoring services.
- Excellent joint working with a wide range of partners and stakeholders has enabled good progress to be made in relation to the Homelessness Strategy 2008-11 which is due to be reviewed in October 2010. Work is about to start on a new, 5 year Homelessness Strategy that will be published in Autumn 2011.
- During 2009/10, the number of homeless households living in temporary accommodation was reduced by 1,001 (22%) and, by the end of July 2010, the number had reduced to 3,425. An Emergency Accommodation Reduction Project has helped reduce the number of households living in expensive, nightly charged accommodation by 846 (51%) from 1,650 to its current figure of 804.
- Excellent progress continues to be made in relation to the delivery of Haringey's decent homes programme. By the end of March 2010 (the second year of the five year programme), 2,201 council homes had been made decent and the level of non-decency had reduced from 42% at the start of the programme to 27.5%. During 2010/11, another 1,806 council homes (including 481 units of sheltered housing) will be made decent.
- During 2009/10, the Council's targeted approach to tackling under-occupation and overcrowding increased the number of successful moves. As a result of this fresh options-based approach, 70 under-occupiers and 14 overcrowded tenants were helped to move into more suitable accommodation.
- In July 2010, Cabinet approved a Move-On Strategy and Rough Sleepers Strategy. Consultation on the Older People's Housing Strategy is due to start in September 2010 and work continues on the Overcrowding and Under Occupation Strategy, which will help us to make best use of existing social housing stock.
- During the past year, the Council and its partners have been developing a three year Borough Investment Plan to support its 'Single Conversation' with the Homes and Communities Agency. This Investment Plan confirms the Council's priorities in relation to investment and regeneration, and identifies the funding gaps that need to be filled if the schemes are to proceed.
- In 2009/10, the Secretary of State gave the go-ahead for the Council to obtain Compulsory Purchase Orders (CPOs) in relation to 4 empty homes, and the Courts approved the Council's enforced sale of another 5 empty homes due to the owners' non-payment of council tax and other debts.
- The Council is currently consulting on a new draft Housing Allocations Policy that proposes a fresh approach to the way in which applications for social housing are administered and prioritised. Based on housing needs bands (rather than housing points), the draft policy will make it easier for applicants to assess their housing prospects and make better, more informed decisions in relation to their options.

Audit Commission Inspection

In May 2010, the Audit Commission carried out a 7-day inspection of Strategic and Community Housing Services' **allocations, lettings and homelessness services**.

The judgement of the Inspection Team was that Haringey is "providing a 'fair', one-star service that has excellent prospects for improvement".

In its report (published on 12 August 2010), the Audit Commission has acknowledged the significant progress that Strategic & Community Housing Services has made since the last inspection in October 2007, especially in relation to customer involvement, multi agency working, its support for vulnerable adults and its success at preventing homelessness and making use of the private rented sector.

Strategic & Community Housing Services was considered to have excellent prospects for improvement because the Inspectors found that there was a strong track record of improvement over recent years, appropriate plans and strategies are in place, performance monitoring and reporting is generally robust, and there has been strong leadership of the inspected services which has supported improvement.

The Inspectors confirmed weaknesses that we were aware of and were already being addressed through our strategies, improvement plans and the new Housing Allocations Policy.

Key issues and challenges for 2010/2011

For the foreseeable future, the severe constraints on public expenditure will continue to have a very serious impact on housing need and the delivery of housing services.

- A new housing subsidy system, introduced in April 2010, has reduced by £3million per annum the amount of money the Council can claim towards the cost of providing homeless households with temporary accommodation. Action is being taken to plug the funding gap by reducing the number of households in temporary accommodation, re-negotiating the rents paid to housing suppliers and cutting the void turnaround times for leased accommodation.
- Formal consultation is taking place on the first phase of the re-shaping and 'downsizing' of Strategic & Community Housing Services. These changes are needed in order to meet budget savings targets and capitalise on the reduction in workload resulting from the sharp fall in the Council's use of temporary accommodation. The budget pressures have been exacerbated by reductions in the Area Based Grant and in funding from the North London Sub Region.
- The Homes and Communities Agency (HCA) has seen its 2010/11 budget reduced by £450m (approximately 10%). Further reductions, affecting the period 2011-14, are likely to be announced following the Comprehensive Spending Review in October 2010. Haringey may lose out if there are any reductions to the Decent Homes Programme and/or the National Affordable Housing Programme.
- In order to increase investment at a local level, the Council is currently exploring the feasibility and merits of other options that will provide the required funding that will provide new homes and mixed developments.

- In the Emergency Budget of 22 June 2010, the Coalition Government proposed a series of measures designed to reduce expenditure on Housing Benefit. With effect from April 2011, Local Housing Allowance rates will be 'capped' and, from October 2011, changes will be made to the way in which the Local Housing Allowance rates are calculated. Furthermore, from April 2014, households that have been in receipt of Job Seekers Allowance for at least 12 months will have their Housing Benefit payments reduced by 10%.
- If the changes announced in the Emergency Budget are implemented, they will have a very significant impact on Haringey. Not only will they lead to increased homelessness, but they will also severely limit the Council's ability to secure good quality private rented accommodation for households in need, especially larger families. There will also be unprecedented 'outward migration' from the Inner London boroughs, where housing costs are higher and most properties exceed the 'cap'. This will place additional pressure on those Outer London boroughs (including Haringey) where housing costs are lower. As well as putting an additional strain on the local housing market, it will also increase the cost of housing-related support, safeguarding and health and social care in the borough.
- Ongoing work is being undertaken to assess the options for the three sheltered housing schemes that have been excluded from the decent homes programme. Subject to the results of further consultation and the necessary funding being identified and available, Cabinet will be asked to approve the redevelopment of Protheroe House as an Extra Care Scheme. Further information is being gathered in relation to Larkspur Close, and the options available for Stokley Court will be explored in the context of the Older People's Housing Strategy. All decisions on the three schemes will need to be made by Cabinet.
- Following consultation, the draft Housing Allocations Policy will be considered by the Cabinet on 16 November 2010. Its implementation will afford the opportunity to review the number of households on the housing register and introduce a rolling annual review. This will ensure that the register is more manageable and that applicants' circumstances are kept up-to-date as and when their circumstances change.
- The Council is working closely with partners to ensure delivery of the Rough Sleepers Strategy. Co-ordinated working is taking place with the Police, DWP, the UK Borders Agency, voluntary sector agencies and local churches to address the issue of A10 nationals affected by the recession and sleeping rough.
- As well as announcing changes to funding, the Coalition Government has made a number of announcements of possible changes to housing policy. These have included a potential review of a 'tenancy for life' for social housing tenants which would mean that tenancies would be granted for a fixed period of time and reviewed to make sure that the tenant still requires the size of property in which they are living. The introduction of an incentive to encourage councils to build new homes (which is equivalent to the cost of the Council Tax for the property for a number of years) has also been announced.



Haringey Council

Agenda item:

[No.]**Overview & Scrutiny Meeting****On 6 September 2010**

Report Title. **Housing Strategies: Move-on Strategy 2010-15 and the Rough Sleepers Strategy 2010-12**

Report of the Director of Urban Environment, Niall Bolger

Signed :

Niall Bolger 19th July 2010

Contact Officer : Rosie Green
Housing Strategy & Partnerships Manager
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Wards(s) affected: **Not applicable**

Report for: **Non key-decision**

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

- 1.1. The purpose of this report is to advise Overview & Scrutiny of both the Rough Sleepers Strategy 2010-12 and the Move-on Strategy 2010-15, which were approved by Cabinet on 13 July 2010.

2. Introduction by Cabinet Member

- 2.1. **The Rough Sleepers Strategy.** Rough sleepers in Haringey are among the most vulnerable groups in the Borough, many have high support needs resulting from dependence on alcohol and drugs or have mental health issues. Whilst we need a zero tolerance approach to rough sleeping we must ensure that effective

support networks are in place to help former rough sleepers sustain accommodation in the long term.

2.2. The Move-on Strategy. There are significant numbers of residents in short-term supported housing that are ready to move-on but can't due to barriers preventing them from doing so such as the shortage of available tenancies. The resulting blockage in this valuable resource means that vulnerable people who need to access short-term supported accommodation are prevented from doing so. The Move-on Strategy aims to identify and provide solutions to these barriers.

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

3.1. As sub-strategies of the Homelessness Strategy 2008-11 these strategies will support the delivery of a number of key objectives, namely

Objective 1: Actively support and promote a partnership approach to preventing homelessness

Objective 2: Invest in early intervention and effective homelessness prevention

Objective 4: Provide choice and encourage independence

Objective 7: Work proactively to safeguard children and vulnerable adults

3.2. The outcomes of these strategies will help meet the following priorities in the Council Plan

- **Priority 2** - Creating a Better Haringey: cleaner, greener and safer

The Rough Sleepers Strategy will ensure that interventions are put in place to prevent people from ending up on the streets and ensure that those who do are given realistic options to enable them to stop sleeping rough.

The strategy will positively contribute to tackling anti-social behaviour associated with rough sleeping and the street drinking population.

- **Priority 3** - Encouraging lifetime well-being, at home, work, play and learning

The strategies will link to opportunities for skills development, education and training to encourage life-time wellbeing.

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

By assisting planned move-on from short-term supported housing the Move-on Strategy will enable some of the Boroughs most vulnerable residents to plan

their lives and work toward independent living.

The Rough Sleepers Strategy will ensure that a case-by-case approach is taken to establish offers of support/options based on circumstance.

- **Priority 5** - Delivering excellent, customer focused, cost effective services

By making the best use of short-term supported housing the Council will be able to free up valuable stock for those that need it most, including rough sleepers. Greater value for money from the Supporting People budget will be realised by ensuring that accommodation based support is not being given to those who are ready to move-on.

4. Recommendations

4.1. It is recommended that Overview & Scrutiny

(a) Note the Rough Sleepers Strategy 2010-12 approved and adopted at the Cabinet meeting of 13 July 2010 (hard copies available in Members' room)

(b) Note the Move-on Strategy 2010-15 approved and adopted at the Cabinet meeting of 13 July 2010 (hard copies available in Members' room)

(c) Notes the feedback from the strategy consultation

5. Reason for recommendation(s)

5.1. Both strategies have been developed by the Integrated Housing Board, the Move-on strategy in partnership with the Supporting People Partnership Board.

5.2. Both strategies were approved by the Integrated Housing Board on 14 June 2010 subject to minor amendment for submission to Cabinet on 13 July.

5.3. The development of strategies to address move-on from short-term supported housing and rough sleeping is prioritised through the Homelessness Strategy 2008-11.

5.4. The introduction of procedures to increase the flow of clients through short-term supported housing is a Supporting People Strategy 2005-10 priority.

5.5. A detailed audit of short-term supported housing has been undertaken, suggesting that over 2010-11 there will be an estimated 237 people ready to move-on but unable to access appropriate accommodation. The Move-on Strategy will increase the availability of sustainable housing solutions.

5.6. The development of a strategy to tackle rough sleeping is in line with the government's 'No One Left Out' agenda to reduce and sustain the incidence of rough sleeping to as close to zero as possible by 2012.

5.7. An increase in the number of rough sleepers from the eastern European countries and a correlated increase in the incidence of violent crime make a strategic multi-agency approach to rough sleeping an imperative.

6. Other options considered

6.1. Not applicable

7. Summary

7.1. These strategies will expand on the work already being done through the Homelessness Strategy 2008-11, they will seek to improve the lives of some of the most vulnerable homeless groups in Haringey.

Rough Sleepers Strategy 2010-12

7.2. The Rough Sleepers Strategy 2010-12 will seek to ensure that Haringey's reduces and sustains the number of people sleeping rough in the borough to as close to zero as possible by 2012.

7.3. Rough sleepers in Haringey are among the most vulnerable groups in the Borough; many have high support needs resulting from dependence on alcohol and drugs or have mental health issues. Whilst we need a zero tolerance approach to tackling rough sleeping we must ensure that effective support networks are in place to help former rough sleepers sustain accommodation in the long term.

7.4. Over the last four quarters the number of clients seen rough sleeping by outreach services has remained at a fairly constant level, between 17 and 23. However, there have been confirmed reports of a significant influx of rough sleepers from central and eastern European countries which now poses a significant problem especially in relation to an increase in the incidence of violent crime (particularly murders) among this group.

7.5. The strategy will bring together all agencies dealing with rough sleepers to provide effective support in terms of detox programmes and to facilitate reconnection to country of origin in the case of rough sleepers with no recourse to public funds.

7.6. The singular identified outcome for the Rough Sleepers Strategy is;
"Through a zero tolerance approach to rough sleeping, reduce and sustain the

numbers of people sleeping rough on the streets of Haringey to as close to zero as possible by 2012”

Move-on Strategy 2010-15

7.7. The Move-on Strategy 2010-15 aims to provide solutions to the barriers that prevent clients in short-term supported housing from moving on. It will also free up valuable provision for those that need accommodation based support.

7.8. Short term supported accommodation, funded by Supporting People, aims to help people move to independent living and prevent homelessness. By working with service users to develop their skills and confidence most aspire to moving into long term or permanent housing. Unfortunately, due to barriers this is not always possible and service users can remain in supported accommodation for too long, therefore blocking up this valuable resource.

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

7.10. In development of the strategy Haringey carried out an audit of all short term supported housing and those clients ready but unable to move on. Headline results of the audit indicated that;

- 176 clients were ready to move-on from short-term supported housing but had no accommodation to move into.
- An estimated further 242 clients would be ready to move-on at some point during 2010/11
- There is an existing shortfall of 176 tenancies rising to a potential 237 over 2010/11

7.11. Two outcomes have been identified through the Move-on Strategy, that

- The annual availability of short term supported housing is increased for those who need it

And

- No one remains in short term supported housing for longer than they need

8. Chief Financial Officer Comments

8.1. The proposals set out in this report will be delivered within existing approved

budgets within Housing Services or approved external funding from DCLG. However some of the funding is time limited and costs incurred in respect of these measures must be limited to the funding available and should cease when the funding runs out, unless further bids for funding are successful. Commitments should take account of the one –off nature of some of the funding, particularly any additional staffing costs where contracts should be of a fixed term nature linked to the funding timescales

9. Head of Legal Services Comments

9.1. The Head of Legal Services has been consulted in the preparation of this report.

9.2. The need for the Council to adopt strategies in respect of Rough Sleepers and Moving-On is driven by the Central Government objectives that are set out in the report. These strategies underpin the Council's Homelessness Strategy and support the delivery of some of the key objectives in the Council Plan.

9.3. Effective non-statutory consultation has taken place with Partner Organisations and Stakeholders (including the public) in line with the Council's Consultation Framework and Compact Agreement and there are no further legal implications arising.

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

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. Equalities Impact Assessments (EIA) have been completed for each of these strategies

11.2. Recommended actions resulting from the EIAs have been incorporated into each of the Action Plans

12. Consultation

12.1 Extensive consultation has been carried out on each of these strategies with several interest groups, namely:

- Integrated Housing Board
- Supporting People Partnership Board
- Supporting People Provider Forum

- Supporting People Team
- Strategic & Community Housing Services
- Corporate Policy & Performance Team
- Safer, Stronger Communities Service
- Haringey Drug & Alcohol Team
- Haringey Advisory Group on Alcohol
- Met Police
- Communities & Local Government
- Homelessness Strategy Delivery Groups
- Thames Reach
- UK Border Agency
- Bubic
- Homelessness Strategy Delivery Groups
- Homeless Link
- Short-term supported housing service users

12.2 The consultation carried out on both these strategies has demonstrated that there is widespread support for both.

12.3 Consultation reports for both strategies are appended to this report

13. Service Financial Comments

13.1. Although there are some costs involved in the delivery of these strategies (outlined below) the delivery of most of the actions will need to be contained within existing budgets and through forming effective partnerships with other services. These actions could be affected by future funding cuts resulting in changes to staffing structure.

13.2. An extended outreach service for rough sleepers providing a faster and more targeted approach has been funded by Communities & Local Government at a cost of £27,928. This enhanced service will run until 31st December 2010. Further external funding will be sought for an extension of this service if, after evaluation, there is still a need.

13.3. Funding has been secured for a deposit guarantee scheme to last 12 months. £70,000 through the Supporting People budget will cover staffing costs. A total of £35,000 will constitute the pot from which any claims will be paid; £25,000 from Communities & Local Government from two pots (small grants bid for rough sleepers & funding for social excluded groups) and £10,000 from Strategic & Community Housing Services.

13.4. Benchmarking from other local authorities indicates a possible 20% claim rate; effective monitoring systems as well as robust procedures will need to be put in place to minimise as much as possible the risk of tenancies failing and claims

being made.

13.5. Possibilities for underwriting the scheme should be explored with partner agencies to further mitigate of risk.

13.6. Future funding for this scheme cannot be guaranteed so it is recommended that potential external funding sources are explored as well as any future input from Supporting People should the scheme prove effective and value for money.

14. Use of appendices /Tables and photographs

14.1. Copies of the Move-on and Rough Sleepers Strategies plus the consultation reports are available in the Members rooms

15. Local Government (Access to Information) Act 1985

15.1. Not applicable

Haringey's Rough Sleepers Strategy 2010-12

Feedback from Consultation

Purpose of consultation:	<p>The purpose of the consultation was to seek the views of individuals and organisations on Haringey Rough Sleepers Strategy 2010-12. We wanted to find out</p> <ul style="list-style-type: none"> • if people agreed with the overall content of the strategy • if they agreed with our findings or had we missed anything • if the key priorities identified are correct • to help prioritise the key actions for the action plan
Methodology:	<p>Throughout the development stages, the multi partnership Rough Sleepers Strategy steering group has been key in highlighting the main issues and actions that need to be addressed through this strategy.</p> <p>We have consulted widely on the Rough Sleepers Strategy following the Council Consultation framework and Haringey's Compact agreement. The consultation aimed to engage a wide range of people and organisations in the development of the strategy.</p> <p>The draft strategy was posted on Haringey's web site during the consultation period and has been reviewed through the corporate policy network and the Supporting People Partnership Board. A copy of the strategy was also circulated at the rough sleeper's consultation event which took place on 20 March 2010 and at the North London Sub-regional event on 10 February 2010.</p>
Findings:	<p>There has been widespread support for this strategy. Issues that have been raised are principally concerned specific actions that could help deliver the priorities set within the strategy. There has been a particular focus on how this strategy will improve access to services for people with no recourse to public funds (commonly those from eastern European countries, A2, A8). The EIA has also confirmed a worrying increase in the numbers of A2 and A8 nationals who are sleeping or have slept rough.</p> <p>The main issues that arose from through consultation helped us form our key aims of the strategy and the resultant action plan</p>
What does this mean for us?	<p>Amendments have been made to the draft strategy and actions included in the action plan.</p> <p>It also means that we have a multi-partnership strategy which will deliver real outcomes for this vulnerable group and</p>

	is not just seen as a Council document.
How were results communicated	<p>At the event we gave out findings to date and delegates were able to comment and challenge these.</p> <p>We used the consultation responses in developing the key priorities and actions to deliver these.</p> <p>We will put this consultation report on our website and feedback the outcomes to the steering group and the Homelessness Strategy Vulnerable Adults delivery group.</p>
Issues/learning points:	<p>The main issues/learning points were:</p> <ul style="list-style-type: none"> • Confirmation that our methodology was correct • That the key actions are robust and clear • Consultation has ensures 'buy in' to the strategy
For further information, please contact:	<p>Paul Dowling, Principal Housing Strategy Officer Haringey Council</p> <p>Email: paul.dowling@haringey.gov.uk</p> <p>Phone: 020 8489 4301</p>
Dates of consultation:	25 th January 2010 -25 th March 2010
Ward/ neighbourhood affected?	The whole borough

Haringey's Move-on Strategy 2010-15

Feedback from Consultation

Purpose of consultation:	<p>The purpose of the consultation was to seek the views of individuals and organisations on Haringey Move-on Strategy 2010-15. We wanted to find out</p> <ul style="list-style-type: none"> • if people agreed with the overall content of the strategy • if they agreed with our findings or had we missed anything • if the key priorities identified are correct • to help prioritise the key actions for the action plan
Methodology:	<p>Throughout the development stages, the multi partnership Move-on Strategy steering group has been key in highlighting the main issues and actions that need to be addressed through this strategy.</p> <p>We have consulted widely on the Move-on Strategy following the Council Consultation framework and Haringey's Compact agreement. The consultation aimed to engage a wide range of people and organisations in the development of the strategy.</p> <p>We ensured that translators were available where we knew in advance that there would be people who required them.</p> <p>The consultation engaged a number of existing forums, including the Supporting People Provider Forum; housing related support providers; community groups; HAVCO; Supporting People Partnership Board; Integrated Housing Board; service user house meetings and a high profile specific event that included housing support providers, service users, Haringey Council and other organisations who are involved in this area to test our findings of the MOPP audit as well as gathering further evidence and actions to include in the final document. About 60 people attended this event.</p> <p>A range of mediums were used. The consultation made use of the Council's website, Haringey People and articles in service users' newsletters.</p> <p>Approximately 160 individuals engaged with the development of the strategy through the consultation.</p>
Findings:	<p>The main issues that arose from the consultation were:</p> <ul style="list-style-type: none"> • Broad agreement and prioritisation of the barriers identified through the MOPP audit • Lack of prioritisation of service users ready to move on

	<ul style="list-style-type: none"> Lack of a rent deposit scheme <p>The main issues that arose from through consultation helped us form our 5 key aims.</p>
What does this mean for us?	The draft Move-on Strategy has already impacted on the draft Allocations Policy by acknowledging the priority of service users ready to move on. Also we will be implementing the Rent Deposit scheme in 2010.
How were results communicated	<p>At the event we gave feedback on the results of the MOPP audit and delegates were appreciative to have this before the strategy is completed in order to comment on the data and identified barriers and to help set the priorities to remove these.</p> <p>We used the consultation responses in developing the key priorities and actions to deliver these.</p> <p>We will put this consultation report on our website as well going back to a number of short-term supported housing schemes where we undertook consultation to give feedback on the consultation. We will also write an article for providers to use in service users newsletters.</p>
Issues/learning points:	<p>The main issues/learning points were:</p> <ul style="list-style-type: none"> Confirmation that our methodology was correct Not as many service users were involved in the consultation process as we hoped. For future strategies will consider how our methods to ensure appropriate involvement The need to repeat the MOPP audit annually and to further develop ways to capture equalities data
For further information, please contact:	<p>Rosie Green, Housing Strategy and Partnerships Manager, Haringey Council</p> <p>Email: rosie.green@haringey.gov.uk Phone 020 8489 4526</p>
Dates of consultation:	15 th December 2009 – 31 st March 2010
Ward/ neighbourhood affected?	The whole borough



Overview and Scrutiny Committee

On 6 September 2010

Report Title: **Review of the Housing Allocations Policy**Report of: **Niall Bolger, Director of Urban Environment***N Bolger 19/07/10*Contact Officer: **Zulfiqar Mulak, Head of Housing Needs and Lettings**Email: zulfiqar.mulak@haringey.gov.uk
Tel: 0208 489 4890Wards(s) affected: **ALL**Report for: **Key Decision****1. Purpose of the report**

- 1.1 To inform the Overview & Scrutiny Committee of the results of a comprehensive review of Haringey's Housing Allocations Policy and to consult the Committee on the contents of a draft Allocations Policy that represents a fresh approach to the way in which applications for social housing are administered and prioritised.
- 1.2 To provide members of the Overview & Scrutiny Committee with the opportunity to give feedback on the draft Housing Allocations Policy.

2. Introduction by Cabinet Member (if necessary)

- 2.1 We need to simplify the system (to assist people's understanding and ensure that it is perceived as being fair to all applicants) and we need to reduce the complexity and cost of administering the housing register.
- 2.2 The new Housing Allocations Policy will enable us to do this and to meet our statutory obligations, including those resulting from new regulations and case law.
- 2.3 I welcome the plans to introduce a 'banding' system and I am delighted that high priority will now be given to the transfer applications of council tenants and housing association tenants who are willing to 'free up' family homes and specially adapted homes that they no longer need.

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

3.1 The new Housing Allocations policy will support the delivery of a number of key strategic objectives, including those related to housing, homelessness, domestic violence, regeneration, sustainable communities and community safety.

3.2 It will also support the Council's objective of improving housing conditions in the borough and it will help meet the following priorities in the Council Plan:

- **Priority 3** – “Encouraging lifetime well-being, at home, work, play and learning”

By allocating social housing stock in a fair and transparent manner, the Council will provide families and vulnerable households with the stability they need, making it easier for them to maintain their links with schools, healthcare professionals and support networks.

- **Priority 4** – “Promoting independent living while supporting adults and children when needed”.

By assisting planned move-on from temporary accommodation and supported housing schemes and into settled social housing, the new Housing Allocations Policy will enable some of the borough's most vulnerable residents to plan their lives and work towards independent living.

- **Priority 5** – “Delivering excellent, customer focused, cost effective services”.

By targeting social housing towards those applicants who need it most and those who are willing to give up large and/or specially adapted homes that they no longer need, the Council will make best use of Haringey's social housing.

As the new banding system will mean that applicants within each housing needs band will be prioritised in date order (and anyone moving up a band will be given a new 'effective date' that reflects the date they are awarded the higher priority), the Housing Allocations Policy will assist applicants' understanding and enable them to make informed decisions about their future housing. This will improve transparency and ensure that the service is more customer focused.

By tackling under-occupation and making better use of specially adapted social housing, the Council will be able to make optimum use of the borough's social housing to meet the needs of those households that are in the greatest housing need, including families and people with disabilities whose social care and support needs may be met better and more cost effectively in social housing.

4. Recommendations

4.1 It is **recommended** that the Overview & Scrutiny Committee:

- (a) Notes the conclusions of the review of Haringey's existing Housing Allocations Policy and the detailed consultation that is taking place with a wide variety of stakeholders between 21 June 2010 and 1 October 2010; and
- (b) Supports the proposed changes to the way in which applications for housing are administered and prioritised, including the use of housing needs bands (instead of housing points) as the basis for determining applicants' relative priority; and
- (c) Provides the Council's Housing Strategy & Partnerships Team with formal feedback on the draft Housing Allocations Policy by 1 October 2010.

5. Reason for recommendation(s)

- 5.1 Every local authority has a statutory duty to publish its housing allocations policy.
- 5.2 Haringey's existing Housing Allocations Policy is extremely complex, difficult to explain and administer, prevents households from making informed decisions about their future housing, and makes only a limited contribution to the achievement of the borough's key strategic objectives.
- 5.3 A detailed review of the Housing Allocations Policy has been carried out, taking into account the new staffing structure of Strategic & Community Housing Services, good practice, government guidance and recent court decisions.
- 5.4 At a Leader's Conference in October 2009, there was strong cross-party support for the use of housing needs bands (rather than housing points) and policy changes that will make it much easier for applicants to assess their housing prospects and make better, more informed decisions in relation to their options.
- 5.5 A revised Housing Allocations Policy has been drafted and is now ready for consultation with a wide range of stakeholders, including customers.
- 5.6 If implemented, the proposed changes will simplify the administration of the Housing Allocations Policy, make it easier to explain decisions, and ensure that housing choices are clearly and precisely communicated to customers.

6. Other options considered

- 6.1 Although a substantial part of the review focused on the updating and amendment of the existing Housing Allocations Policy (in order to ensure that the policy is fit for purpose and complies with the law), it is the replacement of the 'points' system with a 'banding' system that offers the most potential for improving the way in which housing need is met in Haringey.

The practice of other London boroughs

- 6.2 A review of the housing allocations policies of 30 London boroughs (see Appendix 1) shows the wide variety of approaches that local authorities have adopted in order to manage complex housing demand in areas where there is also a severe shortage of affordable rented housing.
- 6.3 Schemes include 'points only', 'bands only', and combined 'bands and points' schemes. Of the 30 London boroughs surveyed:
- 10 boroughs (including Haringey) have a 'points only' scheme
 - 12 boroughs have a 'bands only' scheme
 - 8 boroughs have a combined 'bands and points' scheme.

'Points only' schemes

- 6.4 Ten London boroughs have a 'points only' scheme. Housing applicants are awarded points based on housing need / medical / social / welfare factors and waiting time, and they are placed in a queue in points order.
- 6.5 Under these schemes, applicants will move up the queue when other applicants with more points are either re-housed or removed from the housing register, and they will move down the queue when new applicants with more housing points than them join the housing register.
- 6.6 These schemes are complex to explain and administer, and encourage 'points chasing'. The number of points awarded is routinely challenged.

'Bands only' schemes

- 6.7 Twelve London boroughs operate a 'bands only' scheme. Different levels of housing need are grouped together into bands and applicants are placed, in date order, in the band that reflects their housing need. They will move up their band when applicants above them are either rehoused or removed from the register.
- 6.8 As applicants can only move upwards in banding schemes, this is easier to explain and is seen, by applicants, as fairer and more transparent. Banding schemes tend to have fewer challenges than points schemes.
- 6.9 Of the 12 London boroughs using a 'bands only' scheme, 10 are using four bands, one is using five bands and one is using nine bands.

Combined 'Bands and Points' schemes

- 6.10 Eight London boroughs use a combined scheme. The number of bands ranges from 3 to 8, with a points scheme within each band. Some schemes have different points criteria within different bands.
- 6.11 Combined 'bands and points' schemes are the most complex and difficult to explain, and have the same disadvantages as 'points only' schemes, including the fact that applicants will move down the queue when new applicants with more points than them join the register.
- 6.12 For the above reasons, we have considered but rejected, the option of retaining our 'Points only' system or replacing it with a 'Bands and Points' scheme.

7. Summary

- 7.1 The review of Haringey's Housing Allocations Policy has concluded that a housing needs banding system should be adopted in line with government guidance but with significant changes to the existing priorities, in line with the 'reasonable preference' categories set out in the legislation.
- 7.2 The main advantages of the proposed arrangements are that:
- They will end the complexity of having a variety of points for different categories and a situation in which a high number of points is the primary factor in determining whether or not someone is rehoused.
 - The new Band A will include a relatively small number of applicants. Applicants with high levels of need (and those whose transfer to alternative accommodation will benefit the Council and/or free up a family home or a specially-adapted home) will be awarded the highest priority, based upon explainable and transparent criteria.
 - Exceptional priority cases are likely to be housed more quickly.
 - There is a clear and explainable distinction between Bands A & B.
 - The new Band B will have a real relevance for applicants. It will also enable better planning and transparent decision making and hold the Council more accountable for the way in which it prioritises the allocation of its very limited supply of social housing
- 7.3 All homeless households in Band B will be housed in date order. Where they are able to remain 'homeless at home', their application will be placed in Band B (the same category as other homeless applicants), thereby removing the incentive for such households to move into temporary accommodation.

- 7.4 In October 2009, the Council introduced auto-bidding for highly-pointed homeless households living in temporary accommodation. This has already started to have an impact on the bidding behaviour of applicants and, when it is eventually rolled out to everyone who is living in temporary accommodation, it is likely to reduce the number of households who use the homelessness legislation as a route into social housing.

8. Chief Financial Officer Comments

- 8.1 The Chief Financial Officer has been consulted in the preparation of this report and makes the following comments.
- 8.2 Although there will be some initial costs incurred in the course of changing the Housing Allocations Policy (including staff and IT costs), these will need to be contained within existing budgets.
- 8.3 In the longer-term, a simplified Housing Allocations Policy (together with the reduced number of households on the housing register, achieved through the proposed re-registration exercise and annual review of the housing register) may reduce the number of staff required to administer the housing register.

9. Head of Legal Services Comments

- 9.1 The Head of Legal Services has been consulted in the preparation of this report and makes the following comments.
- 9.2 The Council is under a statutory obligation to have an allocations scheme for determining priorities and for defining the procedures to be followed in allocating housing. Procedures include all aspects of the allocation process, including the people or descriptions of people by whom decisions are taken. The Council must allocate all housing in accordance with its allocations scheme and the allocations scheme must be compatible with the Council's Community Strategy.
- 9.3 Before adopting an allocations scheme or making an alteration to its scheme effecting a major change in policy, the Council must consult with every registered social landlord with whom it has a nomination arrangement and consider the comments received.
- 9.4 Anyone likely to be affected by an alteration to the allocations scheme which reflects a major change of policy must be notified of it. Statutory guidance also recommends that in addition to notification, the Council should consider its wider duty to involve and should consult with those who are affected by or interested in the way social housing is allocated.
- 9.5 When making changes to its allocations scheme the Council must have regard to the statutory guidance on the allocation of accommodation and choice based lettings. The Council must take such steps as it considers reasonable to bring the effect of major changes to the policy to the attention of those likely to be affected within a reasonable period of time.

10. Equalities and Community Cohesion Comments

- 10.1 The Council has a statutory duty to promote equality and diversity and foster good relations between all communities. Greater transparency of the way in which it prioritises and allocates the increasing demands for its housing will assist it to demonstrate fairness and equality of opportunity.
- 10.2 The implementation of a banding system will benefit all qualifying applicants. It will positively contribute to equalities, diversity and social cohesion by increasing applicants' awareness and knowledge of how the council's lettings policy operates.
- 10.3 The lack of clarity of how the current system operates has led to misconceptions that allocations policies favour certain communities and groups, over others. The introduction of a more transparent system will help to demystify the lettings process and lead to an increase in individuals' confidence that they are being treated fairly.
- 10.4 It is recommended that an analysis of equal opportunities monitoring information (reviewing the profile each band by equality group) is carried out. This will allow the

10.5 giving preference by date order will create any significant imbalances or disadvantage any equality group. It is also recommended that ongoing equalities monitoring and analysis continues to be carried out to assess the impact of the new policy on all equality groups. It is noted that not all applicants with health, medical or disability related needs will be allocated to the Band A category which will mean that the new policy will be clear for those applicants in relation to the priority awarded on these grounds.

10.5 It is recommended that the service continues to carry out equal opportunities monitoring in relation to the outcomes of the lettings process. This will contribute to public confidence in the new policy and assist the council to demonstrate that it contributes to equality of opportunity in the allocation of its social housing.

11. Consultation

11.1 It is a statutory requirement to consult with RSL partners when making major changes to a housing allocations scheme and the Secretary of State recommends that consultation should also include a wide range of stakeholders, including housing applicants and social housing tenants.

11.2 Consultation on the new Allocations Policy has included Homes for Haringey staff and tenants, Borough Councillors, service users (including residents of temporary accommodation) and representatives from a wide range of Council services and partners, including RSLs, community groups and advice and support providers.

11.3 To date, the consultation has indicated widespread support for the proposals to simplify the scheme, improve the housing opportunities of applicants who have severe and exceptional need, reduce overcrowding and streamline the process for rehousing vulnerable people who are ready for move-on from supported housing.

- 11.4 During the review it was established that a number of local authorities are developing specific policies to address worklessness and encourage households to enter into work. Such issues will be addressed by the new Housing Allocations Policy through its provision for Local Lettings Policies that address specific issues and are being discussed as part of the consultation.

12. Background

- 12.1 Haringey's existing Housing Allocations Policy is based on a points assessment and is delivered through a choice based lettings scheme, Home Connections.
- 12.2 It is not easy to fully explain the policy to applicants and, although there are now more than 20,000 households on Haringey's housing register, only about 20% of the households on the register have any real prospect of being offered the tenancy of a council or housing association home.

Review of the Housing Allocations Policy

- 12.3 The purpose of the review was to develop a clearer, fairer, simpler housing allocations policy that will give unequivocal and clear signals to our customers about their prospects of accessing social housing, improve applicants' understanding of their prospects of rehousing and be better aligned with the borough's strategic priorities.
- 12.4 However, it also has to comply with the requirements of Part VI of the Housing Act 1996 (as amended by the Homelessness Act 2002) which covers:
- Allocations of local authority housing to new tenants;
 - Transfers requested by local authority tenants;
 - Allocations of local authority housing to current tenants of registered social landlords (now known as "registered bodies");
 - Nominations that the local authority makes to registered social landlords.
- 12.5 In order to comply with the law, Haringey's new Housing Allocations Policy must have a mechanism for determining different levels of housing need, allow for multiple needs to be identified, take account of government guidance and case law, and give reasonable preference to those that the government considers to be in greatest housing need. This includes:
- People who are homeless or owed a duty under the homelessness legislation;
 - People who are overcrowded / living in unsanitary conditions;
 - People who need to move on medical /welfare grounds; and
 - People who need to move to avoid hardship.

- 12.6 Governance for the review of the policy was provided by a multi agency Project Board, comprising representatives from Strategic & Community Housing Services, Legal Services, Homes for Haringey, the Citizens Advice Bureau and RSLs.
- 12.7 The review considered and examined the structure of the points scheme, the relative merits of banding and points schemes, the information that housing applicants receive in relation to their housing prospects, and how the policy can best contribute to the achievement of the borough's key objectives.
- 12.8 The views of Members were also sought at a Leader's Conference held in October 2009 when they had the opportunity to participate in a prioritisation exercise and consider the merits of housing needs bands.

Haringey's existing Housing Allocations Policy

- 12.9 Haringey's existing Housing Allocations Policy involves a points scheme that is based on household and property needs and includes 48 categories of points within five themes:
- **Families and children** – points are awarded for 16 different reasons and criteria, ranging from being homeless to retaining a tenancy in the private sector.
 - **Care and health** – points are awarded for 7 different reasons, based on health and medical needs.
 - **Property** – points are awarded for 12 different reasons, based around property type and conditions.
 - **Stable communities** - points are awarded for 8 different reasons, ranging from local connection to time on the register, decants, care leavers and supported housing needs.
 - **Other** – points are awarded for 5 different reasons, including move-on, shared hostels, and leaving supported housing.
- 12.10 With 48 different points categories, Haringey's Housing Allocations Policy can be confusing and difficult to explain to customers. The problem has been compounded by the fact that, with more than 20,000 households on the housing register, it has proved complex, expensive and time consuming to constantly amend and update all of the housing applications, many of which are extremely unlikely to result in an offer of social housing.

Merits of introducing a banding scheme in Haringey

- 12.11 As long as the criteria and purpose of each band is clear, 'bands only' schemes are considered to be the simplest to explain and administer.
- 12.12 The review concluded that Haringey would benefit from a revision of the assessment criteria used and the replacement of the points scheme with a system that will put an end to the 'points chasing' that many applicants and their advisers have pursued to improve their prospects of rehousing.

- 12.13 This fresh approach to the way in which applications for social housing are administered and prioritised will support and complement the Council's choice-based, person-centred approach to meeting housing need, supporting independence, preventing homelessness and reducing the Council's use of temporary accommodation. It will also enable the Council to improve its approach to preventative services.
- 12.14 By simplifying the housing allocations scheme and providing applicants with the information that they need to assess their prospects of being offered social housing, it is considered that the Council will be able to substantially reduce the number of households on the housing register, discourage households from using the homelessness legislation as a route into social housing, and encourage the take-up of other options and choices, thereby improving efficiency, clarity and fairness

Proposed Housing Allocations Policy and Banding System

- 12.15 Haringey's proposed Housing Allocations Policy (for consultation) will comprise five housing needs bands (A – E). After assessing an applicant's eligibility, the Council will place the applicant in the appropriate housing needs band.
- 12.16 None of the 30 London boroughs reviewed use less than four bands without adding a points system within bands.
- 12.17 This is consistent with government guidance that less than four bands will not comply with the legislation unless additional means (such as points within bands) are included to separate out different levels of need.
- 12.18 The review of Haringey's housing allocations policy concluded that there should be five housing needs bands:
- Band A – Urgent Housing Need / Council Interest Transfer
 - Band B – High Priority
 - Band C – Identified Need (Reasonable Preference)
 - Band D – Identified Need (Reduced Preference / No Local Connection)
 - Band E – No Identified Need
- 12.19 Band A will contain those applicants who are in the most urgent need and those for whom an urgent move to alternative accommodation is in the Council's interests. Band E will contain those applicants who have no identified housing need, and where there will be very little prospect of accessing social housing.
- 12.20 Priority within bands relates to an applicant's effective date. The effective date is usually the date that the completed application is received but, where an applicant is moved from one band to a higher band, their effective date will normally be the date their circumstances changed, therefore ensuring that the prioritisation within each band relating to waiting time is maintained intact.

PROPOSED BAND 'A'

- 12.21 It is envisaged that Band A will contain only those households that are in the most urgent need of a move to alternative accommodation and those tenants of social housing whose transfer to alternative accommodation will benefit the Council and/or free up a family home or a specially-adapted home.

12.22 As most applicants in Band A will be rehoused quickly, it is anticipated that the total number of households in the band will be less than 300, and therefore the prospects of being housed will be relatively high.

12.23 Band A is the 'Urgent' category of the housing register and will include the following applicants and situations:

- Applicants who need to move urgently because of a critical medical or welfare need, including emergencies and situations where there are serious safeguarding implications
- Council tenants and housing association tenants in Haringey who have been approved for an emergency management transfer because of harassment, domestic violence or hate crime
- Council tenants and housing association tenants in Haringey who are under-occupying a family home (with three or more bedrooms) and are willing to transfer to a home that has at least two fewer bedrooms
- Council tenants and housing association tenants in Haringey who are under-occupying a two-bedroom family home and are willing to transfer to a bedsit or one-bedroom home
- Council tenants and housing association tenants in Haringey who are occupying a specially-adapted home and are willing to transfer to a home that is more appropriate to their needs
- Applicants who have a right of succession in Haringey but are under-occupying their accommodation (or occupying a specially-adapted home) and are required to move to somewhere smaller and more appropriate to their needs
- Council tenants and housing association tenants in Haringey who require extensive disabled facilities that can be provided more appropriately in alternative accommodation
- Applicants who are in severe need and have been accepted for rehousing, by Haringey Council, under the homelessness legislation
- Applicants who need to be decanted in order to enable essential repairs or redevelopment to be carried out, or as part of a regeneration scheme in Haringey
- Applicants who are required to leave their homes as a result of an emergency prohibition order served in relation to the premises under the Housing Act 2004
- Applicants (including young care leavers and people leaving hospital, residential care and supported housing) who are nominated for move-on accommodation by named agencies in accordance with an agreed nominations agreement that includes specific quotas

- Retiring service tenants who are living in Council accommodation and for whom Haringey Council has a contractual obligation to provide accommodation.
- Situations where it is in the overriding interests of the Council to prioritise an allocation of housing to a particular household and/or it is necessary to fulfil an urgent statutory or legal duty.
- Applicants (except homeless households for whom the Council has accepted a rehousing duty) who have two or more needs in Band B.

12.24 Applicants who have been assessed as meeting Band A criteria but have no local connection with Haringey will be placed in Band B.

PROPOSED BAND 'B'

12.25 Band B is the 'High Priority' category of the housing register and will include the following applicants and situations:

- Applicants who need to move because they have been assessed as having a serious medical or welfare need
- Council tenants and housing association tenants in Haringey who are seriously overcrowded and have at least two bedrooms less than the number of bedrooms to which they would be entitled under Haringey's Housing Allocations Policy.
- Applicants for whom Haringey Council has accepted a rehousing duty under the homelessness legislation.
- Applicants who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship to themselves or to others
- Applicants living in accommodation for which a prohibition order or demolition order has been served, or is about to be served, by Haringey Council in relation to the applicant's dwelling.
- Applicants living in accommodation for which an improvement notice has been served, or is about to be served, by Haringey Council in relation to the applicant's dwelling and the remedies that are needed to reduce the hazard will require the property to be vacated for a significant period of time or will make the property unsuitable for occupation by the applicant.
- Applicants who have four or more needs in Band C.

12.26 Applicants who have been assessed as meeting band B criteria but with no local connection with Haringey will be placed in band C.

PROPOSED BAND 'C'

12.27 Band C is the category of the housing register that includes those households that have an identified housing need and should be afforded 'reasonable preference' under the law, but are deemed to be a lower priority than the households in bands A and B.

12.28 This category of the housing register and will include the following applicants and situations:

- Applicants who need to move because they have been assessed as having a moderate medical or welfare need
- Council tenants and housing association tenants in Haringey who are overcrowded because they have one bedroom less than the number of bedrooms to which they would normally be entitled under Haringey's housing allocations policy.
- Applicants who are homeless or threatened with homelessness but have been assessed by the Council as having no right to rehousing under the homelessness legislation because they are not in priority need or are considered to have become homeless intentionally
- Applicants who have no fixed abode
- Applicants who are overcrowded and living in private rented accommodation or social housing outside of Haringey
- Applicants who are living in accommodation that has shared facilities or lacks certain amenities.
- Applicants living in accommodation for which a hazard awareness notice has been served, by Haringey Council in relation to a Category 1 or 2 hazard in the applicant's dwelling and the remedies that are needed to reduce the hazard will require the property to be vacated for a significant period of time or will make the property unsuitable for occupation by the applicant.

12.29 Applicants who have been assessed as meeting Band C criteria but with no local connection with Haringey will be placed in Band D.

PROPOSED BAND 'D'

12.30 Band D is the category of the housing register that includes those households that have an identified housing need but are awarded no 'reasonable preference' under the law.

12.31 It also includes those applicants that have an identified housing need and would normally be awarded 'reasonable preference' under the law, but have no local connection with Haringey.

PROPOSED BAND 'E'

12.32 Band E is the category of the housing register that includes those households that have no identified housing need, but wish to join the housing register.

Timetable for implementation

12.33 On 15 June 2010, the Cabinet discussed the draft Housing Allocations Policy and authorised three months' consultation with effect from 21 June 2010.

12.34 An Equalities Impact assessment will be carried out between September and October 2010 to assess the impact of the new Housing Allocations Policy.

12.35 Although arrangements will need to be made to re-register existing applicants and place them in the appropriate housing needs band, it is possible that many applicants will decide that it is not worth their while remaining on the housing register. The letters sent to applicants inviting them to re-register will provide them with a very clear indication of their housing prospects under the new policy.

12.36 On 16 November 2010, the Cabinet will consider the results of the consultation and approve the contents of the new Housing Allocations Policy. The new Policy will then be implemented as soon as practicable in 2011.

13. Service Financial Comments

13.1 The existing scheme is administratively complex and demands a very high amount of customer contact, in person, by phone and correspondence. The proposed changes to the Housing Allocations Policy will begin to reduce this demand and will lead to greater efficiency in the use of staff resources and produce better outcomes for customers.

13.2 These changes, together with last year's restructuring of Strategic & Community Housing Services, will improve productivity, increase flexibility and provide better value for money.

13.3 Any extra cost incurred in the development and implementation of the housing allocations policy will be contained within the existing budget.

14. Use of Appendices

- Appendix 1 – London Borough Housing Allocations Schemes
- Appendix 2 – Draft Housing Allocations Policy

Appendix 1 - London Borough Housing Allocations Schemes

Borough	No of Bands	Band classification	Points
POINTS ONLY SCHEMES			
Haringey	0		Full Points Scheme Needs categories plus waiting time
Islington	0		Full Points Scheme
Barnet	0		Full Points Scheme Needs + Waiting Time
Enfield	0		Full Points Scheme
Barking & Dagenham	0		Points Scheme High Priority cases given direct officers
Ken & Chelsea	0		Full Points Scheme
Wandsworth	0		Full Points Scheme
Richmond on Thames	0		Complex Points Scheme
Merton	0		Full Points Scheme
Sutton	0		Full Points Scheme
BAND ONLY SCHEME			
Croydon	9	5 Bands for Hsg Register 4 Bands for Transfer cases	
Lewisham	5	4 Priority - AA/A/B/C/ 1 Non Priority - D	
Southwark	4		
Tower Hamlets	4	1. Community Gain 2. Community Priority 3. Community Mobility 4. Community General	
Kingston on Thames	4	A: emergency B: Urgent need to move C: Identified Housing Need D: all other applicants	
Ealing	4	A: Emergency + homeless + underoccupation B: Other high priority cases C: Identifiable housing need D: No housing need	
Bromley	4		
H & F, ,	4		
Brent	4		
Harrow	4		
Hillingdon	4		
Hounslow	4		

POINTS / BAND COMBINED	No of Bands	Band classification	Points
Lambeth	8	High Priority A – C Main Hsg Register D – H	Points Scheme within Bands D – H
Camden	7	A – G	Points within Bands
Hackney	5	Emergency / Urgent / Priority Homeless / General Reserve	Plus Points scheme within Bands
Westminster	4	3 - A/B/C 1 special needs band SB	Points scheme within Bands
Waltham Forest	3	Uses term categories instead of bands	Points scheme within categories
Greenwich	3	A/B/C	+ complicated backdating of nominal time allowance to allow for multiple needs
Newham	3	A/B/C	Points within Bands
Redbridge		Various Categories	Points scheme within categories

Pharmaceutical Needs Assessment

NHS Haringey is looking at pharmaceutical services through the development of a Pharmaceutical Needs Assessment (PNA).

What is a Pharmaceutical Needs Assessment ?

To provide a good service we need to review regularly what services we have, what our local people need and how things might change in the future. Through the development of a PNA we will then be able to look at how best to commission or buy the services the public in Haringey want from their pharmacies. It will also help us to establish if there are any gaps in services, to explore future provision and potential new services.

The PCT has a statutory duty to publish its first pharmaceutical needs assessment (PNA) by 1 February 2011.

The PNA will provide a mechanism for better management of the commissioning of community pharmacy services and provide more control over the entry of new pharmacies as part of the local development of neighbourhood health centres. The PCT will need to consider 'designating' areas around potential hubs to control 'ad hoc' movements of pharmacies and uncontrolled opening of new pharmacies under the 100 hour exemption rule.

PCTs will be required to undertake a consultation on their first PNA for a minimum of sixty days, and the regulations list those persons and organisations that must be consulted eg the Local Pharmaceutical Committee, Local Medical Committee, LINKs and other patient and public groups.

Pharmacy has much to offer in helping to meet rising expectations, not only in promoting better health and preventing illness, improving compliance with prescribed medication, but also in contributing to the effective delivery of care closer to home and in the community.

Background

The White Paper *Pharmacy in England: Building on strengths – delivering the future*¹ was published by the Department of Health in April 2008. It highlighted the variation in the structure and data requirements of PCT PNAs and confirmed that they required further review and strengthening to ensure they are an effective and robust commissioning tool which supports PCT decisions.

The Health Act 2009 amended the National Health Service Act 2006 to include provisions for regulations to set out the minimum standards for PNAs. The

1

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_083815

regulations² were consulted on in late 2009/early 2010 and were laid in Parliament on 26 March 2010 and come into force on 24 May 2010.

Next steps

Once we have mapped our current pharmacy services and explored possible future provision, the next step will be to draw together the data into meaningful conclusions about what services NHS Haringey might want to commission and how. We aim to produce a set of commissioning intentions which can be used to communicate the direction to all stakeholders and link to NHS Haringey's strategic Plan
www.haringey.nhs.uk/world_class_commissioning/documents/strategies_and_plans/strategic_plan.pdf

It is important at this stage to be aware of links between the PNA and the Joint Strategic Needs Assessment. There may be areas of need identified in the JSNA which could be met by services provided by community pharmacy. Alternately, there may be a range of other providers who could offer services currently provided by community pharmacy. NHS Haringey's Commissioning Toolkit will ensure that robust systems are used to determine the most suitable provider of any given services in a particular area.

Market entry

In addition to being a tool to commission pharmaceutical services, PNAs will in future be used to determine applications from pharmacy and appliance contractors to open new premises in the PCT's area, or to move to new premises. This will replace the current system whereby the PCT decides if it is necessary or expedient to approve an application in order to secure access to pharmaceutical services in a particular area (also known as the control of entry system) and will help the PCT to commission pharmaceutical services to meet the health needs of its population. It is therefore important that the PNA is a robust document that it links to the PCT's Joint Strategic Needs Assessment.

Risks to the PCT

As the PCT is under a statutory duty to develop and publish its first PNA by 1 February 2011, and to then use it to determine applications from pharmacy and appliance contractors, there are some risks to the PCT. These can be summarised as follows:

Issue	Implication
Failure to identify adequate resources to develop the first PNA and therefore failure to meet the statutory duty	SHA interest and potential Judicial Review

² http://www.opsi.gov.uk/si/si2010/uksi_20100914_en_1

Failure to develop the first PNA	SHA interest and potential Judicial Review
Failure to follow due process in producing the first PNA	Potential Judicial Review
Failure to publish the first PNA by 1 February 2011	SHA interest and potential Judicial Review
Inadequate first PNA that does not allow the PCT to determine applications from pharmacy and appliance contractors	Potential Judicial Review and/or appeals to the NHS Litigation Authority's Family Health Services Appeal Unit
Commissioning of pharmaceutical services that are not based on the health needs of the population	Inefficient use of financial resources.

If you have any views on community pharmacy services that you would like to share as part of our initial engagement with stakeholders please email dawn.nelson@haringey.nhs.uk .

There will be formal consultation events between September and November 2010.

Key milestones

June 2010	Map current provision of pharmaceutical services and identify patient's needs
July 2010	Identify gaps in service provision
July-September 2010	Communication, engagement and feedback from stakeholders
September - November 2010	60 day formal consultation with public and stakeholders including consultation events
January 2011	NHS Haringey Board approve PNA
February 2011	PNA published on NHS Haringey website

Pauline Taylor, Head of Medicines Management & Commissioning (Central)

July 2010

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1. Introduction

This briefing note describes the key projects and issues within the sustainability portfolio.

2. Carbon management and sustainability

2.1. Corporate carbon emissions and sustainability (Energy and Sustainability Team, Corporate Procurement)

a. Carbon Management Plan

Haringey has developed a Carbon Management Plan covering its corporate estate (buildings, transport and major contractors). The Plan was developed with the Carbon Trust in 2009 and has a target to achieve a 40% carbon emissions reduction by 2015. Tied to the delivery of this target is the operation of the Councils Sustainable Investment Fund (SIF) and Schools Sustainable Investment Fund (SSIF) which provide a revolving fund for investment into carbon savings measures with a quick payback such as energy saving measures in buildings. Additional SIF funding is needed to support implementation of the Carbon Management Plan.

b. Sustainable Procurement Strategy and Policy

Haringey had developed a sustainable procurement strategy and policy and is working to implement this across all major contracts let by the Council.

2.2. Community carbon emissions and sustainability (Environmental Resources, Frontline Services, Housing Strategy and CYPS)

a. 40:20 Carbon Reduction Action Plan

Haringey has adopted a target to reduce carbon emissions in the borough by 40% by 2020. Haringey is one of 9 local authorities nationally to have been selected to take part in the Governments Local Carbon Framework pilot to develop a methodology for sub-regional carbon reduction action plans. This project provides significant opportunity for Haringey to build on its reputation on carbon management and climate change.

b. Decentralised Energy programme

Haringey is taking part in phase 3 of the London Development Agency support programme for boroughs providing expert support and match funding. Decentralised Energy (DE) feasibility studies for Hornsey Town Hall and Broadwater Farm are being carried out with a view to establishing a special purpose delivery vehicle to invest in DE projects (such as an ESCo). Borough wide DE opportunity mapping is also being carried out as part of the development of the London Heat Map.

c. Muswell Hill Low Carbon Zone and Low Carbon Communities Challenge

Muswell Hill has a target to achieve a 20% reduction in carbon emissions by 2012 from 1000 homes, businesses, community buildings and schools in the area and development of En10ergy social enterprise.

d. Sustainable Schools programme and draft Sustainable Schools Strategy

Haringey hosts a network and provides resources to support teachers with sustainability in schools curriculum, campus and wider community. Lessons for pupils on a range of issues are offered at the Education Centre within Hornsey Re-use & Recycling Centre. A sustainable schools strategy is currently under

development which will aim to bring together the wide range of work required to deliver sustainability in all of the borough's schools.

e. Sustainable lifestyles promotion

Funding from the Future Jobs Fund has been received to support 5 posts recruited for 6 months to door knock throughout the borough to promote waste reduction, energy and water efficiency and sustainable transport, alongside the existing Environmental Resources Participation Team. Ongoing community events are held to promote sustainable lifestyles.

f. Sustainable businesses

A pilot environmental audit scheme has been carried out and work is ongoing to provide information and raise awareness among businesses. The Environmental Resources Team is investigating options for a larger scale environmental audit scheme for businesses by partnering with other organisations.

g. Draft Sustainable Food Strategy and 2012 food growing spaces target

Haringey Council committed to developing a Sustainable Food Strategy within five years of launching the Greenest Borough Strategy, following strong support for this from residents. A steering group made up of local community groups, campaign organisations, charities and Haringey NHS and Council officers has been set up to lead development of the strategy. The draft strategy is due to be published for consultation in September.

h. Climate change adaptation

Haringey have achieved level 1 of National Indicator (NI) 188- Planning to adapt to climate change. NI 188 assesses progress made on adaptation in five levels (0 to 4), from the initial planning stages to a full comprehensive adaptation strategy and review process. The achievement of level 1 included the development of a Local Climate Impacts Profile which raised awareness of the borough's current vulnerability to weather events. Work has just begun on meeting the requirements for Level 2 which involve the creation of a comprehensive risk assessment identifying priority actions.

i. Greenest Borough Strategy implementation

The Greenest Borough Strategy was adopted by the Haringey Strategic Partnership in 2008 and provides a strategic commitment to achieve environmental sustainability throughout the borough. The seven priorities that underpin Haringey's environmental approach demonstrate a broad and complex area of work. Each priority is sponsored by a senior manager within the Council who are charged with monitoring the projects in place to meet our key objectives.

The Cabinet Member for Finance & Sustainability is responsible for work around Priority 3- Managing Environmental Resources Efficiently and Priority 4- Leading by Example, both of which have a significant emphasis on carbon management. There are also strong links to other priorities across the strategy.

3. Links to other Cabinet Member portfolios

3.1 Cabinet Member for Neighbourhoods

Sustainable transport and air quality sit within the portfolio of the Cabinet Member for Neighbourhoods but will have a significant impact on Haringey's 40:20 target. Engaging

with local neighbourhoods through the Neighbourhood Managers and will necessary to support work on the climate change and sustainability agenda.

3.2 Cabinet Member for Adult and Community Services

Haringey has a Biodiversity Action Plan which sits within the portfolio of the Cabinet Member for Adult and Community Services. Biodiversity has key links to the promotion of sustainable food, climate change adaptation and sustainable lifestyles.

3.3 Planning and Regeneration

Sustainable design and construction sits within the portfolio of the Cabinet Member for Planning & Regeneration. Growth in carbon emissions from new build and regeneration will have a significant impact on carbon emissions and therefore effective implementation of planning policy will be key to achieving this target.

3.4 Housing Services

Haringey's housing accounts for over half of end user CO2 emissions in the borough. A key focus for Haringey's 40:20 action plan will be the development of energy efficiency retrofit schemes and decentralised energy working in partnership with utility companies and energy services providers.

AUDIT AND RISK MANAGEMENT

Key elements of the service:

- Internal audit
- Insurance
- Risk Management

Recent key events:

- In the twelve months between July 2009 and June 2010, Service Managers have implemented 100% of all high priority internal audit recommendations by their due date.
- Insurance Services have been successful in recovering £22k costs from a solicitor's firm relating to a court case for an insurance claim, which the Council successfully defended
- Draft CIPFA benchmarking data for 2009/10 has been returned for internal audit, insurance and risk management services. Initial feedback indicates that:
 - Insurance Services (against all unitary authorities that submitted data): average costs of handling claims is £72 per claim, compared to an average of £252; Haringey receives about the average number of claims per annum across all areas, but successfully repudiates a higher than average number of all claims. Comparison figures against London authorities will be received later in the year.
 - Internal audit services (against 18 London authorities that submitted data) – average cost per day for audit is £351, compared to an average of £376; audit costs per £m turnover are £539, compared to an average of £802.
 - Risk Management services (against 12 London authorities that submitted data) – Haringey is comparable on average (i.e. where the authority was assessed as having embedded and integrated systems) in key areas of: policy and strategy, partnerships and resources, processes, risk handling and assurance.

The key challenges for the service:

- Implementing the corporate anti-fraud team to enable pro-active fraud investigations to take place, focusing on key risk areas and those which have the potential for cost/income recovery (e.g. housing tenancy fraud, housing benefits overpayments) through the courts and using Proceeds of Crime Act.
- Reviewing the use of the London Insurance Consortium for the Council's remaining externally purchased insurance policies. Although these policies are much smaller in value than the main liability policies, there could be scope for further cost savings on premiums.

BENEFITS AND LOCAL TAXATION (BLT)

The key elements of the service are to:

- Bill, collect and recover Council Tax (CT) and National and Non-domestic Rates(NNDR)
- Provide a comprehensive Housing Benefit (HB) and Council Tax Benefit (CTB) claims service for the local residential, business community and other key stakeholders

Key events, issues and challenges:

London Wide Direct Debit Campaign

Haringey, along with 19 other London Local Authorities, took part in the London-wide Direct Debit prize draw. The aim of this campaign was to promote and increase Direct Debit take up for council tax payments across London with a prize draw for taxpayers paying or signing up to pay by Direct Debit. A couple in their 60's living in South Tottenham won the £25k prize and BLT will also consider further local Direct Debit promotional work on the back of this success.

Changes to the Small Business Rate Relief Scheme

The Government announced through its 22nd June Budget that it would make Small Business Rate Relief more generous for one year, starting from 1 October 2010.

Eligible ratepayers will receive relief at 100% on properties with rateable values of not more than £6,000 (current relief is 50%) with a tapered relief of between 100% and 0% for properties with rateable values between £6,001 and £12,000 (current tapered relief is between 50% and 0% per cent).

Some 1,700 businesses in Haringey will benefit from these revised arrangements, which will be awarded without the need for further application or communication from our ratepayers.

All affected businesses will have to be re-billed. This will take place in mid September, allowing for reduced instalment payments from 1st October 2010. Further re-billing will be needed in September 2011 when the scheme ends.

e-change of circumstances

Following on from the launch of e-benefits the service will shortly be introducing a similar process for changes in circumstances.

The e-change of circumstances system builds upon the e-benefits new claims process by enabling changes of circumstances to be reported electronically. A series of prompts takes the Customer Service Officer through the relevant questions when reporting a change in circumstances. The data is automatically uploaded into the IT system. This will eliminate unnecessary delays such as the moving of paperwork between buildings, no longer having to scan paper onto the document management system or manually inputting the details of the change from the claim form into the back office processing system.

Where documentary evidence is provided by the claimant at the time, the customer can subsequently leave the office knowing that their change has been implemented and have knowledge of their revised entitlement.

Performance

The collection rates for council tax and business rates have remained above target. With 29.7% and 31.5% achieved by the end of June, respectively. This is due to pro-active recovery of monies outstanding and the effect of a data cleansing exercise.

Processing new benefit claims and benefit changes has improved steadily from 32 days in April to 28 days in June. However this is below the target of 17. This will continue to improve as the backlog is reduced and the effects of the introduction of e-benefits. However, it must be noted that there is a continuing increase in demand at 13% for the first quarter.

CORPORATE FINANCE

The service provides the financial support to the Council.

Key events, issues and challenges:

- The Council's accounts for 2009/10 were closed and approved by General Purposes Committee on 28th June and are now in the process of being audited, which will conclude by 30th September. Substantial progress has been made on putting in place the new International Financial Reporting Standards (IFRS) which have to be fully implemented for the 2010/11 accounts.
- The Council's medium term financial strategy, covering the four years from 2010/11 to 2014/15 and how the Council is going to manage the anticipated savings required as a result of Government spending cuts. This includes working with services to support them, assessing the options available to make future years savings as well as putting control measures in place in order to monitor current restrictions on current year spending.
- Under new pension legislation aimed at strengthening pension scheme governance, the Council is required to ensure it has a separate bank account for its pension fund by 31 March 2011. Plans are in place to achieve this by the close of the calendar year.

CORPORATE PROCUREMENT

The service develops the Council's procurement strategy, policies and processes and project manages strategic corporate contracts and specific procurement initiatives.

Key events, issues and challenges:

In February 2010, a major "Meet the Buyer" event was organised by the Council in partnership with the Supply London, marketing consultants B2B and major employers in the area, including Tottenham Hotspur and North Middlesex Hospital: plus a number of the Council's contractors (that were offering sub-contracting opportunities). Subsequent to this event, Corporate Procurement commissioned Supply London to run a series of workshops for local SMEs on how to complete a Pre-Qualification Questionnaire; how to prepare tenders; how to take part in reverse auctions. These are being well received.

Corporate Procurement continues to host the London Energy Project (LEP) and in 2009/10, delivered £16.7m of savings to those London authorities that switched their energy from traditional products to wholesale flexible and risk management products. In addition, the LEP have developed an e-billing standard for utilities and which is being presented to the worldwide standards board in Brussels in September for formal adoption.

A major challenge for procurement is to secure additional savings from existing or new contracts to help meet Council savings target over 2010-13. With a 40% supplier turnover p.a. contract prices are being regularly and competitively tested. Corporate Procurement have introduced a reverse auction tool that is being used to further stretch tendered prices. Recent uses of this tool have been in relation to the new Heartlands School cleaning contract and schools transport routes.

CORPORATE PROPERTY SERVICES

The service advises the Council on the effective use of property resources.

Key events, issues and challenges:

Improved use of office space - The offices at Western Road have been vacated on time in mid July as part of the Accommodation Plan. The next phase will include the implementation of SMART working in River Park House to increase the capacity and use of this building.

CO2 reduction – Many projects are being actioned to improve the Council's CO2 footprint including:-

- Completion of new gas fired boilers and upgrades to heating controls in all high consumption sites; in part funded through Sustainable Investment Funding (SIF).
- Full installation of double glazing, at Broadwater Lodge Residential Home.

The programme continues with emphasis on using SIF funding to make further progress on improving efficiencies. From a baseline in 2006/07 the Council overall, has achieved a 6.47% reduction in CO2 emissions by the end of 2009/10 ahead of the target of 5.5%. It is expected that the target of 10% will be achieved in 2010/11 .

Capital Income – We are seeking opportunities to accelerate the property disposals programme. The property market now shows signs of long-term stability and growth so we are soft market testing this improving situation to ensure we prepare for interest shown by developers in the future.

Hornsey Town Hall – following the granting of planning permission, maintaining the momentum and bringing this project to fruition.

Revenue Income – Increasing revenue income by focusing in particular on the commercial portfolio performance. While the recession appears to be receding, in the short-term there continues to be a significant loss of tenants in the commercial portfolio, so reducing the revenue.

CUSTOMER SERVICES

The Customer Service business unit comprises of 4 face to face Customer Service Centres (CSC) North Tottenham, South Tottenham, Hornsey and Wood Green and one Call Centre located in Alex House. Customer Services provides over 20 services including, Benefits, Local taxation, Parking and Housing services to the residents and visitors to the Borough. The service takes in excess of 50,000 calls and receives 13,500 face to face contacts per month.

Key events, issues and challenges:

Performance 2010/11 - the Contact Centre has seen a marked improvement with the introduction of Shift Track for planning workforce deployment according to demand, recruitment of a resource planner and implementation of IVR (Interactive Voice response). Staff productivity has increased from 60% in January 2010 to 85% in June 2010. Overall service levels have improved by 15%, with year to date figures of 56% of calls answered within 30 seconds. The CSCs are meeting service levels of 70 % within 15 minutes. Actions to improve performance are in place and include; weekly performance reviews held with all staff, revised shift patterns, and an interim “IVR” system.

IT

The service provides technical support and strategic direction for the Council's IT infrastructure.

Key events, issues and challenges

IT Strategy 2010-13 - was approved by Cabinet on 13th July and sets out a clear vision for the IT activity that needs to be undertaken to deliver the strategic projects which address our current business priorities and the renewal of our IT infrastructure. The delivery of this strategy will be a key enabler in the modernisation of services to residents, improving the customer experience and supporting the realisation of the efficiency savings required in future years.

Government Connects Secure Extranet (GCSx) – successfully passed key central government audit in July to enable accreditation for Haringey to continued to use the secure network for sharing sensitive data between central government, local government and public sector agencies. This is currently being used by Benefits and Local Taxation to receive sensitive benefits data from DWP and other Business Units are looking to make use of our compliance (e.g. for connection to NHS systems).

People & OD Summary - Stuart Young, Asst. Chief Exec (POD)

HR have been working on measures to help identify and reduce spend within Directorates since May. Outlined below is level of progress in these areas.

Recruitment controls

A recruitment freeze has been introduced to help reduce expenditure on staff salaries. A post may be advertised internally for council staff or redeployees but external adverts have only been released for extremely needed and difficult to recruit to posts, e.g. social workers, lawyers.

This has reduced recruitment advertising levels from a level of approx 310 recruitment advertisements per year to a current predicted level of 120 advertisements for this year.

Progress on discretionary spend

An exercise was undertaken jointly with finance to highlight to managers the level of discretionary expenditure on paybill items such as honoraria payments and overtime, with a view to reducing this.

This has proven successful with a reduction in overtime expenditure per month from £510k per month in April to £470k per month in July. The level of honoraria payments has also reduced from £55k per month in April to £48k per month in July.

Consultants

The use of consultants & interim managers is monitored and a review has been underway since June to reduce the use of consultants. Outlined below is a summary of the current and predicted list of consultants at the end of September.

Consultant groupings	Count at June 2010	Count at end July 2010	Predicted count at end September based on known end dates
School Improvement Partners – Grant funded	15	15	15
Building Schools for the Future – Capital funded	13	13	9

Other consultants – Grant/ Capital funded	14 grant 5 capital	14 grant 5 capital	8 grant 4 capital
Other consultants – Revenue funded	35	31	15
TOTAL	82	78	55

Agency staff

A review of agency staff numbers and the rates of hire is underway. As a result of this exercise the number of agency staff has reduced from 657 full time equivalent in April to 582 FTE in July which has reduced the cost by approx £63k per month.

A review of supplier margins and pay rates has been undertaken with new rates being introduced from 1 September. It is anticipated that this will reduce expenditure by over £1m per year based on current usage rates.

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Agenda item:

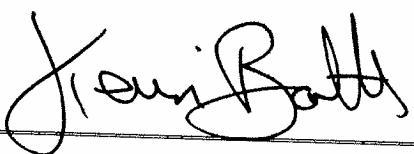
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Overview and Scrutiny

On 6 September 2010

Report Title. **Haringey Procurement Strategy 2010-2013**

Report of Director of Corporate Resources

Signed :  **LEAD FINANCE OFFICER**
19 AUGUST 2010

Contact Officer :Michael Wood

Head of Procurement

Tel 020-8489-2120

E-mail Michael.wood@haringey.gov.uk

Wards(s) affected: All

Report for: Key Decision

1. Purpose of the report

- 1.1. To enable the overview and Scrutiny Committee the opportunity to review the Procurement Strategy 2010-2013 before it is considered by Cabinet on the 14th September 2010

2. Introduction by Cabinet Member

- 2.1 Our procurement team have been recognized as leaders in their field within local government and have been key to delivering value for money for the residents of our borough.
- 2.2 The new procurement strategy is designed to take this to the next level and will be critical in not only delivering value but identify the required savings needed to protect the residents of our borough as much as possible from the savage cuts

being demanded by the Coalition government. These include moves towards shared services and commissioning

2.3 It is critical that in our procurement strategy we ensure we act in both an economically and socially responsible way and this means we need to be as far as possible responsible for our supply chain - and to that end I am proud that we are seeking to support the London Living Wage in this strategy. I am also happy to see us provide the ample room for smaller enterprises, inside and outside the borough to compete for business

2.4 In summary I recommend this strategy as a financially sound and socially responsible approach to our procurement.

3. Links with Council Plan priorities and other strategies

3.1 As Procurement relates to all services the Strategy has links with all of the Council priorities. It is particularly relevant to:

Delivering high quality, efficient services through an emphasis on achieving cashable procurement efficiencies that can support the Council's Medium Term Financial Strategy

A greener Haringey with sustainable and responsible procurement

Driving change, improving quality through Efficient and Effective Procurement

A thriving Haringey through Supplier Supportive Procurement and supporting local regeneration

4. Recommendations

4.1 To make comments on the strategy for consideration by cabinet

5. Reason for recommendation(s)

5.1. The previous strategy has now been implemented. A new strategy is required to build on the achievements of the previous strategy and set out the direction of travel for the next three years.

5.2. The strategy will give a clear indication of the Council's commitment to deliver significant procurement efficiencies over the next three years in support of the medium term financial strategy and to support a sustainable mixed economy of providers, whilst supporting the local economy

6. Other options considered

6.1. To continue with the 2006-2009 strategy. This strategy has now been implemented and the direction of travel for Procurement has to be realigned to reflect current priorities and build on our achievements to ensure that we continue to meet the needs of the Council and the residents while giving a clear message to residents,

local business, and external bodies as to how Procurement can support the delivery of the Haringey Sustainable Community strategy.

7. Summary

7.1. Procurement Strategy for 2010-2013.

The Haringey Procurement Strategy sets out a vision for excellence in procurement and how Haringey Procurement will support the delivery of Council priorities, including the requirement to deliver significant and sustainable cost reductions in support of the Medium Term Financial Strategy. The document outlines what has been achieved against the 2006-2009 Procurement strategy and identifies key themes and actions for Procurement from 2010-2013 to support Haringey's priorities as set out in the Sustainable Community Strategy. This strategy covers all procurement activities across the Council.

Part 1 & 2

Introduction and Overview and Procurement Vision

This sets out the framework in which the Procurement Strategy will pursue excellence and value for money and it sets out the procurement vision for 2010-13.

Part 3

The Procurement Journey

This gives the key milestones in the setting up and development of the Corporate Procurement Unit.

Part 4

Where are we now

This sets out where Procurement is in terms of supporting the key priorities of the Haringey Strategic Partnership (HSP), Haringey Council and Central Government.

Part 5

Key outcomes for 2010-2013 Procurement Strategy

There are four key overarching outcomes that this strategy will seek to deliver:

1. Efficient and effective procurement.
2. Sustainable and responsible procurement.
3. Supplier-supportive procurement.
4. Procurement supporting local Regeneration

Within these key outcomes a number of key objectives have been identified.

Outcome 1: Efficient and effective procurement

What this means: This is about delivering **Value for Money** and sustainable cost reduction through having the most efficient process in place, the most effective category management sourcing plans and the skills to deliver.

Key objectives:

- To develop category management and sourcing strategies across the Council to strengthen our “One Council” approach to procurement
- To deliver significant procurement efficiencies in support of the Council's medium term financial plan through the adoption of a strategic sourcing approach and the development of Category management plans.
- To increase the use of electronic procurement tools and processes
- To develop staff procurement skills, knowledge and understanding.
- To lead and manage Procurement for the North London Strategic Alliance (comprised of 8 boroughs) and develop and implement opportunities for collaboration and joint-working.
- To support the development of the Council's strategic commissioning framework.
- To further develop the robustness of procurement related management information and business insight.
- To support the Council's 2012 IT Procurement strategy.
- To consolidate and streamline procurement processes and activities to ensure consistent levels of support to front line services and the generation of efficiencies across the Council.

Outcome 2: Sustainable and Responsible Procurement

What this means: The Council has a duty to use its spending power to support society, both locally and in the wider world. It is also about administering public funds in a responsible, robust and transparent way.

Key objectives:

- To implement the Council's Sustainable Procurement Action Plan.
- Achieve Level 4 of the Sustainable Procurement Task Force Flexible Framework
- To increase the procurement of sustainable goods, works and services where economically viable.
- To ensure that Equality and Social Responsibility is integrated and promoted in the procurement process and supply chains.
- To support the achievement of the Council's equalities priorities as set in the Council's Equality Scheme 2010-2013 and to support achievement on the Equality Framework for Local Government.
- To embed life cycle cost analysis for procurement projects when appropriate.
- To comply with standards of Ethics and Probity
- To develop procurement models and new markets to meet the

personalisation agenda

- Ensure compliance with Public Contract Regulations and Financial Regulations; plus the raft of extensive and complex Regulations and Standards as they apply to specific supplies, works and services.

Outcome 3: Supplier-Supportive procurement

What this means: Managing suppliers, market development, communicating with small businesses and the Voluntary and Community Sector.

Key objectives:

- To communicate to the market in a clear and timely manner
- To further reduce barriers to smaller businesses aiming to sell to the Council, if appropriate.
- To maintain the Council's supplier web pages and regularly update the publicised contracts register.
- To have in place transparent procurement processes
- To put in place a standardised electronic- pre qualification tool
- To put in place a supplier engagement plan.

Outcome 4: Procurement supporting local Regeneration

What this means

Identifying opportunities within the procurement process to support the Local economy.

Key objectives

- To put in place a voluntary supplier charter to cover -:
- Local employment,
- Local suppliers in the supply chain
- Carbon reduction
- Fair trade.
- Equalities and Diversity
- Sustainable Procurement

Part Six

Core Principles

Sets out the Core Principles underpinning all Council Procurement and Strategies

- Value for Money
- Ethics
- Procurement rules
- Sustainable Procurement
- Equalities and Diversity
- Economic Development

Part Seven

How Will We Get There?

This section outlines how we will build on what has been achieved to ensure that we are able to meet our key objectives over the next 3 years

A number of key policies need to be developed or further embedded into Haringey's Procurement to enable the desired outcomes. These are set out below.

- Competencies and Training
- Improving Process Efficiency
- Category Management
- Increasing Sustainability Requirements
- Partnerships and Collaboration
- Capital Ambition – supporting objectives
- Strategic Commissioning Approach

Part Eight

Haringey's Approach to Commissioning

This sets out Haringey's strategic approach to commissioning and how procurement tools and techniques will underpin this approach.

Part Nine

Who Will Do What

This identifies the stakeholders to the Procurement Strategy and their roles and responsibilities in delivering the Procurement Strategy.

Monitoring of the strategy

This strategy will be delivered through individual business units in their business plans. Progress against the strategy and Category Sourcing Plans will be monitored centrally and progress will be reported through the business planning review framework.

The strategy will be a live document that may be updated to ensure that it can meet the challenges of the next three years and beyond and that it can support the setting up of a commissioning based approach to service delivery.

Appendices

The appendices provide further detail of performance against the 2006-2009 strategy, a summary of the current procurement efficiency programme and an action plan for rolling forward the efficiency programme sets out the key actions we will undertake to deliver the strategy and associated timescales.

8. Chief Financial Officer Comments

- 8.1. The Chief Financial Officer notes the contents of the Procurement Strategy 2010 – 2013 and confirms that currently it is planned for the strategy to be delivered within existing financial resources.

8.2. The strategy sets out the overall direction of travel for the authority and the need to align the Procurement Strategy with the Council's wider efficiency agenda through the delivery of significant efficiencies in support of the Council's Medium Term Financial Strategy. The scope for efficiencies in Haringey will need to be assessed and validated in the light of the specific circumstances and opportunities open to this Council and this will be done through the development of detailed category plans as part of outcome 1 'Efficient and effective procurement' using the tools set out in appendix 2.

8.3. Appendix 2 also highlights procurement saving projects already under way across the Council which are expected to generate efficiencies in the form of cashable savings. The figures are for indicative purposes. These projects are council wide projects in support of the wider efficiency agenda that is being managed through a single financial process. These projects are a mixture of new and existing projects and are under-pinned by service business plans and category sourcing strategies. Further efficiency projects will be identified as the Strategy moves forward.

8.4. As the detailed efficiency plans emerge from the category management work they will need to be assessed for financial implications and incorporated in the Medium Term Financial Plan.

8.5. Savings from procurement need to be a key part of the medium term financial plan.

9. Head of Legal Services Comments

9.1. The Head of Legal Services has reviewed the report and notes its contents and advises that there are no specific legal issues arising at this stage. However procurements that flow from the strategy will need to comply with all legislative requirements and the Council's Contract Standing Orders.

10. Equalities & Community Cohesion Comments

10.1. An equalities Impact assessment has been undertaken on the Procurement strategy 2010- 2013 and the outcomes have been used to inform the development of the Procurement strategy.

10.2. The Compact toolkit was used on the Procurement strategy to ensure that it was Compact compliant.

11. Consultation

11.1. The Procurement Strategy has been developed with input from external suppliers, and internal Management teams.

12. Service Financial Comments

- 12.1. There are no implications for Corporate Procurements Budget from this Procurement Strategy.

13. Use of appendices /Tables and photographs

- 13.1. Appendix A – Haringey Procurement Strategy 2010 -2013

14. Local Government (Access to Information) Act 1985

- 14.1. Background Documents - Haringey Procurement Strategy 2006-2009

Haringey Council Procurement Strategy 2010-2013



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1. Introduction and Overview

The Procurement Strategy provides the strategic framework within which the Council will pursue procurement excellence and value for money. It expresses:

- The development of areas underpinning procurement activity within the Council
- The authority's mid to long term approach to procurement
- Key actions for delivering the procurement strategy
- Measures for monitoring performance against the deliverables in this and associated strategies

2. Procurement Vision

To contribute to the attainment of key Council priorities and underpin the delivery of efficient, responsive and value for money services to Haringey's diverse community through procurement excellence.

Excellence in procurement contributes to the excellence of Haringey Council as a whole. It supports the optimum delivery of all Haringey's frontline services and its corporate infrastructure. It achieves the best possible value for money, the most appropriate approach to sustainability, a coherent approach to local area investment and a basis for greater transparency and control of public expenditure. It recognises the diversity of the borough and plays a strategic role in promoting equality of opportunity in terms of both access to services and to participation in the procurement process, which is a key priority of the Council.

Excellence in procurement means procurement that is robust, protecting the organisation and keeping it compliant, while enabling the most effective resourcing of Council delivery. It removes duplication and waste. It enables Council business managers and staff to gain the maximum value from their budgets and commissioned contracts and provides a basis for sustainable cost reduction. It creates better visibility and transparency of Council spending, and strengthens strategic and operational management. It makes the most of market opportunities and positive changes in the wider economic and political environment. It provides local businesses and third sector organisations the opportunity to bid for Council contracts or participate in supply chains. It allows the Council match the needs and expectations of residents and service users with the budgetary, policy and contractual commitments we must work within.

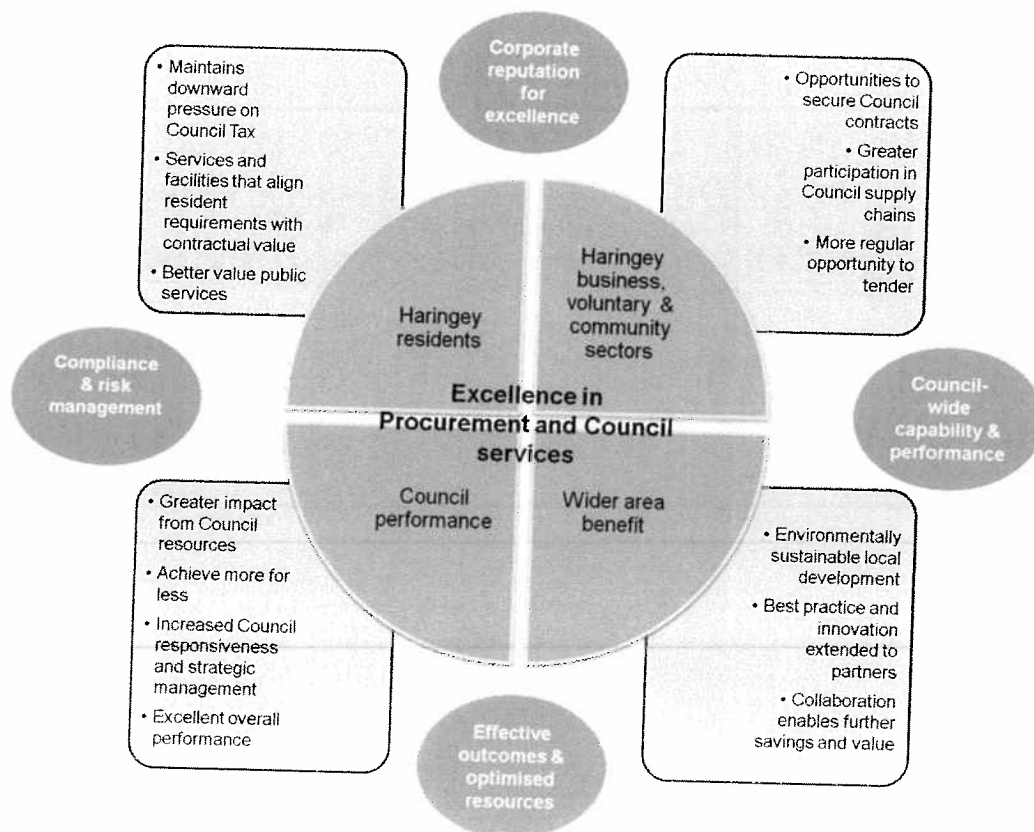
1. Through this vision, Haringey Council will:

- Achieve the best possible value for money (taking account of price and quality) that provides service users and residents with the services and facilities they need.
- Achieve greater impact from the money it spends, and which its partners spend, across the borough and surrounding sub-region.
- Safeguard the natural environment and minimise any adverse effects.
- Demonstrate its excellence as a high performing, well managed and respected local authority.
- Open up the Council's supply chain so that all who may wish to tender for contracts have the opportunity to do so.
- Create opportunities in the local economy for Haringey's businesses
- Actively promote opportunities for community-based social enterprises to effectively participate in bidding for contracts.
- To use the Council's purchasing power to ensure that organisations that are contracted to provide services, works or goods to local people have due regard to diversity and equality issues in their policies and practices.

In the current challenging economic climate with the prospect of significant reductions in the Council's grant funding from 2011/12 onwards Haringey Procurement will have a particularly important role to play in driving out cashable

efficiencies and enabling the delivery of sustainable cost reduction. Alignment of the strategy to the Council's overall Efficiency Programme will be a key focal point for the next three years. The strategy will contribute to the Council's efficiency agenda by:

- Facilitating a joined up corporately driven organisation where corporate priorities and co-ordinated working on commissioning and procurement issues will operate right through the Council
- Strategic sourcing of supplies, works and services in partnership with commissioners to foster innovation and collaboration in response to changing business needs and the requirement to achieve significant and sustainable cost reduction in the light of the Council's reduced funding base.
- Proactive sourcing plans that allow the development of robust supplier engagement and supplier relationship management and well-defined specifications for tenders
- Participating in public sector consortia and collaborative procurement through which supplies can be aggregated and shared services adopted to achieve economies of scale.
- Providing an overarching framework for procurement activity and ensuring high levels of control and compliance through the development of procurement procedures, contracting regulation and guidance
- Development of spend analysis, management information and commercial insight to identify opportunities for driving out efficiencies and manage contractor performance, compliance and benefits delivery on an ongoing basis.
- Development of electronic procurement tools which enable resource to be directed to strategic work rather than transactional activities and lower the overall cost and increase the speed of procurement
- Consolidating procurement processes and activities to enable a consistent cost-effective level of support to all front line services and maximise efficiency gains.



Appendix A

2. Towards the vision

Achieving the vision of procurement excellence involves a medium to long term strategy to create a more corporate and integrated approach to commissioning and procurement and to develop greater procurement capability within the organisation. It is a Council wide strategy that results in more effective strategic management of Haringey's procurement by:

- Further centralisation of procurement and category management
- Increased control over purchasing decisions and approvals
- More centralised commercial management of contracts but with relationship management remaining within service departments
- Business process improvements through technology
- Improved efficiency and lower costs of the procurement process
- Minimising and managing risks inherent in our supply chains
- Providing greater transparency and compliance
- Being innovative and responsive to changing priorities, business needs and market conditions.



3. The Procurement Journey

Year	Event
2006	2006-9 Procurement Strategy published
	Construction Procurement Team merged into Corporate Procurement Unit (CPU) to bring together Supplies, Works and Services
	Implementation of the 'Constructing Excellence' methodology and strategy.
2007	Accounts Payable merged into CPU to complete the procurement "end to end" process
	SAP SRM module implemented for purchase ordering
2008	Introduction of Category Management that dispensed with "silo" procurement (organised along the lines of Council departments) but instead introduced a joined up "One Council" approach to external markets
	Introduction of flexible commercial framework agreements across the Council that enable the pre-selection of suppliers in readiness for quickly "calling-off" contracts, as and when required.
	Sustainable Procurement Strategy and Policy published that explains the Council's approach towards protecting the natural environment through our contracts and supply chains,
	A Guide for Ensuring Equality in Procurement published
	Equality in Procurement Training Modules published
2009	Major "meet the buyer" day held in Haringey for local businesses
	Contracts register published online on the Council's website for the benefit of existing and potential suppliers and highlighting those that are due to expire within the next 18 months
	Winners of the: GO Awards for Best Procurement Innovation (with regards to management of Pan London energy procurement). Government Business Awards for sound business judgement and operational expertise in the sustainable management of utilities.

4. Where are we now?

Local Context

The recent global economic crisis and its adverse impact on UK public finance means that there is an urgency to accelerate the delivery of cashable savings and efficiency gains from third party expenditure. 2010/11 is likely to be the first of many challenging years for public finance and local government settlement and procurement expenditure will be a major area where savings will need to be delivered. Haringey will work with its Key strategic partners to support the delivery of these efficiencies

Haringey Sustainable Community Strategy

The Sustainable Community Strategy, adopted in June 2007, draws on the aspirations of residents, businesses, the community and voluntary sectors to address the biggest challenges and opportunities facing us over the next ten years. The strategy sets out the following vision and desired outcomes:

Vision: "A place for diverse communities that people are proud to belong to"

Outcomes:

- People at the heart of change.
- An environmentally sustainable future.
- Economic vitality and prosperity shared by all.
- Be safer for all.
- Healthier people with a better quality of life.
- Be people and customer focused.

Haringey Council Plan

The Council Plan reflects the Council's contribution to delivering the Sustainable Community Strategy through the priorities of:

- Making Haringey one of London's greenest boroughs.
- Creating a Better Haringey: cleaner, greener and safer.
- Encouraging lifetime well-being at home, work, play and learning
- Promoting independent living while supporting adults and children when needed
- Delivering excellent, customer focused, cost efficient services

The Procurement Strategy is aligned with the strategic aims and objectives set out in the Community Strategy and Council Plan and with the other corporate and service unit strategies, plans and procedures forming part of the Council's strategic framework.

Strategic Framework

The Council's Procurement strategy is aligned with the strategic aims and objectives set out in the Community Strategy and Council Plan and with the other corporate and service unit strategies, plans and procedures forming part of the Council's strategic framework (see the diagram on page 13).

Regional Context

The Governments Regional Improvement and Efficiency Partnerships (RIEPs) programme was launched in 2008, to support Councils and local partners in

Appendix A

taking a stronger lead on performance and improvement. In London, this programme is led by Capital Ambition and provides opportunities for Haringey to collaborate with other Councils across London to drive the improvement agenda.

Haringey continues to lead on a London wide energy procurement and energy management project that in 2009, saved London authorities £16.7m on the cost of energy plus additional savings on billing administration processes by implementing a range of initiatives.

Central Purchasing Bodies (CPBs)

There are five regionally based local government purchasing consortia across England ranging from the North East to the South West, plus other purchasing bodies within central government, the NHS and Universities. Haringey Council continues to make best use of suitable contracts through these arrangements where they offer economies of scale and meet our local needs.

London Contracts and Supplies Group (LCSG)

The LCSG includes all 32 London boroughs plus other London based public bodies. The Group's executive collates and feed up to Capital Ambition the views of London procurement professionals to inform and support RIEP and Government procurement initiatives and work with Capital Ambition on delivering their efficiency agenda. The LCSG are also a collaborative Procurement hub for the delivery of contracts for standard suppliers and services.

Haringey is a member of the LCSG and also hold a place on the Executive. Haringey procures stationery, IT

supplies, furniture and rock salt etc from LCSG contracts and have let a Pan London contract for Temporary staff on behalf of the LCSG.

National Context

The UK Government has laid out priorities and targets that affect procurement to ensure the public sector delivers savings and efficiencies.

Comprehensive Spending Review (CSR)

The CSR requires local government to better deliver high quality public services, promote sustainable economic development, and empower individuals and communities. This covers VFM and shows how Procurement contributes to the efficiency agenda CSR specifically calls for smarter procurement as one of the ways to deliver value for money. The Comprehensive Spending Review increases the pressure on public services to achieve more from the resources available.

Haringey procurement will support meeting CSR targets and efficiency agenda by progressing category management, aggregating our spending (such as through collaboration and procuring on behalf of the HSP) and by undertaking robust options appraisals to ensure value for money. Central Purchasing Bodies (CPB) e.g. Buying Solutions and each of the public sector regional buying consortia are monitored by Haringey for best value contracts and where they meet our needs; we shall access those contracts.

Roots Review

This was a review of arrangements for efficiencies from smarter procurement in

Appendix A

local government. And focus on 6 strands

- Leadership
- A new deal for delivering procurement support
- Funding and activity rebalanced more to where it is most needed
- Stronger flows of information
- Good practise checklist to challenge ineffective practices
- Actions for non government organisations to consider

There are 26 recommendations in the report and most of the recommendations are national or regional and focus on collaboration with the RIEP being a conduit for improvement

Haringey and the LSCG will continue to work with the RIEP to ensure Haringey's procurement processes are efficient.

Haringey already have category management in place giving good management information, making use of collaborative procurement hubs for routine procurement requirements and have an easy to understand guide to procurement.

Glover Report

This report looks at how to break down barriers to SME's winning work from the public sector and to maximise the input of SME's in the procurement process to deliver value for money and addresses concerns in regard to

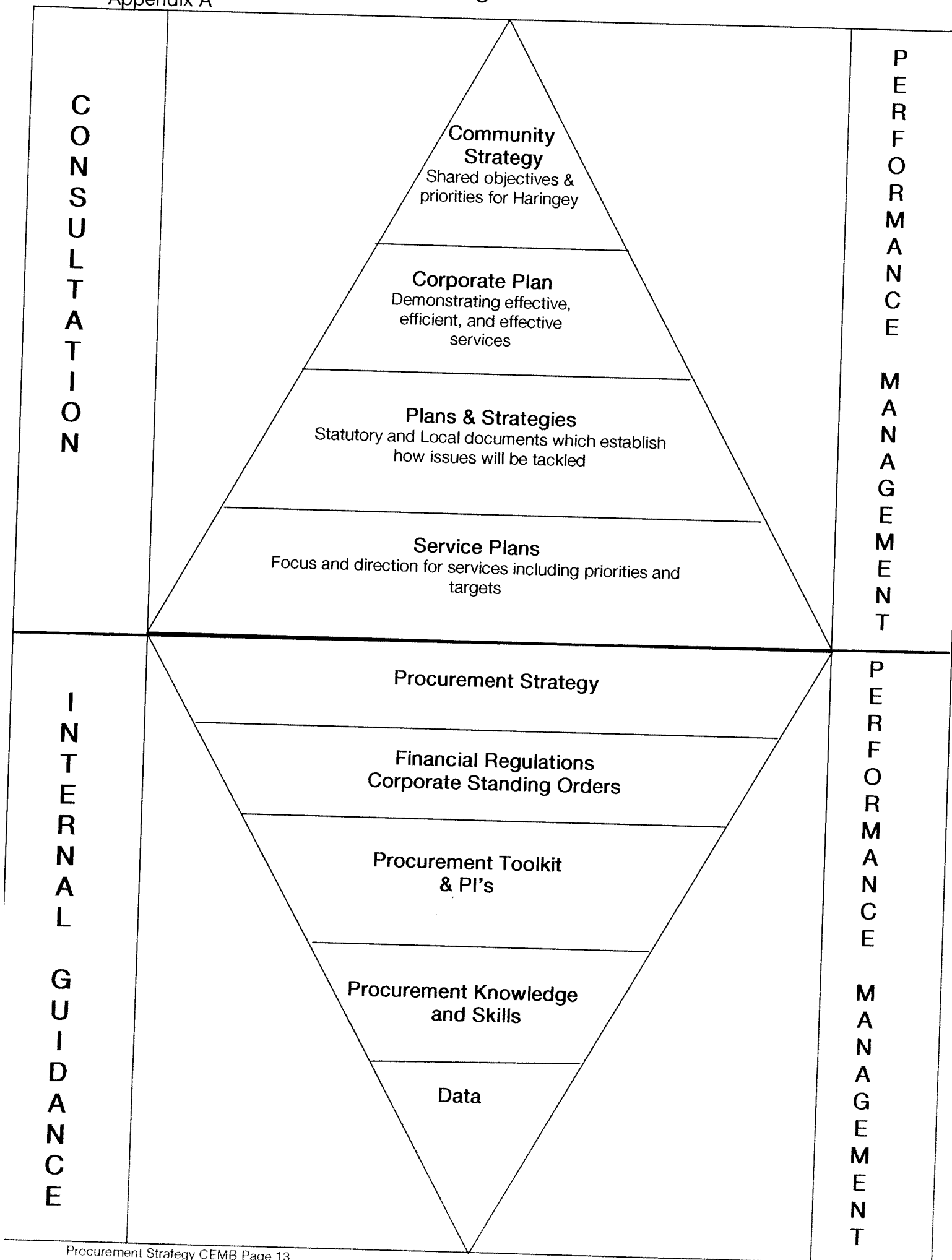
- Making opportunities as open and transparent as possible
- Making the procurement process equitable and as simple as possible
- Managing procurement strategically to encourage
 - Innovation

- Procurer capability
- Ensuring a fair deal for SME's that participate in the supply chain

Haringey run a nationally recognised trade local project which has up skilled local suppliers and resulted in them winning work both from Haringey and other organisations.

Haringey website has a suite of workbooks which support SME's in bidding for Council Contracts.

This procurement strategy has been assessed using the Compact toolkit and is Compact Compliant



5. Key outcomes for 2010-2013 Procurement Strategy

Procurement Objectives

Procurement outcomes and objectives reflect the aspirations of the Council and wider context of efficiency and best practice.

The Procurement Strategy will continue to ensure that the Council explores and delivers efficiencies (cashable and non-cashable) through the deployment of this strategy and the embedding of a category management approach to procurement.

There are four key overarching outcomes that this strategy will seek to deliver:

1. Efficient and effective procurement.
2. Sustainable and responsible procurement.
3. Supplier-supportive procurement.
4. Procurement supporting local regeneration

Within these principles a number of key objectives have been identified.

Outcome 1:

Efficient and effective procurement

What this means: This is about delivering savings and achieving **Value for Money** through having the most efficient process in place, the most effective category management sourcing plans and the skills to deliver them.

(See appendices 1 & 2)

Key objectives:

- To develop category management and sourcing strategies across the Council to strengthen our “One Council” approach to procurement.
- To deliver significant procurement efficiencies in support of the

Council’s Medium Term Financial Plan through the adoption of a strategic sourcing approach and the development of Category Management Plans

- Develop and implement opportunities for collaboration and joint-working.
- To lead and manage the North London Strategic Alliance (comprised of 8 boroughs) and develop and implement opportunities for collaboration and joint working.
- To support the development of the Council’s strategic commissioning framework.
- To increase the use of electronic procurement tools and processes
- To develop procurement skills, knowledge and understanding
- To further develop the robustness of procurement related management information and business insight.
- To consolidate and streamline procurement processes and activities to ensure consistent levels of support to front line services.
- To support the Council’s 2012 IT Procurement Strategy

Outcome 2: Sustainable and responsible procurement

What this means: The Council has a duty to use its spending power to support Society, both locally and in the wider world and within applicable regulatory frameworks. It also must administer public funds in a responsible, robust and transparent way.

Key objectives:

- To implement the Council's Sustainable Procurement Action Plan.
- Achieve Level 4 of the Sustainable Procurement Task Force Flexible Framework.
- To increase the procurement of sustainable goods, works and services where economically viable.
- To ensure that Equality and Social Responsibility is integrated and promoted in the procurement process and supply chains.
- To support the achievement of the Council's equalities priorities as set in the Council's Equality Scheme 2010-2013 and to support achievement on the Equality Framework for Local Government.
- To embed life cycle cost analysis for procurement projects when appropriate.
- To comply with standards of Ethics and Probity.
- To develop procurement models and new markets to meet the personalisation of Care agenda.
- Ensure compliance with Public Contract Regulations and Financial Regulations; plus the raft of extensive and complex Regulations and Standards as they apply to specific supplies, works and services.

Outcome 3: Supplier-supportive procurement

What this means: Managing suppliers, market development, communicating with small businesses and the Voluntary and Community Sector.

Key objectives:

- To communicate to the market in a clear and timely manner.

- To maintain the Council's supplier web pages and regularly update the publicised contracts register.
- To reduce barriers to smaller business and Voluntary sector organisations aiming to sell to the Council, if appropriate.
- To have in place transparent procurement processes
- To put in place a standardised electronic- Pre-qualification tool
- To put in place a supplier engagement plan.

Outcome 4: Procurement supporting local Regeneration

What this means: Managing the procurement process to support the Local economy

Key objective:

- To put in place a voluntary supplier charter to cover:-
- Local employment,
- Local suppliers in the supply chain
- Carbon reduction
- Fair trade.
- Equalities and Diversity
- Sustainable Procurement.

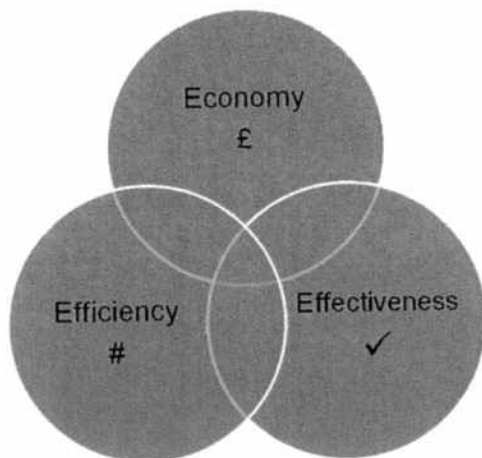
6. Core Principles.

These core principles underpin procurement decisions taken by Haringey Council

Value for Money

Value for Money links economy (minimising the cost of resources), efficiency (how well inputs are transformed to outputs in terms of quantities and quality) and effectiveness (how well the intended outcomes are achieved).

In the context of procurement, this means securing the best outcomes (e.g. service quality and availability, energy efficiency, environmentally sustainable buildings etc) in the most efficient way (e.g. speed, simplicity and automation of process) on the most cost effective basis.



Ethics and Probity

The Council is committed to fairness, transparency and consistency in all its procurement activities. Decisions will be objective, transparent and auditable. Elected Members and officers will preserve the highest standards of honesty, integrity, impartiality and objectivity.

This includes compliance with the Council's Procurement Standing Orders, Procurement Code of Practice, Financial Regulations, and the Council's "Standard of Conduct and Ethics".

In addition officers will comply with the substance of the Professional Code of Ethics of the Chartered Institute of Purchasing and Supply.

Procurement Rules

The procurement of supplies, works and services are undertaken in compliance with Council's Contract Procedure Rules, Procurement Guide and Public Contract Regulations.

Sustainable Procurement

Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to not only to the procuring organisation, but also society and the economy, whilst minimising damage to the environment." *Sustainable Procurement Task Force definition 2006*

Sustainable Procurement will be addressed through key work areas:

The Council will identify spend categories with high sustainability impacts and markets conducive to innovation. Tools and training will be created to support delivery of sustainable options within these categories.

The Council will support the social principles of the London Living Wage and will promote these principles and the recommended hourly pay rate through

our tendering and our contractual relationships with our Direct Suppliers; being conscious of the need to comply with the Public Contract Regulations and specifically with regards the need to treat all suppliers equally and fairly, avoiding any discrimination on the grounds of nationality or locality.

Gap analysis of procurement practice and sustainability requirements based on the recommendations of the Sustainable Procurement Task Force (SPTF) will continue to be undertaken. By implementing an action plan to close any gaps, Haringey will create a procurement infrastructure able to deliver sustainable outcomes.

Equalities & Diversity

Safeguards will be built into relationships with contractors and service providers to ensure good practice as regards race, gender, disability, sexuality and age discrimination. The Council will seek to remove obstacles to conducting business with suppliers and will ensure that there is an equal opportunity for all suppliers who meet the stated criteria, to participate in bidding for contracts.

Diversity and equality will be taken into account throughout the procurement cycle from the identification of needs through to the monitoring of supplier performance and contract compliance.

Equality clauses have been built into tender documents: The Council strives to:

Encourage equality of opportunity for all suppliers in compliance with the Council's Equality Scheme and its associated Delivery Plan.

Eliminate any conditions, procedures and behaviour that can lead to discrimination even where there was no

intent to discriminate, with particular regard to race, gender, disability, sexuality, age, religion and belief plus employment issues

An Equality Impact Assessment has been carried out on the Procurement Strategy in line with the requirements of the Equality Public Sector Duties relating to race, gender and disability and in line with the Council's Equality Scheme 2010-2013.

Equalities training in respect of procurement are part of the Councils core training programme and are jointly delivered by the procurement and equalities teams.

Economic Development

Economic development cuts across all activities of the Council. Haringey's Economic Development Plan outlines how the Council will deliver the social and economic regeneration of the borough.

The Community Strategy and Corporate Plan state the Council's commitment to promoting a strong local economy. Procurement contributes by actively engaging local suppliers and the Council is committed to hosting regular "Meet the Buyer" events and other supplier engagement opportunities.

The procurement process is actively supporting employment opportunities for Local People.

The Council is, however, under The Treaty of Rome and Public Contract Regulations, obliged to avoid discrimination on the grounds of locality or nationality. Contract opportunities will continue to be advertised openly and decisions to award will be made on merit against clearly defined criteria.

7. How Will We Get There?

This section explains how the Council will meet the objectives of this Procurement Strategy. A number of key policies need to be adopted or further embedded into Haringey's Procurement to enable the desired outcomes. These are set out below.

Competencies and Training

The Council will support officers in receiving the training and development they need to operate to the relevant standards. The standards will include adherence to procurement regulations and best practice; policies on equalities, ethics, probity and the Council's Constitution.

Improving Process Efficiency

Consolidate procurement activities and continue to manage the "purchase to pay" process to highlight any opportunities for efficiency improvement that can be achieved through automation and "right first time" principles.

Category Management

All non-pay expenditure of approx £500m is allocated to one of seventeen market segments or categories. Each category is managed by a nominated senior manager responsible for delivery of the category sourcing plan. The sourcing plan is developed by reference to detailed spend analysis and the application of appropriate tools and techniques e.g. market analysis and management reports that provide category and contract managers with information that enables effective

demand management, market and supplier management.

Increasing Sustainability Requirements

The Council will build upon the best practice it has in place and recognised by the Audit Commission in relation to the sustainability requirements of contracts – both general, such as sustainable travel management, and contract specific, such as ethical timber sourcing and fair trade catering provision.

Schools and Business Units will continue to be financially supported through the Sustainable Investment Fund and a series of carbon reduction projects, enabled through procurement (listed in the Council's Carbon Management Plan) will be commissioned over the next five years to help the Council reduce its Carbon Footprint.

Partnerships and Collaboration

Haringey's Strategic Partnership will be the key vehicle for the rollout of strategic commissioning across the partner organisations. Collaborative Procurement will be an option to meet the commissioning needs of Haringey Strategic Partnership.

Collaboration involves relationships between local authorities and other organisations in the public, private and/or voluntary sectors to improve the effectiveness and efficiency in delivery of a wide range of services. For example:

- Centralisation and standardisation between authorities.

- Sharing of expertise or cost reduction.
- Providing direct support to another organisation.
- Joint service delivery between public bodies
- Commercial trading for the profitable exploitation of assets, skills or location to provide new income for the benefit of the initiating authority or authorities
- Commercial trading in partnership with a private sector organisation.

Haringey will seek to procure across the HSP to meet the commissioning intentions of the Partnership to achieve best value.

Haringey is leading the North London Strategic Alliance to identify and develop collaboration opportunities for the commissioning and procuring of joint services. Haringey Procurement team will be working increasingly outside of traditional organisation boundaries.

The Council is a longstanding member of the London Contracts & Supplies Group, which is working towards London wide solutions to standardise tendering procedures and processes and deliver best value procurement solutions. The Council also actively participates in Capital Ambition, which was formed in 2008 from the former London Centre of Excellence and London Connects and is the London Regional Improvement and Efficiency Partnership (RIEP). The Council will continue to support the London Procurement strategy objectives set out below

Procurement projects for collaboration will be identified through working closely with our Commissioners and Capital Ambition and would be supported by evidence from spending analysis

covering the North London Strategic Alliance.

Capital Ambition Supporting Objectives

- To make London procurement outcome focused, in particular how it organises itself to engage with service delivery, local suppliers, markets and major contracting
- To ensure a coordinated and planned approach to all major high value / high risk contracting exercises
- To increase the sphere of commercial influence.
- To maintain and improve a shared approach to information gathering, market intelligence and management reporting based on properly defined needs analyses
- To encourage all sectors to specialise on their core contract and market strengths and devolve non- core acquisitions to third party organisations (e.g. other sectors, consortia or the private sector)
- To acknowledge the scarcity of good commercially aware procurement staff, and work towards maximising their utilisation
- To ensure that chief officers and elected Members are fully briefed on the opportunities presented through collaborative procurement
- To exploit and further develop the successful outcomes, tools and services already delivered by current collaborative work, acknowledging that the best model could be by transferring work into another sector

- To work with other stakeholders, particularly the London NHS, London Universities Consortium, London Contracts and Supplies Group and the Office of Government Commerce, to ensure success and portability to other parts of the UK

Strategic Commissioning Approach

Commissioning of services for individual groups and/or users has been a longstanding element of local authorities and health trusts. However, it is now recognised across central and local government that these bodies can deliver improved outcomes for the local community by working more closely together to commission services. If undertaken properly, strategic commissioning can lead to greater efficiency, quality, innovation and equity of public service provision.

There will therefore be a number of changes in the pattern of supply required by *People and Places and Strategic Commissioning*. Suppliers will either by themselves or with other suppliers have to develop approaches in 4 main areas.

- **Outcome-based contracts:** success and payment will increasingly be determined by broad measures of wellbeing (economic, social and environmental) and will include a strong element of customer satisfaction.

- **Collaboration between suppliers:**

This will be essential since few suppliers by themselves are likely to be able to deliver all aspects of commissioning in a form that meets local regeneration objectives and wider community aspirations.

- **Flexibility:**

Over a period of time and involving different groups or areas, services will have to adapt rapidly to meet changing citizen demands and to the needs of diverse groups within the locality. This will challenge the 'one size fits all' fixed output specification, which is typical of much local authority contracting and the basis of most supplier business delivery models;

- **Customer focus and engagement:** delivering 'choice and voice' to service users demands high levels of interaction with customers by providers. This needs to occur at all levels of an organisation and will challenge traditional 'command and control' organisational models across local government.

In particular, both clients and suppliers will need to empower front line managers within clearly set limits.

The purchasing and contracting experience must also inform the ongoing development of commissioning.

8. Haringey's approach to commissioning

The Strategic Commissioning Programme is intended to run between 2010/14. By March 2014 all LB Haringey services will have reviewed and evaluated their service model and developed a commissioning strategy. This commissioning strategy will need to set out best practice for delivering or procuring services on an on-going basis and for ensuring that citizen choice informs a continuous commissioning cycle, including market development and supporting personalised services where appropriate.

We will **collaborate** with other public agencies in London to realise tangible benefits for our communities. It is often the case that local government services are defined by law and usually have minimum standards and are therefore universal, at least in like-authorities: it is the *means* of delivery and the *local policy* which differs. We are extremely keen to seek collaborative, mutually beneficial partnerships and alliances with other local authorities in order that we can deliver better outcomes, reduce cost, improve service and minimise duplication whilst recognising Haringey's needs.

Procurement Options Appraisal

When planning procurement projects, options appraisals will be undertaken, which will be informed by market research and analysis. Procurement decisions should allow flexibility in developing alternative arrangements and should always consider the full range of options available. All options appraisals will contain a risk assessment as part of the process. Procurement decisions will be made on a corporate basis, with consultation with stakeholders including

suppliers and where it has an effect on another areas this will be recognised and the appropriate consultation undertaken to ensure that, corporately Best Value is achieved and that opportunities to reduce costs are realised. The business case will include an evaluation of the principal options available to deliver the change that is required and supporting evidence. It will also indicate the contract strategy selection (method of procurement to be undertaken).

The Council will always consider working in partnership or collaborating with others as part of the options appraisal process.

Joint Commissioning

The Council realises the benefits of joint commissioning and has developed the joint commissioning framework that will support the commissioning of services for the Haringey Strategic Partnership. Procurement will support Commissioning to ensure that commissioning intentions are translated into efficient service delivery models that provide value for money services to the residents of Haringey.

Mixed Economy

The Council is committed to the promotion of a "mixed economy" of service provision on the basis that this is most likely to deliver best value for the citizens of Haringey. This means commissioning services from the public, private, voluntary and community sectors and will include where appropriate, services from Council "in-house" teams.

Small Medium Enterprises (SME's)

The Council is committed to working with small, medium sized enterprises (SME's) and has developed a Small

Business Community Forum to support and assist small businesses. The Council's Economic Development Unit provides advice and guidance to SME's.

Voluntary Sector

The Council has signed a Compact with the Voluntary and Community Sector in Haringey that provides a framework for developing closer strategic and operational working arrangements, in an open and accountable way and to enhance collaboration. There is a steering group made up of representatives of the Haringey Strategic Partnership and the Voluntary & Community sector who meet quarterly to develop the Compact. The Compact is a living document that will be monitored and reviewed annually.

Social Enterprises

There are robust and long lasting relationships with partners to ensure support is available for the development of social enterprises within the borough ensuring that support is available for small community groups considering trading and larger social enterprises who wish to increase their business.

Contract Management

Contract management can be grouped into three broad areas:

- a) **Service Delivery Management** – ensures that the service is being delivered as agreed to the required level of performance and quality
- b) **Relationship Management** – keeps the relationship between the parties open and constructive, aiming to resolve any tensions and identify problem early

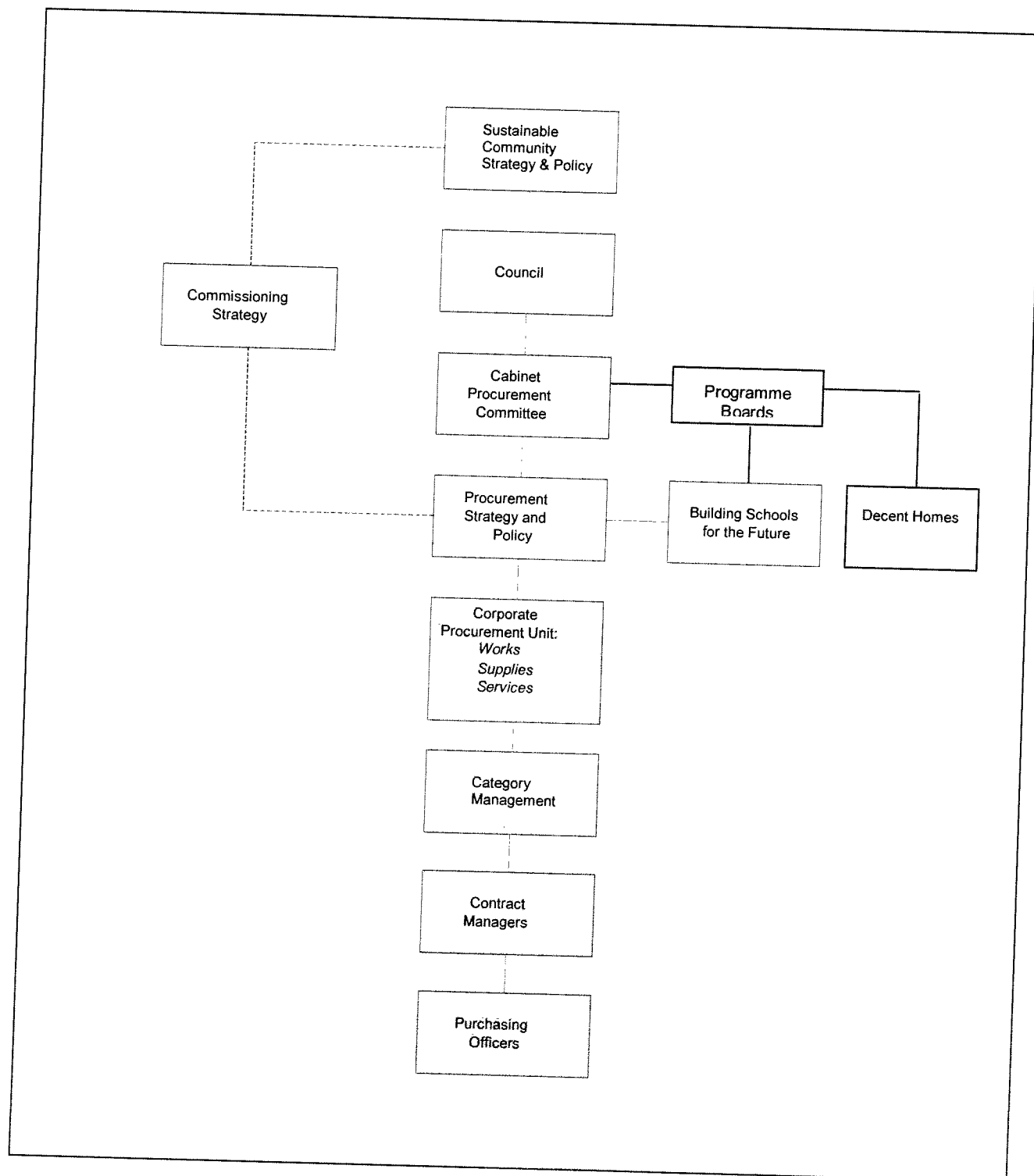
- c) **Contract Administration** – handles the formal governance of the contract, payments and contract documentation.

When all aspects of contract management are carried out effectively it should produce

- Ongoing Value for Money and sustainable cost reductions
- Risk management
- Contingency planning
- Service development and continuous improvements

9. Who Will Do What

Procurement in Haringey is structured as illustrated below:



Corporate Procurement will:

- Lead the development, implementation and monitoring of the Procurement Strategy and Policy.
- Be the principle driver of the efficiency programme.
- Provide support to all of the Council business units.
- Be a focal point for sharing and promoting good procurement practice across the Council.
- Support the Council's priorities through the implementation of a voluntary charter for suppliers.
- Develop the market through the supplier engagement plan.
- Ensure Equalities and Sustainability are embedded in the procurement process.
- Establish and maintain framework agreements and contracts.
- Commission all construction works and construction related consultants.
- Procure authority-wide goods and services.
- Develop and deliver procurement standards and training for employees and elected Members.
- Continually monitor Council expenditure to highlight areas for potential savings and/or benefits to the authority.
- Maintain and develop the e-procurement system and processes.

Business Units will:

- Be responsible for procurement activity in their respective areas.
- Provide information on anticipated future procurement activity (i.e. the Procurement Plan).
- Participate in procurement exercises.
- Utilise framework contracts for supplies, services and works administered by the Council, consortia, central government (e.g. OGC) and other public bodies where they offer efficiency and Value for Money.
- Ensure that all procurement opportunities and contracts are published consistently, transparently and through a common channel.

Contract Managers will:

- Work closely with Category Managers to maintain the Category Sourcing Plans
- Manage their contracts appropriately to ensure expectations and suppliers performances are being met.
- Ensure contracts are re-tendered or de-commissioned in a timely manner.

Suppliers will:

- Be required to competitively quote or tender for Council business.
- Be invited to attend "Meet the Buyer" events in order to keep up to date with Council opportunities and policies.
- Be encouraged to access Council procurement web pages to check

contracts due to expire and sub contracting opportunities.

Category Managers will:

- Ensure the delivery of the Category Sourcing Plan to achieve efficiencies, minimise risk and deliver Value for Money to service users.

Commissioners will:

In reviewing and evaluating services as part of a strategic commissioning approach, services will be defined as they would be seen from a customer / user perspective. Commissioners will evaluate services in line with the following model:

- Understand the market, the need now and in the future
- Identify “best in class practice” options
- Evaluate the current and future service against Performance, Efficiency and Perception
- Examine how the service contributes to the corporate and partnership’s priorities and the sustainable development of Haringey

Council officers will:

It is the responsibility of all officers to work to the principles contained within this Procurement Strategy and to comply with the Councils Constitution and Procurement rules and regulations.

Monitoring of the Strategy

This Strategy will be delivered through individual business units in their business plans. Progress against the Strategy and Category Sourcing Plans will be

monitored centrally and progress will be reported through the business planning review framework.

Consultation

This strategy was developed by reference to:

- A review of past performance and outcomes
- Key national and local drivers
- The results of the survey of Council officers during December 2008- January 2009
- A telephone survey of local suppliers done in 2009.
- Consultation with Senior Management Team and Chief Executive

Also:

- Elected Members
- Procurement and Contract Officers.

Appendix 1 - Review of performance 2006-2009

This section describes the progress made over the 2006-09 period and during which time, a number of major procurement projects have either been successfully completed or are in progress. These are set out below:

Embracing e-procurement

The Council has successfully embraced the challenge of e-procurement during 2006-09, introducing:

- A procurement system (SAP SRM) through which purchase orders and payments to suppliers are managed.
- A centralised contract register (SAP CMS) onto which all Council contracts are now logged and managed. Every contract is assigned a risk factor (low, medium or high) and managers receive monthly reports on spend, performance, volumes of transactions and various alerts e.g. contracts due to expire in 18 months and contract performance review dates.
- Use of e-Tendering to provide potential bidders with an electronic system by which to submit their tenders thereby saving process costs.
- Government Purchasing Cards have also been introduced, enabling Council officers to purchase pre-approved goods or services using a card similar to a bank debit card. For low value or ad hoc purchases, this is a cost efficient method and is also very convenient when providing services to client groups or in the case of emergency.

Improving Market Knowledge through Category Management

- The Council has completed a major exercise to establish Category Management as a technique to achieve best value and improve market knowledge. This has involved shifting from a traditional departmental (silo) view of spending to that of "One Council" being presented to external markets.
- Each Category (or market) is now managed by a senior manager on behalf of and across all internal departments. This exercise identified where multiple contracts existed for the same product or service and thus enabled consolidation and efficiency.
- By aggregating demand through category management it has been possible to achieve better value from suppliers and improve contract management arrangements.
- At the end of the 2009/10, the Council spent circa £500m (which includes construction) with over 8000 suppliers in 17 external markets.
- Temporary Staff Agency Contract. A single vendor neutral resource centre contract has been established through which all temporary agency staff requirements are processed before being offered to a tiered supply chain containing 180 recruitment agencies. Approximately £20m p.a. is processed through this

arrangement. This contract has led to approx £1m efficiency savings p.a. including the elimination of 48000 manual invoices p.a. This model is an example of best practice and is referenced as such by the Office of Government Commerce.

- Housing Repairs and Maintenance Service

A competitive tendering process was undertaken for the delivery of repairs and maintenance services to 16,000 Council tenant properties.

A contract was awarded to the in-house "Homes for Haringey" team, on the basis that they offered overall best value to the Council and tenants.

The contract is worth £18m p.a. The panel that evaluated competitive tenders and recommended the contract award was comprised of Council tenants.

The Strategic Commissioning Programme

The Programme is taking a "One Council" approach and will test and evaluate the approach to commissioning through initial reviews of four service areas:

- Parking Services
- Regulatory Services (Building Control, Development Control, Commercial Enforcement & Private Sector Housing)
- Extra Care
- Services for disaffected & vulnerable young people

Each review area will help the Council to address and understand different commissioning challenges, and will build on existing commissioning processes and expertise.

Decent Homes Programme

- The Council successfully secured £228m of Government funding towards a 15 year Decent Homes programme to upgrade bathrooms, kitchens, heating systems, decorations, and roofs etc.
- Four main contractors were appointed to carry out these works.
- The programme is still in progress and is due to complete in 2012/13.

Building Schools for the Future (BSF)

The Council secured £215m to build or carry out major refurbishments to 12 Secondary schools in the borough between 2008/11:

- A contract worth £23m was awarded for the implementation and on-going management of all IT equipment and networks in these schools for up to 10 years.
- A framework of 6 construction contractors was established through which mini- competitions were managed to award contracts for individual schools. The construction element of these works is £165m.
- Contracts have also been established for programme management and professional services e.g. architects, engineers, surveyors, project managers, along with furniture, fixtures and equipment.

Appendix A

Construction Contractors (excluding Decent Homes and BSF)

- In order to deliver the remainder of the Councils works programme on new build and property services, 5 framework agreements containing 28 contractors were established through which £98m is spent on average each year.
- These frameworks cover Major Works, Minor Works, Conservation, Landscape and Consultants, Landscape and Consultants.
- There are on average 100 projects in progress at any one time, each requiring managing in order to meet Council expectations.

Health and Social Care

- A new mandatory contract, hosted by Haringey on behalf of four north London boroughs, was established to support the Local Involvement Network (LINK) for Health and Social Care. Although this contract is of relatively low value (£170k p.a.) it is significantly important to the Council and the users of local services and is worthy of a mention in this review.
- Work has been started on identifying new models of commissioning and procurement to support the Personalisation agenda and this will be ongoing over the life of this strategy

Passenger Transport

- A framework for Passenger Transport service was put in place to transport children with special education needs to school, this has resulted in a much more efficient service being delivered

and a saving of approx £300k per annum

- Elements of the service that had been delivered by “In-House” teams were outsourced to the private sector.

Energy

- The gas and electricity markets had become extremely volatile with costs escalating by over 160% in 3 years. Up until 2004/5, when energy prices were relatively stable, the Council bought its total energy requirements annually in one lot.
- In 2006, Haringey Council was the catalyst for changing the public sectors’ procurement strategy for energy from fixed price fixed term (traditional) to one of flexible risk managed whereby £3.8bn energy is now aggregated across the public sector and bought in tranches on the wholesale market throughout the year when prices are favourable. In 2009/10 this new strategy achieved a saving for London boroughs (London Energy Project) of £16.7m against market averages.
- The overall effect is that the public sector is better able to avoid costs and manage risks, and this has helped achieve up to 8-10% efficiency on the price of energy and administration costs.
- To also help off-set costs, the Council continues to work hard to reduce demand for energy using a number of technologies e.g. we have lowered voltage levels from 240v to 220v in main corporate buildings, thus immediately saving 10% of energy. This solution is being extended to other high energy usage buildings including schools. It is important that

electrical equipment (computers, lifts motors, generators etc) continue to work effectively and thus each building has to be carefully assessed to avoid any adverse effects. This is an ongoing programme of work.

- Other examples of where technology has been used to reduce energy consumption (and carbon emissions) are swimming pool covers to retain heat at night, replacement boilers for more efficient types and building management systems to control lights and temperatures.

Urban Environment

Urban Environment has produced a Public Realm Commissioning Strategy which has resulted in two innovative major procurement projects, Street Lighting and Waste Management. The street lighting contract has been awarded and the contract includes the following sustainability outputs:

- A systematic and fully auditable reduction in the use of virgin materials.
- A systematic and fully auditable reduction in CO2 emissions.
- Use of 100% sustainable and transparently sourced timber.

The Waste Management service is currently being procured through the Competitive Dialogue Procedure, the first such procurement of Waste Management in England.

Care – Supporting People

The Supporting People programme is responsible for the delivery of housing related support services, with the specific intention of assisting people with the attainment, or retention of a tenancy

and furthering an individual's independent living skills.

There are presently 70 Contracts covering over 100 different services for 19 separate client groups. Contracts vary considerably in size of capacity and contract value. Monitoring of the contracts ensure that they remain strategically relevant and are performing to agreed outcomes at the required quality standard and within value for money. Procurement has begun to consider market testing of existing service provision and consider the models of service delivery and future inclusion of Support Providers within the same or revised Terms and Conditions

Other Procurement Projects

In addition to those listed above, the Council awarded over 300 contracts through competitive tendering for a vast range of services, spanning Adult Care, Children's Services, IT and Telecoms, Transport, Urban Environment, Libraries, Social Services, Leisure etc.

In 2008/9 – a 40% turnover of our 8,000 plus suppliers was recorded which give an indication of the work involved to achieve Best Value and maintain healthy competition within prevailing market conditions.

Lessons Learnt

The integration of the purchase to pay process which involved bringing together the supplies and services, construction and accounts payable teams has resulted in significant efficiencies and improved productivity

- We have learnt to use framework agreements as a way of speeding up the procurement process when commissioning new projects. The effect is that we are now able to award a major construction project

Appendix A

70% faster than before our frameworks existed

- The importance of working with the supply chain **in advance** of commencing the competitive procurement process e.g. the temp staff contract and the passenger transport contract are just 2 examples where we achieved excellent outcomes after listening to suppliers and acting on this input.
- Improved our ability to shape the market e.g. London Energy Project has successfully introduced new service providers into the market and developed new products to help combat the effect of market volatility.
- The importance of effective contract management post contract award and improved overall programme and enhanced supplier relationships.
- That Category Management is a powerful technique for coordinating procurement on a “One Council” basis and squeezing additional efficiencies.

Awards success

In 2008-09 alone, the Council’s Corporate Procurement Unit has been recognised in the following:

- Winner of the Government Business Award 2009 for Public Sector Energy Project, in recognition of Haringey’s energy management programme.
- Winner of the Government Opportunities Award 2009 for Best Procurement Initiative for the London Energy Project
- Commended in the Government Business Awards 2009 for Category Management

Sustainability

In December 2009, the Audit Commission published on its website a notable “Good Practice Case Study” that featured Haringey Council’s Sustainable Procurement Strategy and the significant progress being achieved across the five themes of People, Policy and Strategy, Procurement Process, Engaging Suppliers and Measurement and Results

In the ‘**People**’ theme, the Council has created the Energy and Sustainability Team within Corporate Procurement to manage the sustainability implications of the Council’s procurement.

In addition, sustainable procurement training been rolled out and has ensured that staff are briefed on sustainability requirements through the procurement process.

Under ‘**Policy and Strategy**’ the Council has developed a Sustainable Procurement Policy, Strategy and Action Plan. The purpose of these documents is to communicate the Council’s intentions for this agenda in a clear way to all stakeholders.

Within our ‘**Procurement Process**’ the Council has undertaken a prioritisation exercise on over 300 purchasing categories. This is based on the Sustainable Procurement Task Force Prioritisation Methodology and explores the impacts of purchases on 18 sustainable development indicators, ranging from CO₂ Emissions to Employment Opportunities and Labour Conditions. This information is used to drive high-level sustainability strategies in each of the Councils’ category sourcing plans. The introduction of a Sustainable Procurement Indicator Risk Assessment has ensured that sustainability risk is identified early in the procurement process and the approach to mitigation is consistent through from

Appendix A

sourcing strategy to individual procurement.

All new contracts now use environmental contract conditions which give the Council a greater legal foundation to reject contracts that do not comply with their minimum environmental requirements.

To ensure we continue **‘Engaging Suppliers’**, the Council has pulled together a profile of external spend by supplier. It targeted the top suppliers by category for invitations to Haringey events as part of a wider supplier engagement programme.

“Meet the Buyer” events are held with suppliers to ensure they fully understand the Council’s sustainability agenda.

‘Measurement and Results’ are captured through key performance indicators (KPIs) have been developed that enable the Council to measure and report on progress in this area. The KPIs reflect progress made on both

operational changes and environmental benefits achieved through sustainable contracts.

The Council has developed two ring-fenced funds to encourage sustainable solutions – one for Council Property and one for Schools. The fund has enabled a number of low carbon installations such as lighting controls, swimming pool covers and voltage optimisation units.

The latest development was the use of the fund to help Leisure Services upgrade the existing sand water filtration system to a perlite system. This will save the Council £35,000 per year in reduced energy, water and chemical bills.

Appendix 2 - Efficiency Programme 2010-2013

The table is for indicative purposes and identifies planned Procurement projects that are expected to generate efficiencies over 2010/13. These projects are council wide projects in support of the wider efficiency agenda that will be managed through a single financial process. These projects are a mixture of new and existing projects and are under-pinned by service business plans and category sourcing strategies. Some of the savings have already been factored into the budget proposals. Further efficiency projects will be identified as the Strategy moves forward.

Category	Description	Period	Procurement Project Savings	Comments
Facilities Management	Lift installation and maintenance	2011-2013	£36,000	Increase on-contract discount volumes. Tender for a new framework.
	Cleaning and first aid materials	2011-2013	£15,000	E-auction mini-competition
	Uniforms & PPE	2011-2013	£7,500	E-auction mini-competition
Recruitment	Review of use of agency staff and agency contract.	2010 -2013	£1,500,000	Re-negotiation
	Consultants	2010-2012	£500,000	Demand Management
Children & Education	Top suppliers in Children & Residential	2010-2012	£600,000	Review specifications and re-negotiation
	Long term rationalising, collaboration	2010-2013	£400,000	re-specifying and decommissioning
Learning and Development	Reduction in spending	2010-2012	£200,000	Demand management
Temporary Accommodation	"B&B" - re-negotiation and the application of new housing lease agreement	2010-2013	£2,000,000	Re- negotiation
Legal	Barrister spend reduction and external solicitors framework	2010-2012	£250,000	Demand management
Leisure & Entertainment	Sports facilities & services frameworks	2010-2013	£93,000	re specify and re tender
Communication	Variable print contract	2011-2013	£200,000	re specify and demand management

	Newspaper print framework	2011-2013	£25,000	consortia contract
Energy	Consolidating water accounts into a single bulk bill and cost recovery	2010-2013	£150,000	Review of invoices and demand management
	Cost avoidance on energy purchasing	2010-2013	£450,000	Demand Management
Travel	Coaches & mini buses	2010-2013	£100,000	Re-tendering with e-auction in progress
	Taxis	2010-2013	£40,000	Re-tendering with e-auction in progress
Food & Drink	Catering	2010-2013	£200,000	Demand management,
IT	Photocopiers	2011-2013	£25,000	Re spec and re-tender.
	SAP support	2012-2013	£100,000	Re specify and re tender - Competitive dialogue
Public Realm	Waste Management Services	2010-2013	£1,200,000	Currently being re tendered using competitive dialogue procedure
	Civil engineering	2010-2012	£800,000	Aggregation of spend. This may include capital.
Social Care	Supporting People contracts	2010-2012	£1,000,000	Re-negotiation
	Other adult social care contracts	2010-2012	£500,000	Renegotiation
	All contracts ending between 2012-2013	2012-2013	£380,000	e-auction, renegotiation, re specification of most appropriate procurement route.
Total	Illustrative Purposes	Circa	£10m	

The above savings can be summarised as followed against procurement tactical actions that are:

E- auctions – CPU are using an e-auction tool for Passenger Transport and Heartlands school cleaning procurement projects. There are also projects identified as suitable for e-auctions within IT and CYPs. The savings are calculated as a 3% reduction from current contract values. This procurement system can be used for most types of procurement projects as it allows a quality and price evaluation to take place and should produce savings when used by Directorates.
Saving: £0.5m

Contract extension negotiations on contracts expiring in the next 18 months

CPU will work with Category Managers to identify any contracts due to expire in the next 18 months that have an option to extend. They will be assessed for suitability to renegotiation for the extension periods, whilst undertaking market research to ensure a VFM outcome. All major contracts will be reviewed as part of category management to ensure that they are still achieving VFM for the Council.

Saving: £1.5m

Service specifications and decommissioning

All procurements should have a specification that continues to be “fit for purpose” and if applicable is

outcome based. Before going out for any procurement a review of the service must be undertaken to ascertain if the service is in line with

Haringey’s objectives and if the service is still required; if not, then it will be decommissioned.

Saving: £1.25m

Renegotiation of current contract spend

All contracts that are not due to be opened up to competition within the next 18 months will be assessed to see if there is a reduction in costs to be achieved.

Saving: £5m

Collaboration – Joint purchasing and consortia arrangements

The North London Strategic Alliance will identify opportunities for collaborative strategies and procurements giving the Council leverage to drive down costs. We will also access consortia contracts that have been let by other procurement hubs, when they represent Value for Money to the Council

Saving: £0.75m

Demand Management

Each sourcing plan will look at demand management strategies to identify any areas where policy or procedure could be changed to drive internal efficiency. Demand management relies on reducing volumes and needs through “rationing” or changing behaviours

Saving: £1.5m

Total savings from Council wide procurement category management

These savings are provided for illustrative purposes of the various procurement techniques and their potential outcomes in support of the outline list of savings in the above table.

Saving: Circa £10m.

Appendix 3 - Action Plan for Efficiency Programme

Savings for 2011-2013 but will come from the programmed category management sourcing plans, identification of collaborative procurement opportunities, such as the North London Strategic Alliance and continued improvement and controls as outlined on the previous page. The key actions to enable delivery of the procurement efficiency programme going forward are summarised below.

ACTION	OUTCOME	WHEN
Category Sourcing Plans will be reviewed and updated; taking account of external market conditions and changing Council priorities.	Contributes towards achieving challenging efficiency targets.	Sept 2010
Directors will critically review all Sourcing Plans and related Action Plans to ensure they are able to deliver the necessary savings.	Savings targets will be met through planned procurement action plans.	Sept 2010
Individual projects will emerge from updated Sourcing Plans and these will be developed into actions.	Cashable savings will be identified that meet targets.	2011/12 2012/13
The Council will implement software and adopt electronic auctions where appropriate e.g. first up, will be IT hardware, telephones and stationery.	Additional savings over the more traditional procurement methods.	2010
Council contracts will be uploaded into the new London wide contracts register.	Increased transparency. Increased collaboration with other authorities and aggregation of volumes to achieve greater efficiencies.	2010
Haringey will lead on key procurement projects on behalf of the North London boroughs	Construction, Energy, Water and the supply of Temporary Staff will be targeted initially.	2010/11
Plan and implement centralised payments transaction processing; underpinned with an appropriate software system and requiring e-invoicing from suppliers.	Increase control and compliance, speed up payments and achieve economies of scale in relation to invoice handling and payment.	2011

Appendix A

Demand will be more closely managed; starting with spend on consultants and travel. Opportunities for delivering further procurement efficiencies in relation to capital projects will be evaluated.	Reduced revenue and capital spend.	2010- 13
The existing SAP based procurement system will be further exploited whereby certain purchase orders relating to defined discretionary spend will be routed centrally before being given final approval.	Purchasing policy enforcement. Tighter authorisation. Improved demand management	2011
Review the option and extent to which the Council might establish a central contracts management team and with the expectation that a good proportion of existing contracts will be centralised. Supplier relationship management will also be considered for best effect.	Improved contract management. Improved balance between commercial management and relationship management. Economies of scale, consistent quality and skilled staff better deployed.	2011

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Councillors Councillors Bull (Chair), Browne (Vice-Chair), Alexander, Basu, Ejiofor, Newton and Winskill

Also Present: **Co-optees:** Helena Kania (Local Involvement Network (LINK)), Sarah Marsh (Parent Governor Representative) and Marcelle Jemide (Parent Governor Representative)
Councillors: The Leader and Councillor Bevan
Officers: Kevin Crompton (Chief Executive), Stuart Young (Assistant Chief Executive People, Organisation & Development), Mark Dorfman (Assistant Director for Planning, Regeneration and Economy), Phil Harris (Assistant Director of Strategic & Community Housing), Diana Edmonds (Assistant Director Culture, Libraries & Learning), Helena Pugh (Head of Policy), Rebecca Cribb (Policy Officer), (Trevor Cripps (Scrutiny Manager), Martin Bradford (Scrutiny Officer), Rob Mack (Scrutiny Officer), Natalie Cole (Committee Clerk)
 And Mark Lawrence (Network Development Manager, Post Office Ltd) and Sally Hopkins (Senior External Relations Manager, London & South East, Royal Mail Group)

**MINUTE
NO.**

SUBJECT/DECISION

OSCO01.	<p>WEBCASTING</p> <p>It was noted that the meeting was web-cast on the Council's website.</p>
OSCO02.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for lateness from Councillor Ejiofor were noted. There were no apologies for absence.</p>
OSCO03.	<p>AMENDMENTS TO CO-OPTEE MEMBERSHIP</p> <p><u>Church of England representative</u></p> <p>The Committee noted the re-appointment of Yvonne Denny as Church of England co-opted member.</p> <p><u>Parent Governor representatives</u></p> <p>The Committee noted that Joseph Ejiofor was no longer a co-opted member of the Committee. Elections for a replacement Parent Governor were in progress.</p> <p>The Chair took the opportunity to thank the previous year's Overview & Scrutiny Committee members for their work in the 2009/10 municipal year.</p>
OSCO04.	<p>URGENT BUSINESS</p> <p>There were no urgent items.</p>

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OSCO05.	<p>DECLARATIONS OF INTEREST</p> <p>Councillors Bull and Winskill declared personal interests in Item 7 – The Leader’s briefing – as they were Council leaseholders.</p>
OSCO06.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>There were no such items.</p>
OSCO07.	<p>ORDER OF AGENDA</p> <p>RESOLVED to vary the order of the agenda to accommodate those persons present at the meeting. The minutes will be in the order in which items appear on the agenda.</p>
OSCO08.	<p>CABINET MEMBER QUESTIONS - THE LEADER</p> <p>The Committee received the Leader’s briefing on the Cabinet priorities for 2010/11, advance questions submitted by members and written responses. The Leader introduced the briefing and emphasised the unprecedented challenge of budget cuts of approximately £8 million and capital spending cuts. In response to questions the Leader informed the Committee that the Comprehensive Spending Review in October would provide firm details of the cuts.</p> <p>The following was noted further to supplementary questions:</p> <p>Re. Q6. The Leader confirmed that “site plans” within the Local Development Framework related to the site strategy and not the cessation of services.</p> <p>Re. Q7. The Leader confirmed that the Council’s arms length management organisations such as Homes for Haringey were required to meet efficiency targets.</p> <p>Re. Q10. The Assistant Director for Planning, Regeneration and Economy reported that, as funds were received more electric vehicle charging points would be installed across the borough starting with council-owned car parks. There were currently 30 charging points and the use of these would be monitored. Electric vehicle charging points were also being included as part of planning conditions for new developments.</p> <p>Re. Q14. The Committee expressed concerns that the Council did not have the powers to enforce recycling by shops and licensed premises. The Assistant Director of Planning, Regeneration and Economy explained that the Council currently had no powers to force businesses to buy collection services from providers who recycled rather than send to land fill. However strategically the North London Strategic Waste Authority was probably best placed to encourage waste collection companies to recycle business waste if they did not</p>

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already do so. It was reported that the Council had started sending information on new recycling and waste storage initiatives to local businesses.

A briefing note would be provided to members on what measures could be taken to encourage and coerce licensed and other business premises and their waste collection and disposal company to recycle appropriate business waste.

Re. Q15. The Committee requested a briefing note on how effective the car club scheme was, particularly in deterring residents from purchasing their own cars and whether provision was made for people who only drove automatic vehicles and what percentage of users this was. The Leader advised that there were plans to develop the car club scheme further to ensure that all residents would be within walking distance from a car pick-up point.

Re. Q16. The Leader advised the Committee that severe financial constraints on Transport for London budgets may mean a reduction in buses in Haringey.

Re. Q20. The Leader emphasised the importance of the government giving local authorities more power to regulate the licensing of premises. Work was being conducted in Haringey to reduce the number of fast food premises near schools.

Re. Q26. Committee members emphasised that pressure needed to be put on the PCT to ensure that all residents had access to polyclinics in future. It was noted that the provision of health services for the future could change further to a forthcoming government white paper on health policy.

Re. Q30 The Committee requested a briefing note from the Chief Executive giving more information on the integrated leadership model for the strengthening of joint working and integration of Haringey Council and NHS Haringey including details on equalities.

Re. Q41. The Committee highlighted the discrepancy in the PCT's and the Council's estimations of the population of Haringey (285k and 225k respectively). The Chief Executive agreed to provide formula and figures detailing the loss of resources to the Council (per ten thousand residents) as a result of the difference.

Re: Q42. The Committee noted that under new legislation to be issued in 2011/12 the Council will be financially penalised for wasting energy.

The Committee noted that green flag status had been obtained for all 16 parks managed by LB Haringey.

In response to the Committee questioning what the Council's policy on annual bonuses for teaching and non-teaching staff was, the Leader stated that teaching staff payments were dealt with by individual

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	<p>schools within their budgets. It was noted that the Council did not pay bonuses for non-teaching staff.</p> <p>In response to the Committee asking if the adverse judgement in the Wards Corner appeal had wider implications as to how decisions were made, and strategies developed across the Council, the Leader stated that the judgement had not been solely about council processes but had been clear that a specific community had been affected by the Wards Corner development, therefore the Race Relations Act had been engaged.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the report on the priorities for 2010/11 as determined by the Cabinet be noted. ii. That the Overview and Scrutiny Committee's active participation in research and policy through its formal reviews and consideration of the Forward Plan be confirmed.
<p>OSCO09.</p>	<p>COMMUNITY STRATEGY UPDATE</p> <p>The Committee received the Sustainable Community Strategy Summary Progress Report setting out the progress made against the outcomes in Haringey's Sustainable Community Strategy, introduced by Helena Pugh (Head of Policy) and Rebecca Cribb (Policy Officer).</p> <p>The Committee noted the advance questions and written responses and that the Council's target of reducing carbon emissions by 40% was 2020 (Q2).</p> <p>The Committee asked for details on the progress of making "the voluntary sector an integral part of local problem solving through the Area Based Working initiative" in the People and Customer Focussed section of the strategy (page 28 of agenda pack).</p> <p>The Committee asked when Haringey was expected to meet the national average target for GCSE results (page 22 of agenda pack).</p> <p>The Committee requested a briefing note detailing what the Clean Sweep programme was. The Assistant Director for Planning, Regeneration and Economy reported that the Council was currently in procurement negotiations to include Clean Sweeps as part of the cleaning contract. Committee members expressed that the Council should not be paying for additional Clean Sweeps, which might not be required if cleaning contracts were correctly followed.</p> <p>In response to its concerns the Committee was assured that the new Heartlands School would open in September 2010 for year 7 pupils. The autism unit at the school would not open until 2011.</p> <p>RESOLVED that the Summary Progress Report be noted.</p>

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<p>OSCO10.</p>	<p>LOCAL INVOLVEMENT NETWORK (LINK) ANNUAL REPORT 2009/10</p> <p>The Committee received the Annual Report of the Local Involvement Network (LINK) for 2009/10.</p> <p>The Committee noted that the contract for the host organisation for the LINK – the Shaw Trust - was managed by the Council’s Voluntary Sector Team and that grant funding from the Department of Health was not ring-fenced. A portion of the funding for the LINK was retained to fund contract management. The Committee requested a breakdown of this.</p> <p>In response to questions from members, Ms Kania explained that LINK had rejected the single place offered on the Board for the North Central London reconfiguration of health services as this was felt not to be adequate representation for LINK services from Haringey, Enfield and Barnet; at least one member from each local area was required.</p> <p>The above comments would be sent to the Director and the Cabinet Member for Adult & Community Services.</p> <p>RESOLVED that the Local Involvement Network (LINK) Annual Report and the good work of LINK be noted.</p>
<p>OSCO11.</p>	<p>POST OFFICE CLOSURES</p> <p>The Committee received the follow-up report on the Scrutiny Review of Post Office Closures, introduced by Martin Bradford, Scrutiny Officer. The Chair thanked all those involved in the review and highlighted an email he had received from David Lammy MP highlighting that he was lobbying for a pillar box to be provided at Broadwater Farm further to the closure of the local Post Office.</p> <p>The Post Office Ltd was represented by Mark Lawrence, Network Development Manager and Sally Hopkins, Senior External Relations Manager, London & South East, Royal Mail Group.</p> <p>Ms Hopkins explained that if a pillar box was on private property the owner of the property could apply to have the box removed and other locations would be considered to ensure ease of access for Royal Mail staff and taking any underground utility services and street furniture into account. Planning permission was required for the installation of pillar boxes.</p> <p>The Committee asked for the rationale behind Post Office closures and whether future closures were planned. It was reported that access (or how far people were willing to travel to a Post Office) had been a main criteria (national and local consultation had been conducted) as well as financial viability; 90% of Post Offices were run by independent businesses which had to pay the £40k cost of setting-up the Post Office. There were no further closures planned for</p>

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	<p>Haringey as the Post Office network was considered adequate for Haringey's need.</p> <p>Committee members expressed concerns that the closures presented access difficulties for some residents and resulted in longer queues at remaining Post Offices. The Committee asked that every counter at Wood Green and Crouch End Post Offices be opened during opening hours and noted that Wood Green's self-service counter would open soon, without cuts to staffing levels.</p> <p>The Chair asked Post Office representatives to look into the provision of a postal pillar box at the bottom of Compton Crescent off the Great Cambridge Road.</p> <p>It was noted that £30 million of government funding was intended to support the small businesses to run the Post Offices. In response to the Committee's question on whether a successful business could open a Post Office it was noted that there would have to be a need for the Post Office and the impact on surrounding Post Office branches would be a consideration.</p> <p>Councillor Bevan, Cabinet Member for Housing, emphasised that such long queues and poor standards in Post Offices were unacceptable.</p> <p>The Committee asked if an Equalities Impact Assessment had been conducted before the closure of Post Offices nationally. The Senior External Relations Manager – Post Office Ltd informed members that a socio-economic impact assessment had been conducted as part of consultation and she would look into what information from this assessment could be shared with the Committee.</p> <p>An informal Post Office Working Group would be established to look at local Post Office performance issues including queuing times.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the comments raised by Members of the Committee and responses provided by the Post Office be noted. ii. That the Chair and Councillors Alexander, Ejiofor and Newton form a Working Group to look at local Post Office performance issues including queuing times. 	
<p>OSCO12.</p>	<p>BREAST SCREENING REVIEW REPORT</p> <p>The Committee received the report on the scrutiny review of breast screening services, introduced by Councillor Winskill (Chair of the Review Panel) and Martin Bradford (Scrutiny Officer).</p> <p>The Committee noted that the uptake of breast screening services in Haringey was low and more problematic in the east of the borough. Some of the recommendations had already been progressed including</p>	

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	<p>the screening invite letter being available in other languages. The Committee would receive an update next year.</p> <p>Thanks were given to all involved in the review.</p> <p>RESOLVED that the Scrutiny Review report on Breast Screening Services be agreed.</p>
OSCO13.	<p>JOINT OVERVIEW & SCRUTINY COMMITTEE</p> <p>The Committee received the report requesting the appointment of two Overview & Scrutiny Committee members, plus a deputy, to join the Joint Committee to consider the North Central London (NCL) Services and Organisation Review.</p> <p>It was noted that the NCL Review had been put on hold, due to issues concerning sector-wide commissioning, to be resumed in the near future.</p> <p>RESOLVED that Councillors Gideon Bull and David Winskill would represent Haringey as members on the Joint Committee to consider the North Central London (NCL) Services and Organisation Review and that Councillor Joseph Ejiofor would be the deputy member.</p>
OSCO14.	<p>OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME</p> <p>The Committee received the Overview and Scrutiny Committee Work Programme for 2010/11 and noted that it was a working document; subject to change.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> i. That the Overview and Scrutiny Committee's lead scrutiny role for the Haringey Strategic Partnership Theme Boards be maintained (as detailed at Appendix B), and that the nominations as detailed at Appendix C be adopted. ii. That the reports detailed in Appendix A be received by the Overview and Scrutiny Committee. iii. That one topic for in-depth review from each theme board area be commissioned by the Overview & Scrutiny Committee (chosen from the shortlist of topics shown at Appendix C) as well as Budget scrutiny.
OSCO15.	<p>MINUTES</p> <p>RESOLVED that the minutes of the meeting held on 15th March 2010 be confirmed as a correct record of the meeting.</p>

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OSCO16.	NEW ITEMS OF URGENT BUSINESS There were no new items.	
OSCO17.	FUTURE MEETINGS The Committee noted the future meeting dates.	
OSCO18.	SCRUTINY COMMITTEE ACTIONS REQUESTED The Chair would pursue the outstanding actions.	

The meeting ended at 20:50

COUNCILLOR GIDEON BULL

Chair

SIGNED AT MEETING.....DAY

OF.....

CHAIR.....

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
28a	11 January 2010	Item 7 – Cabinet Member for Leisure, Culture & Lifelong Learning Officers were asked to provide a briefing note on the milestones reached so far during the development of the Cultural Strategy.		AD Culture, Libraries & Learning	
30a	11 January 2010	Item 9 – Quarterly Council Performance Exceptions Report & Quarterly Council Budget Monitoring Exceptions Report The Committee asked for more information on NI 40 (Number of Drug Users recorded as being in effective treatment) to be circulated.		Asst. CE PPP&C	
43a	1 Feb. 2010	Item 7 – Questions for Cabinet Member for Enforcement & Safer Communities 1. The Committee requested copies of the evaluation of the Preventing Violent Extremism programme. <i>(Cllr Winskill)</i> Council's Neighbourhood Area Assembly meetings. <i>(Cllr Winskill)</i> 2.		Dir PPP&C	
45a	1 Feb. 2010	Item 9 – Access to Services for Older People The Committee asked for confirmation that that the Cabinet had written to the Department of Health to encourage more funding to allow the Council to support the low and moderate bandings of Fair Access to Care Services in line with the well-being agenda. <i>(Cllr Winskill)</i>		Chair/ A.D. Adult Services	
49a	1 Feb. 2010	Item 13 – Cabinet Member for Community Cohesion & Involvement 1. The Committee requested details of sites where <i>My Haringey</i> posters were displayed, feedback about the posters the Council had received and how the campaign would be evaluated and costings for continuing the campaign, which		Dir. PPP&C	

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
58a	15 March 2010	would be circulated. (Cllr Winskill) Item 8 – Cabinet Member Questions: Cabinet Member for Resources 4. Further to questions on the role of trade unions it was agreed that the Committee would receive a supplementary report including: clarity on the difference between trade union duties and activities, a breakdown of the days per year that union officers attended regional/national union and/or General Teaching Council meetings (Unison Official – 8 days and NUT official – 60 days per year), whether the Council was reimbursed for the costs of union officers attending such meetings, and giving details of a previous report to the General Purposes Committee reviewing trade union facilities. (Cllrs Adje & Bull)		Asst Chief Executive People, Organisation & Development	Email from ACE to Cllr Bull – 10 June 2010 ACE planning to carry out a review of trade union facilities this year 2010/11 and the outstanding action will be part of that review. 14 June
8	5 July 2010	Item 7 – Cabinet Member Questions – The Leader 1. A briefing note would be provided to members on what measures could be taken to encourage and coerce licensed and other business premises and their waste collection and disposal company to recycle appropriate business waste. (Cllr Winskill/ M. Dorfman) 2. Q15. The Committee requested a briefing note on the how effective the car club scheme was, particularly in deterring residents from purchasing their own cars and whether provision was made for people who only drove automatic vehicles and what percentage of users this was. (Cllr Winskill/ H Kania) 3. Q41. The Committee highlighted the discrepancy in the PCT's and the Council's estimations of the population of Haringey (285k and 225k respectively). The Chief Executive agreed to provide formula and figures detailing the loss to the Council (per ten thousand residents) as a result of the difference. (Cllr Ejiofor)		Director of Urban Environment / AD Frontline Services Director of Urban Environment/ AD Frontline services Chief Executive	13.08.2010 10.08.2010 26.07.2010

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
			4. Q30 The Committee requested a briefing note giving more information on the integrated leadership model for the strengthening of joint working and integration of Haringey Council and NHS Haringey including details on equalities. <i>(Cllr Winskill)</i>	Chief Executive	26.07.2010
9	5 July 2010	Item 8 – Community Strategy Update 1. The Committee asked for details on the progress of making “the voluntary sector an integral part of local problem solving through the Area Based Working initiative” in the People and customer focussed section of the strategy (page 28 of agenda pack). <i>(Cllr Newton)</i> 3. The Committee requested a briefing note detailing what the Clean Sweep programme was. <i>(Cllr Browne)</i>		Director of Urban Environment/AD Planning Regen & Econ. Director of Urban Environment/ AD Frontline Services	13.08.2010 13.08.2010
10	5 July 2010	Item 9 – LINK Annual Report 2009/10 1. The Committee noted that the LINK contract was managed by the Council’s Voluntary Sector Team and that funding from the Department of Health was not ring-fenced for LINK services and the LINK did not receive the entire grant. More information was requested by the Committee on the procurement and contract management in relation to this funding. <i>(H.Kania)</i> 2. The comments of the Committee would be sent to the Director and the Cabinet Member for Adult & Community Services. <i>(Chair)</i>		Voluntary Sector Team Clerk	19.07.2010 30.07.2010
11	5 July 2010	Item 10 – Scrutiny Review of Post Office Closures – follow-up report 1. The Chair asked Post Office representatives to look into the provision of a postal		Senior External Relations Manager – Post Office	

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
		pillar box at the bottom of Compton Crescent off the Great Cambridge Road. (<i>Chair</i>)		Ltd. Senior External Relations Manager – Post Office Ltd. Senior External Relations Manager – Post Office Ltd, Cllrs Bull, Alexander, Ejiolor & Newton	19.07.2010
18	5 July 2010	<p>2. The Committee asked if Equalities Impact Assessments had been conducted before the closure of Post Offices nationally. The Senior External Relations Manager – Post Office Ltd informed members that a socio-economic impact assessment had been conducted as part of consultation and she would look into what information from this assessment could be shared with the Committee. (<i>Cllr Ejiolor</i>)</p> <p>3. An informal Post Office Working Group would be established to look at local Post Office performance issues including queuing times. (<i>Committee</i>)</p>	<p>Item 17 – Scrutiny Committee Actions Requested</p> <p>The Chair would pursue the outstanding actions</p>	Chair	
24	21 July 2010	<p>Item 6 – Cabinet Member Questions – Cabinet Member for Children's Services</p> <p><u>Action No 24.1</u> The Committee noted the Children's Services department faced challenges in increasing children's centre provision due the substantial withdrawal of grant funding arising from the financial deficit in central government. The Cabinet Member agreed to keep Councillor Newton informed of developments for children's centre provision in Fortis Green.</p> <p><u>Action No 24.2</u> The Committee requested further analysis of school exclusions including comparisons in numbers of exclusions in different schools, unique circumstances, recurring issues and how different schools dealt with exclusions.</p>	<p>Item 6 – Cabinet Member Questions – Cabinet Member for Children's Services</p> <p><u>Action No 24.1</u> The Committee noted the Children's Services department faced challenges in increasing children's centre provision due the substantial withdrawal of grant funding arising from the financial deficit in central government. The Cabinet Member agreed to keep Councillor Newton informed of developments for children's centre provision in Fortis Green.</p> <p><u>Action No 24.2</u> The Committee requested further analysis of school exclusions including comparisons in numbers of exclusions in different schools, unique circumstances, recurring issues and how different schools dealt with exclusions.</p>	Director CYPS Director CYPS	

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		<u>Action No 24.3</u> The Scrutiny Manager agreed to circulate the recent scrutiny review report on school exclusions to the Committee.	Scrutiny Manager	
		<u>Action No 24.4</u> The Committee would be provided with details on the process for CRB (Criminal Records Bureau) checks.	Director CYPS	
26	21 July 2010	Item 8 – Child Protection Performance & Key Issues <u>Action No. 26.1</u> The Committee requested detail of the cost of in-house Vs agency foster-care placement and spend on each, which the Director of CYPS agreed to provide. <u>Action No 26.2</u> Committee would receive samples of advertisements and literature and links to web-pages used to encourage people to become foster carers. (<i>Chair</i>) <u>Action No 26.3</u> Committee members asked how many people attended the foster care open evening at Raglan Hall on Tuesday 20 th July and how the event was publicised. (<i>Cllr Allison</i>) <u>Action No 26.4</u> The Director of Children's Services agreed to include data on how Haringey compared to other boroughs with similar demographics in relation to children in care in future performance reports. (<i>Cllr Ejiofor and Yvonne Denny</i>) <u>Action 26.5:</u> Q41. The Committee highlighted the discrepancy in the PCT's and the Council's estimations of the population of Haringey (285k and 225k respectively). The Chief Executive agreed to provide formula and figures detailing the loss to the Council (per ten thousand residents) as a result of the difference.	Director CYPS Director CYPS Director CYPS Director CYPS Director CYPS	 26.07.2010 26.07.2010

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Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
27	21 July 2010	Item 9 – Safeguarding Policy & Practice Advisory Committee <u>Action No. 27.1</u> The Terms of Reference of the Children’s Safeguarding Policy and Practice Advisory Committee would be circulated to Committee members.		Director CYPS	26.07.2010
29	21 July 2010	Item 11 – New Items of Urgent Business <u>Actions requested at previous Child Protection Scrutiny meetings</u> <u>Action No 29</u> 1. The Committee asked for a breakdown of which centres in the list in Appendix 1 of the actions document were full children’s centres and which were satellite offices.		Director CYPS	
35	28 July 2010	Item 6 – NHS Haringey Updates A paper detailing future provision of health centres in the borough would be circulated to Committee Members (action no. 35.1). (<i>Cllr Newton</i>) A list of services at Hornsey Central Neighbourhood Health Centre would also be provided. The Committee requested details of how the breast feeding targets in the Children & Young People’s Implementation Plan 2009 would be met (<i>Sara Hall – local resident</i>). A response would be circulated to members after the meeting with copies of the Plan (action no. 35.2). (<i>Harry Turner</i>) The Committee would be provided with information on how breastfeeding would be measured in future, including infants who were partially and exclusively breastfed (action no. 35.3). (<i>Sara Hall – local resident</i>)	NHS Haringey - Associate Director (Communications, Engagement & Partnerships) NHS Haringey - Associate Director NHS Haringey - Associate Director	29.07.2010 11.08.2010 11.08.2010	

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Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
			<p>The Committee asked whether there were volunteers to assist with breast feeding in all children's centres. Mr Stroud agreed to circulate this information after the meeting and details of the timescales within which new mothers should have contact with a health visitor (action no. 35.4). <i>(Cllr Winskill)</i></p> <p>The minutes of the PCT Board meeting held on 28th July 2010 would be circulated to Committee Members when available (action no. 35.5). <i>(Harry Turner)</i></p> <p>Details of the prioritisation criteria in relation to the low priority treatments policy would be circulated to Committee Members (action no. 35.6). <i>(Harry Turner)</i></p> <p>Mr Turner would circulate information on the projected impact of the low priority treatments policy based on figures for the population and demographics of Haringey (action no. 31.7). <i>(Chair)</i></p> <p>The Committee requested to be consulted about any services planned to be cut by NHS Haringey, including replacement services, at the early stages of discussions. (action 35.10) <i>(Cllr Newton)</i></p> <p>The Chair would ask the London Assembly Member for Enfield and Haringey to raise the issue of there being a lack of public transport to the Hornsey Neighbourhood Health Centre particularly for people with mobility problems. (action no. 35.12) <i>(Chair)</i></p> <p>Cllr Bull and Cllr Winskill agreed to work with Chris Barker (Buswatch Secretary) and executives of the PCT, linking with the Head of Sustainable Transport and the Transport Forum, to organise a meeting with Transport for London to discuss the issues with transport in Haringey. (action no. 35.13) <i>(Cllr Winskill)</i></p> <p>The Committee requested regular updates on the white paper and the impact on</p>	<p>NHS Haringey - Associate Director</p> <p>Director of Finance, NHS Haringey</p> <p>Director of Finance, NHS Haringey</p> <p>Director of Finance, NHS Haringey</p> <p>NHS Haringey - Associate Director</p> <p>Chair</p> <p>Chair, Cllr Winskill, Buswatch Secretary, NHS Haringey Executives, TfL</p> <p>Director of</p>	11.08.2010

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
		local services and the North Central London Review. <i>(Helena Kania)</i> (action no. 35.14). The Committee requested to be provided with regular updates about the transfer of public health responsibilities from the PCT to the Council (action no. 35.15). <i>(Cllr Winskill)</i>		Communications. NHS NCL NHS Haringey - Associate Director	
37	29.07.2010	Item 7 – Cabinet Member Questions – Cabinet Member for Adult & Community Services The Committee requested a briefing note providing more information on the Haringey Circle and the upfront investment required to set up the “circle” (action no. 37.1). <i>(Cllr Winskill)</i> Q.23 – The Committee requested a briefing note including further information on what initiatives were being put in place to integrate health services, assurances that there was no duplication of support from the NHS and HAVCO (Haringey Association of Voluntary and Community Organisations) and how HAVCO was funded (action no. 37.2). <i>(Cllr Winskill)</i> The Committee asked for a briefing note on the implications of the new health white paper on Haringey’s adult and community services, when more information was available (action no. 37.3). <i>(Cllr Winskill)</i> Helena Kania (LINK) offered to write to NHS Haringey colleagues to request that Haringey Adult Social Services officers be invited to the Patient Panels (action no. 37.4). The Chair would receive an update on Bull Lane playing fields (action 37.5) <i>(Cllr Bull)</i>		Director – Adult, Culture & Community Services Director – Adult, Culture & Community Services Director – Adult, Culture & Community Services H. Kania (LINK) Head of Property Services	

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
38	29.07.2010	<p>Item 8 – Cabinet Member Questions – Cabinet Member for Community Safety & Cohesion</p> <p>Question 1 - The Committee requested further information on how many of the 28 children in care were from Haringey or were out of borough. (action no. 38.1) <i>(Cllr Newton)</i></p> <p>Q.4 – Further information on how the re-offending rate of 9.17% was arrived at and how many adult offenders received less than a 12 month sentence (action no. 38.2). <i>(Cllr Newton)</i></p> <p>In relation to question 11 the Committee asked whether savings could be made by joint working with agencies and partners across the Council. It was noted that discussions around joining-up services were taking place and the Committee would be kept informed when there was some clarity about how this would work (action no. 38.4). <i>(Cllr Winskill)</i></p> <p>A briefing on what was being done about forced marriages and honour-based violence in Haringey would be circulated to the Committee. (action no. 38.5). <i>(Cllr Basu)</i></p>	<p>Head of Safer & Stronger Communities Unit</p> <p>Head of Safer & Stronger Communities Unit</p> <p>Head of Safer & Stronger Communities Unit</p> <p>Principal Equalities & Diversity Officer</p>		
41	29.07.2010	<p>Item 10 – Development of Mental Health Services 2010-2015 (next stage discussion paper)</p> <p>The Committee requested a briefing note on the capacity building work that was being undertaken by the MHT with GPs and other relevant agencies aimed at increasing early intervention in respect of mental health issues (action no. 41.1).</p>	<p>Chief Executive - Haringey MHT</p>		

Minute Number	DATE OF COMMITTEE	COMMITTEE REQUEST / ACTION	OUTSTANDING ACTIONS LIST	RESPONDEE RESPONSIBLE	DATE RESPONDED?
		(Cllr Winskill)	Details of the issues surrounding the placement by the MHT of some mental health patients in bed and breakfast accommodation would be circulated to members (action no. 41.1).	Chief Executive - Haringey MHT	
			That the MHT be invited to report back to the Committee on progress in October.	Chief Executive - Haringey MHT	
43	29.07.2010	Item 12 – Quarterly Council Performance Exceptions Report & Quarterly Council Budget Monitoring Exceptions Report			
		The Committee requested more information on Haringey's figures for the delayed transfers of care from hospital including whether mental health service users were included (paragraph 15.11 on page 69 of the agenda pack) (action no. 43.1). (Cllr Newton)		Performance Management Team Manager	
		The Committee asked to be informed of the reasons why the household waste target for reuse, recycling and composting had been lowered. (action no 43.2) (Cllr Winskill)		Director of Urban Environment (AD Frontline Services)	

Strengthening future joint working – Scope for Integration Haringey Council and NHS Haringey

1. Introduction

This paper sets out a joint statement of intent to raise our ambitions, accelerate our journey towards deeper integration and maintain a sense of Haringey as a place with diverse communities. We aim to exploit the benefits of strengthened joint working through better co-ordination of commissioning and local delivery achieving increased efficiency through the integration of our management, back office processes, our asset base and removing any duplication of effort.

We have developed a collective vision for Haringey:

1.1. Vision

'One Ambition: Better outcomes for our communities - improving life chances for all'

We recognise that many factors combine to affect the health and well-being of individuals and communities. Although access to and use of health care services have an impact, life chances are also determined by individual circumstances and the local environment. Factors such as where people live, inherited characteristics, income, education, life experiences, behaviours and choices as well as relationships with friends and family are crucial.

1.2. Key Principles

1.2.1. Shared Goals

- Adopt the social model of health with a focus on tackling the wider determinants to reduce local health inequalities to benefit all residents
- Develop a new contract with residents promoting healthier lifestyles and encouraging self sufficient communities
- Maintain a sense of Haringey as a place

1.2.2. Local Focus

- Tailor local commissioning to meet the needs of diverse Haringey communities
- Integrate commissioning to deliver a 'package' of public services to allow greater choice and control by people needing services
- Reduce reliance on hospital/residential care by providing a choice of services and support at or close to home

1.2.3. Prevention a Priority

- Invest in public health programmes to encourage healthier life choices
- Improve access to primary care services
- Provide early intervention to prevent a crisis later
- Encourage stronger communities which will benefit local people's health
- Address the wider determinants of health by reducing crime, homelessness and worklessness; increasing educational attainment; making Haringey cleaner and greener

1.2.4. Accountability

- Provide people with a direct voice and a choice on how they access services
- Involve people who use public services in decision making
- Achieve a more integrated form of governance at local level

1.2.5. Total Haringey

- Make more efficient use of our resources, delivering at least the 'same outcomes for less'
- Make it easier for the customer, cheaper for the taxpayer
- Reduce duplication and/or close gaps in service provision

2. Scope for integration

2.1. Strategic leadership of community planning building on a Total Place perspective

Where we are now:

- Adult Services joint Leadership Team meets monthly
- Children's Trust / Executive sub group meets monthly
- Joint Chief Executives and Directors meet six-weekly
- Cabinet Member for Adult and Community Services meets monthly with all NHS senior commissioning and operational leads
- Health and Council representation on HSP and all thematic boards
- Well-being Partnership Board and Children's Trust report to HSP
- Joint programme boards
- Active Health Scrutiny recognised by DH Health Inequalities Support Team as good practice

This current model is the Strategic Partnership approach.

Our ambition:

We will ensure that:

- Roles are developed to be 'Local Leaders of Place' to ensure that, where there is a clear benefit, services deliver a 'Total Haringey' approach such as reducing delayed discharges - a key area of under performance for both organisations. Using Total Place methodology the discharge/rehabilitation services would be run by a single agency and performance and financial gains would be immediate.
- More senior staff at Assistant/Director level will be jointly appointed to remove barriers and join up commissioning and delivery of local services
- JSNA feeds commissioning intentions

► The future model will reflect an **Integrated Management** approach in the short term but will explore richer forms of integration as the benefits accrue.

2.2. Public Health and improved health and well-being

Where we are now:

- Joint Director of Public Health
- Cabinet Advisor for Health Inequalities
- Collaborative working on JSNA
- Partnership Well-being Strategic Framework
- Well-being Partnership Board uses ABG, Communities for Health to commission preventative/well-being services
- Other partnership boards use ABG to commission services to address worklessness, meet housing need, create a safer, cleaner, greener, safer Haringey
- Neighbourhood Well-being Networks established
- Haringey Council libraries host a wide range of activities led by partners in the statutory, voluntary and community sectors environment

This current model is the **Integrated Management** approach.

Our ambition:

We will ensure that:

- A joint Local Information Service for data sharing is developed
- A joint intelligence team is created
- A joint public health function is created

► The future model will reflect an **integrated leadership** approach.

2.3. Commissioning services for adults - delivering personalised, preventative and integrated services

Where we are now:

- A combination of formal and informal agreements exists. Section 75 pooled Budget and Section 28A arrangements and some joint posts for:
- Joint Equipment Store
- Managing delayed discharges
- Learning Disability (pooled fund for the Combined team and some care arrangements)
- Adult Mental Health
- Joint Commissioning Managers and Joint Stroke Care coordinator and three joint LD Manager posts
- Joint working with other boroughs e.g. Barnet, Enfield and Haringey Mental Health Trust, North London Strategic Alliance
- Use DH/Government grants – for example on employment, volunteering and social capital and CSED work on re-ablement and the transformation of equipment services
- The Strategic Commissioning programme is currently piloting Council/NHS integration for Extra Care Housing

(See also public health and well-being)

This current model is nearest to the **integrated management** approach.

Our ambition:

We will ensure that:

- A single joint commissioning body is established to oversee the development and implementation of our commissioning strategies
- A joint Director of Commissioning for Adults post and team are created

► The future model will reflect an **integrated leadership** approach in the longer term removing ring fences on NHS and LA funds.

2.4. Commissioning services for children and young people

Where we are now:

In April 2010 the Children's Trust agreed:

- The establishment of the Joint Commissioning Group, reporting in to the Children's Trust Executive PMG
- NHS staff are co-located undertaking safeguarding work alongside social workers and police staff providing quick and expert oversight of cases

- Support in principle to the establishment of a Section 75 agreement between Haringey Council and NHS Haringey
- Educational Psychology service has close joint working relationships with CAMHS

In addition the Strategic Commissioning programme is currently piloting Council/NHS integration for Children with disabilities.

This current model is the **strategic partnership** approach.

Our ambition:

We will ensure that:

- A single joint commissioning body is established to oversee the development and implementation of our commissioning strategies reporting to the Children's Trust
- A joint Director of Commissioning for Children and Young People post and team are created
- A single management structure for a number of services where appropriate

► The future model will reflect an **integrated leadership** approach allowing a more efficient approach to addressing immediate operational pressures.

2.5. Polysystem development to redesign fundamentally how people access and use local health and other services

Where we are now:

NHS Haringey has a goal aiming to take a wider range of services for all ages as close to people's homes as possible, reducing duplication, improving the patient journey and experience and providing better access to GPs. To date:

- Haringey has been divided into four GP-led commissioning collaboratives: West, Central, North East and South East
- Each collaborative has a locally developed commissioning plan, clinically led by GPs and supported by patient representation and local consultation.
- We have reshaped the commissioning structure to focus on the east and on the west of the borough to support the development of the four neighbourhoods
- Each collaborative has a patient panel, giving the public a real voice in how healthcare services are provided to meet local need
- We have established three neighbourhood health centres across the borough, each offering a range of services and providing diagnostics and long-term care management, intermediate care, access to unscheduled care
- GP opening hours have been extended; two neighbourhood health centres are open from 8am to 8pm seven days a week; Walk-in Centres
- GP premises are being improved as identified practices move into new neighbourhood buildings
- We are addressing inequalities in funding and performance expectations through our Primary Medical Services review

This current model is the **strategic partnership** approach.

Our ambition:

We will ensure that:

- The local authority is represented on the NHS Haringey board
- The local authority is represented on each GP collaborative
- Community services are co-located within the neighbourhoods

- GPs act as patients' expert guides and commission care on their behalf
- Seamless public face for NHS Haringey and the Council

► The future model will reflect an **integrated leadership** approach.

2.6. Support functions

Where we are now

- Co-location of health, social care and JCPlus staff in Children's Centres
- Police co-located within the Council's Community Safety Team
- Hearthstone (Domestic Violence Centre) which brings together housing officers, victim support volunteers, Police Community Safety officers and the Council's Equalities Team

This current model is the **strategic partnership** approach.

Our ambition:

We will ensure that:

- our real estate is shared effectively and we have a 'common front door' for accessing services by sharing reception facilities and customer contact centres
- back office functions such as HR and training are shared to avoid duplication
- Part of our Total Haringey approach will lead to sharing our financial capacity

► The future model will reflect an **integrated leadership** approach, exploring opportunities around asset management / co-location to achieve savings by reducing the levels of staff and premises used to deliver services and by creating 'single transaction points'.

3. Process Moving Forward

We have leads at director level from both organisations taking forward the integration agenda. Work is underway in scoping a change programme that takes the concept of Total Place to the needs of discrete areas of the borough and its communities. Examples include a 'Total Tottenham' which could harness collectively all the public resources such as the regeneration schemes of the White Hart Lane stadium redevelopment, the gyratory and spin offs from the Olympics. This can be supported by a public health programme and local licensing and enforcement policy that could make a major impact on our well-being agenda.

We are taking a practical approach to local challenges, developing opportunities and connecting with complementary programmes to deliver an offer that is better for the communities and individuals and more cost effective for the tax payer. This approach provides a more tangible base for deeper and broader integration than pure structural solutions.

There will be challenges: the national, regional, and local dynamics are going through rapid change, but if we are true to our vision of 'one ambition' and focus on improving outcomes through local knowledge, local commissioning and pooled resources then issues such as financial and staffing arrangements will be accommodated through a joint programme for change and not through organisational structures.

Work is needed to define governance arrangements in detail but there is agreement in principle to regular informal meetings between elected members and representatives from the NHS Haringey Board. Our aim is to have strengthened and closer financial working arrangements between both organisations while retaining the separate financial accountability of each organisation to the Cabinet for the Council's resources and to the Board of NHS Haringey for NHS resources.

We have an executive steering group that will meet in the middle of June that will consider the scope of a Total Haringey programme and an outline of our plans for further integration.

Whilst our plans will need Cabinet and NHS Haringey Board approval, our informal discussions suggest that their response will be positive.

4. Conclusion

We believe that by implementing the above we can:

- improve resident satisfaction with public services
- commission services more effectively
- improve access to services
- prevent unnecessary need arising in some cases
- make real savings and sound investments
- support both organisations to achieve and maintain excellence in delivering their functions
- over the long term, reduce health inequalities and regenerate neighbourhoods



Chief Executive
Haringey London Borough

1 June 2010



Chief Executive
NHS Haringey

Haringey Council Grants Register 2010/11

Summary - Revenue Grants Register As At 23 July 2010									
	Original	Adjustments - increases	2010/11 1st Revised	Adjustments - reductions	2nd Revised		221,105 Sub-National Population Projections (Number of people) Used to calculate Formula Grant 2010/11		
	£m		£m	£m	£m		£m		
Formula Grant	144.625		144.625		144.625		6.541	per 10K of population	
Area Based Grant	43.135		43.135	(3.309)	39.826		1.801	per 10K of population	
Specific Grant - Dedicated School Grant	171.952	0.177	172.129		172.129		7.785	per 10K of population	
Specific Grants - Other	49.078	5.756	54.834	(0.439)	54.395		2.460	per 10K of population	
Sub-total Specific Grants	221.030	5.933	226.963	(0.439)	226.524		10.245		
General Grants	7.929		7.929	(3.403)	4.525		0.205	per 10K of population	
Total	416.718	5.933	422.651	(7.151)	415.500		18.792		
				-1.7%	98%				
Note 1									
Grant reductions since 10/6/10:									
Area Based Grant				(3.309)					
Specific Grant - Housing & Planning Delivery Grant				(0.215)					
Specific Grant - Free Swimming				(0.116)					
Specific Grant - Sure Start Buddying (Revenue)				(0.089)					
Specific Grant - Playbuilder Revenue (DfE)				(0.019)					
General Grants - Migration Impact Fund				(0.162)					
General Grants - CLG - Local Authority Business Growth Incentive Scheme (LABGI)				(0.367)					
General Grants - CLG - LAA Reward Grant				(2.874)					
Local Delivery Support Grant (DfE)									
Total				(7.151)					

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Terms of reference for Children Safeguarding Policy and Practice Panel

The terms of reference are set out below:

- (1) To examine and consider the effectiveness of the Council's policies and practice relating to the safeguarding of children.
- (2) To examine and consider the effectiveness of the arrangements for co-operation on child protection matters between partner agencies.
- (3) To consider the Council's policies and performance relating to safeguarding through observing practice in Haringey and obtaining the views of key stakeholders (staff, families and children /young people) to attain a qualitative understanding of safeguarding practice.
- (4) To make recommendations on these matters to the Cabinet or Cabinet Member for Children and Young People and Director of Children and Young People's Service in taking forward improvements to safeguarding of children.

Membership

Three non cabinet Councillors from the majority group, one of whom will chair the panel and two Councillors from the minority group plus one non-Councillor member having suitable experience and/or qualifications .The quorum will be three members.

The Chair will determine the Panel's procedures and the means for conveying the Panel's views to the Cabinet but, in the event of any dispute, the outcome will be determined by the majority vote of the Panel's membership with the Chair having a casting vote.

Duration

The terms of reference for the Panel will be reviewed by the Cabinet Member for Children and Young People following the Council Elections in 2010.

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Responses to Scrutiny Actions

Action	Response
<p>The Committee asked for details on the progress of making “the voluntary sector an integral part of local problem solving through the Area Based Working initiative” in the People and customer focussed section of the strategy (page 28 of agenda pack).</p>	<p>In the light of increasingly challenging financial constraints on service delivery, there is a clear need to work collaboratively both with our partners and also local people to find solutions to the issues and problems that exist in our neighbourhoods. Haringey recognises the contribution that local people can make. There are a number of examples of situations where this collaborative working is already well established nationally such as Neighbourhood Watch, Friends of Parks and Time Banks. It is also clear that proposals to modernise policing in the UK include ideas around the role of the individual in a volunteering capacity.</p> <p>We have had some notable current successes in involving the voluntary sector and local residents including the Broadwater Farm Stakeholders Group, the Green Lanes Strategy Group and the Living Under One Sun project in Tottenham. These are illustrations of the range of approaches we plan to roll out in due course as appropriate across the Borough.</p> <p>In each neighbourhood there are regular Area Based Working meetings and initiatives taking place. Area based working is an opportunity for officers and partners to meet, identify issues and propose local solutions to local problems. For the first half of this year neighbourhood teams have been working to improve engagement and effectiveness of these meetings. As we move forward we plan to use the learning from the successful initiatives outlined above to bring the voluntary sector and local people into this process.</p> <p>A recent pilot has been established in the Borough called HOT (Haringey Officers Tasking) this is a senior-level joint tasking group with invitations extended to street-based voluntary representatives. Neighbourhoods are starting to develop links between Area Based Working and this more strategic tasking approach.</p>
<p>The Committee asked when Haringey was expected to meet the national average target for GCSE results (page 22 of agenda pack).</p>	<p>Haringey’s rate of progress (since 2003) at Key Stage 4 has been at nearly twice the national rate. In the main 5+ A* - C indicator, Haringey has improved by 28.7%, compared to the national increase of 17.1%. The 13.9% gap between Haringey and the national has now been reduced to 2.3% (67.7% in Haringey compared to the national result of 70%).</p>

	<p>The 5+ A* - C (including English and maths) indicator shows the significant challenge facing Haringey schools in their drive to improve standards. In this indicator, Haringey has improved by 17.2% (since 2003) compared to the national increase of 7.9%. Haringey is now 4.1% below the national (45.7% in Haringey compared to the national result of 49.8%).</p> <p>Our main points for action following a detailed analysis of the data are:</p> <ul style="list-style-type: none"> • Providing a focus on the attainment of 5 good GCSE grades including English and maths by all pupils, with a focus on Turkish, Kurdish, Caribbean and African pupils. • Maintaining the upward trend in attainment in respect of 5+A*-C including English and maths, in order to reach the national average in 2011. • Ensuring there are no schools in the National Challenge by 2010, i.e. no schools fall to below 30% 5+ A*-C grades at GCSE. <p>At Key Stage 4 support is provided by the National Strategy team working in close partnership with the London Challenge, Aim Higher, and the Targeted Pupil Initiative programmes. Support is also provided at Key Stage 4 on improving the proportion of pupils who gain at least one formal qualification. Our "at risk" list has been updated and shared with different agencies and schools. The 14-19 team is funding a coherent programme with providers to help increase participation rate. Additional support this year is provided by the National Strategy Regional team through its Gaining Ground Programme and by National Challenge through its Improving Schools Programme.</p>
<p>The Committee requested a briefing note detailing what the Clean Sweep programme was.</p>	<p>The targets for 2010 are set to meet the predicted national average.</p> <p>The 2008-9 'Residents Survey', identified that dissatisfaction with cleanliness was an issue of increasing concern. In response a range of initiatives were developed to improve cleanliness and these were delivered as part of a programme of work linked to the 'My Cleaner Haringey' campaign in 2009.</p> <p>'Clean Sweep' was one initiative under this programme of work and this was steered through the Greenest Borough Strategy (GBS) Programme Board and Priority One (Improving the Urban Environment) Project Board.</p> <p>A total of five locations were selected for the first tranche of Clean Sweeps. These locations were</p>

	<p>selected based on scores received from the 2008-9 Residents Surveys and Place Survey, as well as intelligence from various services, such as Neighbourhoods and Waste Management. The locations selected were:</p> <ul style="list-style-type: none"> • Tottenham Green – Gyratory Area (October 2009) • Harringay – Ladder roads (November 2009) • West Green – Belmont and West Green Road (December 2009) • Seven Sisters – near Stamford Hill station (January 2010) • St Ann's – Gardens roads (February 2010). <p>Consultation</p> <p>The implementation of the Clean Sweep programme was supported by a before and after consultation process. In the Gyratory Area of Tottenham Green, a detailed perception survey was undertaken by Encams and paid for by Government Office for London. In the remaining four areas this was delivered through Urban Environment staff.</p> <p>A total of 847 interviews were carried out across 4 clean sweep areas between 13 Oct 2009 and 24 Feb 2010. The engagement process consisted of approximately 100 five-minute door-step surveys carried out in each area before the Clean Sweep. The issues identified and areas of concern were fed back to the clean sweep organiser, to be included in clean sweep planning. After the Clean Sweep had taken place, approximately 100 five-minute surveys were conducted.</p> <p>These surveys were carried out either by telephone or face to face, within a week of the clean sweep to measure changes in satisfaction with the cleanliness of the area. The data was then used to assess the impact the Clean Sweep had had on residents' perceptions of the cleanliness of their area.</p> <p>Leaflets publicising the clean sweep programme delivered to houses in each area and inviting people to tell us their priorities by email.</p> <p>Service Offer</p> <p>The planning of each individual Clean Sweep was led by a representative from the GBS Priority Project Board. The intention for each clean sweep was to deliver over 5-6 days a range of</p>
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	<p>environmental improvements and enforcement activity together with activity designed to involve communities. Activity included the following:</p> <ul style="list-style-type: none"> ▪ A team the Parks Department cutting back communal grass areas. They were also available to cut back overgrown gardens and hedges for vulnerable residents. ▪ Daily patrol's of Street Enforcement Officers to provide a visible presence ▪ Dog fouling patrols and litter patrols carried out by Street Enforcement Officers working in conjunction with Police SNT's. ▪ A 'Clean Team' operating in the area all week to remove litter, perform road sweeping and remove graffiti. ▪ Community Skips were arranged for a 3-4 hour period during one day of the Clean Sweep, for residents to dispose of bagged waste; household furniture, masonry rubble, mattresses and tyres etc. ▪ A project to improve the long-term image of the area, such as a community planting scheme in conjunction with local residents. ▪ The Clean Sweep's in both Haringey and West Green Wards, included engagement with local schools. Officers and SNT's went and spoke to pupils about littering and dog fouling. ▪ Street Enforcement Officers were also on hand to check trade waste contracts and engage with local businesses on their obligations to dispose of trade waste. <p>Evaluation</p> <p>Overall satisfaction with cleanliness increased from 67% to 71% after the clean sweep – a change of 4%.</p> <p>The level of change in satisfaction varies by area; the biggest change in satisfaction was a 16% increase in West Green, compared to a 4% decrease in satisfaction in St Ann's (where satisfaction was found to be already the highest found).</p> <p>Of the four Clean Sweeps that were accompanied by consultation work, starting levels of satisfaction ranged from 56% to 74% satisfied. The cleanliness issues in each area (as identified by residents) also varied. For example, persistent dumping was the main issues for in Seven Sisters while dog fouling was the biggest problem for the Harringay Ladder.</p>
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	<p>Overall 35% of residents consulted were aware of activities going on during the clean sweep week. Of these, 80% were satisfied – a change of 13%. This suggests that more emphasis on publicising future Clean Sweeps needs to be considered.</p> <p>The levels of awareness of the clean sweep varied from 28% to 47%. Different approaches were used to promote the clean sweep; some distributed leaflets to all homes, others communicated via residents groups. Some activities were planned for weekends, but most clean sweep activity occurred on week days.</p> <p>The evaluation has concluded that –</p> <ul style="list-style-type: none"> ▪ Any future programme should be influenced by evidence of need from cleanliness and complaint data, resident survey and other feedback. ▪ The programme should link in with other plans such as the published Street Enforcement Ward Level Action Plans and Priorities. ▪ A key inclusion into future Clean Sweeps should be a project that involves strong community support and if possible a recognisable legacy. ▪ Planning should be coordinated by Neighbourhood Management. ▪ Funding of each clean sweep needs to be identified as part of programme planning. <p>Next Steps</p> <p>The 2010 Labour Manifesto included the pledge to “undertake clean sweeps with residents and our new Neighbourhood Environmental Action Teams to ensure our streets are given an intense clean at least once every year.”</p> <p>The GBS Priority One Project Board is reviewing its programme for 2010/11 and will be investigating options for the development of Neighbourhood Environmental Action Teams when it meets in August 2010.</p>
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Item 7 Question 15: The Committee requested a briefing note on the how effective the car club scheme was, particularly in deterring residents from purchasing their own cars and whether provision was made for people who only drove automatic vehicles and what percentage of users this was.

Response:

Membership growth in Haringey - There are now over 3000 streetcar members in Haringey (August 2010) with membership more than doubling within the year. The average daily usage figures for the car club vehicles in Haringey indicate that nearly every vehicle is utilised 12 hours per day.

Although we do not have details specific to Haringey car club members, surveys carried out by car club providers with their members provided the following data:

- Car club members typically give up owning a first or second car on joining; others defer purchasing their own vehicle due to using the car club instead, resulting in less parking demand and congestion in that local area.
- It is estimated that for every one car club vehicle introduced, 23 private vehicles are taken off the road. In Haringey, of the 35 car club vehicles currently in operation, over 800 private cars have been taken off the Haringey's streets due to a good proportion of members usually selling their own vehicles to join the scheme (CarPlus survey 2009).
- Haringey's 3000 streetcar members are driving on average 68% less than before they joined the scheme and are using public transport 40% more (Streetcar membership survey 2009).
- Car club vehicles emit 36% less CO₂ than private vehicles disposed of by car club members, as car club vehicles are new, efficient and well maintained models (CarPlus survey 2009).
- Financial savings: If you drive less than 6,000 miles per year then joining a car club could save you up to £3,500 a year. Replacing a second family car with car club membership will bring additional financial savings.

Automatics information - We do not at present have automatic car club vehicles in the borough. The nearest one is in Holloway. Our aim is to have 5% of our fleet as automatics as this, when we have surveyed members, reflect their preference. This will be rolled out as and when we increased the car club facilities in the borough.

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10th August, 2010

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Ms. Sarah Hall

Dear Ms. Hall,

Thank you for your email of 28th July 2010 expressing concern about the level of breastfeeding support available in Haringey.

I would like first to emphasize that for all the reasons outlined in your e-mail, NHS Haringey, GOSH in Haringey (Health Visiting and Early Years services), and our providers of maternity services are committed to supporting both the uptake and maintenance of breastfeeding, and whilst conscious of your concerns, rates in Haringey do in fact compare well with other boroughs. For quarter 4 last year Haringey had a breastfeeding prevalence of 70.27%, the 12th highest in London. Figures for quarter 1 this year show a prevalence of 75.6% (the target is 66%).

Breastfeeding support is as you know led by an infant feeding co-ordinator, and because of shortages within the Health Visiting Service funding was recently used to supplement her work on a temporary basis with an agency midwife, who was clearly valued by the women who have contacted you. The post has now come to an end because GOSH in Haringey have since been successful in recruiting to both vacant and new Health Visitor posts. This important work will now be carried out by the full team of Health Visitors. In addition, we will continue to monitor breast feeding rates closely and look for alternative ways to maintain our success and performance in this area. For example, our Public Health Department is looking to establish clearer data about who is, and who is not breastfeeding, so that we can target interventions at those most in need. We have also started to work towards Baby Friendly accreditation in the community which will ensure a robust approach to breastfeeding support in Haringey.

We will shortly be undertaking a review of breastfeeding services across Haringey and as part of the review, we will consider the establishment of a specialist breastfeeding midwife from within the current establishment, and work

with colleagues at the council to look at the availability of breastfeeding support. I would be happy to share the outcomes of the review with you.

I hope that this explanation addresses your concerns.

Yours sincerely

Tracey Baldwin
Chief Executive

Cc: Jane Elias
Claire Wright



INVESTOR IN PEOPLE



Chairman: Richard Sumray
Chief Executive: Tracey Baldwin

**NHS Haringey response to questions put the NHS Haringey Board –
Wednesday 28 July 2010**

Question 1: In a letter from 21 July Haringey PCT Chief Executive, Tracey Baldwin mentioned the figure of 70.27 per cent prevalence of breastfeeding in Haringey for Quarter 4 2009 and 75.6 per cent for Quarter 1 in 2010. These figures relate to the 6-8 weeks check and are “status known”.

She further mentioned a target percentage of 66%. We assume the 66% refers to the “Reduce Infant Mortality” target of the Children’s and Young People Implementation Plan 2009 – 2012.

On page 4 under Priority 1 in the ‘Be Healthy’ section of the plan breastfeeding targets are set for 87.5 per cent in 2009 and 93.2 per cent for 2010. So thus far this year Haringey is over 17 per cent short of this target. Could you explain to us if you are trying to reach the target of 93.2 per cent at all? And if yes how? And if not, why not?

The 66 per cent target relates to breastfeeding prevalence at 6-8 weeks.

The performance indicator referred to in the Children and Young People’s Plan is National Indicator 53 – Prevalence of breastfeeding at 6-8 weeks from birth. Four data lines are collected:

- a) The number of infants due for a 6-8 week check
- b) The number of infants recorded as being totally breastfed at 6-8 weeks
- c) The number of children recorded as being partially breastfed (receiving both breast milk and infant formula) at 6-8 weeks
- d) The number of children recorded as not at all breastfed at 6-8 weeks

Where:

- a) Infants due for a 6-8 week check is defined as those registered with the PCT
- b) Totally breastfed is defined as babies who are exclusively receiving breast milk at 6-8 weeks of age – that is, they are not receiving formula milk or any other liquids or food.
- c) Partially breastfed is defined as babies who are currently receiving breast milk at 6-8 weeks of age and who are also receiving formula milk or any other liquids or food.
- d) Not at all breastfed is defined as babies who are not currently receiving any breast milk at 6-8 weeks of age.

From this, two percentages are derived:

- 1. Percentage of infants being breastfed at 6-8 weeks
- 2. Percentage of infants for whom breastfeeding status is recorded

In the Children and Young People’s implementation plan, the 93.2% target refers to point 2 above. For Quarter 4 2009/10 we had 92.76 % of infants for whom

breastfeeding status was recorded; in Quarter 1 2010/2011, there were 96% of infants for whom breastfeeding status was recorded where the target is 91.30%.

In terms of prevalence, in Quarter 1, 2010/11, 75.37% of infants were being breastfed against a target of 66.10%. This includes those babies who are totally and partially breastfed.

Question 2: The 'Vital Signs' program analyses Breastfeeding rates at 6-8 weeks per total infants, rather than 'status known' and it also separates 'exclusive' and 'partial' Breastfeeding rates. For Quarter 1 in 2009 In Haringey the percentages were as follows:

Totally: 41.1%

Partially: 21.3%

Prevalence: 62.4%

The "status known" figures are indicated as 72.2% for the same quarter. The latter figure also makes no distinction between exclusive and partially breastfeeding rates.

Are you planning to measure figures per total infants in future? Are you planning to include a distinction between the numbers of infants which are partially and exclusively breastfed? If not, why not? If yes – what is the timeline for this?

The denominator for the breastfeeding target is those infants due for a 6-8 week check in each quarter.

In the Vital Signs Monitoring Return (VSMR) that goes to the Department of Health, the numbers are broken down as totally breastfed and partially breastfed. However, when these figures are reported nationally, they are combined to give a prevalence indicator i.e. totally and partially breastfed. Using the VSMR for Quarter 1, 2010/2011, we can see that 474 babies out of 1076 infants due for a 6-8 week check (44 per cent) were recorded as being totally breastfed. We are however, not required to routinely report on these figures.

Question 3: The Department of Health recommends exclusive breastfeeding for the first six months of a baby's life. Are you collecting data for breastfeeding rates at six months in Haringey? If not, why not? If yes, where can we find this data?

We are not collecting data for breastfeeding rates at six months in Haringey as there is no national indicator for this. Breastfeeding data is collected at 6-8 weeks because there is a universal contact with the GP at this time. There is no universal contact at 6 months so there would be no way of capturing this information. However, as part of their role in promoting breastfeeding, midwives and health visitors promote exclusive breastfeeding for 6 months.

Question 4: In her letter mentioned above Tracey Baldwin writes that Haringey PCT have started to working towards baby friendly accreditation. Are you planning to achieve baby friendly accreditation? If not, why not? If yes, what steps are you undertaking exactly to achieve this? What is the timeline and the budget for achieving baby friendly accreditation?

We are currently preparing for an implementation visit from Baby Friendly in the Autumn which is the first step in preparing for Baby Friendly accreditation see: <http://www.babyfriendly.org.uk/page.asp?page=164>

At this visit, we will receive further information about next steps. The costs for achieving Baby Friendly accreditation vary with each stage see:

www.babyfriendly.org.uk/pdfs/infosheets/pricinginfosheet.pdf

Question 5: We understand that the Infant Feeding Coordinator post is funded through a Sure Start grant. Can you tell us what the PCT's annual budget is for infant feeding and how exactly this money is spent?

The Infant Feeding Co-ordinator post is funded through a Local Authority Sure Start grant. However, there are many people employed by GOSH/NHS Haringey and the acute trusts who have a role in infant feeding including midwives, health visitors, GPs, speech and language therapists, dieticians and staff working in the Child Development Centre.

Question 6: What is the Haringey PCT policy on breastfeeding advice given by health visitors, midwives and volunteers?

There is a breastfeeding policy which is currently being updated by the Infant Feeding Co-ordinator which is based on the Baby Friendly model. The advice that midwives and health visitors give is based on the UNICEF Baby Friendly training. The training programme for volunteers is through the Breastfeeding Network supported by the Infant Feeding Co-ordinator.

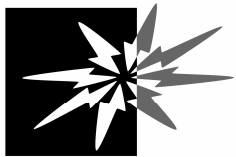
Question 7: What service user involvement and input are you intending for the future planning process of children's services in Haringey?

Consultation with parents and carers is conducted through a range of channels in Haringey to inform specific pieces of work. For example, the multi-agency Children and Young People's Plan was informed by consultation and involvement with local people – see www.haringey.gov.uk/consultation_report.pdf and www.haringey.gov.uk/consultation_outcomes.pdf. User involvement for future planning of children's services in Haringey will continue as part of the current arrangements through the Children's Trust.

Question 8: We understand that under the current plan health visitors are supposed to provide the majority of breastfeeding support in Haringey. For many families the first contact with a Health Visitor can be up to 28 days after birth. What is the official timescale for the first contact with a health visitor?

Under the current contingency arrangements, the new birth assessments take place up to 28 days after birth. However, contact is made with every family by the Health Visiting Team when they are notified of the baby's birth and before the new birth assessment takes place. Families can contact the Health Visiting service at this point if there are any particular issues where an early visit would be prioritised.

Difficulties with breastfeeding would be one of the issues that would prompt an earlier new birth assessment.



This report sets out the measures which Haringey Council is taking to encourage business to recycle their waste.

Background

Haringey Council does not operate a commercial recycling service as the Council is responsible only for domestic recycling collections. However, legally all businesses must have a valid waste collection contract with a licensed waste contractor, whether for waste disposal or recycling.

Enterprise, the Council's nominated commercial waste collector, holds around 30% of all commercial waste contracts in the borough (approximately 2000 contracts). Enterprise offers a cardboard, glass and mixed recycling service, with collections twice daily in many parts of the borough. In spite of this, to date the company has only a limited number of commercial recycling customers.

Encouraging Businesses to Recycle

WRAP (Waste & Resources Action Programme) studies have shown that many small businesses are willing to recycle, so long as they do not incur any additional cost, and that they are keen to reduce their impact on the environment. Haringey Council is encouraging businesses to recycle by:

1. **Addressing the barriers to commercial recycling** - The Council's new Integrated Waste Services Contract, which is due to commence April 2011, will provide an opportunity to overcome the barriers to recycling faced by small businesses in the borough.

The new contract is currently being procure and is going through a competitive dialogue process. However, the successful bidder must deliver a commercial waste and recycling service and seek to increase the level of commercial recycling in the borough. The contract will include specific KPIs (Key Performance Indicators) for commercial recycling services and will incorporate a partnership arrangement between the Council and the appointed waste contractor, which will provide the Council with a much greater influence on how commercial recycling services are provided in the borough.

2. **Raising awareness that recycling can save businesses money** - Recycling is often less costly than waste disposal, meaning that businesses can save money by diverting waste from disposal to recycling. This financial incentive will become stronger in future as, due to landfill tax, the cost of waste disposal will continue to rise.

The current activity the Council is taking to raise awareness of the benefits of recycling includes:

- **Providing online information** - to make it easier for businesses to set up a recycling contract a list recycling companies which operate in Haringey is also available on the Haringey Council website www.haringey.gov.uk/green_business
- **Engaging businesses through businesses networks** and trade associations

- **Providing environmental workshops** which include advice on how and why businesses should recycle.
- **Providing environmental audits to business.** These audits are resources intensive; however they provide a tailored and comprehensive environmental action plan which includes information on recycling.
- **Providing fact-sheets**, specifically written for businesses, which include information and advice on waste reduction and recycling. The relevant fact-sheets, which will be available on the Haringey Council website shortly, are:
 - Waste - your duty of care
 - Waste Reduction
 - Responsible Purchasing
 - Hazardous Waste

Natalie Butler (Environmental Resources Officer)