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## Overview and Scrutiny Committee

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MONDAY, 14TH MARCH, 2011 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 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. CARE QUALITY COMMISSION**

To receive a presentation on the work of the Care Quality Commission (CQC).

#### **7. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR PLANNING AND REGENERATION (PAGES 1 - 4)**

Briefing and answers to questions – Councillor Toni Mallett, Cabinet Member for Planning and Regeneration.

#### **8. OLDER PEOPLE'S HOUSING STRATEGY 2010-2020 - PRE-DECISION SCRUTINY (PAGES 5 - 32)**

To consider the Older People's Housing Strategy 2010-2020 prior to it being presented to the Cabinet in March 2011.

The draft Older People's Housing Strategy 2010-2020 can be viewed at:  
<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=128&MId=4544&Ver=4>

Hard copies have been sent to Committee Members only but are available on request.

#### **9. CABINET MEMBER QUESTIONS - LEADER'S PORTFOLIO (PAGES 33 - 36)**

Briefing and answers to questions – The Leader, Councillor Claire Kober.

**10. CARE QUALITY COMMISSION ANNUAL PERFORMANCE ASSESSMENT - ADULTS (PAGES 37 - 44)**

To note the outcome of the Care Quality Commission's (CQC) Assessment of Performance report for Adult Social Care for 2009/10.

**11. MENTAL HEALTH TRUST - PROPOSALS FOR CHANGE**

To receive a presentation from the Mental Health Trust (MHT) on the Mental Health Commissioning and Transformation programme.

**12. BUDGET SCRUTINY PROCESS FEEDBACK**

An opportunity for Members to feedback on the Budget Scrutiny process for the 2011/12 to 2013/14 financial planning, which took place in January 2011.

**13. PRE-SCRUTINY UPDATES**

An opportunity for members to be updated on pre-scrutiny reports and to suggest future pre-scrutiny reports.

**14. NEW ITEMS OF URGENT BUSINESS**

**15. MINUTES (PAGES 45 - 74)**

To approve the minutes of the Budget Scrutiny meetings held on 5<sup>th</sup> January 2011, 17<sup>th</sup> January 2011 and 31<sup>st</sup> January 2011.

**16. FUTURE MEETINGS**

16<sup>th</sup> March 2011 (Health) at the Hornsey Health Centre, 6pm  
28<sup>th</sup> March 2011 Civic Centre, 6pm  
30<sup>th</sup> March 2011 (Child Protection) Civic Centre, 6pm  
9<sup>th</sup> May 2011 Civic Centre, 6pm

**17. SCRUTINY COMMITTEE ACTIONS REQUESTED (PAGES 75 - 96)**

To note the actions completed since the last meeting.

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

Natalie Cole  
Principal Committee Co-Ordinator  
Tel: 020-8489 2919  
Fax: 020-8489 2660  
Email: [Natalie.Cole@haringey.gov.uk](mailto:Natalie.Cole@haringey.gov.uk)

Friday 18<sup>th</sup> February 2011

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## Cabinet Member Planning and Regeneration – Cllr Mallet

### Overview and Scrutiny Briefing 14-3-11

### 2010-11 Progress and Work Programme for 2011-12

#### A) Plans, Design and Heritage

#### B) Strategic Sites

#### C) Economic Development

#### A) Plans, Design and Heritage

##### **Local Development Framework: The Plan for Haringey 2011-26**

The Core Strategy for Haringey's new plan is set to be agreed in principle at Full Council on 24-2-11

##### **2011-12:**

- Core Strategy Examination in Public and Adoption
- Development of the Council's "Community Infrastructure Levy" and representations on the Mayor's proposals for his own Community Infrastructure Levy.
- Approval of the Council's Development Sites Plan and revised Development Management Policies
- Presentation of the Borough's new "40:20 Low Carbon Framework and Adaptation Strategy and Action Plan" through the establishment of an expert Carbon Commission
- Consultation on the new Upper Lee Valley Improvement Plan (called an Opportunity Area Planning Framework)
- Agreement on a Haringey Transport Strategy and a Housing Investment Plan
- Review of the options for an area-wide Tottenham Investment and Delivery Strategy in consultation with members, the local community and key stakeholders.

##### **North London Waste Plan 2011 – 26**

This plan has been agreed in principle following public consultation and will be examined in public

**2011-12:** Following public examination, the plan will look to be adopted. Along with the Mayor of London the Upper Lee Valley (ULV) authorities will consider opportunities for the future of the Edmonton Incinerator. It is likely decommissioning will take place in 2020. Options for the future include not only turning waste into fuel, but also to provide Combined Heat and Power for a decentralised energy network for the ULV area.

#### **Design and Heritage**

The following guides have been produced: Sustainable Design and Construction; South Tottenham Residential Design Guide and Crouch End Conservation Area Appraisal. A residential scheme in Connaught Gardens, Muswell Hill, has won a housing design and sustainability award. It was also short listed for the 2010 Mayor's Planning Awards

**2011-12:** Crouch End Conservation Area community review, Alexander Palace Strategic Improvement options study and the Hornsey and Highgate Conservation Areas review will take place.

## **B) Strategic Sites**

**Heartlands - Coronation Sidings, Clarendon Square and Hornsey Depot:** the Council have persuaded the Secretary of State to withdraw Permitted Development rights from a train shed proposal by Network Rail. This was challenged by Network Rail and the Secretary of State has supported the Council's position. This will be the subject of a full planning application in 2011. This will enable a balanced decision to be made not only on that scheme, but also on the outline application for mixed use and 1000 homes on the Clarendon Road Heartlands scheme. The new Heartlands Secondary School has been completed. A planning application for the redevelopment of Hornsey Depot is being developed.

**2011-12:** Public consultation and decisions on these sites are planned

**GLS Site Hale Village, Tottenham Hale:** The Council also helped the Homes and Community Agency invest in the Hale Village scheme at Tottenham Hale, to ensure proper development continues on that site despite the recession. Planning Committee has now agreed a revised S106 agreement on the site and development of both private sector, affordable and student homes is progressing.

**2011-12:** Development of all the student and affordable homes will be completed alongside two private sector blocks.

**Tottenham Hale Urban Centre:** Consultation was carried out on redesigning the Tottenham Gyratory and on options for the Greater Ashley Road Master Plan. The Gyratory scheme is now on site.

**2011-12:** The Gyratory scheme will be ongoing until 2014/15. Schemes for new development sites on the Gyratory and at Hale Wharf will be considered by local groups and councillors.

### **Tottenham Green and Tottenham Corridor**

Tottenham Town Hall refurbishment will be completed in 2010-11. Wards Corner Site planning permission was quashed in the High Court. Fifteen properties are in a two year High Road Heritage Improvement Programme, comprising £900k, with 50% of this coming from English Heritage.

**2011-12:** Heritage Improvement Programme will be completed. New housing development at the back of the Town Hall. The Town Hall itself will be reopened having been refurbished. Draft Improvement plans for Tottenham Green and the Tottenham Corridor/West Green Road will be considered by members, the local community and key stakeholders before going out to formal public consultation.

**Tottenham Hotspur FC:** The club has been granted a full planning application for 56,000 seat stadium, Public Square and space, hotel, museum, café, supermarket and 200 homes.

**2011-12:** Negotiations on the future of the Club and its North Tottenham site will continue.

### **Hornsey, Crouch End and Muswell Hill**

Planning Permission for a mixed residential, community and cultural scheme at Hornsey Town Hall has been approved.

**2011-12:** Pinkham Way application for a “Re use; Recycling and Depot scheme” will be consulted on and considered in Spring/Summer 2011. The Muswell Hill Low Carbon Zone scheme will continue, aiming to achieve a 60% reduction in CO<sub>2</sub> by 2025 through retrofitting low energy solutions to homes, a school, commercial and community properties.

### **Alexander Palace and Park**

The Ice Skating Rink has been improved and a contract let to look at broad options for a comprehensive improvement plan for the whole site.

**2011-12:** Consideration and consultation of ideas for an improvement plan for the site over the next 10-20 years.

### **C) Economic Development**

Economic Development covers dealing with worklessness and enterprise support. Key projects this year have been as follows:

- Launch of a new Haringey Credit Union.
- Haringey Guarantee target of 220 people supported into work exceeded. In addition, via the North London Pledge (Haringey, Waltham Forest and Enfield consortium employment programme), an extra 176 Haringey residents have been supported into work.
- The Future Jobs Fund Borough Programme, despite having its resources cut, still helped to deliver a further 202 Haringey Jobs.
- The Families into Work scheme – which planned to deliver no jobs but simply engage 100 families where intergenerational unemployment exists has now assisted 30 people into work.
- The Haringey Apprenticeship Programme is currently running at 47 against a target for the year of 60-70
- Scrutiny Review on Haringey Guarantee and Families into Work
- Town centre business partnerships support in Wood Green, Crouch End, Green lanes, Finsbury Park, Muswell Hill and Tottenham
- Grant aid to support business to get access to finance, mentoring and improve start up, franchise and procurement success - and good networking. Particular support was allocated to businesses run by women and BME communities.
- 70 young people were given business support (18-25 year olds)

### **2011-12:**

- Development of a shared Economic Development Service with Waltham Forest
- Bid to set up a Local Enterprise Partnership in North London and Anglia
- Bid for European Funds to support a “green business programme”.
- Bid to support the development of the Upper Lee Valley into a “Green Business District”.
- Bids for funds and contracts to the Government’s new Work Programme to continue to deliver projects like Haringey Guarantee, Families into Work and North London Pledge.
- Bid for funding for support for youth unemployment and apprenticeships from the Skills Funding Agency
- Ongoing procurement work with Haringey town centre and employment estate businesses to increase their competitiveness and ability to grow jobs.

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Haringey Council

Agenda item:

14<sup>th</sup> March 2011**[No.]**

<b>Overview and Scrutiny Committee</b>
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Report Title. <b>Haringey's Older People's Housing Strategy 2011-2021</b>
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Report of <b>Niall Bolger, Director of Urban Environment</b>
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Signed : <i>N Bolger</i> .      19 <sup>th</sup> January 2011.
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Contact Officer : Rosie Green, Housing Strategy and Partnerships Manager Tel: 020 8489 4526
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Wards(s) affected: <b>All</b>	Report for: <b>Information</b>
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<b>1. Purpose of the report</b>
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1.1. To provide an update on the development of Haringey's Older People's Housing Strategy
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1.2. To seek the views of Overview and Scrutiny Committee on the contents
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<b>2. Introduction by Cabinet Member</b>
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2.1 This strategy sets the strategic framework for older people's housing in the next ten years. Linked to the changes in Transforming Adult Social Care, which aims to give people more choice and control over the support and care they receive, it should give older people more choice of whether they move into specialist housing or stay in their own homes.
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2.2 We need to provide and help to facilitate a range of options regardless of whether people rent or own their property. Many do not want to leave their homes where
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they have raised their families and enjoy living in their local area that they know well. However, others would welcome the opportunity of moving to a smaller property or specialist housing with less work and expense involved, if attractive opportunities were available.

- 2.3 We have the opportunity improve the outcomes for this and future generations of older people. The strategy will also enable us to ensure that the housing for older people that is provided meets the standards that are expected and required today.
- 2.4 The multi-partnership approach means this strategy is robust and has captured all the views of interested stakeholders, including older people. By bringing together all agencies and groups dealing with older people we have developed a comprehensive strategy that looks at all aspects of housing from advice and advocacy through to planning for new extra care housing.
- 2.5 We need to ensure through this strategy that specialist housing for older people is fit for purpose and meets current and emerging needs. It recognises the potential tensions that arise when changing current services to plan for the future.
- 2.6 The strategy supports the Supported Housing review that is currently looking at three sheltered housing schemes that do not meet the Decent Homes standard as well as the extra care housing strategic commissioning pilot lead by ACCS.

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

- 3.1. This strategy is a sub strategy of Haringey's Housing Strategy 2009-19.
- 3.2 The document has strong links with Council strategies such as Experience Still Counts and Supporting People strategy and we will ensure that the delivery plans complement each other.
- 3.3 The strategy links to two other major projects
  - 3.3.1 Supported Housing Review, which is looking at 3 sheltered housing schemes which do not meet the Decent Homes Standard. An options appraisal has been undertaken for Protheroe House and the report on this was agreed by Cabinet on 21<sup>st</sup> December. The decision was to ask Officers to seek funding to redevelop the site as extra care housing. A further options appraisal has been undertaken for Larkspur Close and the report for this is currently being written. The report for Stokley Court is expected to go to Cabinet in early 2011.
  - 3.3.3 Extra care housing commissioning project. This project has been identifying how the Council can provide additional extra care housing for older people to meet the

<p>identified shortfall and help reduce ACCS costs for personal care as well as providing choice and preventing moving into residential care.</p>
<p><b>4. Recommendations</b></p> <p>4.1 To note the progress made in the development this strategy</p> <p>4.2 To invite the views of the Overview &amp; Scrutiny Committee on the proposed content.</p>
<p><b>5. Reason for recommendation(s)</b></p> <p>5.1. Members of the Overview and Scrutiny Committee have asked to have an input into the development of this strategy.</p>
<p><b>6. Summary</b></p> <p>6.1 The Older People's Housing Strategy is a sub-strategy of Haringey's overarching Housing Strategy 2009-2019. It has been developed to address the particular issues relating to housing for this group.</p> <p>6.2 The strategy has been developed through a multi-partnership approach involving statutory and third sector organisations as well as older people themselves.</p> <p>6.3 The consultation process followed the Council's Consultation framework. It covered a 3 month period and by using a wide range of methods we ensured as many organisations and individuals as possible were able to give their views. (Appendix 1, Consultation Feedback, details this)</p> <p>6.4 The main priorities of the strategy are to:</p> <ol style="list-style-type: none"><li>1. Improve partnership working to provide joined up services</li><li>2. Housing Options that enable people to live independently for as long as possible</li><li>3. Ensure specialist housing and support is targeted to those most in need</li><li>4. Ensure this strategy supports the wider council agenda for older people</li></ol>
<p><b>7. Chief Financial Officer Comments</b></p> <p><b>7.1 Service Financial Comments</b></p> <p>The report sets out the proposed strategy for Older People's Housing for a period of ten years from 2011. There is currently funding available for only one project officer working in this field that ceases on the 31<sup>st</sup> march 2011.</p>

It is acknowledged that it may be difficult to deliver all the key actions in the current economic climate but approval for the proposed strategy is sought so that the framework is in place when the financial situation improves.

Funding for any capital costs for projects that develop out of this strategy will be sought from external sources.

7.2 The cost of developing this strategy has been met within existing budgets.

This strategy makes no direct financial commitments on the Council but changing the model of housing support is likely to require significant capital investment and given the restrictions in the Council's capital expenditure it is likely that this will need to be sourced externally. However, it should be noted that the Homes and Communities Agency who have been a significant source of funding in past years have made it clear to the Council that future investment will be dependant on the Council making a contribution towards schemes.

The revenue funding that has supported this strategy ceases on 31<sup>st</sup> March 2011. After this day support will need to be provided from existing operational resources

## **8. Head of Legal Services Comments**

8.1 The Head of Legal Services has been consulted in the preparation of this report and confirms that there are no legal implications arising from the report.

## **9. Equalities & Community Cohesion Comments**

9.1 Equality Impact Assessment has been developed and approved by the Corporate Equalities team for comment. The EIA is attached at Appendix 2

## **10. Consultation**

10.1 The consultation followed the Councils' consultation framework and the principles of the Compact agreement. The consultation methods included newspaper articles, published on Council's website, direct mailing as well as consultation events both informally and formally. We listened to older people who said they didn't want to have to use the internet but speak directly with Officers. The strategy is produced in a larger font size.

10.2 Overall, the feedback was positive and comments included 'I really feel the Council

<p>is listening to us' and 'we know there is no money but there are things we can do to improve older people's housing which won't cost much that this strategy promotes'. Appendix 1 details the consultation and feedback.</p>
<p><b>11. Use of appendices /Tables and photographs</b></p> <ul style="list-style-type: none"> <li>• Appendix 1 – Consultation report</li> <li>• Appendix 2 – draft Equalities Impact Assessment</li> <li>• Appendix 3 – draft Older People's Housing Strategy (sent to Committee Members) (available on line or on request)</li> </ul>
<p><b>12. Local Government (Access to Information) Act 1985</b> n/a</p>

**1.3. Background**

- 13.1 Haringey's Housing Strategy is an overarching document that sets the vision and direction for housing in the borough for the next ten years. It is supported by a suite of specific strategies that address particular areas such as Affordable Warmth, Rough Sleepers. All of these strategies have been developed using a multi-partnership approach which has been proven to achieve 'buy in' from stakeholders to implement the delivery plan.
- 13.2 The Older People's Housing Strategy aims to address the needs of current older people and the next generation.
- 13.3 Older people's housing is changing and the traditional models of sheltered accommodation and then moving into residential or nursing care is now being superseded by other types of housing with support and care. Whilst the traditional model still has a role the expectations and aspirations of older people is changing.
- 13.4 The Government's agenda of choice and personalisation is also influencing the support and care people choose to purchase.
- 13.5 The increase in home ownership is a factor in the choices people make. Many do not want to sell and move into traditional rented sheltered schemes and residential care but want to remain in their own homes.
- 13.6 There are also an increasing number of older people who are living much longer and in particular the number of people aged 85+ is rising and this group are likely to require support and care as they become more frail.

13.7 The challenge for Haringey is to meet these changing needs and expectations and develop housing options such as extra care housing that fulfil these requirements as well fitting with the health and social care agenda and the Supporting People programme.

#### **14. Development of the strategy**

14.1 Work started on the strategy in March 2010, when the Strategic and Community Housing Service's annual conference focussed on older people's housing. We also used this event to invite participants to join the multi-partnership strategy development group.

14.2 The development group consisted of Council Officers, statutory and voluntary organisations as well as older people, thus ensuring a robust and comprehensive strategy that partners will 'own'.

14.3 There were several iterations of the document before the draft for consultation was complete. Needs information was taken from a range of sources including the Borough Profile, Older People's Joint Strategic Needs Assessment, information from Supporting People database, the Ridgeway report that details needs analysis of housing and support for older people in Haringey, plus national data showing trends and projections.

#### **15. Main findings of the strategy**

15.1 The strategy identifies several main findings including:

- A lack of specialist extra care housing. There is a current shortfall of 210 units and all of the schemes in build are in the west of the Borough and none in the east
- Haringey when benchmarked with other authorities is over provided for in traditional sheltered housing provision at 107 units per 1000 people aged over 65, compared with 51 in London and 68 across England
- Shows the future population of older people will grow and of these there will be a greater number of those aged over 85 and that a significant that a greater number will be owner occupiers
- That we need to plan for current older people and those approaching older age

15.2 The strategy recognises that in the current economic climate there is little or no money for capital investment but the findings have been taken forward into the Borough's Investment Plan which highlights the need for capital funding for extra care housing particularly in the east of the Borough.

15.3 There are 4 main priorities in the strategy which will be delivered through a number of key actions in the Delivery Plan. These priorities are:

1. Improve partnership working to provide joined up services

2. Housing Options that enable people to live independently for as long as possible
3. Ensure specialist housing and support is targeted to those most in need
4. Ensure this strategy supports the wider council agenda for older people

While the key actions supporting these priorities have been developed through consultation it is recognised that because of the rapidly changing political agenda the action will need to be reviewed after a year to ensure it captures this and the implications for older people's housing in Haringey.

**16. Implementation and monitoring**

- 16.1 The strategy will be implemented by a multi-partnership delivery group
- 16.2 The strategy will be monitored by the Integrated Housing Board.

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## Appendix 1

### Feedback from Consultation

#### Haringey's Older People's Housing Strategy 2011-2021

Purpose of consultation:	<ul style="list-style-type: none"> <li>• To gather feedback from partners and older people about the Older People's Housing Strategy.</li> <li>• To ensure that information and data has not been missed</li> <li>• To help form and agree priorities and identify timescales</li> </ul>
Methodology:	<p>Through a consultation group (partners, older people and Council staff) we developed a plan that used a range of methods to ensure that we involved as many people as possible. These included:</p> <ul style="list-style-type: none"> <li>• Articles in local newspapers, Haringey People and Homes for Haringey's newsletter - Homezone</li> <li>• Published on Haringey Council website</li> <li>• Direct mailing of 900 summary copies plus article to members of Haringey Forum for Older People</li> <li>• Haringey Forum for Older People AGM which focussed on the strategy</li> <li>• Meetings with older people – both social rented tenants and owner occupiers</li> <li>• Half day consultation event for partners and older people</li> </ul> <p>We talked directly with over 250 older people and 20 organisations who have direct contact with this client group. We received 6 letters, 2 emails and 9 phone calls giving feedback.</p>
Findings:	<p><b>Overall comments</b></p> <p>Overall comments were generally very supportive of the strategy and that older people felt they were being listened to. Comments included 'I really feel the Council is listening to us' and 'we know there is no money but there are things we can do to improve older people's housing which won't cost much that this strategy promotes'.</p> <p>Older people also felt the strategy was easy to read without being over complicated and used plain English. They also told us they liked it being in a larger font.</p> <p>Consultation supported the main findings of the strategy and through discussion we were able to refine these into key actions to implement the Delivery Plan.</p>
What does this mean for us?	<p>The findings clearly indicated that the research that went into the strategy was correct. Also by using the annual housing conference before the strategy commenced this helped shape the initial draft strategy thus saving time.</p>

How were results communicated	<p>The results of the consultation will be available on Haringey Council's website and sent to relevant groups. The findings from the specific half day consultation event have already been sent to attendees.</p> <p>This consultation report will also be added as an appendix to the reports to Cabinet, Integrated Housing Board and Overview and Scrutiny Committee seeking approval for the strategy.</p>
Issues/learning points:	<ol style="list-style-type: none"> <li>1. Having a specific consultation sub-group of the Strategy Development Group ensured the consultation was wide ranging and involved all groups of older people and organisations. This sub group were able to suggest contacts that were not known to the Council and by sharing the administration and organisation meant that the consultation was more wide spread than if Council Officers alone arranged it.</li> <li>2. That time needs to be given when consulting with older people and consideration given to potential conflict when planning new services that may impact on current service delivery. This is not to say that this should not happen but how it is approached needs to be considered.</li> <li>3. To make sure the consultation is undertaken in the correct way for the client group. For this Older People's Housing Strategy we planned at the outset that more Officer time would be required as we knew that older people wanted to discuss the issues with staff and not rely on email and internet to do this</li> <li>4. That the strategy needs to be printed in a larger font. This was well received by older people. We also produced it in size 22 font for those with limited sight.</li> </ol>
For further information, please contact:	<p>Rosie Green, Housing Strategy and Partnerships Manager 020 8489 4526 <a href="mailto:Rosie.green@haringey.gov.uk">Rosie.green@haringey.gov.uk</a></p>
Dates of consultation:	1 <sup>st</sup> October 2010 – 7 <sup>th</sup> January 2011
Ward/ neighbourhood affected?	All Wards affected

## EQUALITY IMPACT ASSESSMENT FORM



**Service:** Urban Environment

**Directorate:** Strategic and Community Housing Service

**Title of Proposal:** Older People's Housing Strategy 2011-2021

**Lead Officer (author of the proposal):** Rosie Green, Housing Strategy and Partnerships Manager

**Names of other Officers involved:** Paul Dowling, Cleo Andronikou, Christine Joseph

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

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

We have identified three main outcomes for the Older People's Housing Strategy 2011-2021:

1. to enable Haringey's older people to live independently for as long as possible
2. to improve the quality of older people's housing
3. to offer real housing choices to meet the needs of today's and tomorrow's older people

To deliver these outcomes a number of key priorities have been developed:

**Develop a range of housing options that enable people to live independently for as long as possible**

*Key actions are to:*

- Develop a range of models of housing for older people which offer choice, such as extra care housing, across all tenures that are affordable.
- Develop the use of assistive technology to enable people to stay in their own homes
- Make sure homes are as energy efficient as possible to reduce those households in fuel poverty
- Assist people who want to 'downsize' from a family home into smaller homes
- Adopt minimum space standards for new developments
- Agree minimum property specifications for council sheltered stock
- That older people can access practical support to get repairs done

## **Support the development of lifetime neighbourhoods**

### ***Key actions are to:***

- Through the strategic commissioning pilot for extra care agree criteria for the development of new housing
- Influence planning and remodelling projects to take into account the housing and support needs of older people

## **Ensure specialist housing and support is targeted to those in most need**

### ***Key actions are to:***

- Review eligibility criteria for supported housing to ensure Supporting People funding used appropriately and potentially redirecting resources to cater for other unmet needs
- Develop services to help sustain independent living for those with dementia
- Undertake further work in respect of BME elders and other minority groups to understand more fully their housing and support needs
- Consider the needs of the growing number of older people with learning disabilities
- Increase rehabilitation or 'step down' provision

## **Improve partnership working to provide joined up services**

### ***Key actions are to:***

- Develop an integrated model to provide a seamless service
- Work with housing providers to develop new services

## **Provide comprehensive advice and advocacy to help older people make choices about their housing and support**

### ***Key actions are to:***

- Contribute to the Personalisation agenda so that older people are guided and supported to make their own choices
- Review literature about housing options and support services for older people
- Through older people's forums and groups explain the different options available

## **Ensure this strategy supports the wider Council agenda for older people**

### ***Key actions are to:***

- Ensure current and future older people have a voice and can influence decisions
- Contribute to the Supported Housing Review
- Contribute to and influence the extra care commissioning pilot
- Support the implementation of Experience Still Counts
- Support the implementation of the safeguarding adult partnership

- Work with the NHS to ensure older people's housing meets the world class commissioning aim of 'add years to life and life to years'

It is intended that current and future older people and their family/carers who live in the Borough or aspire to do so will benefit from this strategy. The strategy is intended for all tenures of accommodation, from social rented to owner occupiers.

### Step 2 - Consideration of available data, research and information

#### 1. Data Sources

For this strategy we have taken data from many sources including the Borough Profile, Joint Strategic Needs Assessment for Older People Phase 1 and 2, SPOCC (Supporting People's contract database), national ONS data as well as POPPI and PANSI (national database that provides projections based on ONS data) and the Ridgeway report on Haringey's Older People's Housing and Support needs analysis 2005.

#### Age and gender

In 2001, there were 48,295 people aged 50+ in Haringey which is approximately 22% of the total population. 45% (21,841) were male and 55% (26,454) were female (2001 Census).

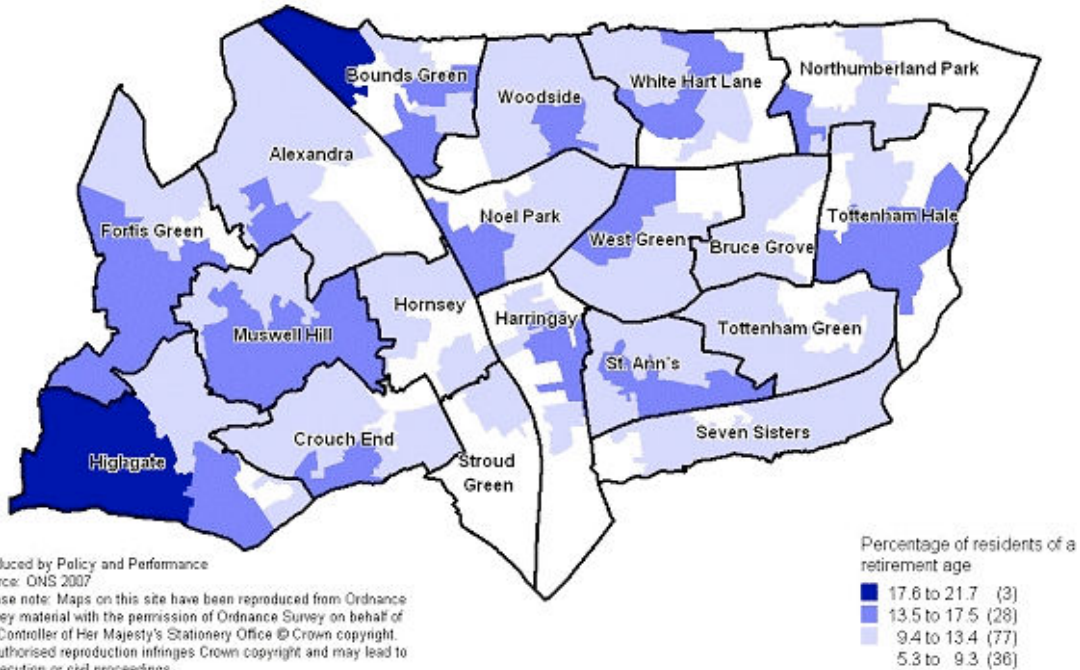
In 2009 it was estimated that there were 21,200 people aged 65+ which is approximately 9.4% of the total population (2009 Mid Year Population Estimates). About 43% (9100) were male and 56% (12,100) were female.

These numbers are similar to our neighbouring boroughs of Camden, Hackney, Islington and Newham. As with the rest of London the population over 65 declined slightly between 2001 and 2007 as a proportion of the total population. There is a marked difference in the number of older people living in the inner and outer London boroughs, with greater percentages of older people in the outer boroughs.

Map 1 shows the spread of older people across Haringey with highest proportion of residents of retirement age in Highgate and Bounds Green.

**Map 1. Percentage of residents of retirement age**

Percentage of residents of a retirement age (Women 60+, Men 65+)  
 Haringey Lower Level Super Output Areas  
 2007 Mid Year Estimates

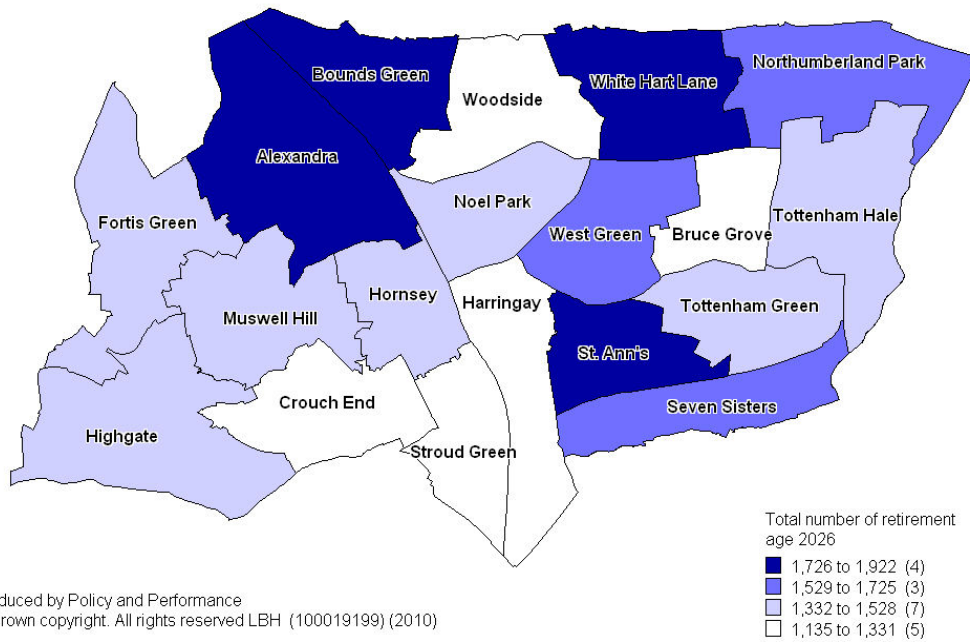


It is interesting to compare this with projections for 2026 where there is a projected overall increase to 24,200 aged 65 and over. By the same year, the number of residents aged 10-39 is projected to fall by 3.4% while the number of those aged 40-69 years will grow by 22.4%

In 2026 the wards with the highest number of residents of retirement age will be Alexandra, Bounds Green, St Ann's and White Hart Lane.

**Map 2. Total number of retirement age population 2026, Haringey wards**

Total number of retirement age population 2026  
 Haringey Wards  
 GLA 2008 low projections



Produced by Policy and Performance  
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Table 1 below breaks the total number of retirement age population into gender and age bands. As would be expected there is a greater number of women than men. By 2030 the overall number of people aged 65 and over will increase by 6,700 and of these, 1300 will be 85+. It is this age group that typically requires more support and care than younger age groups.

**Table 1. Gender and age<sup>1</sup>**

Gender/age group	2010	2015	2020	2025	2030
Males aged 65-69	2,700	2,900	2,800	3,400	4,200
Males aged 70-74	2,500	2,200	2,500	2,400	2,900
Males aged 75-79	2,000	2,000	1,800	2,000	2,000
Males aged 80-84	1,000	1,400	1,400	1,300	1,500
Males aged 85 and over	800	900	1,100	1,400	1,500
Females aged 65-69	3,300	3,700	3,600	4,200	4,800
Females aged 70-74	3,000	2,800	3,200	3,100	3,600
Females aged 75-79	2,400	2,500	2,300	2,700	2,600
Females aged 80-84	1,600	1,800	1,900	1,800	2,200
Females aged 85 and over	1,700	1,800	1,900	2,300	2,400
<b>Total population aged 65+</b>	<b>21,000</b>	<b>22,000</b>	<b>22,500</b>	<b>24,600</b>	<b>27,700</b>

### Ethnicity

In 2007 the majority of older people were white (67%), which is close to the 65.6% across all ages. This ranks Haringey as the fifth most diverse borough in the country. Based on Greater London Authority population projections, by 2026 BME groups will account for 36% of our population. In actual numbers of people, the biggest increase will be Black African and Chinese residents.

The next table (2) details the breakdown by age and ethnicity of our older people in Haringey.

<sup>1</sup> Office for National Statistics



**Table 2.**  
**People aged 65 and over by age and ethnic group, year 2007<sup>2</sup>**

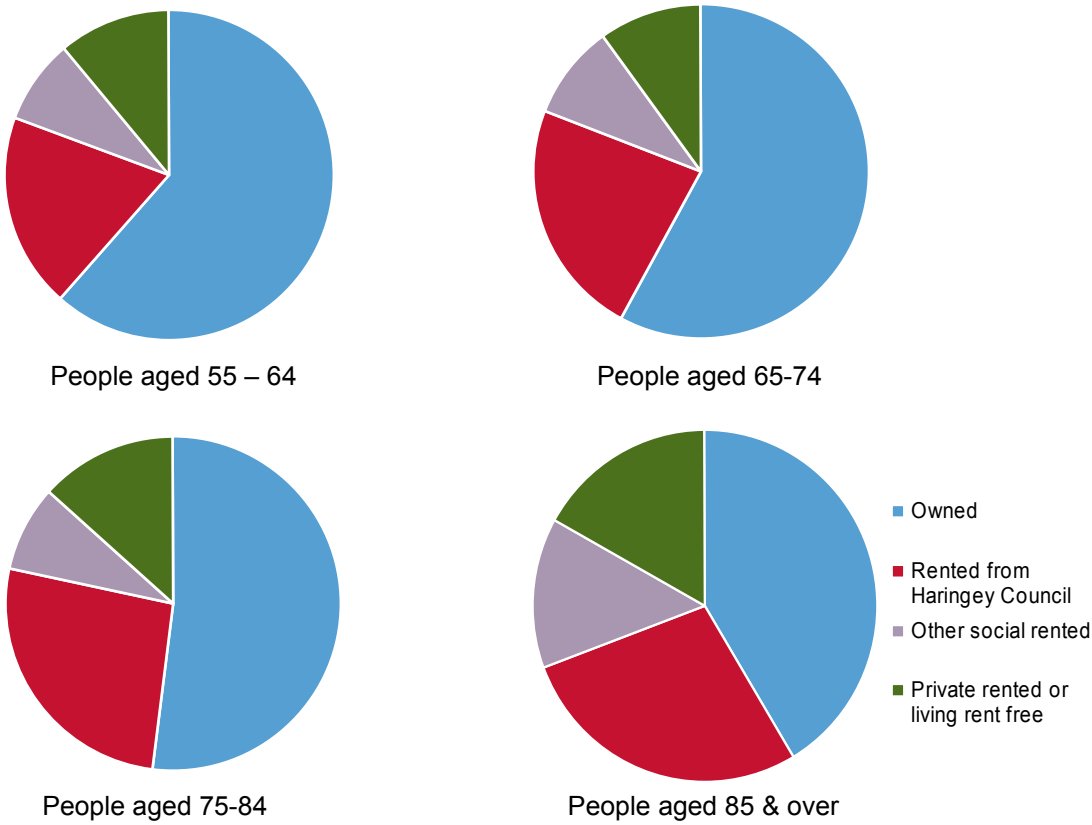
Ethnicity	People aged 65-74	People aged 75-84	People aged 85+
<b>White</b> (this includes British, Irish and Other White)	8,279	5,372	2,145
<b>Mixed Ethnicity</b> (this includes White and Black Caribbean; White and Black African; White and Asian; and Other Mixed)	236	101	21
<b>Asian or Asian British</b> (this includes Indian; Pakistani; Bangladeshi; and Other Asian or Asian British)	853	330	59
<b>Black or Black British</b> (this includes Black Caribbean; Black African; and Other Black or Black British)	2,184	876	124
<b>Chinese or Other Ethnic Group</b>	262	94	11
<b>TOTAL</b>	<b>11,814</b>	<b>6,774</b>	<b>2,361</b>

### Tenure

The 2001 Census showed that 58% of people aged over 50 in Haringey were owner-occupiers. 73% of residents in Muswell Hill and 78% in Alexandra wards owned their own homes whilst only 38% in White Hart Lane and 40% in Northumberland Park do.

<sup>2</sup> Figures are taken from Office for National Statistics (ONS) Table PEEGC163, Ethnic group of adults by custom age bandings, mid-2007. This table is a commissioned table from the Population Estimates by Ethnic Group. The Estimates, released in April 2009, are experimental statistics. This means that they have not yet been shown to meet the quality criteria for National Statistics, but are being published to involve users in the development of the methodology and to help build quality at an early stage.

*Graph 1. Tenure and age<sup>3</sup>*



The graphs above clearly show that there are greater numbers of owner occupiers in the younger age groups (61% people aged 55-64, 58% people aged 65-74 compared with 41% for people aged 85+). However we know that these figures are not evenly spread across the Borough. The requirements of the increasing numbers of home owners need to be reflected in the priorities of this strategy.

***The health of our older people***

Health significantly affects lives of older people and has a major impact on a person’s ability to continue to live fulfilled d within their communities. Appropriate housing and location, with or without care and support, plays a key role in enabling people to live independently.

Life expectancy is rising generally, in line with national trends, but we remain below the national average for male life expectancy. Men in the west will live, on average, 6.5 years longer than those in the east<sup>4</sup> (Fortis Green 78.2 years and Tottenham Green 71.3 years).

Women’s life expectancy is above the national average; while the east/west is divide is less apparent, the gap between the highest and lowest life expectancy has widened (Stroud Green, 86.5 years and White Hart Lane and Tottenham Hale, 76.8 years).

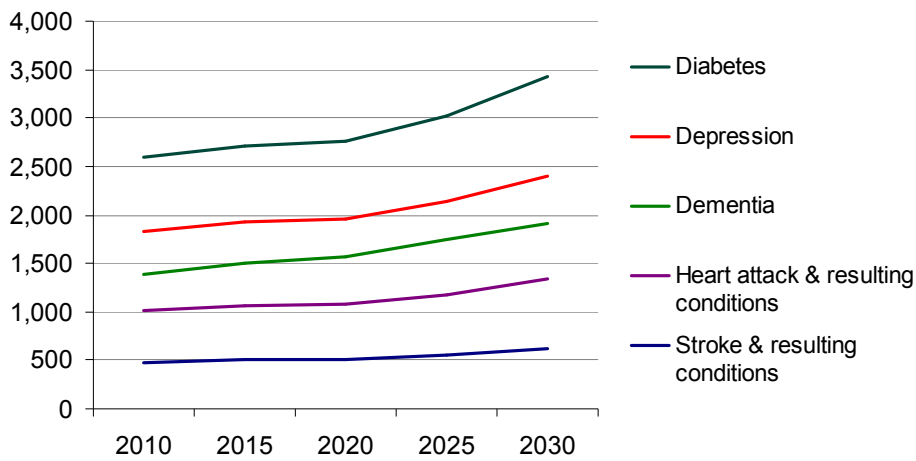
<sup>3</sup> Office for National Statistics 2001 Census

<sup>4</sup> Haringey Borough Profile 2010

Data from the General Household Survey, carried out in 2004 indicated that by 2008, 6,947 people over 65 would be living alone. Of these, 4518 would have a limiting long term illness<sup>5</sup>.

The number of people living alone is projected to rise to 9,096 by 2025, and of this number, those living alone with a limiting long-term illness is predicted to increase to 5,521 over the same period.

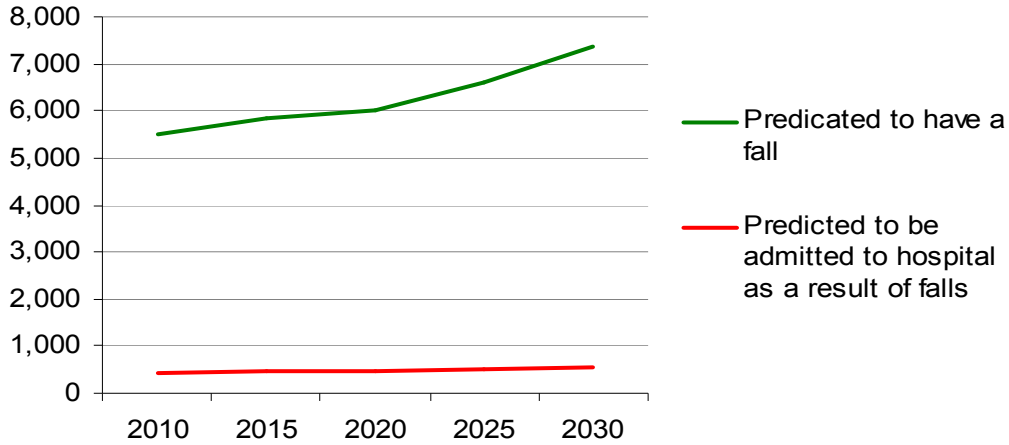
**Graph 2 shows the projected numbers of older people likely to suffer from the top 5 health conditions<sup>6</sup>**



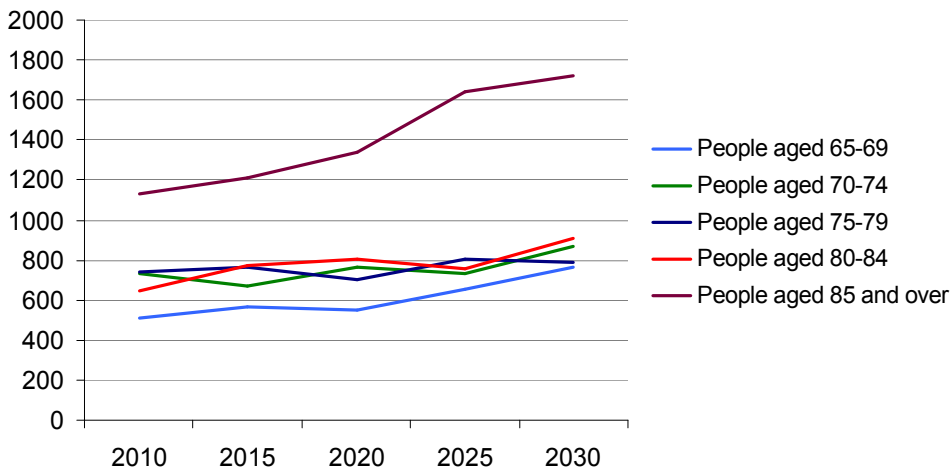
<sup>5</sup> (Figures are taken from Office for National Statistics (ONS) Table C0839, Age (65 and over in 5 year age groups) and Limiting long-term illness (LLTI) by household size, a commissioned table from ONS using information from the 2001 census. Numbers have been calculated by applying percentages to projected population figure)

<sup>6</sup> Projecting Older People Population Information System (POPPI) Department of Health

**Graph 3 shows the projected numbers of older people likely to have a fall and admitted to hospital as a result. NB this does not include those taken to hospital for emergency but not admitted<sup>7</sup>**



**Graph 4 below shows the projected number of people likely to have mobility problems<sup>8</sup>**



<sup>7</sup> Projecting Older People Population Information System (POPPI) Department of Health

<sup>8</sup> Projecting Older People Population Information System (POPPI) Department of Health

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

- **are significantly under/over represented in the use of the service, when compared to their population size?**

The intention of the strategy is to establish the composition of our current and future older people so that this understanding can be used when planning services.

- **have raised concerns about access to services or quality of services?**

From examining the data and from consultation on the strategy there are concerns about access to services provided to older people by those who are owner occupiers irrespective of gender or race. This strategy, through the agreed outcomes and priorities intends to address this. This will be achieved through the Delivery Plan.

Lack of information about services has been identified as a concern and again this is one of the priorities

- **appear to be receiving differential outcomes in comparison to other groups?**

It is clear from the data sources that older people in the west of the Borough have a greater life expectancy than those in the east. We know the reasons for this include better health through less smoking and better diet, better housing and a greater income and the affect this has. However we also know that on average the last 10 years of life are spent in ill-health so we need to plan for this for all older people.

Older people who live in social rented properties are more likely to be able access housing related support. This is not personal care but low level support that includes a daily check, help with form and claiming benefits, supporting access to health services and promoting social inclusion etc. This support can often prevent higher level/acute interventions.

We need to ensure this type of service is accessible to all, regardless of tenure.

We also need to ensure that the provision of specialist housing schemes such as sheltered, community good neighbour and extra care housing is evenly spread across the Borough.

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

These are identified above

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

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

Increase barriers?	Reduce barriers? ✓	No change?
--------------------	--------------------	------------

**Comment**

The response to the strategy has been very positive. It is viewed as a document that will help address many of the issues that older people face in their housing and support options. It is seen and intended to be a document that will reduce barriers

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

There are no barriers and imbalances identified that need to be addressed through this EIA

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

N/A

**Step 4 - Consult on the proposal**

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

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

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

We have consulted widely on the Older People's Housing Strategy using the Councils Community Engagement Framework as a tool to do this. We also used the Compact proofing tool to ensure it met with these principles.

The consultation took place over 3 months and from the multi-partnership strategy development group we formed a small consultation group to ensure we included all aspects of consultation plus engaging older people or their representatives from all areas of the borough, and that all older age and gender were represented.

The consultation consisted of:

- publishing the strategy on our webpages and asking for views
- press articles and article in Haringey People and Homes for Haringey newsletter – Homezone
- article to 900+older people through Haringey's Forum for Older People newsletter plus sending a summary copy of the strategy
- meetings at sheltered housing schemes
- meetings of owner occupiers
- AGM of Haringey Forum for Older People focussed on the strategy
- A specific consultation event for colleagues, partners and older people on the strategy
- Overview and Scrutiny Committee
- Integrated Housing Board and Supporting People Partnership Board

Overall the feedback on the strategy has been very positive and the outcomes and key priorities agreed with. Concerns have been related to funding and how that will be sourced to achieve priorities.

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

We have used the feedback to amend the draft consultation strategy and develop the Delivery Plan. We have talked through concerns where possible when they have been raised and assured that where we can these will be dealt with. This requires a balance between what people would like us to do and what is possible to actually achieve. There needs to be a balance. Where we can we have indicated why it is not feasible to do a certain thing.

When the consultation is complete we will write it up and publish on our website in line with the Community Engagement Framework.

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

Please see above

## **Step 5 - Addressing Training**

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

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

We do not envisage the need for any staff training to arise from the strategy. The implementation of the Delivery Plan may result in this being required, but this will be dealt with separately.

## Step 6 - Monitoring Arrangements

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

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

- ***Who will be responsible for monitoring?***

The Integrated Housing Board will be responsible for monitoring the Older People's Housing Strategy and ensuring that the Delivery Plan is implemented. The Delivery Group will also have responsibility for monitoring the progress of the action plan at their regular meetings

- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***

There are no specific indicators. Monitoring will be through the implementation of the Delivery Plan. This will be reviewed annually and progress reported to the IHB.

We will use our Access database to monitor the progress of the Delivery plan – this enables us at a glance to see the RAG indicator and take action where needed in a timely manner to address those not being met.

- ***Are there monitoring procedures already in place which will generate this information?***

No

- ***Where will this information be reported and how often?***

The information will be reported to the IHB and to the Delivery Group as well as on an adhoc basis to other groups/boards such as the Supporting People Partnership Board.



## Step 7 - Summarise impacts identified

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

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
<p>Older People and stakeholders have influenced the Older People's Housing Strategy to shape the service they want over the next 10 years.</p> <p>The development of range of housing and support choices, with a range of tenures will benefit all older people</p>	<p>The strategy promotes lifetime homes for older people, therefore takes into account the needs of people with disabilities.</p> <p>Development of extra care housing will also expand the choice for people with disabilities.</p> <p>Promotion of Telecare demonstrate a further commitment to ensuring specific needs are met</p>	<p>The views of BME groups were sought as part of the consultation and included within the strategy. The BME groups told us that they did not want race/cultural specific housing schemes but specialist housing needs to be integrated and reflect the local community</p>	<p>No adverse impact is envisaged.</p> <p>The strategy will benefit all older people</p>	<p>No adverse impact is expected. The strategy will benefit people with religious beliefs and those without belief.</p>	<p>No adverse impact is expected. The strategy will benefit older people whatever their sexual orientation.</p>

## Step 8 - Summarise the actions to be implemented

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

Issue	Action required	Lead person	Timescale	Resource implications
Strategy to be available in appropriate format	Publish in 22 font	Rosie Green	April 2011	Cost of printing
Ensure strategy is available to all older people in Haringey	Publicise through libraries, press releases and forums/groups for older people	Rosie Green	By July 2011	Staff time
Housing choice and support is available to all older people	Delivery Plan addresses these issues	Delivery Group	Through life of strategy	Within current resources
Data to be up to date to aid planning	Demographic data to be refreshed regularly (Borough profile, Joint Strategic Needs Assessment, Census, ONS) to ensure data is up to date	Delivery Group	Through life of strategy	Within current resources

**Step 9 - Publication and sign off**

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

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

It will be published along-side the strategy and accompany the strategy through the democratic approval process.

It will also be available in larger print and other languages if required

**Assessed by (Author of the proposal):**

**Name: Rosie Green**

**Designation: Housing Strategy and Partnerships Manager**

**Signature:**

**Date: 6.1.11**

**Quality checked by (Equality Team):**

**Name:**

**Designation:**

**Signature:**

**Date:**

**Sign off by Directorate Management Team:**

**Name:**

**Designation:**

**Signature:**

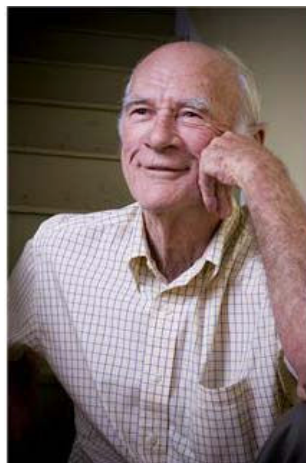
**Date:**

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## Haringey's Older People's Housing Strategy

2011 – 2021



## Document Control

Document details	
Document name	Older People's Housing Strategy 2011-2021
Document version number	V0.2
Document status	<i>Final draft for approval</i>
Author	<i>Rosie Green, Housing Strategy and Partnerships Manager 020 8489 4526</i>
Lead Officer	<i>As above</i>
Approved by	
Scheduled review date	

Version History		
Version	Change/Reasons for Change	Date
V0.1	<i>Initial draft</i>	<i>July 2010</i>
V0.2	<i>Consultation draft</i>	<i>28.9.10</i>
VO.3	<i>Final Draft</i>	<i>18.1.11</i>
Approval history		
Version	Approving body	Date
VO.3	<i>Integrated Housing Board</i>	<i>31.1.11</i>
VO.3	<i>Cabinet</i>	<i>22.3.11</i>

## Foreword

This Older People's Housing Strategy aims to deliver an integrated approach to the housing needs of older people in the Borough. We want to ensure that people are not isolated and detached from the communities in which they live and have the help and support to remain independent for as long as possible.

People should have choice of whether they move into specialist housing or stay in their own homes. We need to provide a range of options regardless of whether they rent or own their own property. Many do not want to leave their homes where they have raised their families and enjoy living in their local area that they know well. However many would welcome the opportunity of moving to a smaller property with less work and expense involved, if attractive opportunities were available. The current economic climate poses challenges in providing this.

We also need to consider the supported housing stock that we already have within the Borough, much of which was built 30 years ago. This strategy gives the opportunity to assess if this is still what is required or indeed meets current housing standards. There have been innovative approaches developed for older people's housing over the past decade, such as extra care housing and assistive technology. We want to ensure through this strategy that we explore these and ensure that there is provision across the Borough, especially in the east where there are higher numbers of vulnerable older people.

Through working in partnership with older people, voluntary and statutory organisations we have developed this draft strategy and identified priorities which we intend will meet our aims.



**Cllr John Bevan**  
Cabinet Member for Housing

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## Executive Summary

This Older People's Housing Strategy aims to deliver an integrated approach to the housing needs of older people in the Borough. We want to ensure that people are not isolated and detached from the communities in which they live and have the help and support to remain independent for as long as possible.

Across the UK more people are living longer, with a significant number of these predicted to live beyond 85 years. Because of increased frailty and health needs in older later life this affects the housing and support choices people make.

This ageing society is one of the greatest challenges for housing and national government has identified this as an area where significant changes need to be made, not only in the actual buildings but in challenging society's perceptions of what housing for older people should mean. There are strong links between older age, housing and health and this strategy recognises the interdependence of these.

In Haringey there is polarisation between the east and west of the Borough in terms of health, wealth and how long people can expect to live and the requirements of older people's housing may differ accordingly.

By providing a range of housing options regardless of whether people rent or own their own property we will enable older people to choose whether they move to specialist housing or remain in their own homes. Many do not want to leave their homes where they have raised their families and enjoy living in their local area that they know well. However, many would welcome the opportunity of moving to a smaller property with less work and expense involved, if attractive opportunities were available.

This strategy builds on and contributes to work already undertaken for a variety of strategies and projects, such as Experience Still Counts which aims to tackle discrimination and promote positive attitudes to ageing in Haringey; the Affordable Warmth Strategy; Supported Housing Review and the strategic commissioning programme for extra care housing.

Haringey Council and its partners are committed to improving housing options for older people and in meeting the opportunities and challenges arising from changing demographics, government initiatives, economic circumstances and the expectations and aspirations of residents of Haringey.

We have identified three outcomes that we will work toward through the implementation of this strategy;

- To enable Haringey's older people to live independently for as long as possible
- To improve the quality of older people's housing
- To offer real housing choices to meet the needs of today's and tomorrow's older people

In order to deliver these outcomes our four priority areas are to:

1. Improve partnership working to provide joined up services
2. Develop a range of housing options that enable people to live independently for as long as possible
3. Ensure specialist housing and support is targeted to those most in need
4. Ensure this strategy supports the wider Council agenda for older people

The strategy delivery plan has been drawn up following consultation with partners and local interest groups. However, we have had to remain mindful of the current economic climate and emerging government priorities in this policy area. In light of this the delivery plan will be a 'live' document and will be developed over the life of this strategy.

The delivery of this strategy as well as the further development of this strategy will be overseen by the Integrated Housing Board, a thematic partnership board of Haringey Strategic Partnership. We will also report to other related boards and forums on the progress and outcomes delivered by the strategy.

## **Introduction and overview**

This strategy has been developed in partnership through the Integrated Housing Board, a theme group of Haringey's Strategic Partnership.

This Older People's Housing Strategy is a sub-strategy of Haringey's Housing Strategy 2009-2019, our over-arching housing policy which details our vision in the Borough.

The document details our approach to delivering appropriate housing choices for older people in the borough and reflects government policy and local priorities. The strategy is ambitious in seeking to respond to and meet the changing housing needs of today's and tomorrow's older generations.

Haringey Council is committed to improving housing options for older people and in meeting the opportunities and challenges arising from changing demographics, government initiatives, economic circumstances and the expectations and aspirations of residents of Haringey.

As well as housing itself, there have been significant changes in the way support and care is delivered and this continues to affect housing choices made by older people. The personalisation agenda<sup>1</sup> over the next few years will impact on the choices people make for their support and how it is delivered.

This strategy is intended to be a living document that will evolve over its life cycle to take account of these changes and will be reviewed regularly to ensure that the priorities agreed are being delivered.

## **Scope of the strategy**

This strategy covers all older people and those approaching older age who live in the borough or who want to move into the area.

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<sup>1</sup> Putting People First: A shared vision and commitment to the transformation of Adult Social Care, Department of Health 2007

It will give future strategic direction when developing new or remodelled housing for this group of people.

All tenures of housing are covered from social rented, private sector rented and owner occupiers. This document recognises that there will be movement between the different tenures.

## **How we produced this strategy**

The development of this strategy was led by the Integrated Housing Board (IHB), a theme Board of the Haringey Strategic Partnership in conjunction with housing providers, the third sector, community groups and older people.

We recognise that providing suitable housing for older people cannot be solved by organisations working alone. Therefore in developing this strategy we sought to be as inclusive as possible and engage with a wide range of organisations, and older people across the borough. All partners are committed to delivering this strategy.

There is a wide range of data available both nationally and locally to support the evidence base for our priorities. We have drawn on these as well as a comprehensive independent study commissioned by Haringey Council on older persons housing and support needs<sup>2</sup>.

## **Consultation on the strategy**

### ***What we know so far***

To start the work on this strategy we devoted Haringey Council's annual housing conference in February 2010 to older peoples' housing. The conference was attended by over 100 people representing statutory and voluntary organisations and as well as a number of older residents of the borough.

---

<sup>2</sup> Haringey Older Persons Housing and Support Needs Analysis, Ridgeway Associates 2005

Feedback from this event has helped us form the initial priorities for this draft strategy.

Key questions asked were:

1. What housing do we need for older people in Haringey
2. Where should specialist housing be developed
3. What facilities should specialist housing include
4. How can we future proof general needs housing so that older people can continue to live in their own home

### ***Formal consultation***

We used Haringey Council's Consultation Framework as well as fulfilling the requirements of the Compact agreement when consulting on this strategy.

A sub group of the Strategy steering group focussed on how to undertake the consultation and identified which groups to engage with and the methods to use.

The consultation period was from October 2010 to January 2011 and we engaged with a wide range of groups, organisations and residents to make sure we identified all the relevant issues as well as the development of the delivery plan. This input significantly strengthened the strategy.

We used a wide range of mediums including using the Council's website, newspapers and magazines, meeting community groups, boards and forums and specific events.

This final strategy includes the outcomes of the consultation. A separate consultation feedback report has been produced which details responses. This is available through the Council's web site or on request.

## The national context

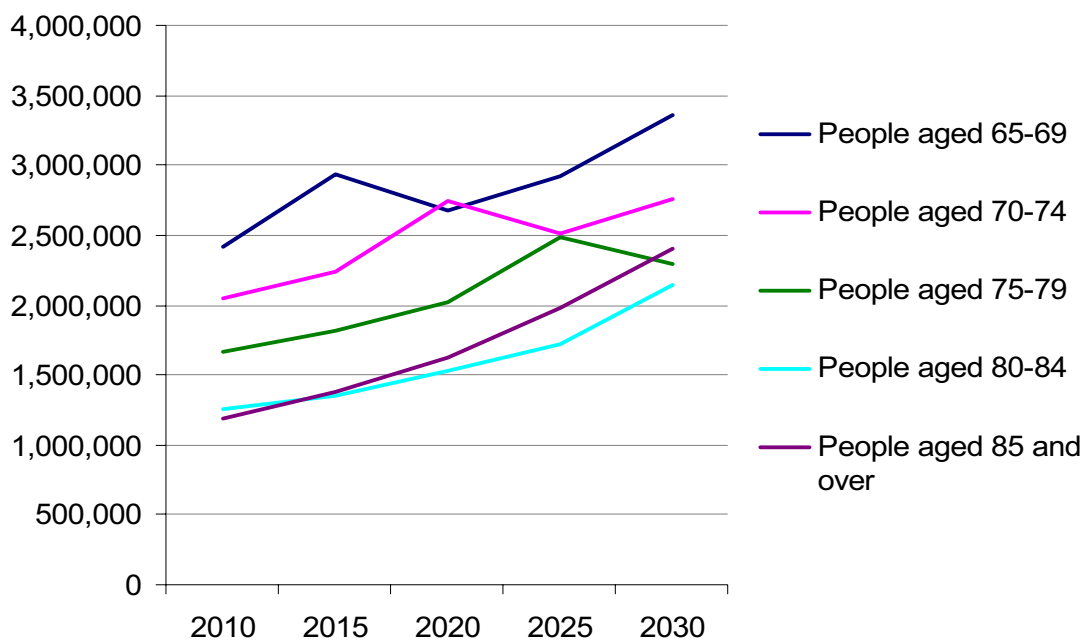
An ageing society is one of the great challenges for housing. National Government over the past decade has identified this as an area where significant changes need to be made, not only in the actual buildings but in challenging society's perceptions of what housing for older people should mean. There are strong links between older age, housing and health and we recognise the interdependence of these.

### Did you know?

- Each year, about 650,000 people turn 65
- There are eleven thousand centenarians
- About 3.7 million older people live alone
- 61% of women aged over 75 are widowed
- 46% of pensioner couples and 73% of single pensioners receive over half their income from state pensions and benefits
- 28% of pensioner couples have less than £1,500 in savings
- 1.8 million pensioners (16%) live below the poverty line
- In 2000, 90% of older people were living in 'mainstream housing'. The remainder lived in care homes and supported housing

*UK Age Monthly Factsheet*

The following graph (1) shows the projected increases in the number of older people in England. By 2020, nearly one in five of the population will be over 65 and projections show that by 2026 there will be 2.4 million older households than there are today. More of us will live to be over 100, and on average, 10 of those years will be spent with a disability.

**Graph 1. Population projections: England<sup>3</sup>**

In response to these growing numbers the Government has produced a wealth of guidance on how we need to plan for this.

The Lifetime Homes, Lifetime Neighbourhoods<sup>4</sup>, housing strategy for an ageing population was published in 2008 and was followed by Delivering Lifetime Homes, Lifetime Neighbourhoods<sup>5</sup>. These two documents detail the government's approach to housing for an ageing society.

The strategies recognise that all too often housing options for older people are limited to care homes or sheltered housing and we need to develop appropriate housing choices to relieve the forecasted pressures on homes, health and social care services.

<sup>3</sup> Projecting Older People Population Information System (POPPI)  
Department of Health

<sup>4</sup> Lifetime Homes, Lifetime Neighbourhoods, Communities and Local Government 2008

<sup>5</sup> Delivering Lifetime Homes, Lifetime Neighbourhoods, Communities and Local Government 2008

In addition to this, the direction of social and health care policy has undergone a shift of emphasis with more focus on people's independence and choice. Some of the key documents include:

- Our health, our care, our say. Department of Health (DoH) 2008
- Independence, well-being and choice. DoH 2005
- More choice, greater voice. DoH 2008
- Shaping the future of care together. DoH 2009

In response to government's thinking there have been many reports by third sector organisations that challenge national and local government on how these changes should be made. For example, Local Action for Later Life, by Age UK wants 'a whole systems approach' and states that 'the new government promises radical devolution of power and greater financial autonomy to local government and community groups. If this goes beyond the rhetoric, there may be a real opportunity in some areas to tear up the rule book and start again'.

### ***Supporting people***

The Supporting People Programme funds housing related support for vulnerable people to maintain their independence and lead full and active lives. This type of support does not include care but typically includes help in applying for benefits, budgeting and dealing with debt, help in accessing health and social care services, maintaining social skills, prevention of isolation and for older people, making sure they are safe and well as well as providing an emergency alarm service.

Nationally around 815,000 older people are supported in this way.

### ***Economic climate***

The current economic climate poses many challenges for developing housing for older people and therefore for this strategy we must be clear not to raise expectations that we cannot fulfil. However, we must be equally prepared to make the most of any opportunities that arise. By developing this strategy we will clear about our aims and long term aspirations.



## **Our context – the situation in Haringey**

### **Who lives in Haringey?**

There are approximately 225,000 people living in Haringey<sup>6</sup>. It is a very diverse Borough and ranks as the fifth most diverse borough in London; some 50% of our population overall, and three-quarters of our young people, are from ethnic minority backgrounds, and around 200 languages are spoken in the borough.

27% of Haringey's population live in wards ranked among the 10% most deprived in England.<sup>7</sup>

### **Older people in Haringey**

Haringey Council has undertaken an older people's joint needs assessment<sup>8</sup> to provide information to assist planners in developing services for this group of people. This is one of our sources for the needs data in this strategy.

### **Age and gender**

In 2001, there were 48,295 people aged 50+ in Haringey which is approximately 22% of the total population. 45% (21,841) were male and 55% (26,454) were female (2001 Census).

In 2009 it was estimated that there were 21,200 people aged 65+ which is approximately 9.4% of the total population (2009 Mid Year Population Estimates). About 43% (9100) were male and 56% (12,100) were female.

These numbers are similar to our neighbouring boroughs of Camden, Hackney, Islington and Newham. As with the rest of London the population over 65 declined slightly between 2001 and 2007 as a proportion of the total population. There is a marked difference in the number of older people living in the

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<sup>6</sup> Office for National Statistics (ONS) 2009

<sup>7</sup> ONS Indices of Deprivation 2007

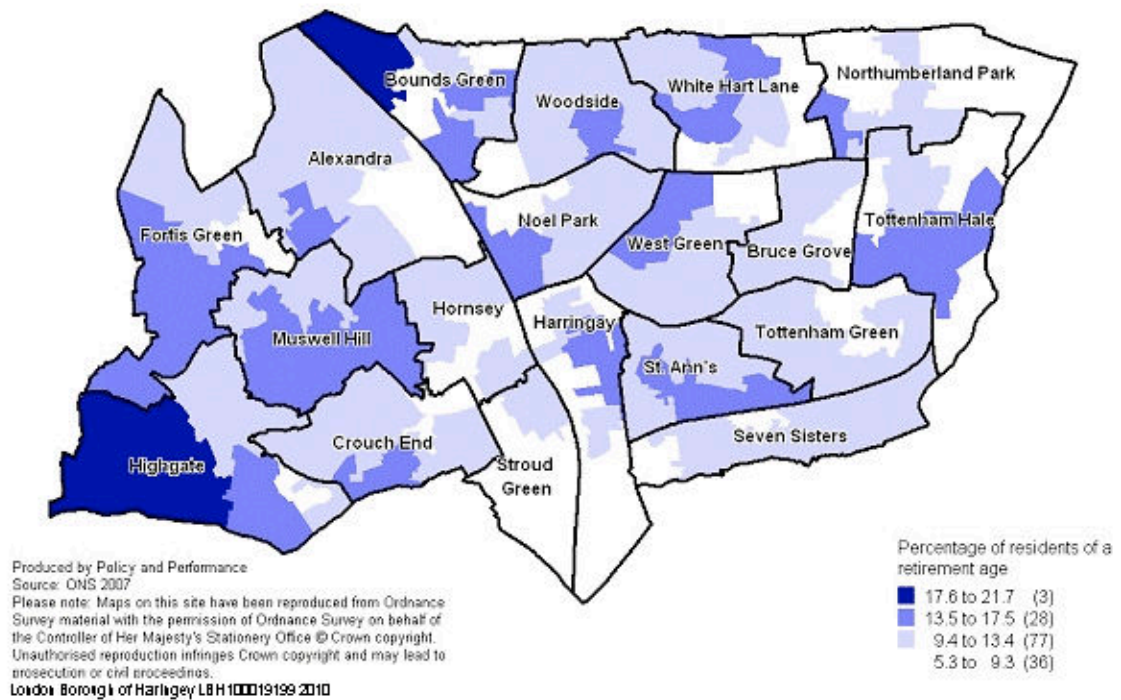
<sup>8</sup> [www.haringey.gov.uk/index/social\\_care\\_and\\_health/olderpeople/profile](http://www.haringey.gov.uk/index/social_care_and_health/olderpeople/profile)

inner and outer London boroughs, with greater percentages of older people in the outer boroughs.

The map below shows the spread of older people across Haringey with highest proportion of residents of retirement age in Highgate and Bounds Green.

### Map 1. Percentage of residents of retirement age

Percentage of residents of a retirement age (Women 60+, Men 65+)  
Haringey Lower Level Super Output Areas  
2007 Mid Year Estimates



It is interesting to compare this with projections for 2026 where there is a projected overall increase to 24,200 aged 65 and over. By the same year, the number of residents aged 10-39 is projected to fall by 3.4% while the number of those aged 40-69 years will grow by 22.4%

In 2026 the wards with the highest number of residents of retirement age will be Alexandra, Bounds Green, St Ann's and White Hart Lane.

## Map 2. Total number of retirement age population 2026, Haringey wards

Total number of retirement age population 2026  
Haringey Wards  
GLA 2008 low projections

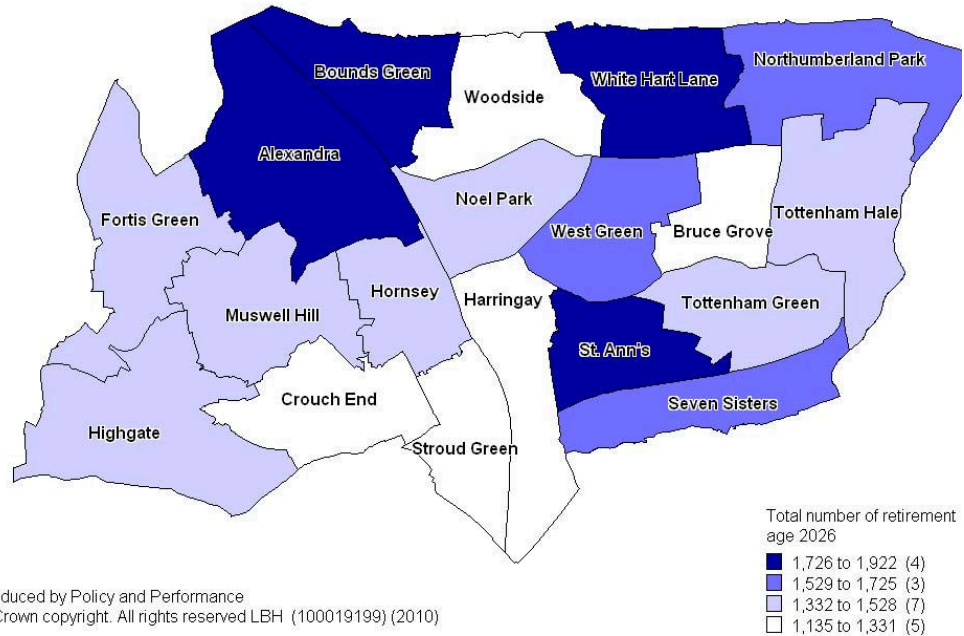


Table 1 overleaf breaks the total number of retirement age population into gender and age bands. As would be expected there is a greater number of women than men. By 2030 the overall number of people aged 65 and over will increase by 6,700 and of these, 1,300 will be 85+. It is this age group that typically requires more support and care than younger age groups.

**Table 1. Gender and age<sup>9</sup>**

<b>Gender/age group</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>
Males aged 65-69	2,700	2,900	2,800	3,400	4,200
Males aged 70-74	2,500	2,200	2,500	2,400	2,900
Males aged 75-79	2,000	2,000	1,800	2,000	2,000
Males aged 80-84	1,000	1,400	1,400	1,300	1,500
Males aged 85 and over	800	900	1,100	1,400	1,500
Females aged 65-69	3,300	3,700	3,600	4,200	4,800
Females aged 70-74	3,000	2,800	3,200	3,100	3,600
Females aged 75-79	2,400	2,500	2,300	2,700	2,600
Females aged 80-84	1,600	1,800	1,900	1,800	2,200
Females aged 85 and over	1,700	1,800	1,900	2,300	2,400
<b>Total population aged 65+</b>	<b>21,000</b>	<b>22,000</b>	<b>22,500</b>	<b>24,600</b>	<b>27,700</b>

### *Ethnicity*

In 2007 the majority of older people were white (67%), which is close to the 65.6% across all ages. This ranks Haringey as the fifth most diverse borough in the country. Based on Greater London Authority population projections, by 2026 BME groups will account for 36% of our population. In actual numbers of people, the biggest increase will be Black African and Chinese residents.

The next table (2) details the breakdown by age and ethnicity of our older people in Haringey.

<sup>9</sup> Office for National Statistics

**Table 2.**  
**People aged 65 and over by age and ethnic group, year**  
**2007<sup>10</sup>**

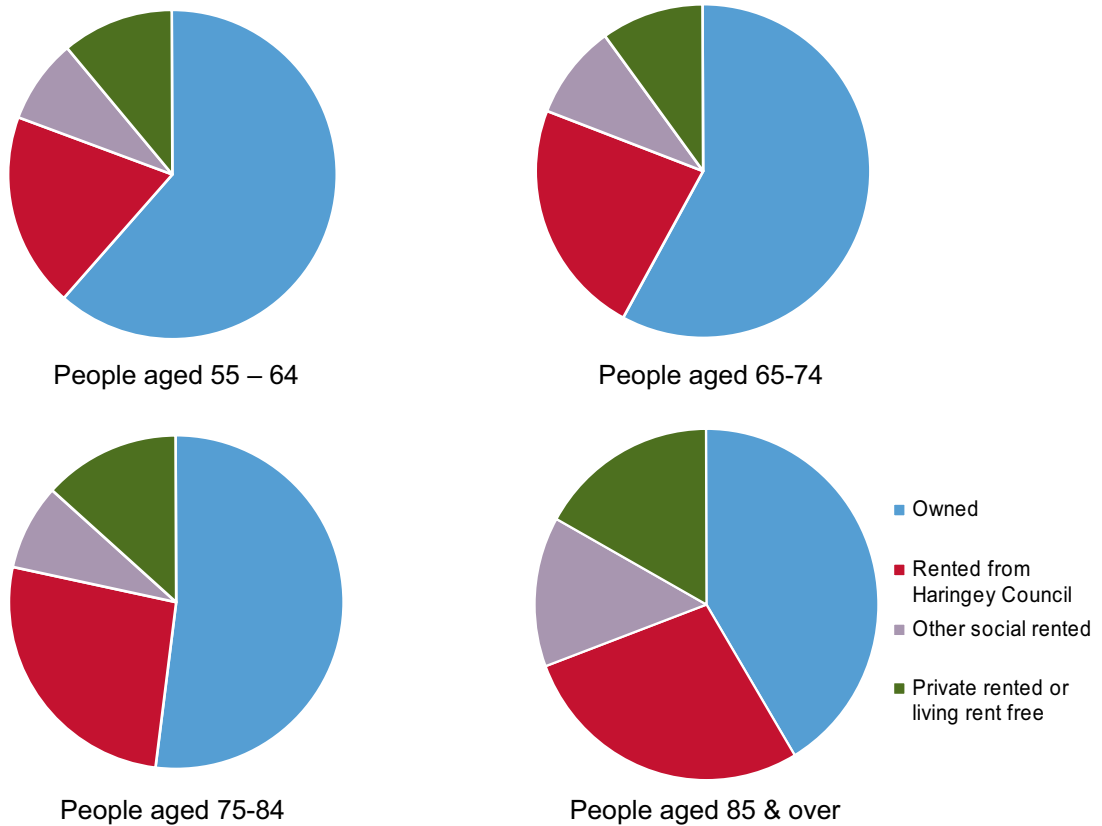
<b>Ethnicity</b>	<b>People aged 65-74</b>	<b>People aged 75-84</b>	<b>People aged 85+</b>
<b>White</b> (this includes British, Irish and Other White)	8,279	5,372	2,145
<b>Mixed Ethnicity</b> (this includes White and Black Caribbean; White and Black African; White and Asian; and Other Mixed)	236	101	21
<b>Asian or Asian British</b> (this includes Indian; Pakistani; Bangladeshi; and Other Asian or Asian British)	853	330	59
<b>Black or Black British</b> (this includes Black Caribbean; Black African; and Other Black or Black British)	2,184	876	124
<b>Chinese or Other Ethnic Group</b>	262	94	11
<b>TOTAL</b>	<b>11,814</b>	<b>6,774</b>	<b>2,361</b>

### *Tenure*

The 2001 Census showed that 58% of people aged over 50 in Haringey were owner-occupiers. 73% of residents in Muswell Hill and 78% in Alexandra wards owned their own homes whilst only 38% in White Hart Lane and 40% in Northumberland Park do.

<sup>10</sup> Figures are taken from Office for National Statistics (ONS) Table PEEGC163, Ethnic group of adults by custom age bandings, mid-2007. This table is a commissioned table from the Population Estimates by Ethnic Group. The Estimates, released in April 2009, are experimental statistics. This means that they have not yet been shown to meet the quality criteria for National Statistics, but are being published to involve users in the development of the methodology and to help build quality at an early stage.

**Graph 1. Tenure and age<sup>11</sup>**



The graphs above clearly show that there are greater numbers of owner occupiers in the younger age groups (61% people aged 55-64, 58% people aged 65-74 compared with 41% for people aged 85+). However we know that these figures are not evenly spread across the Borough. The requirements of the increasing numbers of home owners need to be reflected in the priorities of this strategy.

<sup>11</sup> Office for National Statistics 2001 Census

## The health of our older people

Health significantly affects lives of older people and has a major impact on a person's ability to continue to live fulfilled lives within their communities. Appropriate housing and location, with or without care and support, plays a key role in enabling people to live independently.

Life expectancy is rising generally, in line with national trends, but we remain below the national average for male life expectancy. Men in the west will live, on average, 6.5 years longer than those in the east<sup>12</sup> (Fortis Green 78.2 years and Tottenham Green 71.3 years).

Women's life expectancy is above the national average; while the east/west divide is less apparent, the gap between the highest and lowest life expectancy has widened (Stroud Green, 86.5 years and White Hart Lane and Tottenham Hale, 76.8 years).

Data from the General Household Survey, carried out in 2004 indicated that by 2008, 6,947 people over 65 would be living alone. Of these, 4518 would have a limiting long term illness<sup>13</sup>.

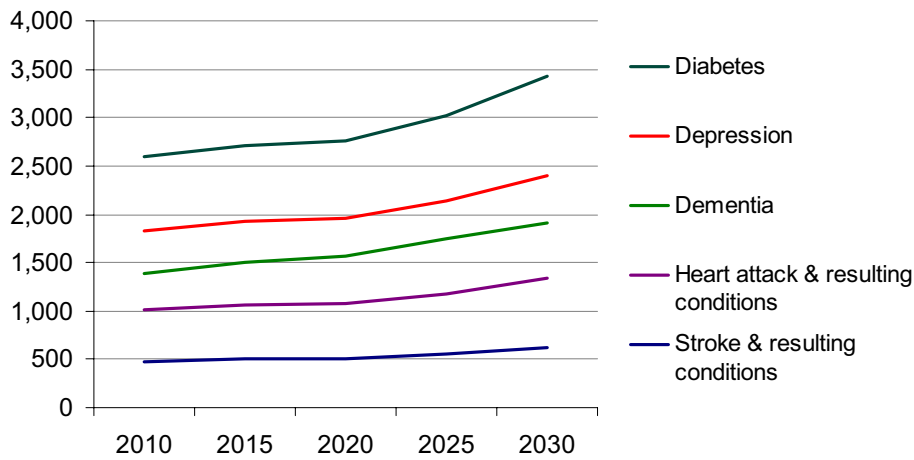
The number of people living alone is projected to rise to 9,096 by 2025, and of this number, those living alone with a limiting long-term illness is predicted to increase to 5,521 over the same period.

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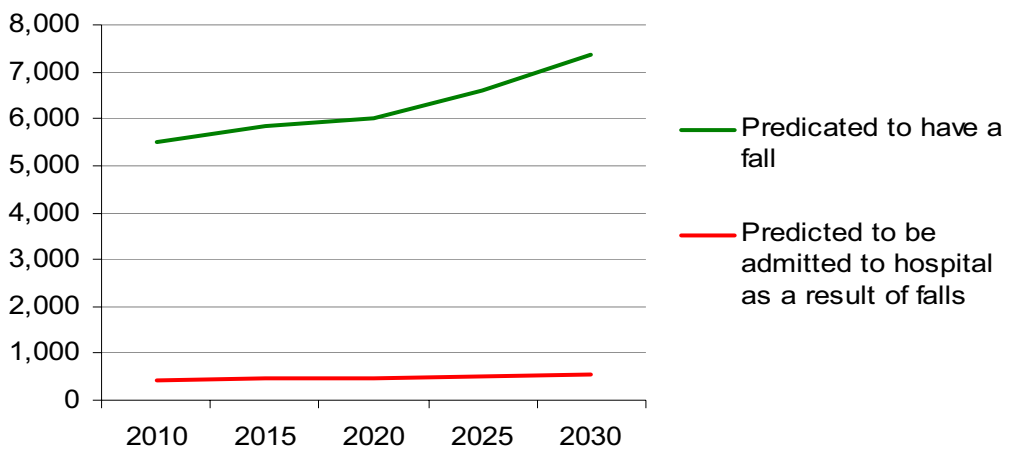
<sup>12</sup> Haringey Borough Profile 2010

<sup>13</sup> (Figures are taken from Office for National Statistics (ONS) Table C0839, Age (65 and over in 5 year age groups) and Limiting long-term illness (LLTI) by household size, a commissioned table from ONS using information from the 2001 census. Numbers have been calculated by applying percentages to projected population figure)

**Graph 2 shows the projected numbers of older people likely to suffer from the top 5 health conditions<sup>14</sup>**



**Graph 3 shows the projected numbers of older people likely to have a fall and admitted to hospital as a result. NB this does not include those taken to hospital for emergency but not admitted<sup>15</sup>**

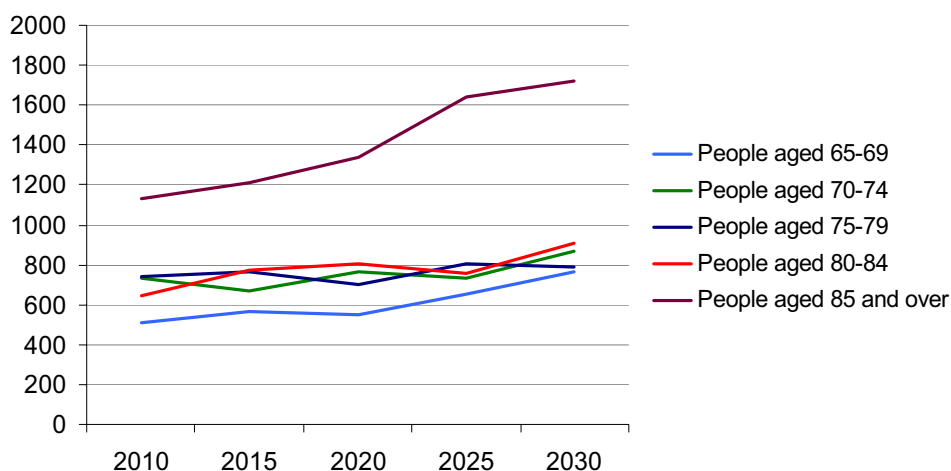


<sup>14</sup> Projecting Older People Population Information System (POPPI)  
Department of Health

<sup>15</sup> Projecting Older People Population Information System (POPPI)  
Department of Health



**Graph 4 below shows the projected number of people likely to have mobility problems<sup>16</sup>**



## Housing in Haringey

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

### *What housing do older people want?*

We know from many national studies that older people want to remain independent and have clear and strong views about what they want from their homes. Good Homes in Which to Grow Old<sup>17</sup> summarises evidence already collected by many organisations and has identified 6 key themes

1. a voice and influence
2. personalisation and choice
3. information and advice
4. affordable homes
5. joined-up services

<sup>16</sup> Projecting Older People Population Information System (POPPI)  
Department of Health

<sup>17</sup> Good homes in which to grow old?, Local Government Group 2010

6. Access to neighbourhoods, amenities, friends and families

These themes reflect what older people in Haringey have told us they want.

*What our housing and support research told us*

In 2005 Haringey Council commissioned Ridgeway Associates to undertake an older persons housing and support needs analysis to give a clear understanding and detail of the current and future requirement for housing and support. Although five years old and there may be some changes to the demographic and tenure details, it is not felt to be so different as to have a negative impact on their findings.

We asked them to consider:

- What is the need to traditional forms of supported housing for older people over the next 5, 10, 20 and 30 years
- What is the need for supported housing
- Does the existing stock meet or exceed that need
- What are the likely changes in demand
- What models of housing and support may be appropriate for Haringey in the future
- How can we reconfigure existing Council provision to meet any changed need
- How may assistive technology be used to help people stay in their own homes for longer

They found that people move into supported housing for a variety of reasons and not all require support at this stage:

- Security – concern about living alone
- Health
- Loneliness
- Trading down from a larger property – not being able to do the housework and garden
- Family break up
- Ageing - in need of more support
- Partner unwell
- Lack of family nearby or no family
- To be near family
- Recommendation from others

They also found that people were confused about sheltered housing, residential care and extra care housing.

### *Recommendations from the Ridgeway report*

The report concluded that a range of significant changes are required to deliver appropriate housing and support services to those living in both supported housing stock and in the community over the next 20-plus years. Since the study in 2005 we have been working towards meeting the recommendations and have made good progress across a number of areas.

Appendix 1 details the recommendations and work undertaken so far.

### **Current housing for older people in Haringey**

There are 4 main types of specialist housing for older people, residential, sheltered, community good neighbour schemes and extra care housing.

#### *Residential care*

Nationally we know that many older people move into long-term residential or nursing care because there are no alternative care options for very frail older people, or older people with mental health needs.

We also know that many who live on their own go straight from receiving limited or no care services into long-term residential care as their care needs are not identified at an earlier stage.

Alternative housing options may be more appropriate and cost effective.

Currently in Haringey we have 19 registered care homes, both Council and private. Between them they offer 607 places for older people across a broad spectrum of need. This includes learning disability and mental health needs. Only 8 of these homes offer double rooms for couples who wish to stay together.

### *Sheltered housing*

Sheltered Housing schemes are normally for people over retirement age although people in their 50s and early 60s who have support needs can apply. The aim is to help people lead an active and independent life for as long as possible. Each scheme has a communal lounge, kitchen and laundrette.

Each flat or bungalow has an alarm system which alerts the Sheltered Scheme Manager in case of an emergency. If the Sheltered Scheme Manager is not on duty the alarm call will go to a communication centre and help will be given.

Currently there are 945 units of sheltered accommodation owned by Haringey Council and 809 by Housing Associations, giving a total of 1754.

The model that we now recognise as conventional sheltered housing began to emerge shortly after the Second World War. Growth during the 1950s was relatively slow. Most of the accommodation, in flats and self-contained bungalows, came from local authorities.

Further government guidance on sheltered accommodation set the tone for the next thirty years. It suggested a model of housing which combines self-contained accommodation with communal facilities. Further, it supported a particular model of community care which ensured that people move along a continuum of built provision as their need for care increases: moving from general housing to sheltered housing, on to residential care when care needs became more pronounced and, for some, on to nursing care, whether in a nursing home or in a long-stay hospital setting.

These schemes included communal facilities, warden accommodation and office, an alarm system, a guest room, laundry facilities and a common room. Many of our schemes in Haringey are this older type of sheltered housing.

Haringey's Supporting People Strategy (2005) identifies the borough as having a greater than average supply of supported housing and a lower than average population aged 65+ than both London as a whole and England.

**Table 3 below shows this.**<sup>18</sup>

	Units per 1000 people over 65
Haringey	107
London	51
England	68

### *Community Good Neighbour Scheme*

We currently support 421 older people households through our Community Good Neighbour scheme. Tenants living in Community Good Neighbour schemes tend to be somewhat younger and more active than people in sheltered schemes so vacancies tend to be less frequent. A Community Scheme Officer will make regular visits to the schemes, keep an eye on tenants' well-being and offer advice with day-to-day problems. Each flat or bungalow has an alarm system which is connected to the Community Scheme Officer's office and to the Communication Centre. Emergency help is available around the clock, just as in sheltered housing. Some Community Good Neighbour schemes have a few communal facilities.

### *Extra care housing*

Extra care housing is sometimes called very sheltered housing. It provides well designed homes that are suitable for increasing frailty and illness in older age. This type of housing is designed to support independent living, allowing care to be delivered to people in their own homes without necessarily having to go into residential or nursing care. Care services can be offered 24 hours per day, 7 days per week.

The communal facilities in extra care housing usually exceed those found in conventional or in enhanced sheltered housing schemes and are focussed on the maintaining independence rather than just being seen as recreational. Often they include gyms and wellbeing facilities, IT and educational resources as

<sup>18</sup> Haringey's Supporting People 5-year Strategy 2005-2010

well being the focus for the promotion of health and communal activities in the local community.

Extra care housing can provide social rented, part ownership or full ownership depending on the model and area the scheme is developed in.

Care costs are often lower when delivered in extra care housing when compared to residential care.

The Department of Health has been particularly active in promoting this style of provision, supporting a programme of capital subsidy that has encouraged the spread extra care housing across England.

In February 2004, the Department of Health awarded Haringey capital funding to upgrade 60 supported housing units owned by Hornsey Housing Trust to extra care standard. This scheme is in the west of the borough and is for rent. However since then specifications for extra care housing have now advanced.

There are 2 extra care schemes currently being developed by a Registered Housing Provider. These are in the west of the borough and will have 80 apartments. These are currently identified as being for rent.

The Ridgeway report identified a need for another 350 units of extra care housing to meet existing and future need up to 2013. The development of these 2 additional schemes in the west together with the existing one means that currently all the extra care provision is in the west of the borough (140 units). This disadvantages those older people, across many minority and ethnic groups, living in the east that would benefit from this type of housing and support.

### *Funding for supported housing*

Haringey's Supporting People contract with housing providers (including the Council), to provide housing related support to older people to enable them to continue to live independently. This does not include any personal care. People are assessed before moving into a sheltered scheme or receiving a good community neighbour service that they need this type of

support. Generally if a person receives housing benefit then the support is paid for by the Council. If not, they pay themselves.

It currently costs £4.65 million pounds per year to provide this housing related support. This includes a community alarm service provided to people living in their own homes and not in a sheltered scheme.

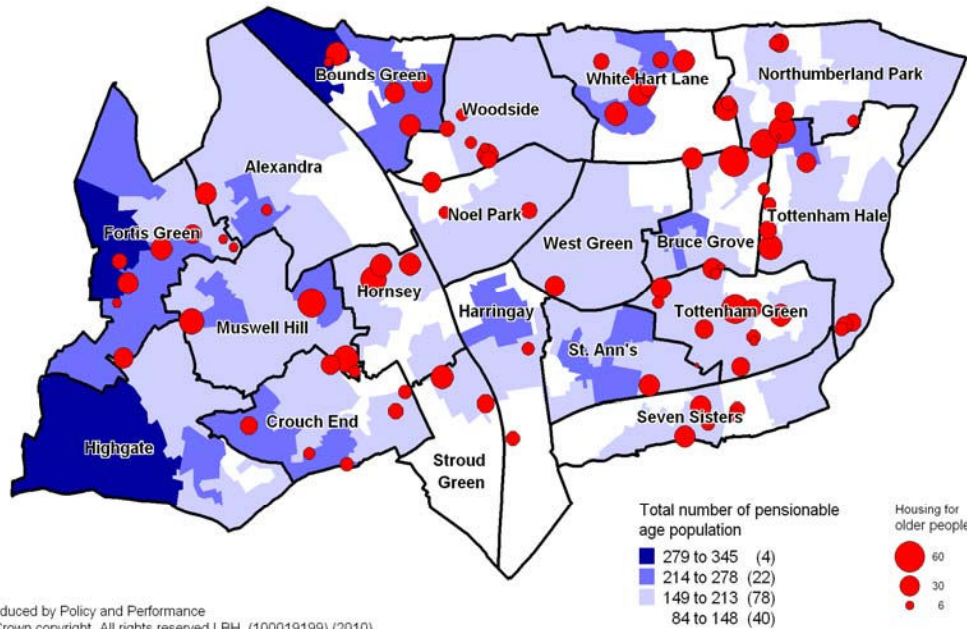
The table below gives the total number of specialist housing spilt into Council provided and Housing Association numbers. There are 1563 units (71.9%) in the east of the borough and 612 (28.1%) in the west. These units are all social rented and this spilt reflects the tenure generally in Haringey.

**Table 4. Housing for older people in Haringey**

Ward	Community Good Neighbour Scheme	Sheltered Housing	HA Units For Older People	Total
ALEXANDRA	-	32	10	42
BOUNDS GREEN	26	38	126	190
BRUCE GROVE	-	31	87	118
CROUCH END	55	-	56	111
FORTIS GREEN	25	32	105	162
HORNSEY	-	79	30	109
MUSWELL HILL	58	95	35	188
NOEL PARK	-	20	12	32
NORTHUMBERLAND PARK	26	161	32	219
SEVEN SISTERS	14	63	32	109
ST ANNS	2	-	60	62
TOTTENHAM GREEN	69	91	114	274
TOTTENHAM HALE	84	120	14	218
WEST GREEN	-	29	2	31
WHITE HART LANE	39	90	49	178
WOODSIDE	23	64	45	132
<b>Total</b>	<b>421</b>	<b>945</b>	<b>809</b>	<b>2175</b>

**Map 3 plots the housing for older people in Haringey against the retirement population.**

Total number of population who are of a pensionable age (Women 60+, Men 65+) and housing for older people  
Haringey SOAs  
2008 Mid Year Estimates



Although this map shows the relationship of specialist housing for older people, it does not demonstrate the high levels of vulnerability found in the east of the Borough.

**Who lives in our specialist housing for older people?**

There has been a 33% turnover of sheltered units and 39% community good neighbour schemes in the last five years. We do not know the reasons for this high turnover and through the delivery plan for this strategy we intend to further examine these figures in order to fully understand why. We do not know for example, whether people are moving from sheltered stock into residential care because their care needs cannot be met in their current accommodation.

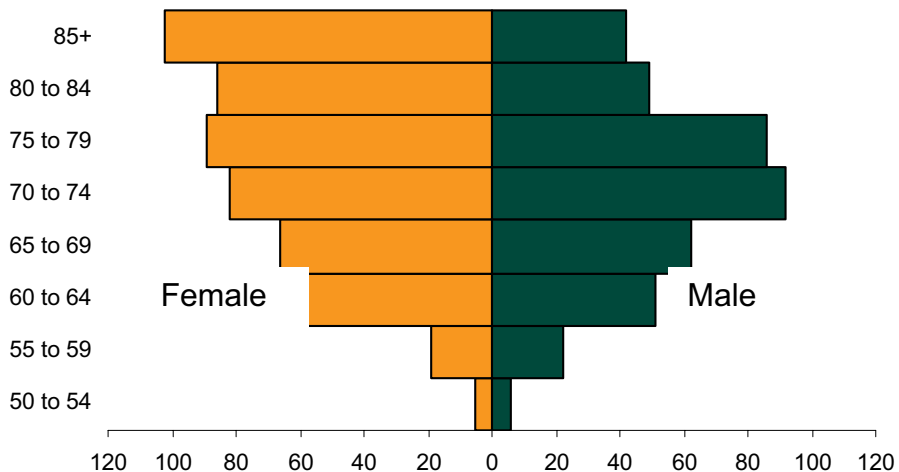


**Table 5. Number of allocations to all sheltered housing and community good neighbour schemes since 2005**

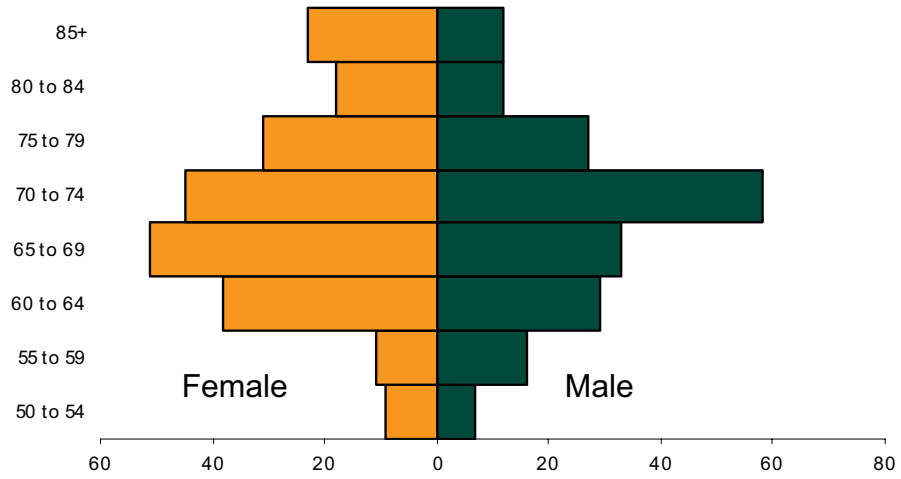
Year	Community Good Neighbour Scheme	Sheltered Housing
2005-06	19	106
2006-07	38	124
2007-08	23	94
2008-09	36	98
2009-10	36	118
2010-Present	12	46

The following graphs show the current age and gender profile of Haringey’s sheltered housing stock and community good neighbour schemes.

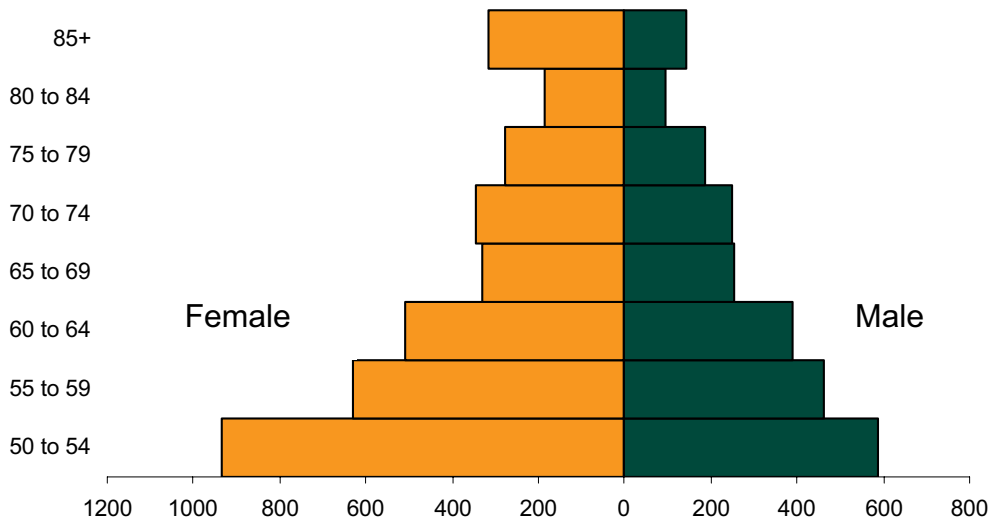
**Graph 5. Age and gender profile of Haringey Council sheltered housing tenants**



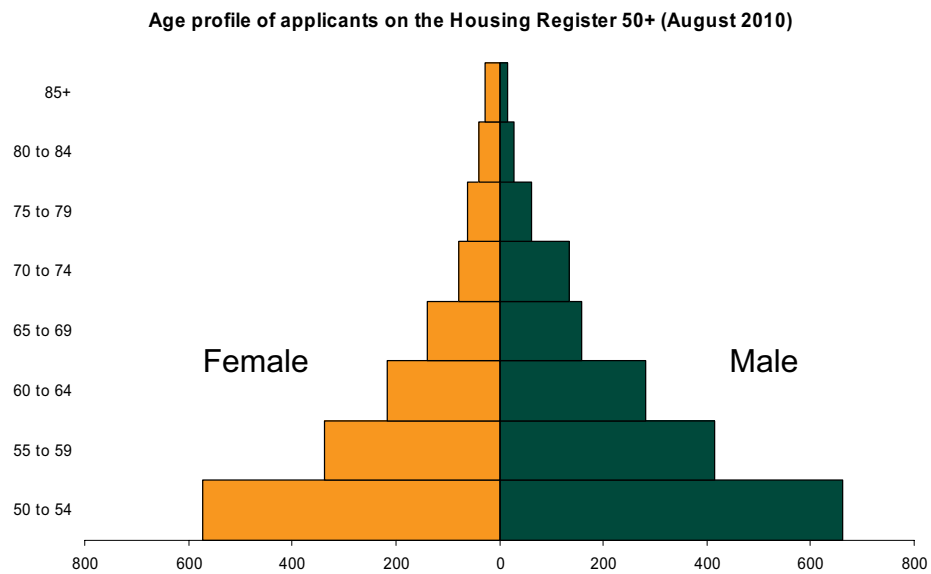
**Graph 6. Age and gender profile of Haringey Council Good Neighbour tenants**



**Graph 7. Age and gender profile of Haringey Council general needs tenants aged 50+**



### Graph 8. Age and gender profile of applicants on the Housing Register aged 50+



We have examined the ethnicity of people who are living in sheltered and community good neighbour schemes. Predominately for sheltered accommodation the majority of people are White British (31%) followed by Black Caribbean (19%). For community good neighbour schemes 31% are White British and 22% are Black Caribbean.

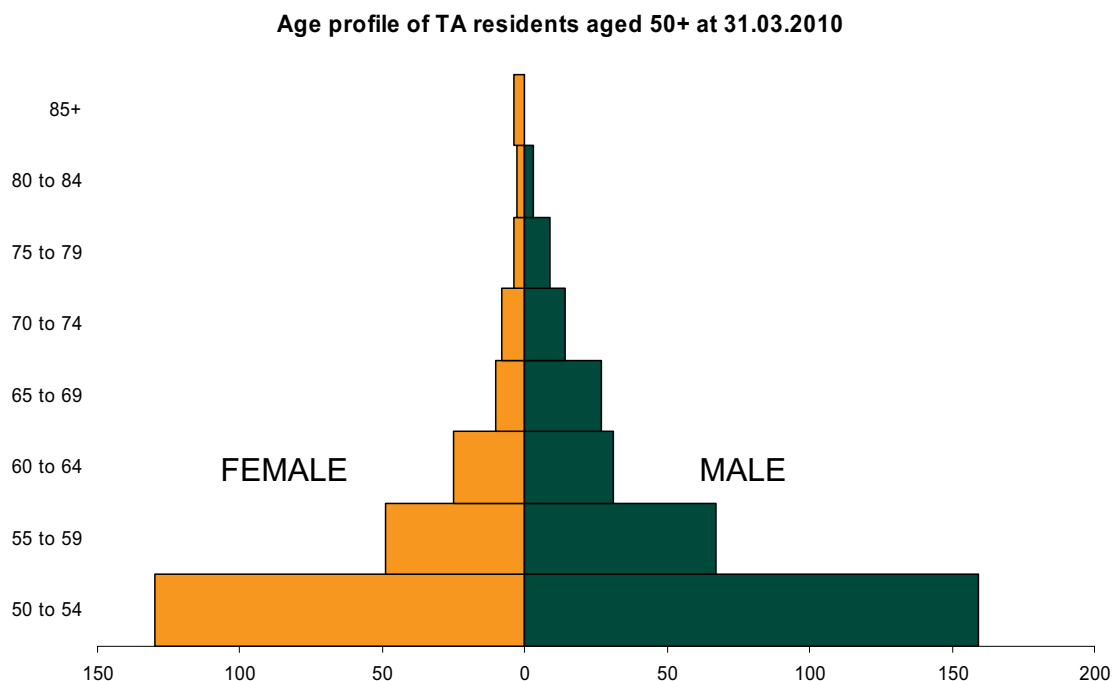
**Table 6. Breakdown of ethnicity (where recorded) for people living in sheltered and community good neighbour schemes**

<b>Ethnicity</b>	<b>Sheltered</b>	<b>Good Neighbour</b>
Any Other Ethnic Group	38	12
Bangladeshi/UK Bangladeshi	1	4
Black African	69	51
Black British	5	6
Black Caribbean	180	99
Black Caribbean and White	3	2
British Asian	1	1
Chinese	15	1
East African Asian	8	1
Indian or UK Indian	17	5
Mixed Asian and White	2	1
Mixed Black African/White	2	7
No Response	15	15
Other Asian	34	3
Other Black	5	5
Other White	7	14
Other White European	21	2
Unknown (data take on)	11	10
White British	377	139
White Greek Cypriot	33	14
White Irish	56	32
White Kurdish	14	4
White Turkish	17	10
White Turkish Cypriot	17	11
<b>Grand Total</b>	<b>948</b>	<b>449</b>

*Profiling older people living in temporary accommodation*

At 31 March 2010 there were 543 people over the age of 50 living in Temporary Accommodation (TA). This equates to just 4.8% of the 11,334 people living in TA at that time (3547 households). The majority of those over the age of 50 (53%) fall into the younger 50 to 54 age bracket.

### Graph 9. Age and gender profile of Temporary Accommodation residents aged 50+



Gender analysis of the TA population reveals that the majority of residents over the age of 50 are male (57%), a situation which is reversed in favour of a greater female population if the younger TA residents are considered.

Excluding those for whom we have no ethnicity data 93% of the residents in TA over 50 years old have ethnic backgrounds other than 'White British'. The greatest concentration being Black Africans at 23%.

### Heating and fuel poverty

Vulnerable groups on low incomes, especially older persons, are typically most affected by fuel poverty; in some cases faced with a choice that would be unimaginable to most; whether to heat or eat.

According to 2001 figures, 14.75% of Haringey's population aged 65 and over lived in homes with no central heating. This equates to 3124 people out of the 65+ population of 21,175.

Even those that have central heating have had to contend with gas bills doubling between 2003 and 2009<sup>19</sup>. Research carried out in summer 2010 revealed that 44% of adults are concerned about the impact of the winter freeze on their energy bills, rising to 50% for people who are retired<sup>20</sup>

The consequences of fuel poverty can be severe; fuel poor householders are more susceptible in particular to respiratory illness such as bronchitis and asthma, and are at increased risk of strokes and heart attacks. The associated stress and anxiety that often goes hand in hand with fuel poverty can also lead to feelings of helplessness and depression.

There is an estimated 40,000 excess winter deaths between December and March every year. For every degree centigrade below the winter average, 8000 people will die. These figures are far in excess of those in much colder countries such as Russia and Finland. While it is not possible to say that these are related to cold weather only, it is widely recognised that fuel poverty is a likely factor. If fuel poverty is eradicated, savings to the NHS would run into the millions.

In Haringey there were 30 excess winter deaths in 2006-07, according to the Office for National Statistics. This has dropped from a high of 110 in 2002-03.

Not limited to the effects on householders, fuel poverty often results in increased household maintenance and repair costs sending householders deeper into fuel poverty. The associated negative impacts on the home will be increased condensation, dampness and mould growth as well as increased levels of dust mites which can exacerbate health problems.

By reducing or eliminating the causes of fuel poverty, households will be able to achieve 'affordable warmth' by ensuring that no more than 10% of its disposable income will need to be spent on its total fuel bill.

In Haringey, as might be expected, there are variations between wards in the number of households in fuel poverty. Wards with the highest incidence are mainly in the east of the borough and include Seven Sisters, Northumberland Park and Noel Park. In

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<sup>20</sup> Home Heat Helpline poll, YouGov research 2010

the west there are fewer incidences with the lowest being Fortis Green, Muswell Hill and Crouch End. This is not to say, however, that within these wards there are not variations between individual households.

Haringey's Affordable Warmth Strategy 2009-2019 has been developed to reduce the number of people living in fuel poverty. Through a partnership approach the Delivery Group is tackling this issue. Of notable success is Warm Front, a national scheme for vulnerable people, that will increase the thermal efficiency of homes by insulation, installing new boilers and central heating £3,600 (October 2010).

In 2008/09 261 vulnerable older households were assisted through this scheme rising to 350 in 2009/10.

### **Summary of our needs analysis**

The needs analysis clearly shows that the number of older people will increase over the next 15-20 years, especially those over aged over 85. This age group typically requires more care than younger people. The cost of this to local authorities will increase exponentially.

We know that older people want to remain in their own homes if possible and not move into residential or nursing care when their needs become too great.

There will be growing numbers of people who own their own homes and do not necessarily want to move into the social rented sector when they are older, but will choose to buy instead.

The personalisation agenda gives a new emphasis on choice and people will be buying the services directly and not being reliant on the Council to just provide the service. Information and advice agencies will be central to the success of this.

We know we are over provided for in sheltered housing provision when compared to London and the rest of England. Haringey has 107 units of sheltered housing per 1000 population compared with 51 in London and 68 in England.

There are more women than men in the older age ranges although men's life expectancy is rising.

The needs analysis evidences our priorities for this strategy.

## **Other housing related services to older people**

### **Home improvement agency**

Metropolitan Care and Repair service was established in 1991 as a working partnership between Haringey Council and Metropolitan Housing Partnership. It supports mainly vulnerable people, including older people (98% of its clients) and those with disabilities who live in the private sector. The service usually helps people on low incomes to get disabled adaptations and essential repairs to their homes. The service is funded by Haringey's Supporting People plus raising money from other sources.

Metropolitan Care and Repair also provide:

- Technical building service
- Anti-burglary support service incorporating home security
- Hospital homelink
- External handyperson scheme
- Care and repair in the garden
- Emergency shopping service
- Energy efficiency and central heating projects
- Free advocacy and support including welfare benefit advice
- Fall prevention
- Protecting people from 'cowboy' builders
- Helping people to apply for grants

It can often be small tasks that the service provides that means the difference between an older person staying in their own home and moving into residential care as the following case study below illustrates.



### Case Study 1

Mr F is 76 and lives alone. He was recently discharged from hospital and social care put in place a care package to meet his increased needs. However, due to the severity of his disability, he was unable to open the door to allow his carers in. A key safe was thought not to be appropriate and there was an 18 month waiting list for a community therapy intercom system.

Using Care and Repair's hardship fund, the handyperson was able to supply and fit free of charge a door entry intercom system.

#### Added Value

1. new door entry intercom system fitted at £480
2. carers now had access to give Mr F the care he needs, ensuring he remains in his own home and not have to move into residential care, saving £27,300 per year

### Aids and adaptations

Older people may be entitled to have adaptations made to their homes to meet their physical needs. Haringey Council's Occupational Therapy service will assess individuals to find out what difficulties they experience in doing day to day activities both inside and outside the home. Some aids can be loaned and others will need to be purchased. The service offers a 'try before you buy' service for clients who are eligible for help through the Council to make sure the equipment is right for them before buying.

Funding for major adaptations such as low level showers, ramps and stair lifts depends on who owns the property. The Council can carry out these for Council owned homes, while other tenants and owner-occupiers may be eligible for a disabled facilities grant.

Currently the Council spends around £3 million each year on aids and adaptations, however given the budget reductions all

local authorities are having to make it is unclear at the time of writing, what the future budget for this will be.

What we do need to ensure is that the money that is spent on adapting social rented properties is maximised. By developing an adapted properties register we can 're-use' the property for new clients, if appropriate.

## Case Study 2

Mrs X is an 78 year old Greek Cypriot lady, who lives alone in a one bedroom ground floor council flat. She has a chronic degenerative condition of osteoarthritis and recently been diagnosed with early stages of Alzheimer's.

Mrs X daughter was concerned that her mother was alone for most of the time and was experiencing difficulty accessing her bath, so she contacted the Council who organised for an Occupational Therapist to come out to her house to complete an assessment.

The Occupational Therapist looked at how Mrs X was coping with all aspects of daily living and made recommendations.

Initially Mrs X was prescribed equipment to support her with accessing the bath, but due to her limited mobility it was felt the provision of a level access shower would be best to support her.

Mrs X was also referred to the Greek Cypriot Centre and given information on dial-a-ride.

Mrs X now is independent with her personal care, attends the Greek Cypriot centre every week and her daughter has been given advice on how to support her Mum with memory cues.

The Occupational Therapy service will review Mrs X annually to make sure that she continues to be safe, independent and supported in her home environment.

### **Assisted technology**

The use of assisted technology can greatly enhance independence and give security both to the older person and their families. The term assisted technology includes community alarms, which are familiar, to less known uses such as movement detectors, tracking devices and medication reminders. The growing use of technology will help us care for people with dementia and increased frailty in their own homes whether rented or owned

### **Advice, information and advocacy**

Older people are often confused about the options they have about their housing. This can range from 'what type of housing is there for me' to 'who can help me with jobs in my house'.

Often people need information, advice and access to advocacy services when they face a crisis such as illness or bereavement. There are statutory and voluntary organisations that can help, such as Age Concern, and it is one of the priorities within this strategy this promoted and made widely available.

### **Links with other strategies and projects**

We have identified direct links to a number of existing key strategies and projects. We will ensure that the aims of this strategy are embedded within these and will work together with partners to deliver common priorities. Considerable work has already been delivered to improve older people's housing and this strategy aims to bring this together as well as the priorities identified through this work and have one delivery plan.

### **Strategies**

#### **Sustainable Community Strategy 2007 – 16**

The Sustainable Community Strategy is Haringey's Strategic Partnership overarching plan for the Borough that has as its

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

The development of this strategy contributes to the Sustainable Community Strategy outcome 'Healthier people with a better quality of life' which recognises the need for more high quality, safe, settled and affordable housing. It seeks to 'promote independence and provide high quality support and care for those in the greatest need'<sup>1</sup>.

### Haringey's Housing Strategy 2009 - 2019

This Older People's Housing Strategy is one of the sub-strategies of Haringey's overarching Housing Strategy. Haringey's Housing Strategy 2009-2019 vision is to create:

*Neighbourhoods that people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations*

The housing sub-strategies have been developed through a multi-partnership approach, recognising that one organisation alone is unlikely to achieve the outcomes required.

### Haringey's Affordable Warmth Strategy 2009 - 2019

As detailed on page 32, Heating and Fuel Poverty, the Affordable Warmth Strategy links to this Older People's Housing Strategy as many vulnerable people live in poor quality housing and their low incomes mean that they live in fuel poverty. We will ensure these two strategies work together to improve outcomes for older people.

### Experience still counts

The original Experience Counts strategy 2005-10 was developed by the Haringey Strategic Partnership. Its purpose was to tackle discrimination and promote positive attitudes towards ageing in Haringey. The strategy was updated and relaunched as Experience Still Counts covering the period 2009-2012. This coincides with the Transforming Social Care and the Personalisation programme. It continues to be aimed

at active and independent older people as well as those who are more vulnerable

Experience Still Counts has 10 priorities and this Older People's Housing Strategy clearly supports or contributes several of these:

- Priority 2 Keeping informed: to ensure that older people have accurate information on which to base their decisions
- Priority 3 Staying healthy: to promote healthy living
- Priority 6 Feeling Safer: to create safer communities
- Priority 7 Having a safe, comfortable and well-maintained home: to ensure that older people have a safe, comfortable and well-maintained home (and garden) which meets their needs
- Priority 8 – Living with support: to enable older people to live independently with support for as long as possible in their own homes

### Supporting People Five Year Strategy 2005 - 2010

This five year strategy sets out the commissioning intentions across all the client groups they fund. In relation to older people as well as identifying that we have an over provision of sheltered stock when compared to other authorities they found that:

- tenants of Local Authority sheltered housing wanted to see more on-site support with sheltered housing having greater capacity to meet increasing needs of individuals and with Scheme Managers having a wider range of skills
- there was a strong feeling that Good Neighbour schemes were isolating
- there is clearly significant unmet need for support services for older people in other tenures

With the impending significant reduction to the SP budget it is not clear at the time of writing which housing related support services will continue and the impact this may have on older people. We do know that SP is currently looking at remodelling some accommodation based services for this client group that offers a more flexible approach to service delivery as well as ensuring that they give value for money.

## Projects

There are 2 projects relating to extra care housing running in tandem with this strategy

### Supported housing review

Following a stock condition survey undertaken in 2005 to assess the Council's housing stock for inclusion within the Decent Homes Programme, 4 sheltered housing schemes were deemed to be unsuitable to be included. The Council have decided to return one of these to the Programme and are currently looking at options for another 2, with the aim of redeveloping one as an extra care scheme. The Council will make a decision on the 4th scheme when the priorities within this strategy are agreed.

### Extra care housing strategic commissioning pilot

The extra care housing commissioning pilot is part of a wider strategic commissioning programme being undertaken by the Council. This programme will set the future direction for commissioning services which seeks to deliver better outcomes and meet local needs when there are reduced resources, changing expectations and continued increase in demand for services.

The extra care pilot has been undertaken as developing this type of specialist housing, that offer choice, independence and give value for money is one of the Council's priorities.

The work undertaken to date includes financial modelling for extra care housing, agreeing a design guide and developing a framework to increase the supply of this type of housing and support.

## Older people's housing strategy outcomes

We have identified three outcomes that we will work toward through the implementation of this strategy;

1. to enable Haringey's older people to live independently for as long as possible
2. to improve the quality of older people's housing
3. to offer real housing choices to meet the needs of today's and tomorrow's older people

## What are our priorities to deliver the outcomes and how are we going to achieve them?

The strategic priorities and the actions contained within the delivery plan have been drawn up following consultation with partners and local interest groups. However, we have had to remain conscious of the current economic climate and emerging government priorities in this policy area. In light of this, the delivery plan will be a 'live' document and will continue to be developed over the life of this strategy.

- 1. Improve partnership working to provide joined up services**

### Key actions are to:

- Set up an Older Peoples Housing Strategy Delivery Group to achieve the strategic priorities
  - Provide comprehensive advice and advocacy to help older people make choices about their housing and support
- 2. Develop a range of Housing Options that enable people to live independently for as long as possible**

### Key actions are to:

- Develop a range of models of housing for older people which offer choice, such as extra care housing across all tenures that are affordable
  - Ensure that the accessibility of local amenities and transport links are considered as part of the planning application process for all new housing schemes for older people
  - Adopt minimum space standards for new developments
  - Agree a minimum property specification for existing Council sheltered stock to ensure compliance with decent homes standard
  - Increase the use of assisted technology to enable people to stay in their own homes
  - Make sure homes are as energy efficient as possible to reduce those households in fuel poverty
  - Develop a housing options approach to housing solutions for older people
  - Ensure that older people can access practical support such as repairs
  - Ensure schemes providing practical support are expanded or developed
- 3. Ensure specialist housing and support is targeted to those most in need**

**Key actions are to:**

- Making best use of Supported Housing stock for older people
- Ensure that specialist housing and support meets the needs of all communities in Haringey
- Compile a register of adapted properties in Council and housing association stock

- 4. Ensure this strategy supports the wider Council agenda for older people**

**Key actions are to:**



- Ensure current and future older people have a voice and can influence decisions
- Ensure that the priorities from the older people's housing strategy inform the outcomes of the supported housing review
- Ensure Strategic & Community Housing Services is represented and contributes to future extra care housing strategic commissioning
- Support the delivery of Experience Still Counts

### **How we will implement and monitor this strategy**

Once the strategy is agreed we will establish a multi-agency delivery group to take forward the key actions in the plan.

The delivery of this strategy will be overseen by the Integrated Housing Board, a thematic partnership board of Haringey Strategic Partnership. We will also report to other related boards and forums on the progress and outcomes delivered by the strategy.

**Ridgeway report  
Actions against recommendations**

Recommendations		Progress
<b>Stock</b>		
1. Address overprovision of sheltered housing		Supporting People's review of older people services now complete. Consideration being given to alternative models Overprovision will be included within priorities for Older People's Housing Strategy
2. Develop schemes using assistive technology to meet needs such as dementia		Since the Ridgeway report there have been significant developments in the area of assistive technology and recommendations on this will be included within priorities for Older People's Housing Strategy as well as any definitions on extra care housing model for Haringey
3. Develop extra care housing in Haringey		Registered Provider currently developing 2 schemes in Highgate and Hornsey providing 80 units. These will be for rent. Supported Housing Review established to look at 4 Council sheltered schemes deemed to not meet Decent Homes Standard – Council decision Nov 09 to undertake options appraisal and consultation on demolishing one scheme and redeveloping as an extra care one. Following this, a further Council decision is due Nov 10. This is in east of Borough and at this stage include rent

Recommendations	Progress
	and leasehold
4. To address requirements of growing numbers of owner occupiers consider developing leasehold retirement properties	See above. Also this will be included within priorities for Older People's Housing Strategy
5. Consider identifying a minimum space standard for supported housing as well as appropriateness of access and security	This will be considered by the Older People's Housing Strategy Development Group if it should be included as a key action
6. Address the outcomes of stock condition survey that identified several Council sheltered schemes that would not meet the Decent Homes Standard	See 3 above
<b>Service provision</b>	
7. Extend partnership working to develop whole systems approach to implement change	There has been improved partnership working since 2005 but the Older People's Housing Strategy Development Group will consider what else needs to be done
Review eligibility criteria for supported housing to ensure Supporting People funding used appropriately and potentially redirecting resources to cater for other	This will be included within priorities for Older People's Housing Strategy

Recommendations	Progress
unmet needs	
Consider reconfiguring the current pattern of service delivery for supported and floating support services to improve and extend services	Supporting People's review of older people services now complete. Consideration being given to alternative models. This needs to be extended to cover Council provision and will be included within the Older People's Housing Strategy
Provide more care and support services for the 'older old' population living in the more affluent areas in the west of the borough	Extra care housing is being built by a registered provider in Highgate and Hornsey to provide 80 units. Recommendations for different service provision will be included in the Older People's Housing Strategy
Consider extending preventative services e.g. Care and Repair	Preventative service provision will be considered as part of the Older People's Housing Strategy
Address needs of growing population of BME residents	Diversity and equality issues will be addressed in the Older People's Housing Strategy and it's Equality Impact Assessment
Review Aids and Adaptations service to seek improvement	This has been completed
<b>Advice and information</b>	
Improve referral routes for supported housing	Special needs team has been established as part of restructure of Strategic and Community Housing Services. This has

Recommendations	Progress
	resolved issues identified in Ridgeway report
Improve access to information, advice and guidance and different housing and support service available	This will be considered by the Older People's Housing Strategy Development Group and is likely to be a priority area
Re-brand and re-market housing and support options	This will be considered by Older People's Housing Strategy Development Group

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**Older People's Housing Strategy 2011-2021 Draft Delivery Plan**

Priority	Key Actions	SMART Target	By when	Resources	By whom
<p><b>Improve partnership working to provide joined up services</b></p>	<p><b>Set up an Older People's Housing Strategy Delivery Group to achieve the strategic priorities</b></p> <p>1.1.2 Appoint Chair for the delivery group</p> <p>1.1.3 Develop terms of reference which ensure membership champion partnership approach to improve housing and relating support services</p>	<p>Delivery group established</p> <p>Chair appointed</p> <p>Terms of reference agreed</p>	<p>May 2011</p> <p>July 2011</p> <p>July 2011</p>	<p>Within existing resources</p>	<p>Nick Powell Head of Strategy , Development and Partnerships</p>

## HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p><b>Provide comprehensive advice and advocacy to help older people to make choices about their housing and support</b></p> <p>1.2.1 Work with partners to develop a guide for housing and related service providers</p> <p>1.2.2 Liaise with ACCS to ensure that all housing related information is included in Haricare</p> <p>1.2.3 Arrange Haricare briefings for housing staff and the Older People's Housing Strategy Delivery Group</p> <p>1.2.4 Develop an agreed approach to promoting housing information for older people</p>	<p>New Housing Guide for Older people that applies to all tenures</p> <p>Information included</p> <p>Briefings delivered</p> <p>Plan developed and agreed</p>	<p>March 2012</p> <p>Sept 2011</p> <p>March 2012</p>	<p>Within existing resources</p>	<p>Older People's Housing Strategy Delivery Group</p> <p>Older People's Housing Strategy Delivery Group &amp; Experience Still Counts 2009-2012 ( through actions 2 and 7.2)</p>

HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
<p><b>Develop a range of Housing Options that enable people to live independently for as long as possible</b></p>	<p><b>Develop a range of models of housing for older people which offer choice, such as Extra Care Housing across all tenures, that are affordable</b></p>			<p>Within existing resources</p>	<p>Nick Powell Head of Strategy Development and Partnerships</p>
	<p>2.1.2 Include in Haringey's Borough Investment Plan the development of Extra Care Housing as an investment priority</p>	<p>Extra care Housing agreed as an investment priority</p>	<p>Complete</p>	<p>Dependant on Capital Funding</p>	<p>Michael Kelleher Enabling Manager</p>
	<p>2.1.3 Through the strategic commissioning pilot of extra care, agree criteria for the development of new housing</p>	<p>Criteria agreed</p>	<p>Complete</p>		<p>Rosie Green Housing Strategy and Partnerships Manager</p>
	<p><b>Ensure that the accessibility of local amenities and transport links are considered as part of the planning application process for all new older people's housing schemes</b></p>	<p>Local amenities and transport considered by Planning</p>	<p>December 2011</p>	<p>Within existing resources</p>	<p>Michael Kelleher Enabling Manager</p>
	<p><b>Adopt minimum space standards for new developments</b></p>	<p>Included in the Planning Policy Housing SPD</p>	<p>Complete</p>	<p>Within existing resources</p>	<p>Michael Kelleher Enabling Manager</p>
	<p><b>Agree a minimum property specification for existing council sheltered stock to ensure compliance with decent homes standard ( Supported Housing</b></p>	<p>Specification agreed and implemented</p>	<p>December 2011</p>	<p>Within existing resources</p>	<p>Older People's Housing Strategy Delivery Group</p>



HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Review)				
	<p><b>Increase the use of assisted technology to enable people to stay in their own homes</b></p> <p>2.5.1 Work with ACCS to promote the use of assisted technology as a tool to maintaining an independent life, as an alternative to specialist housing</p>	<p>Number of people supported by assisted technology increased</p>	<p>March 2015</p>	<p>Within existing resources</p>	<p>Older People's Housing Strategy Delivery Group</p>
	<p><b>Make sure homes are as energy efficient as possible to reduce those households in fuel poverty</b></p>	<p>Reduction in the number of older people in fuel poverty</p>	<p>March 2019</p>	<p>Within existing resources</p>	<p>Affordable Warmth Strategy 2009-2019</p>

HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p><b>Develop a housing options approach to housing solutions for older people</b></p> <p>2.7.1 Assist people that want to downsize from a family home to smaller homes, through the development of an Under-occupation Strategy</p> <p>2.7.2 Promote schemes to encourage greater mobility for older people wishing to move such as:-</p> <ul style="list-style-type: none"> <li>➔ Seaside and Country Homes</li> <li>➔ Pan London mobility</li> </ul> <p>2.7.3 Promote the use of the personalisation agenda to support people to remain in their own homes</p>	<p>New procedures /guidance developed and implemented. Links to next Homelessness Strategy (2011-)</p> <p>Overcrowding and Under-occupation Strategy agreed and Implemented</p> <p>Increase the number of people accessing these schemes</p> <p>Increasing the number of older people having individual budgets</p>	<p>March 2013 October 2011</p> <p>March 2012</p> <p>2012</p> <p>2012</p>	<p>Within existing resources</p>	<p>Older People's Housing Strategy Delivery Group &amp; Homelessness Strategy Delivery Group (2011-)</p> <p>Overcrowding and Under-occupation Strategy Delivery Group</p> <p>Older People's Housing Strategy, Homelessness Strategy and Overcrowding and Under-occupation Strategy Delivery Groups</p> <p>Experience Still Counts Delivery group ( delivered through action 8.2)</p>

HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p><b>Ensure that older people can access practical support such as repairs</b></p> <p>2.8.1 Promote use of care and repair scheme for owner occupiers</p>	<p>Increase take up of services</p>	<p>2012</p>	<p>Within existing resources</p>	<p>Experience Still Counts Delivery group ( delivered through actions 7.1 and 7.2)</p>
	<p><b>Ensure schemes providing practical support are expanded or developed</b></p>	<p>Flexible, Personal and costs effective services in place</p>	<p>2012</p>	<p>Within existing resources</p>	<p>Experience Still Counts Delivery group ( delivered through actions 7 and 8)</p>

HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
<p><b>3. Ensure specialist housing and support is targeted to those most in need</b></p>	<p><b>Making best use of Supported Housing stock for older people</b></p>	<p>Resources and Need evaluated and number of units required known</p>		<p>Within existing resources</p>	<p>Older People's Housing Strategy Delivery Group</p>
	<p>3.1.1 Ensure that eligibility criteria is reflective of emerging regional and national priorities</p>	<p>Criteria Review and amended</p>			<p>Older People's Housing Strategy Delivery Group</p>
	<p>3.1.2 Analyse the appropriateness of all sheltered housing placements over the last 3 years and the number of people on the waiting list, to establish the actual number of units required in Haringey</p>	<p>Value for money for Supporting People Contracts Achieved</p>			<p>Older People's Housing Strategy Delivery Group</p>
	<p>3.1.3 Review the eligibility criteria for supported housing for older people to ensure supporting people funding is used appropriately</p>	<p>Criteria Review and amended</p>			<p>Older People's Housing Strategy Delivery Group &amp; Supporting People Partnership Board</p>

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p><b>Ensure that specialist housing and support meets the needs of all communities in Haringey</b></p> <p>3.2.1 Ensure that supported housing stock can be utilised flexibly in response to different and changing support needs including Supporting People support service remodelling</p> <p>3.2.2 Consider the needs of the growing number of older people with learning disabilities</p> <p>3.2.3 Develop services to help sustain independent living for those with dementia</p> <p>3.2.4 Increase rehabilitation or step down provision</p>	<p>Housing is being used appropriately</p> <p>Fewer Transfers due to unmet need</p> <p>Increase the number of people with learning disabilities living in specialist older people's housing</p> <p>Increase the number of Extra Care Housing units</p> <p>Increase the number of units</p>	2016	<p>Within existing resources</p> <p>Dependant on Capital Investment</p>	<p>Older People's Housing Strategy Delivery Group &amp; Supporting People Partnership Board</p> <p>Older People's Housing Strategy Delivery Group, Supporting People Partnership Board and ACCS Commissioning Managers</p> <p>Older People's Housing Strategy Delivery Group, Supporting People Partnership Board and ACCS Commissioning Managers</p> <p>Supporting People Partnership Board and ACCS Commissioning Managers</p>
	<p><b>Compile a register of adapted properties in council and Housing Association stock</b></p>	<p>Register complete</p>	2013	<p>Within existing resources</p>	<p>Older People's Housing Strategy Delivery Group &amp; Head of Housing Assessment</p>

HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
4. Ensure this strategy supports the wider council agenda for older people	<p>Ensure current and future older people have a voice and can influence decisions</p>	<p>Representation on the Delivery Group confirmed and future consultation to include older people groups.</p>	2012	Within existing resources	and Lettings Older People's Housing Strategy Delivery Group & Experience Still Counts
	<p>4.1.1 Include voluntary sector organisation and older people's groups representatives in the OPHS DG</p>	<p>Linked to Experience Still Counts (1&amp;2)</p>	May 2011		
	<p>Ensure that the priorities from the Older People's Housing Strategy inform the outcomes of the Supported Housing Review</p>	<p>Supported Housing Review Completed</p>	Sept 2011	Within existing resources	Supported Housing Review Project Team
	<p>Ensure that the Strategic and Community Housing Service is represented and contributes to future Extra Care Housing strategic commissioning</p>	<p>Strategic Commissioning Pilot Report agreed by Cabinet</p>	Complete	Within existing resources	Extra Care Strategic Commissioning Pilot Board

HARINGEY'S OLDER PEOPLE'S HOUSING STRATEGY 2011-2021

Priority	Key Actions	SMART Target	By when	Resources	By whom
	<p><b>Support the implementation of Experience Still Counts</b></p> <p>4.4.1 Ensure appropriate SCHCS representation on the Experience Still Counts Delivery Group</p>	<p>Delivery Plans aligned and shared monitoring in place</p> <p>Review representation</p>	<p>2012</p> <p>July 2011</p>	<p>Within existing resources</p>	<p>Older People's Housing Strategy &amp; Experience Still Counts, Delivery groups</p>

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## Leader's Portfolio Briefing Overview and Scrutiny

The Leader's portfolio covers the areas highlighted in this briefing paper for Overview and Scrutiny's consideration.

### 1 HUMAN RESOURCES

#### Voluntary Redundancy

The budget shortfall for 2011/12 necessitates an unavoidable reduction in staff of upwards of 1000 posts. The Council introduced a voluntary redundancy scheme to minimise the need for compulsory redundancies. We have approved just over 260 voluntary redundancies applications, with a further 40 expected to be approved shortly.

#### Recruitment controls

The recruitment freeze was introduced in early summer 2010 to help reduce expenditure on staff salaries. A post may be advertised internally, but external adverts have only been released for essential frontline posts such as social workers. This has reduced recruitment advertising levels from approx. 310 to 22 advertisements per year.

#### Progress on discretionary spend

An exercise was undertaken jointly with the Finance team 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 at January 2011 of expenditure each month by approx £250k since April 2010.

#### Consultants

The use of consultants and interim managers is regularly monitored. The last monitoring period from Jun - Nov 2010 showed a reduction in consultants employed by the Council from 82 to 54, and a reduction in Revenue funded consultants from 33 to 16.

#### Agency staff

Managers have been regularly reviewing the numbers of agency staff, as well as supplier and hiring rates. The number of agency staff has reduced by 280 workers from Apr 2010 to Jan 2011, and we have reduced the cost by approx £675k per month.

### 2 ORGANISATIONAL DEVELOPMENT & LEARNING

OD & L are supporting the Council in responding to the major challenges facing us as we become a significantly leaner and smaller organisation. To this end OD have:

- Designed and are currently delivering the Supporting Change programme to prepare staff for the changes ahead. The programme comprises workshops, briefings and e-learning modules covering everything from CV Writing to Managing Teams in times of Change to Achieving with Less.
- Delivered two rounds of Face to Face briefing sessions, hosted by the Chief Executive, for over 1,000 managers to hear about and think through the changes ahead and the Rethinking Haringey proposals.
- Launched a staff suggestion scheme for ideas on improvement, efficiency and change, which to date has received over 250 suggestions. In December we also launched the Chief Executive's Blog.
- Re-tendered our contracts for learning and development programmes. The number of courses has been reduced because of cost saving measures, but those that have run have been highly rated by participants.

- Planned and delivered change support to a number of areas facing major transformation – including children’s services; strategic and community housing; and those subject to support function review i.e financial management, procurement, policy and performance.
- Worked alongside managers to implement smart working arrangements in 11 services. The goal is to deliver savings and create a leaner, more flexible, and skilled ‘fit for the future’ workforce focused on outcomes that meet community needs.

### **3 COMMUNICATIONS**

#### Media & PR

The team continues to handle the balance of media coverage surrounding the Tottenham Hotspurs stadium.

As the impact of Government cuts start to hit home harder to people amidst misinformation about how Councils are handling the issue, our emphasis will be on commitment to service provision and support for our residents.

#### Web

The Council’s website is being refreshed to stimulate greater information access and use of online services. This work is vital to enable the Council to help residents with this proposed channel shift. The team is working closely in conjunction with the design team and ITC to find cost effective solutions for these changes.

#### Marketing communications

Work continues to get the Council’s first ever fully-costed annual publicity plan in place for 2011/12. This will ensure that the 2011/12 print and design bill of up to £500k compared with up to £3m in previous years will achieve maximum value when informing residents of their rights and responsibilities in support of service delivery.

#### Consultation

Having completed the Council’s ambitious conversation with residents about how their money is spent in “Shaping the Future”, the unit is helping services to consult on the future of adult services and children’s centres. The next round of the annual survey of residents is under way and will be similarly central to tuning service provision.

### **4 POLICY & PERFORMANCE**

#### Sustainable Community Strategy (SCS)

A refresh of the SCS and the Council’s 6 key strategies is being undertaken to incorporate national and local policy developments. This will involve close consultation across the HSP and its theme boards, and a detailed impact assessment. Following Government guidance on partnership working, the team is preparing proposals to streamline the HSP and its sub groups.

#### Departmental Plans and Council Plan

The team is working with services to produce departmental plans setting out the key activities to be delivered for 2011/12. These will form the basis of the Council Plan.

#### Implementation of the NHS and Public Health White Paper

The policy team has prepared discussion papers for the implementation of the NHS and Public Health White Papers, including:

- Setting up a shadow Health & Wellbeing Board to oversee the commissioning health, social care and public health activities;
- Project managing transfer of the public health function to the Council by Mar 2011.

#### Disability Equality Scheme

The team is consulting on the Disability Equality Scheme in order to continue with formulating policy for improving service accessibility, and to incorporate changes resulting from the Equality Act 2010. A consultation event, in partnership with the Haringey Disability First Consortium, was held on 15 February.

#### Equal Opportunity Policy

The team is updating the Equality Policy in line with the Equality Act 2010, on which consultation will take place in the spring. We are also preparing for the publication of equalities data so that the Council complies with the requirements of the Act.

#### Complaints and Member Enquiries Review

The team has reviewed and streamlined the Feedback procedures so that it is easier for residents to give us their views, and to improve the way we deal with complaints.

### **5 LEGAL SERVICES**

#### Employment Team

The employment team continue to advise departments of the Council on employment issues consequent on the internal changes necessitated by the impending cuts.

#### Debt Recovery

The team is active in recovering debts owing to the Council and one officer recovered approx. £520k of fees in the Adult Social Care arena. Other legal officers recovered a further £346k this financial year, mainly from commercial rent arrears.

#### Introductory Tenancies

Lawyers based in the Housing Section of the Legal Services department are advising Homes for Haringey on introductory tenancies which come into force in April 2011.

#### Corporate

Legal have provided advice to reference group carrying out the Governance Review and subsequently regarding the constitutional changes that will be necessary.

#### Commercial Section

Legal services have been heavily involved in advising on the Spurs s106 Agreement and the Spurs CPO Indemnity Agreement which are ready for execution.

The contracts team have been giving extensive advice to clients working with grants to the voluntary sector, and also gave evidence to the Law Commission on Public Highways and Level Crossings on Monday 10th January 2011.

#### Social Care Division

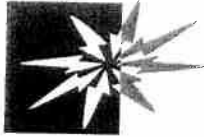
The team is managing 153 social care proceedings which is an increase of 26 cases from Apr 2010. There has been a significant increase in the number of community care judicial review cases that lawyers are dealing with.

#### Monitoring Officer

The Monitoring Officer is advising the Standards Committee on:

- the processing of outstanding complaints and investigations;
- the impact of the Government's Localism Bill on the Standards Committee's role.

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Haringey Council

Agenda item:

**[No.]****Overview & Scrutiny****On 14<sup>th</sup> March 2011**Report Title: **CQC Annual Performance Assessment of Adult Social Care 2009/10**Report of: **Mun Thong Phung, Director of Adult, Culture and Community Services**

Signed:

Contact Officer: Helen Constantine, Head of Governance &amp; Partnerships, 020 8489 3905

Wards(s) affected: **All**Report for: **Non-Key Decisions****1. Purpose of the report**

- 1.1. To inform Cabinet of the outcome of the Care Quality Commission's (CQC) Assessment of Performance report for Adult Social Care for 2009/10.
- 1.2. To highlight the key achievements and areas for improvement for the Council.

**2. Introduction by Cabinet Member**

- 2.1. The 2009/10 Assessment of Performance report by the Care Quality Commission (CQC) has judged that overall, our adult social care services are *Performing Well*. This is an excellent result for Adult Services.
- 2.2. The results show that Haringey has continued to improve services in 2009/10, with significant improvements made following the Independence, Well-being and Choice service inspection in early 2009.
- 2.3. Recognition that adult social care is consistently performing well reflects that the Council is positively placed in 2010/11 to build further on the improvements already made.
- 2.4. In addition to the CQC's recognition that we are performing well, we have achieved

excellent performance in the commissioning of care, with 96.5% of care home residents and 99.5% of home care users receiving services rated 'excellent' or 'good' in 2009 (*The quality of care services purchased by Councils – 2010*, CQC).

- 2.5. We have also demonstrated top quartile performance in CQC's national assessment of stroke care (see <http://www.cqc.org.uk/reviewsandstudies/>), with new stroke services providing quicker access to care, treatment and rehabilitation services and stroke awareness increasing.

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

- 3.1. The services assessed by the CQC contribute to the achievement of the following Council Plan priorities:

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

- 3.2. The Well-being Strategic Framework encompasses the seven *Our Health, Our Care, Our Say* (OHOCOS) outcomes. These outcomes are assessed through the CQC's annual performance assessment. The Framework recognises that promoting well-being and prevention requires creative and integrated solutions beyond the traditional health and social care agenda. The Framework is currently being reviewed to focus on the new policy agendas of personalisation, safeguarding vulnerable adults and addressing health inequalities.

- 3.3. The HSP Standing Leadership Conference is committed to safeguarding both children and vulnerable adults. It has established a Safeguarding Adults Board (SAB), a multi-agency partnership which provides strong leadership on safeguarding adults locally. The Board ensures that all agencies in the partnership work together to determine policy and co-ordinate services to safeguard and promote the welfare of adults in Haringey.

- 3.4. Our Multi-Agency Safeguarding Adults Policy & Procedure is a unified approach to safeguarding adults, and is embedded within each client group. Safeguarding adults continues to be a high priority for the service and we have invested in additional resources. Safeguarding is included in our key plans and strategies and performance management has been strengthened in this area.

**4. Recommendations**

- 4.1. That Cabinet notes the content and outcome of the CQC's Assessment of Performance Report for 2009/10 and proposed action to respond to the identified areas for development.

**5. Reason for recommendation(s)**

5.1. Not applicable

**6. Other options considered**

6.1. Not applicable

**7. Summary**

- 7.1 The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England. The CQC was set up on 1 April 2009 by joining the Commission for Social Care Inspection (CSCI), Health Care Commission and the Mental Health Act Commission.
- 7.2 The CQC completes a performance assessment of adult social care organisations every year. The assessment is based on the CQC Adult Social Care Outcomes Framework, a set of national standards and criteria. A variety of information sources are used to carry out the assessment, including an annual Self-Assessment Survey (SAS), submitted to the CQC in May 2010, routine business meetings, performance data from national returns, findings from regulatory activity, including registration and inspection, and progress against inspection action plans.
- 7.3 The Council received the CQC's 2009/10 Assessment of Performance report for Adult Social Care on 4 October 2010. The report provides a judgement on the services being delivered against the Adult Social Care Outcomes Framework. Councils were given the opportunity to challenge the results before the report was published on 25 November 2010.
- 7.4 It is a requirement that the CQC assessment and any resulting action plan is placed before the Council's relevant Executive Committee in open session.
- 7.5 The CQC Assessment of Performance report awards an overall grade for delivering outcomes and a separate grade for each of the seven outcomes in the Outcomes Framework. The judgements are *performing excellently, well, adequately and poorly*. The CQC has assessed that overall Haringey's Adult Social Care is *Performing Well*, based on the following:

<b>Outcomes</b>	<b>Grade Awarded</b>
Outcome 1: Improved health and well-being	Well
Outcome 2: Improved quality of life	Well
Outcome 3: Making a positive contribution	Well
Outcome 4: Increased choice and control	Adequate
Outcome 5: Freedom from discrimination or harassment	Well
Outcome 6: Economic well-being	Well
Outcome 7: Maintaining personal dignity and respect	Well

7.6 In 2010/11, the CQC assessment framework is being streamlined to focus on three

outcomes: improved health and wellbeing, increased choice and control, and maintaining personal dignity and respect. The revised approach will be targeted, proportionate, risk-based, and make the most efficient use of publicly available data.

7.7 The 2009/10 results show that the Council has maintained overall performance since 2008/09, when Adult Social Services was also judged to be *Performing Well*. Safeguarding and Strategic Services made significant improvement in delivering Outcome 7 *Maintaining Personal Dignity and Respect*, which was previously rated as adequate and is now judged to be performing well.

7.8 A written assessment was also provided for the *Leadership and Commissioning and Use of Resources* domains. The overall summary of performance within the report highlighted the following strengths:

- The council has addressed the importance of progressing the adult social care agenda, particularly in the context of the CSCI/CQC service inspection findings in 2009.
- The council's service inspection action plan has been used effectively to address areas for improvement, particularly in the area of safeguarding which was significantly strengthened.
- There is strong political and senior leadership and positive partnerships with stakeholders including service users and carers.
- The balance of care continued to shift towards support in the community.
- There is strong commissioning capability and the resulting access to good services has increasingly reflected the person-centred "*Putting People First*" agenda.

7.9 The key strengths of Adult Social Care identified in the CQC's 2009/10 assessment are:

- Effective political and senior leadership led to progress in a range of service areas including prevention, information, re-abling and safeguarding.
- Effective partnership arrangements included positive engagement with a wide range of stakeholders.
- A positive workforce culture was reflected in low levels of sickness absence and staff turnover.
- The balance of care continued to shift towards support in the community involving preventive and re-abling services and supported housing.
- The council's level of purchasing of Good and Excellent services was above average.
- Joint commissioning contributed effectively and through the Joint Strategic Needs Assessment in developing new services such as for adults with mental health needs and older people with dementia.
- The council made good use of its service inspection improvement action plan in taking forward the wider "*Putting People First*" policy agenda.



- Relevant new services included the Integrated Access Team, the Haynes Centre and the reconfiguration of the mental health team for older people.
- Support to carers was enhanced by their access to one-off direct payments.
- The council made significant improvements to safeguarding governance, particularly the Safeguarding Adults Board and a forum for elected members.
- The new, multi-agency Adult Protection Team responded effectively to a greatly increased level of referrals.
- The council's susceptibility to independent challenge included establishing an independent chair for the Safeguarding Adults Board and joining a four-borough peer challenge group.

7.10 The main areas for improvement in Adult Social Care identified in the CQC's 2009/10 assessment are:

- Further reduction in the numbers of delayed transfers of care.
- The council should give strategic priority at the next stage to the "*Putting People First*" agenda and in particular to learning from personal budgets pilots and embedding self-directed care options.
- Further developments in quality assurance should emphasise obtaining systematic evidence of impacts and outcomes for individuals.
- Consolidate key safeguarding partnerships with NHS colleagues and general practitioners.
- Ensure that higher numbers of independent sector staff receive training in safeguarding.

7.11 The Directorate is already on course to further enhance its performance in some of the key areas for development identified by the CQC, including:

- Further reducing the level of delayed transfers of care from hospital – the significant improvements made in 2009/10 have continued in the first part of 2010/11, with a reduction from 13.5 days in 2009/10 to 6.9 in the year to date (September 2010).
- Increasing the take-up of self-directed support by widening access to existing service users and carers through the care review process.
- Overseeing quality assurance through the newly-established Adult, Commissioning and Safeguarding Quality Board to ensure it is systematic, outcome-focused and informs the strategic direction of service delivery.
- Continuing to progress partnership working with NHS commissioners and GPs around adult safeguarding through the Safeguarding Adults Board.

7.12 A detailed Performance Improvement Plan has been developed to ensure that the identified areas for further improvement are addressed and monitored. These actions are also embedded in the Business Plans for Adult, Culture and Community Services.

7.13 The CQC assessment demonstrates that adult social care services have improved

significantly since the previous inspection. The CQC's recognition that Adult Social Care is consistently *Performing Well* reflects that the council is well placed in 2010/11 to further build on the improvements made in 2009/10.

**8. Chief Financial Officer Comments**

- 8.1. There are no specific financial implications included in this report. The financial implications of the work undertaken by the service are monitored by the regular financial and performance management framework of the Council.
- 8.2. As discussed above there are no direct financial implications arising from this report. However, in delivering its efficiencies the Council must consider the impact on performance. It is likely that this outcome will not be achieved in the future if service budgets are significantly reduced.

**9. Head of Legal Services Comments**

- 9.1. There are no legal implications to this report.

**10. Head of Procurement Comments**

- 10.1. Not applicable

**11. Equalities & Community Cohesion Comments**

- 11.1. The CQC recognises our positive approach to equalities and community cohesion embedded within service delivery. The assessment highlights our positive engagement with a culturally diverse range of stakeholders which has assisted in the balance of care continuing to shift towards community support. Joint commissioning has contributed to developing new services for key care groups including adults with mental health needs and older people with dementia. Staff training has also ensured a holistic approach to care planning.
- 11.2. Adult Social Care continues to conduct ethnicity monitoring of residents assessed for or receiving services, and equality impact assessments of service strategies and improvements.
- 11.3. In 2010/11, Adult Social Care will be working towards maximising achievements in self-directed care through commissioning, including the availability of a suitable and culturally diverse workforce and support infrastructure such as advocacy.

**12. Consultation**

- 12.1. Not applicable

**13. Service Financial Comments**

13.1. There are no direct financial implications arising from this report. However, if ACCS wishes to make further improvements investment may be required. This will need to be considered in the context of the Council's financial position and existing budgetary pressures within the service.

13.2. Efficiencies

Through delivering efficiencies within ACCS, there will be an inevitable impact on performance. The Directorate Management Team will continue to monitor and risk assess the impact on services.

**14. Use of appendices /Tables and photographs**

14.1 None

**15. Local Government (Access to Information) Act 1985**

15.1. CQC Assessment of Performance Report 2009/10

15.2. CQC The quality of care services purchased by Councils – 2010

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

Apologies Councillors Alexander and Basu

Also Present: **Co-optees:** Yvonne Denny (Church Representative), Helena Kania (Local Involvement Network (LINK))  
**Councillors:** Cllr Pat Egan, Cllr Gail Engert  
**Officers:** Kevin Bartle (Lead Finance Officer (Deputy Chief Finance Officer)), Rob Mack (Scrutiny Officer), Paul Dennison (Political Support Officer) and Natalie Cole (Clerk)  
**Also Attending:** Peter Durrant (LINK) and 2 members of the public

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>OSCO145.</b>	<b>WEBCASTING</b>  NOTED the meeting was recorded for future broadcasting on the Council's website.
<b>OSCO146.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Councillor Dhiren Basu and Councillor Karen Alexander, who was substituted by Councillor Jim Jenks.  An apology for lateness was received from Councillor Joseph Ejiofor.
<b>OSCO147.</b>	<b>URGENT BUSINESS</b>  There were no such items.
<b>OSCO148.</b>	<b>DECLARATIONS OF INTEREST</b>  Helena Kania declared a personal interest in Item 6 – Budget Planning – line 48 – Close In House Home Care Service / Create Reablement Service – as her Mother had utilised the reablement service.
<b>OSCO149.</b>	<b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b>  There were no such items.
<b>OSCO150.</b>	<b>BUDGET SCRUTINY - REVIEW OF FINANCIAL PLANNING FOR 2011/12 TO 2013/14</b>  Kevin Bartle (Lead Finance Officer and Deputy Chief Finance Officer) introduced the Review of Budget Planning document for 2011/12 to 2013/14 as presented to Cabinet in December 2010 and highlighted key factors in the report including that if all the changes and variations set out in the report were agreed the Council would still have a shortfall of £33,989 million in 2011/12 and £86,878 million over the 3 year financial plan (Appendix 1).

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The reason for such significant financial difficulties related mainly to the unprecedented reduction in government grant along with significant growth/increased costs which results in the level of savings required to fill the funding gap. The Committee noted that on-going work on a number of additional proposals was continuing with a view to having a balanced budget for 2011/12 by the end of February 2011.

The Committee commented on the difficulty of scrutinising the Budget when the papers provided only covered a proportion of proposed cuts with many more to follow as they could not get a sufficient overview. The Committee was also told that there remained uncertainty surrounding the level of future financial resources (as the financial settlement from central government was still only provisional).

The Committee requested further information (including what other options had been considered) on the following aspects of the budget:

**New Revenue Investment Proposals**

Ref No.	Report Page No.	Area Service /	Efficiency or investment £	Overview and Scrutiny Committee comments
1 & 2	8	Adult Social Care - Reduced Contributions from NHS	695 383	The Committee expressed concerns that the most vulnerable residents would take the impact.  The committee acknowledged the demographic pressures on budgets but asked that an estimate be made of the budget pressures resulting from PCT budget changes over the next three years.
3 & 4	8	Adult Social Care – Demographic Pressures – Mental Health & Older People	556 455	The Committee asked for documented background information on why investment was proposed for 2011/12 only.
6	8	Adult Social Care - Transition	1,847	The Committee asked for more information on the “assumed £1.4 million” including where the funding was coming from.
8	9	Children & Young People (CYPS) - Demographic pressures	4,000	The Committee asked for an explanation of why, after an initial growth, reductions were planned for 2012/13 and 2013/14. The Committee also asked for more information on the £4 million investment in CYPS next year which was a concern given the savings required.
9	9	CYPS – increased	500	The Committee requested further information on the increase in legal costs

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		legal cost budgets		and why these were not planned to reduce in 2012/13 and 2013/14 in line with the reductions in the previous item.  Reference was also made to a question asked at an earlier OSC meeting about the rise in legal costs of taking children into care and a commentary on the measures taken to curb this spending was requested.
10	9	CYPS	1,000	The Committee expressed concern that this service was already stretched and asked for documented background information on why investment was proposed for 2011/12 only.
11 (& 9)	9	CYPS	301	The Committee asked for documented background information on why investment was proposed for 2011/12 only.  At its meeting on 1 <sup>st</sup> November 2010 the Committee requested more information on Child Protection Legal Fees including the number of legal proceedings in child protection cases which were not within the Council's control (action 98.1). The Committee asked that this information be provided.
12 (& 9)	9	CYPS	521	The Committee asked for documented background information on why investment was proposed for 2011/12 only.

**Changes and Variations (Appendix 3.2)**

Ref No.	Report Page No.	Area Service /	Efficiency or investment £	Overview and Scrutiny Committee comments
1	11	Inflation	6,500	The Committee asked for breakdown of what this covered especially given staff numbers were predicted to substantially fall.
3	11	NLWA – Increase in Landfill Tax	1,500	The Committee asked whether this meant that the Council was not budgeting for a higher take-up of recycling.
4	11	Concessionary Fares	2,500	The Committee requested more details including who charged local authorities for concessionary fares and whether inflation and new income from parking charges were taken into account.
7	11	Increase in employers pension	500	The Committee requested information on why this was scheduled to increase when the number of staff was being reduced..

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		contributions		
8	11	Council Tax Benefits Subsidy	4,000 total	In response to questions the Committee noted that currently people in particular needs were granted 100% discount on Council Tax and this proposal was to reduce this subsidy by 10%.
9	11	Risks to future government funding and changes in the Welfare Benefits system	5,100 Total	The Committee requested more information.
11	11	Debt Financing Costs	(348)	The Committee requested information on what this was.
	11	General		There was a general feeling that more commentary was required including detailed numbers and how the figures were arrived at on the changes and variations proposed in Appendix 3.2

**Haringey Efficiency and Savings Programme**

Ref No.	Report Page No.	Area / Service	Efficiency or investment £	Overview and Scrutiny Committee comments
General		Staffing		A Committee Member asked for information on whether reductions in wages had been discussed with staff as opposed to redundancies thus enabling more services to be provided.
3	12	Human Resources (Apprenticeships)	165	The Committee expressed concerns about cuts to the Apprenticeships schemes, some of which were specifically aimed at children coming out of care.
13	12	Corporate Property reduction in building maintenance	150	The Committee asked for information on what service operations were planned to cease and any buildings that were scheduled for disposal.
14	12	Corporate Property (Reduction Soft Facilities management)	150	The Committee requested more information on how the reduction would be handled, what leases the Council was committed to and whether Council owned buildings would be offered to other organisations for rental. It was specifically asked if any surplus space could be rented to the third sector organisations.
15	13	Corporate Property (Reduction in Office	1,200 total	The Committee requested further details on the figures and on what buildings were being considered.



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		Accommodation)		
20	13	IT (Implementing Value for Money)	300	The Committee requested information on how IT would contribute to the overall savings.
22	13	BLT (HB Overpayment recovery project)	274	The Committee expressed concern about how such funds could be recovered and asked for details on how confident officers were in achieving this and why it was expected to have “no impact”. Also what additional resource is proposed to increase the income and where is it in the paperwork.
23	13	Customer Contact	521	The Committee asked for information on how confident officers were in achieving this.
24	13	Reduction in use of mobile phones	150	The Committee asked why this did not include a reduction in the use of landlines and whether alternative methods of communication such as Skype had been considered.
25	13	ICT Efficiencies	150 total	The Committee asked for details of why this saving was not starting in 2011/12.
28	14	Customer Contact (shift to online transactions)	500	<p>The Committee expressed concerns that the move towards online services would exclude certain members of the community, particularly the elderly.</p> <p>The Committee expressed concern that the planned move away from face to face customer/council transactions could have the effect of marginalising and possibly excluding some residents, particularly those with restricted or no access to IT as well as older residents and those with poor English language skills. The Committee sought reassurances that the needs of these groups had been considered in any redesigned services.</p>
29	14	Paybill Efficiencies – review contractual terms & conditions of employment	2,500 Total	<p>In response to the Committee’s question it was explained that this was a proposal to review staff contractual terms and conditions. The Committee requested more information on these proposals.</p> <p>The Committee recognised the difficult position that officers were in and that certain information could not be shared at this point and highlighted the challenge of scrutinising a budget with limited information available.</p>
32	14	Spans of control & delayering	400	The Committee asked what “benchmark spans of control ratios” meant and was informed that this meant comparisons with other organisations on the number of

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				management posts they had.
36	14	Recreation Services (Allotment fee increases)	22	The Committee asked what the current annual rental for an allotment was and how fees compared to other boroughs. A Committee Member expressed concerns that some plots were in poor states and this did not encourage user take-up. It was recognised that the supply of allotments was high in the east of the borough but there was more demand in the west.
38	15	Reduce Recreation Development Team	71	The Committee asked for more detail on how this efficiency would impact on residents and whether it was actually cost effective given the reduction of the ability to attract external funding.
39	15	Recreation Services (Tottenham Green Leisure Centre – reduction of reception cover)	27	The Committee expressed concerns that the move to online services would exclude certain members of the community, particularly the elderly and young people with dyslexia.
40	15	Review of Parks Management	90	The Committee asked for details on what the minimum acceptable level of maintenance would be and what would happen to the gardens/plots that had been renovated under different budgets.
43 &	15	Close Woodside Day Centre &	149 Total	<p>The Committee requested a briefing note on the closures of day centres including</p> <ul style="list-style-type: none"> <li>• timescales,</li> <li>• a list of all care homes and day centres concerned and what services they offered,</li> <li>• other options considered and whether any other LAs had been through the same process,</li> <li>• whether all homes and centres would be closed or would some be handed over to other providers,</li> <li>• how the personalised care agenda would be met,</li> <li>• what transitional arrangements would be put in place,</li> <li>• what discussions had been held with third sector providers,</li> <li>• what the cost of running these centres was and the cost of buying into these services</li> <li>• details of forecasted additional costs (as day centres have preventative functions) following</li> </ul>
45	16	Close/reconfigure all drop in centres for older people	181	
& 47	16	Close an older people's care home		

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				<p>closure</p> <ul style="list-style-type: none"> <li>The information on day centres and care homes should be provided separately. The briefing note should also include the briefing on the Haven Centre which had been sent to the Chair previously.</li> </ul> <p>Committee members expressed concerns about the long term sustainability of such proposals, how transition would be managed and how the quality of service would be scrutinised if provided by the voluntary sector.</p>
46	16	Cease Salary Contribution to Jackson's lane luncheon club	10	More information on this saving was requested. Concerns were raised about the welfare of older people who used this service.
48	16	Close in-house Home Care Service. Create Reablement Service	(100)	The Local Involvement Network (LINK) was concerned at the loss of such services and requested details on the arguments for this proposal and the impact on Haringey as a whole.
49	16	Introduction of reablement service	224	The Committee asked for an explanation of this proposal.
49 & 50	16 & 17	Introduction of reablement service & Reduce Older People's Placement budget following introduction of Extra care	224  304	<p>The Chair suggested a briefing noted on the Direct Payments system be provided to members including the percentage of people who used day care centres who would be eligible for Direct Payments funding.</p> <p>The Committee also requested more details on where the Extra Care would be provided across the borough.</p>
53	17	Remaining OP Residential Home	(100)	The Committee requested more detail on what the current cost of running these residential homes was, what would happen to the buildings used by these homes and the cost of these services being provided by the independent sector

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				in the nearby area. Concerns were expressed about the distance relatives would have to travel if services moved to Tottenham.
58	18	Increase Adult Services Fees and Charges	280	The Committee requested more information on the impact of this and whether this would exclude service users who did not remain in their own homes.
65	19	Connexions	1,436	More information on the cuts to this service was requested.
72	20	Teenage Pregnancy and Parenthood	119	The Committee asked for information on how a better service would be delivered under the proposal.
73	21	Early Years	186	The Committee requested information on how this would meet the needs of Traveller and Gypsy/ Roma children.
74	20	Behaviour Support and Inclusion Management	158	The Committee asked for more information on this proposal including what the long term benefits were.
77 & 78	21	Noise Complaints	50 50	The Committee expressed concerns about the impact on residents and there was a general consensus that there should not be a reduction in the out-of-hours service. More information was requested including whether consideration had been given to the possibility of sharing this service with a neighbouring borough and noise teams working demand led flexible hours.
77, 78, 80 & 83	21	Enforcement (various)	Various	The Committee had concerns that these proposals would negatively impact the quality of life for residents. The Committee requested details on what the savings would mean in terms of number of cases which would not be dealt with.
83	21	Street Enforcement – ward sharing	85	The Committee requested more information about what this proposal mean and how it would impact on communities, particularly young people.
85	21	Strategic Housing Service – Cross Service Restructure	433	The Committee requested more information on how temporary accommodation would be managed under the proposals.
Post meeting request		ACCS – Alexandra Road Crisis Unit		The Chair of the Overview & Scrutiny Committee asked for information on how the cuts (including in the voluntary sector) in front line services would impact upon the personalisation agenda and personalisation budgets and access to voluntary sector, social care services and what consultations had taken place, and whether there would be further cuts in

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				mental health provision.
<b>Capital Bids for Corporate Resources Funding 2011/12 to 2013/14</b>				
<b>Ref No.</b>	<b>Report Page No.</b>	<b>Area Service /</b>	<b>Efficiency or investment £</b>	<b>Overview and Scrutiny Committee comments</b>
General		Capital Receipts		The Committee asked what level of capital receipts were expected over the next 3 years.
General		Assets Sold		The Committee would be sent the link to the Council's website where the Statement of Accounts can be found, showing the current value of the Council's assets.
6	22	Alexandra Park and Palace Charitable Trust	500	The Committee asked whether the Palace could generate more revenue to put towards the works.
7	22	Business Support & Development – BSF	1,500 Total	The Committee questioned this capital bid and noted that this was the previously agreed Council contribution to the Building Schools for the Future (BSF) programme through the sale of a building (capital receipt). The Committee asked for the name and location of the building scheduled for sale.
9	22	Corporate Resources – IT Capital Programme	750	The Committee questioned the justification for this capital bid when £300k efficiencies were proposed elsewhere in IT (item 20 – page 13) and asked for more information.  The Lead Finance Officer reminded members that item 20 related to staffing and this was capital expenditure.
19	23	Frontline Services – Redevelopment of Cranford Way site as reuse and recycling centre	900	The Committee asked for more detail on what the revenue implications of this proposal were, whether planning permission was required (and if it had been obtained) and if the running costs be the same as they currently were for the Cranford Way site.
20	23	Planning, Regeneration & Economy – Tottenham Gyrary	1,500 total	The Committee asked for the briefing note which was already in the public domain to be provided to Committee Members.
21	23	Strategic & Community Housing Services –	50	The Committee asked why it was not possible to recover the £50,000

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		Works in Default		
22	23	Strategic & Community Housing Services – Retained hostels	1000	The Committee asked who lived in these hostels and why they were being retained when care homes were being closed.
23	23	Strategic & Community Housing Services – affordable housing new schemes	850	The Committee requested justification for this capital bid and asked whether the funds could be recovered?
<b>Schemes not competing for Capital Receipts</b>				
<b>Ref No.</b>	<b>Report Page No.</b>	<b>Area Service /</b>	<b>Efficiency or investment £</b>	<b>Overview and Scrutiny Committee comments</b>
27	24	Property – Hornsey Town Hall	7,116	In response to questions the Committee was informed that the scheme included selling land at the rear of the Town Hall to fund refurbishment of the building. The Town Hall would be run independently from the Council and offices would be leased to various organisations.
<b>OSCO151.</b>	<b>NEW ITEMS OF URGENT BUSINESS</b>			
	There were no new items of urgent business.			
<b>OSCO152.</b>	<b>FUTURE MEETINGS</b>			
	The next Budget Scrutiny meeting will be held on Monday 17 <sup>th</sup> January 2011 at 10am at the Civic Centre.			
	A further provisional Budget Scrutiny meeting has been set for Wednesday 19 <sup>th</sup> January 2011 at 4.30pm.			
	The meeting ended at 19:00 hrs.			

COUNCILLOR GIDEON BULL  
Chair

SIGNED AT MEETING.....DAY  
OF.....

CHAIR.....

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 17 JANUARY 2011**

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

Also Present: **Co-optees:** Helena Kania (Local Involvement Network (LINK)), Yvonne Denny (Church of England Representative)  
**Councillors:** Councillor Kober (Council Leader), Councillor Pat Egan, Councillor Robert Gorrie  
**Officers:** Kevin Crompton (LB Haringey Chief Executive), Kevin Bartle (Chief Financial Officer), Lisa Redfern (Assistant Director – Adults), Rob Mack (Scrutiny Officer), Natalie Cole (Clerk)  
**Also Attending:** 4 members of the public

MINUTE NO.	SUBJECT/DECISION
OSCO153.	<p><b>WEBCASTING</b></p> <p>The meeting was web-cast for live or future broadcasting on the Council's website.</p>
OSCO154.	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>There were no apologies for absence.</p>
OSCO155.	<p><b>URGENT BUSINESS</b></p> <p>There were no items of urgent business tabled however the Chair asked the Committee to agree to consider a date for the next Budget Scrutiny session. The discussion is recorded under minute number 160 below.</p>
OSCO156.	<p><b>DECLARATIONS OF INTEREST</b></p> <p>The Chair declared a personal interest in item 7 where the Haynes Centre was discussed, as the Centre was the ward he represented.</p>
OSCO157.	<p><b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b></p> <p>There were no such items.</p>
OSCO158.	<p><b>MINUTES</b></p> <p>Approval of the minutes was deferred until the next meeting.</p>
OSCO159.	<p><b>BUDGET SCRUTINY - REVIEW OF FINANCIAL PLANNING FOR 2011/12 TO 2013/14</b></p> <p>The Committee received the budget proposals for 2011/12 to 2013/14 introduced by the Council Leader, Councillor Claire Kober who emphasised the Council's intention to transform services as a result of the unprecedented reduction in local government funding.</p>

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In response to a question about sharing services the Leader explained that the announcement of the reductions had halted the plans of some boroughs to join functions; when public services funding was cut councils needed to focus on their budgets and changes in structures and ways of working rather than other agendas.

The Committee asked supplementary questions to those raised at the Budget Scrutiny meeting held on 5<sup>th</sup> January 2011. The responses are recorded below.

Re. Q1 – Adult Social Care – Reduced Contributions from NHS

The Committee noted that the deficit position of the Primary Care Trust (PCT) would continue into next year as the PCTs merged. Council Leaders met regularly to discuss the situation and the Council had an honest dialogue with NHS Haringey although there were challenges on the part of both agencies regarding funding.

Re. Q4 & Q5 – Adult Social Care Transition and Children & Young People Service (CYPS) Demographic Pressures

The Leader confirmed that the £4 million investment in Children's Services next year was due to the 172 additional children in care; there were also 16 additional children on child protection plans. More children requiring services were expected to move into Haringey when the housing benefits system changed in April 2011 and there would be associated legal costs.

The Committee noted that Ofsted had approved the Council's child protection thresholds and that the Leader had written to the Minister for Children & Families about Haringey's unique situation and the impact of the reduced local government funding settlement.

The Committee was informed that the Council had put in place the Local Preventative Strategy with the PCT and the Police including a series of measures to help prevent children and families coming into the system in the future. It was reported that research showed that two years of such measures would result in significant service cost reductions. The Council was also recruiting more foster carers to reduce the cost of agency carers.

Re: Q5 – CYPS – increased legal cost budgets

The Committee requested benchmarking information on legal costs per child safeguarding case. (Action No. 159)

Re. Q9 – Inflation

A copy of the working paper analysing the inflation provision would be circulated to the Committee and Councillor Gorrie (Action No. 159.1).

Re: Q10 – NLWA – Increase in Landfill Tax

The Committee noted that the cost of recycling increased each year and that from April 2011 the Council's recycling contractors would be responsible for raising awareness of recycling. The Council would judge the contractors on resident perception and recycling performance.

Re. Q11 – Concessionary Fares

The Committee noted that, due to a change in the method of apportioning costs



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across London, the total cost to Haringey was now based on usage by Borough residents and this had led to an increase. Councillor Gorrie and Committee Members expressed concern that, at the call-in meeting of the Parking Charges decision (CAB75) held on 8<sup>th</sup> December 2010, it was stated that some of the revenue raised by the increase in charges would be spent on concessionary fares. The Lead Finance Officer, Kevin Bartle, stated that revenue from parking charges was ring-fenced and could only be used for specific purposes.

Re. Q12 – Increase in Employers Pension Contribution

The Committee noted that variation reference 7 – Increase in Employers Pension Contributions – would be withdrawn and not included in the final budget.

Re. Q13 – Council Tax Benefits Subsidy

The Committee requested a briefing note on the Council Tax benefits subsidy calculation that could produce a cost to the Council of £4m. The note should identify the estimated level of subsidy being withdrawn by central Government. (Action No. 159.2).

RE. Q17 - Staffing

Further to the Committee's questions it was reported that the Council was seeking to reduce employment costs and not wages with this proposal. The Leader recognised that job losses would have a direct impact on the Council. In relation to the suggestion that wages reductions be considered the Leader stated that whilst redundancies were being considered it was not an appropriate time to consider such changes in terms and conditions of employment. The Committee noted that approximately 50% of the Council's senior managers had voluntarily declined this year's performance increment.

Re. Q18 – Human Resources – Apprenticeships

The Committee was informed that this proposal was to cut the internal apprenticeship schemes which required resources. The Council would still provide apprenticeships through procurement exercises and government schemes.

Re. Q19 – Corporate Property

The Committee asked for details of the overall Council budget for repairs and maintenance (Action 159.3).

Re. Q22 – IT (Implementing Value for Money)

The Committee asked for more information than was given in the answer on IT savings and what percentage contribution to the overall savings target this proposal represented. The Committee was informed that more IT savings would be included in the next set of savings and the data provided for the next Budget Scrutiny session should address members' concerns. (Action No. 159.4). It was noted that Adults and Children's Services relied on good IT systems.

Re: Q25 – Reduction in use of Mobile Phones

The Committee noted that the Council had negotiated a significant reduction in costs of telephone calls to landlines. Further details were requested to be provided (Action No. 159.5). In response to a question from a Committee Member it was noted that the Council still received fees from mobile phone

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
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companies for installing mobile phone masts on Council estates and this money went straight into the housing revenue account. It was reported that staff who needed a mobile phone to do their job would still have access to one.

Re. Q27 – Customer Contact (shift to online transactions)

In response to the Committee's concerns that this proposal would exclude certain members of the community, the Leader explained that whilst a percentage of the population preferred to use internet services and found it easier there was no proposal to eliminate face to face services entirely.

Re. Q29 – Spans of Control and layering

The Committee noted that this proposal would see fewer layers of managers between the top and bottom of the staffing structure. There was an average of 5 people in between senior managers and frontline staff.

Re. Q32 – Recreation Services (Tottenham Green Leisure Centre – Reduction of reception cover

It was reported that the automated machine system would reduce pressure on reception staff, allowing people to swipe their Active Cards to enter the Centre, but that there would still be access to face to face service.

Re. Q34 – Closure of Day Centres and Drop-in Centres and Care Homes

The Committee noted that approximately 400 people had signed up to the new Personalised Budgets scheme so far, in addition to the current number of people on the Direct Payments scheme.

It was reported that the Council was looking at what drop-in services could stay open and be independent. The Committee noted that the wages cost of the Council's day centres were high and if a service was transferred into the private sector the staff terms and conditions would also be transferred which would not accord with the terms and conditions of other providers. The cost of the Council's in-house provision was much higher than in the private sector (£36 per hour for in-house care compared to £11.50 for external provision) and the quality of service in older people's care from the Council's private sector providers was very high. Currently two thirds of the Council's placements were in the private sector therefore the proposals would result in a significant revenue saving.

A further piece of work would be done on the properties and the opportunities for each building. Committee Members suggested that suitable emptied buildings should be offered to voluntary sector groups for rental.

In response to the Committee's concerns that transition could be traumatic for vulnerable people it was reported that transfers would be dealt with sensitively and in terms of quality, geography (from service users' families to minimise travel costs and disruption) and cost. Apart from Jackson's Lane, which would close on 1<sup>st</sup> April 2011, the Council's drop-in centres would close in the summer of 2011.

The Committee asked for the number of dementia patients at Cranwood Lodge and what private provision was available in the local area if Cranwood Lodge was closed (Action No. 159.6).

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The Committee received questions from a representative of the Haringey Alliance Public for Services (HAPS) in relation to costs of running services and noted the figures in answer to Q34. She emphasised that drop-in centres assisted in keeping elderly people healthy and active and prevented dementia - a comment supported by officers and committee members. The speaker urged members to encourage the Council to keep its drop-in centres open.

The Leader stated that if possible the Council would seek to find other organisations who could take over the drop-in services. The Assistant Director of Adult Services added that neighbourhood networks and developing community hubs and user led organisations were being considered as cost free alternatives which would rely on strengthening the role of volunteers. This would not, however, result in a like for like service. Committee Members reminded officers that community halls could be utilised for activities for older people and noted that options such as this would be considered as part of future smarter working improvements.

In response to comments from a representative of the Muswell Hill Library Support Group, the Leader confirmed that there would be no library closures although consideration would be given to how other services could be run from libraries. The Committee noted that book groups were available for older people as a means of socialising.

Councillor Pat Egan highlighted that residents of Haringey were concerned about the closures detailed in Q34 and urged the Committee to recommend that these proposals be reconsidered.

In response to concerns that some of the savings made in Q34, Q35 and Q36 would not be realised until 2012/13 the Leader explained that the Council had to consider residents and their transition into new homes; equalities impact assessments needed to be conducted and individual plans drafted.

Re. Q36 – Close In-House Home Care Service – Create Reablement Service

In response to concerns that the loss of the service would result in a poor quality of service if more agencies were involved it was noted that two thirds of the Council's services were already provided by the private sector and quality was monitored by both the Council and the Care Quality Commission (CQC). Generally people used this service for 6 weeks but the Council currently worked with 30 long term Home Care service users who would be transferred to external providers and the Home Care service closed and the reablement service opened.

*Clerk's note: 12:00 hrs The Committee adjourned for a 5 minute break and reconvened at 12:05.*

Re. Q39 – Remaining OP Residential Home

More detail on the costs of the Council's three residential homes and how they compared with alternative provision within the independent sector was requested by Committee Members (Action No. 159.7).

It was reported that the Council had been billed by the PCT for additional

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running costs of the Haynes Centre which had not been agreed by the Council. The Chair stated that he would write to the PCT about these costs (Action No. 159.10). The Committee noted the Council's plans to merge the Borough's dementia care provision; the Grange, which was in the east of the Borough and the Haynes in the west.

A Committee Member suggested merging the Haven Day Centre and Woodside Day Centre and the Leader and Senior Officers recognised the value of such services. The Committee noted that both centres had to be closed to meet the level of savings required and that service users would be provided with suitable alternative placements in the private sector, although not a like for like provision. There was a general consensus that that this proposal would risk the quality of life of the vulnerable service users who would no longer have a centre to visit.

The Committee asked for a briefing note on how the consideration of risk in Adult Services and Children's Services savings proposals had been assessed. (Action No. 159.8).

The Committee noted the comments of a representative of the Older People's Partnership Board including concerns about whether there were enough places to meet the needs of dementia service users. It was reported that the Haynes Centre was under occupied.

The Committee noted that the Grange Centre was open seven days a week and would be sent details of the opening hours of the Haynes Centre (Action No. 159.9).

Re. Q40 – Increase Adult Services Fees and Charges

The Committee asked how people would be expected to pay the increases in charges for residential care and noted that charges would be means tested, i.e. based on a service user's ability to pay once assessed. The Committee asked for justification for the increases and it was reported that the increases would bring Haringey's fees and charges in line with national averages.

Re. Q44 – Behaviour Support and Inclusion Management

The Committee requested to see the Equalities Impact Assessment for this saving proposal when it was completed (Action 159.11).

The Committee asked for information on what the take up of places at centres for pupils who had been excluded was and what Children's Services were doing about poor attendance (Action 159.12).

Re. Q46 – Enforcement

The Committee requested further details on the potential implications of the various Enforcement saving proposals. It was noted that the Council was exploring the possibility of shared regeneration services with neighbouring boroughs but services had to be reduced to enable savings.

Re. Q49 – ACCS Alexandra Road Crisis Unit

The Committee noted that the Council was in discussions with the Mental Health Trust about future use of the Alexandra Road Crisis Unit. Committee members asked that it be a recommendation that there were no further cuts in mental

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	<p>health provision.</p> <p>The Committee emphasised that the task of scrutinising the budget remained difficult because the Committee felt that they had not yet been presented with the full budget. The Lead Finance Officer reminded the Committee that the remaining savings proposals would be brought to members at the next meeting.</p> <p>The Committee's recommendations would be agreed at the next budget Scrutiny meeting.</p>
<p><b>OSCO160.</b></p>	<p><b>FUTURE MEETINGS</b></p> <p>The Chair proposed Monday 31<sup>st</sup> January for further Budget Scrutiny and made reference to section 19c of Section H, Part 4, of the Council's constitution (Call-in Procedure Rules). Committee noted that by considering the Budget on 31<sup>st</sup> January in advance of the actual decision being taken the decision could not be called-in again after the final decision had been taken.</p> <p><b>RESOLVED</b> that the next Budget Scrutiny meeting will be held on Monday 30<sup>th</sup> January 2011 starting at 10am.</p>

COUNCILLOR GIDEON BULL

Chair

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**

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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 31 JANUARY 2011**

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

Also Present: **Co-optees:** Helena Kania (Local Involvement Network (LINK)), Yvonne Denny (Church of England Representative)  
**Councillors:** Councillor Kober (Council Leader), Councillor Gail Engert, Councillor Robert Gorrie  
**Officers:** Kevin Crompton (LB Haringey Chief Executive), Kevin Bartle (Chief Financial Officer), Rob Mack (Scrutiny Officer), Natalie Cole (Clerk)  
**Also Attending:** 4 members of the public and press

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>OSCO161.</b>	<b>WEBCASTING</b>  NOTED that the meeting was recorded for future broadcasting on the Council's website.
<b>OSCO162.</b>	<b>APOLOGIES FOR ABSENCE</b>  NOTED that Parent Governor Co-Opted Members were unable to attend daytime meetings.  An apology for lateness was received from Councillor Joseph Ejiofor.
<b>OSCO163.</b>	<b>URGENT BUSINESS</b>  There was no urgent business.
<b>OSCO164.</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest.
<b>OSCO165.</b>	<b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b>  There were no such items.
<b>OSCO166.</b>	<b>MINUTES</b>  The minutes of the previous Budget Scrutiny meetings held on 5 <sup>th</sup> and 17 <sup>th</sup> January 2011 would be approved at a future meeting.
<b>OSCO167.</b>	<b>BUDGET SCRUTINY - REVIEW OF FINANCIAL PLANNING FOR 2011/12 TO 2013/14</b>  The Committee received and discussed the responses to the advance questions submitted, and made the following observations:  <u>Re: Q1 – LDMS – Restructure of the whole Business Unit</u> The Committee requested details of the number of posts within the Local

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Democracy & Member Services team (Action No. 167).

Re: Q6.1 – Legal Staff in Children’s Services

In response to the rising cost of legal services the Committee requested a briefing note on what was being done to drive costs down and a breakdown of how money was spent in the service (Action No. 167.1).

Re: Q6 – Children & Families - Transport

The Committee expressed specific concern about the impact of the removal of this service and noted the Lead Finance Officer’s comments that the Council would be funding transport out of the increase in the DSG budget (Appendix 9.1) – rather than from the general fund.

Re: Q7 & 8 – Benefits & Local Taxation – Customer Services – Closure of Hornsey and North Tottenham CSC

Concern that the proposals to close the customer services centres (CSCs) could result in ineffective services was raised and that they might not meet the needs required in different areas of the Borough. The Leader recognised that there was a different balance of issues raised by residents at different CSCs. It was noted that the cost of running the North Tottenham Centre was lower than other Centres but aspects such as transport links and potential disposal of the building were taken into account. Details of the cost of the South Tottenham CSC were requested (Action No. 167.2).

Re: Q8 – Communications – Marcoms

The Committee requested to be sent the publicity plan when it was available.

Re: Q12 – IT – Infrastructure – renewal from borrowing

In response to question the Chief Financial Officer stated that cost of the current IT infrastructure had been written off and that more information on the saving of this write-off and the value of the renewed infrastructure would be provided to the Committee. It was noted that joint systems with Homes for Haringey might be required but this would be reviewed as the IT infrastructure proposal moved forward (Action No. 167.3).

Re: Q14 – Recreation Services – Review resourcing of Parkforce Activities

The Committee requested details on the exact effects of this proposal would be on the British Trust for Conservation Volunteers (BTCV) and what the Council currently paid for and what the Council intended to pay for under the budget cutting proposal (Action No. 167.4).

The Committee asked for a composite figure for the total amount of cuts on the voluntary sector and the percentage of the Councils grants to the voluntary sector that are to be cut. Members felt it would be useful to have a list of the items and amounts within the two budget documents (Appendix 6.1 and 6.2) which affect the voluntary sector.

Re: Q22 - Benefits and Local Taxation (BLT)- HB overpayment recovery

The Committee were dubious that savings of this level would have “no impact”. Further details were requested.



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Re: Q25.3 – Early Years and Childcare

The Committee asked to be sent the reports on Childcare and Children's Centres being presented to the Cabinet (Action No. 167.5)

General question on Pay & Display charges

A Co-opted member of the Committee asked for information about the parking charges for owners of vehicles with low rate fuel emissions and stated that there was some confusion among the community about the sizes of vehicles and the charging bands. The Chief Executive stated that charges were set out clearly and were directly related to a vehicle's engine size. Details would be sent to the Member. (Action No. 167.6)

Re: Q28 – Restructure of Planning, Regeneration and Economy

The Committee expressed concern that the proposal would impact residents. The Equalities Impact Assessment (EIA) would be circulated to Committee Members. (Action No. 167.7)

Re: Q29 - Paybill efficiencies – Review contractual terms and conditions of employment

The Committee expressed concern that this saving would not come into effect and noted the response of the Chief Finance Officer explaining that a long lead time was required to ensure adequate negotiations with the unions.

Re: Q40 – Staff vacancies

The Committee asked for the number of vacant posts that were being held at the start of the financial year. (Action No. 167.8)

Re: Q41 – Adult, Culture and Community Services

In response to concerns that Councillors had not been consulted on the Council's Communication Strategy the Leader stated that there would be further consultation and that she would ensure a briefing was provided to Councillors. (Action No. 167.9)

Responses to questions arising from Budget Scrutiny on 17<sup>th</sup> January 2011

Re: Ref. 8 – Council Tax benefits Subsidy - a briefing note would be circulated to members on the estimated level of subsidy being withdrawn by the Government. The Committee also asked how long the 10% subsidy would last. (Action No. 167.10)

General -The Committee requested a copy of the letter sent by the Director of Corporate Services to Andrew Lock (Communities and Local Government) detailing Haringey's concerns and criticism on how our settlement was calculated. (Action No. 167.11)

The Committee agreed with the all the points made in the letter sent by the Director of Corporate Services to Andrew Lock (Communities and Local Government) detailing Haringey's concerns and criticism on how Haringey's settlement was calculated. The Committee hoped that because the settlement, together with the front loading element, was so severe and will impact heavily the way the authority provides services to residents, all available channels will be fully used to lobby ministers and officials to get them to revisit the assumptions and formulae used in the calculation.

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The Committee then discussed and gave views in respect of the comments in the resolution below.

The Chair then summarised and moved the resolution below nemine contradicente.

**RESOLVED** that the following recommendations be presented to the Cabinet on 8<sup>th</sup> February 2011 in response to the draft medium term financial planning 2011/12 to 2013/14 report appendices 3, 6.1 and 6.2.

**New Revenue Investment Proposals – Appendix 3**

<b>Ref.</b>	<b>Proposal</b>	<b>Comment</b>
1	ACCS - Reduced contributions from NHS – Learning Disabilities	The Committee recommends that the pooling of appropriate budgets with the NHS be investigated as a matter of urgency
8	CYPS – Demographic pressures	The Committee is concerned at the continued overspend in C&YPS which needs to be brought under control. This is taking place against a background of high numbers of children being taken into care and high ratios of staff to children. They are of the view that the service should consider further ways of reducing costs and increasing efficiency.  The Committee therefore recommends that additional investment to allow for demographic pressures be reduced by £500k to £3.5m.
9	CYPS – Taking Children in to Care: Legal Costs	The Committee recommends that a Value For Money exercise on legal costs be conducted and consideration be given to the possibility of establishing a specialist in-house legal team and sharing legal services with Waltham Forest.

**Haringey Efficiency and Savings Programme – Proposals Presented to Cabinet in December 2010 – Appendix 6.1**

<b>Ref.</b>	<b>Proposal</b>	<b>Comment</b>
13, 14 & 15	Corporate Property – reduction in building maintenance, Soft Facilities Management & Office Accommodation	The Committee recommends that an audit of the Council's buildings be carried out and that, where possible, buildings be offered first to other Council services before consideration is given to their disposal.  The Committee recommends that a working group is established to ensure that priority to lease unused Council

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		buildings are given to third sector organisations that were also under financial pressure.
16	Corporate Property – Savings on Security costs at Customer Service Centres (CSCs)	The Committee was of the view that the reduction in Customer Service Centres may have implications on the level of security required at the remaining centres. It was therefore of the view that an equalities impact assessment (EIA) should be conducted to establish fully the possible implications of the proposed changes. Accordingly it recommends deferral of this proposal until 2013/14. In addition, it recommends that discussions about the possibility of shared services and premises with the Department for Work and Pensions be accelerated.
20	IT – Service Implement Value For Money (phase 2)	The Committee is concerned that, in the context of the unprecedented level of budget savings required, the proposed savings from the IT budget represent a comparatively small reduction to (approximately 5% of current budget) in the £16 million IT budget. It is of the view that the detail so far presented is not sufficient to justify this and that more information on the benefits and effects of the savings in IT is required
24	Reduction in the use of mobile phones	The Committee understands the need to reduce the use of mobile phones but recommends that appropriate frontline staff are given necessary usage. The Committee also recommend that the potential for savings on landlines should be explored and increased.
28 & 39	Customer Contact – Programme to shift customers to online transactions & Recreation Services – Reduction of reception cover at Tottenham Leisure Centre	<p>The Committee expresses concern about the effect of the shift to online transactions on the older population, those with English as a second language and those not familiar with IT or have limited access. It recommends that HAVCO (Haringey Association of Voluntary and Community Organisations) and Age Concern be consulted on the impact it will have on its members with impairments and learning disabilities</p> <p>The Committee recommends that Cabinet ensure that all new IT schemes are thoroughly tested and that all literature is in plain English.</p>
36	Recreation Services –	The Committee recognises that

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	Allotment fee increases – full cost recovery	<p>allotments need to be funded but is concerned about the lack of consultation.</p> <p>The Committee also recommends that raised beds be provided for disabled people.</p>
39	Recreation Services – Reduction of reception cover at Tottenham Leisure Centre	The Committee does not support this proposal and is of the view that the small amount saved will not be commensurate to the inconvenience that could be caused. A loss of revenue could also occur if customers decide to go to another centre or not visit at all. The Committee therefore recommends that there be a receptionist available during opening hours to deal with elderly customers and those who are not able to use the ticketing software as well as cases where there is a breakdown in the software system.
40	Adults – Recreation Services	The Committee agrees that the proposals for savings in parks will have a negative impact on the Green Flag programme; and parks maintenance would decline.
43-48	ACCS – Adults Social Care (43-48)	<p>The Committee is concerned at these proposals and, in particular, the speed of their implementation. This could potentially lead to added costs for other services in the future due to increased social isolation and increased ill-health of clients as a consequence of the loss of preventative work that these services provide. In addition, there may also be implications for adult protection. It recommends that these services, as well as those that will be lost as part of the savings to youth provision, be financed by a 0.5% levy across all Council services.</p> <p>The Committee was also unconvinced that proposed transition to personalised budgets for clients could be satisfactorily achieved within the short timescale.</p>
53	Adults & Commissioning – Remaining Older People’s residential home	The Committee is concerned that the independent sector might, in due course, increase placement prices. The Committee recommends that transition arrangements minimise the impact on residents as much as possible and that personal requirements should be taken fully into account as part of individual

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		plans.
55	Adults & Commissioning – Remaining Older People’s day centre closures	<p>The Committee recommends that the closure of the Haven Centre be deferred pending further impact assessment of the impact and consideration of suitable alternative provision for frail and elderly people.</p> <p>The Committee also recommends that the Cabinet challenge the Primary Care Trust (PCT) over additional running costs imposed by them for the Haynes Centre.</p> <p>The Committee suggests Homes for Haringey play a part in ensuring that community halls are considered for the provision of drop-in services for older people.</p>
74	Behaviour Support & Inclusion Management	The Committee is concerned at the rapid rate of the withdrawal of this service and recommends that, in view of the potential disproportionate effect on black and ethnic minority communities, a full equalities impact assessment be conducted.
75 – 84	Enforcement – Various	The Committee notes the potential impact as a result of reductions in this service and recommends that discussions for shared services be progressed quickly to minimise this.
76	Enforcement – cessation of the out of hours service and withdrawal of Police support at weekends.	The Committee is concerned about this proposal as most complaints are received at night time and on weekends. It recommends that the service be retained, even if this was at the expense of another service.

**Haringey Efficiency and Savings Programme – New Proposals Cabinet 8<sup>th</sup> February 2011 – Appendix 6.2**

Ref.	Proposal	Comment
1 – 4	Policy & Performance, LDMS, HR & OD&L	The Committee recommends that support for all Members be reviewed. In addition, it is of the view that non professional Councillors should receive enough support to enable them to perform their duties effectively.
9	Communications – Council Wide – reduce translation budget	The Committee recommends that ethnic minority community centres be invited to tender for the provision of translation and interpretation services. It was felt that

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		this might reduce cost to the Council as well as providing our partner organisations with an income stream.
26	B&LT & Customer Services – Closure of Hornsey CSC	The Committee recommends that suitable alternative provision in the locality is identified prior to closure.
27	B&LT & Customer Services – Closure of North Tottenham CSC	<p>The Committee recommends that, in view of the lack of potential alternative provision in the locality, closure of the North Tottenham Customer Service Centre be deferred until such facilities are in place. In addition, it recommends that discussions take place with the DWP on the feasibility of shared premises.</p> <p>The Committee also urged that discussions on sharing premises with the Department for Working and Pensions be accelerated.</p>
31	B&LT & Customer Services – reduce hours of Call Centre from 8-6 to 9-5	The Committee recommends that the reduction in opening hours be phased-in, thus allowing the 5-6pm slot to continue for several extra months.
35	Customer Contact - shift to online transactions	Please see (a) below
37	Recreation Services – Review of resourcing of Parkforce Activities – and related support – British Trust for Conservation Volunteers and Metropolitan Police Managed activity	The Committee is concerned about the potential impact on crime and the work undertaken by Police and volunteers and therefore cannot support this proposal.
39	Recreation Services – White Hart Lane Community Sports Centre	The Committee is of the view that it was unacceptable for the Centre to continually operate at a deficit of £500,000. It recommends that any initiatives for the Centre should be robust and deliverable and consideration should be given to inviting tenders from the private sector.
42	Recreation Services – Franchise Leisure Catering at Park Road and Tottenham Green	The Committee recommends that the rental amounts be revisited to reflect current local market conditions.
47	Safeguarding & Strategy Services – Financial Assessment Team	The Committee is concerned that the accelerated implementation of personalised budgets might be slowed down by staff reductions in this area and seeks assurances that this will be taken into account when planning cost reductions elsewhere.
55	Culture. Learning & Libraries – Staffing and	The Committee recommends no further reductions from this fund and notes the

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	Book Fund reductions	Leader's assurance that there will be no cuts to libraries opening hours.
56	Cross Directorate – Non statutory services – funded from the former ABG (Area based Grant)	The Committee notes that the services will be provided within the formula grant and recommends that the Open-Door services for 18-24 year olds be retained.
57	Safeguarding & Strategic Services – Supporting People Programme Reduction	The Committee is concerned about the disproportionate impact and the deliverability of the proposed reduction of £5 million in the Supporting People budget. It is of the view that insufficient information has been provided so far to assess the full impact.
58	Recreation Services - Further Parks staffing efficiencies and leisure development	The Committee was concerned at the impact of such a reduction in staffing on the condition of the parks especially as this is in addition to the proposal at ref 40 (Appendix 6.,1) and ask for this to be looked at again.
59	Children's Network – After School Childcare	The Committee recommends that it be ensured that any new providers of this service are not burdened with additional costs (such as hourly rent) by schools.
60	Children's Network – Youth Service	The Committee is concerned at the significant cuts to a valuable service which could potentially cause long term social and financial problems for the borough. It recommends that the cut be reduced in conjunction with the previously mentioned (items 43-48) levy of 0.5% on all other services.
62	School Standards and Inclusion	The Committee requests to see these proposals before they are considered by the Cabinet so that it can make recommendations.
63	Children's Network – integration of behaviour, attendance and welfare service	The Committee is concerned that ethnic minority children will be disproportionately affected and that equalities impact assessments had not been conducted yet.
70	Planning, Regeneration & Economy – restructure	The Committee recommends that an equalities impact assessment be conducted to establish the effects of the cuts and changes. It also asked that proposed new service threshold levels are shared with the Cabinet before a final decision is taken.
71	Planning, Regeneration & Economy – increased Section 106 drawdown	The Committee seeks assurances that the Council is maximising the amount of money obtained through Section 106 Agreements and recommends that tighter controls are established to ensure S106

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		agreements are complied with.
75	Safer, Stronger Communities	The Committee does not wish to see the good work done so far in Neighbourhood Management to be wasted with the decommissioning of this service and urges the Cabinet to ensure that this does not happen.
78, 79 & 80	Safer, Stronger Communities -- cessation of funding (various)	The Committee recommends that an alternative plans is developed to continue these valuable services.
(a)	General – Customer Service Centres/ online transactions	<p>The Committee seeks assurances that standards in the remaining customer services centres will not slip and recommends that alternative provision such as in libraries be made available for people requiring face-to-face contact such as people with learning disabilities or without access to computers.</p> <p>The Committee recommends consideration be given to older people who were not able to stand in queues for very long periods and that a system established for older people to sit down without losing a place in the queue.</p>
(b)	General – Shared Services	The Committee advocates the sharing of services with other boroughs, partners and agencies but is concerned that discussions seem to be at very early stages (knowledge of the impending cuts had been available since autumn 2009, and Haringey's response to the Total Place agenda was poorly advanced). It recommends that every effort be made to accelerate discussions, with specific reference to concerns about the severity of cuts in legal costs in children's services and enforcement.
(c)	General – Older People's Services and Youth Services	The Committee recommends that a levy of 0.5% on other departments' budgets be put towards day care provision for adults and youth services.
(d)	General	The Committee expresses disappointment that where proposals are deemed to have "no impact" these cuts were not implemented sooner.
(e)	General – Trade- Union Expenditure	The Committee suggests that it would have been useful to have received the information it previously requested on Trade Unions during these budget considerations although recognises that this time of change might not have been



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			the best time to review Trade union facility time.
	(f)	Energy Consumption	The Committee recommends that all directorates set targets for the reduction of energy consumption the next year or two as done by Recreational Services.
	The meeting ended at 17:25 hrs.		

COUNCILLOR GIDEON BULL

Chair

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**

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## **Response to Overview & Scrutiny Committee - TTH**

24 Dec 2010

### **Background and current situation**

The Council's objectives in disposing Tottenham Town Hall and the former Clyde Road depot are as follows:

- To restore / refurbish the Town Hall and preserve and enhance the character of the Conservation Area.
- To assist in creating additional employment opportunities in the area.
- To improve the local environment, through development, to actively benefit the local community.
- To develop the site to provide for a mix of uses including new housing units which complement the adjoining Bernie Grant Arts Centre and neighbouring use.
- To attract further private and public investment and to act as a catalyst for the regeneration of the wider Tottenham Green area.

Based on the above objectives, the Cabinet of 31 October 2006 approved the appointment of Newlon Housing Trust as the preferred development partner to undertake the refurbishment of the principal heritage areas of the Town Hall and redevelopment of the former Clyde Road Depot at the rear.

The sale to Newlon is on a long leasehold interest to enable the Council as freeholder to have a degree of control over the proposals by working closely with Newlon to finalise the detailed scheme proposals and how they are delivered.

The development agreement which exchanged on 18 December 2008 places an obligation on Newlon HT to complete the first phase of the development being the refurbishment of the Town Hall building prior to the grant of the lease by the Council notwithstanding whether or not the second phase has commenced.

The Head of Corporate Property Services confirms that the works undertaken by Newlon so far has been the refurbishment of the Town Hall building which Newlon confirm is scheduled to be completed by the end of February 2011 and are inviting officers and Members for a walk around in the New Year to showcase the refurbished building.

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**OSC – 6<sup>th</sup> December 2010  
Action 122.3**

**LAWRENCE ROAD N15 – Haringey Council ownership**

ADDRESS	MANAGING SERVICE	TENURE	COMMENTS
1-20 cons Lawrence Close	Homes for Haringey	Freehold	Less 5,9,16,18
Car Park, SE of junction with Clyde Road	Housing	Freehold	
Play Ground adj 45 Lawrence Road	Parks	Freehold	
Gardens fronting Elizabeth Clyde Close	Parks	Freehold	
2-10 even Lawrence Road	Homes for Haringey	Freehold	Less 2
63 Lawrence Road	Corporate Property Services	Freehold	
Yard & parking fronting 63 Lawrence Road	Corporate Property Services	Freehold with lease out	80 yr lease out
Land fronting West Green Road NW of junction with Lawrence Road	Highways	Freehold	

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Action 167.4b – OSC 31<sup>st</sup> January 2011

The Committee asked for a composite figure for the total amount of cuts on the voluntary sector and the percentage of the Councils grants to the voluntary sector that are to be cut. Members felt it would be useful to have a list of the items and amounts within the two budget documents (Appendix 6.1 and 6.2) which affect the voluntary sector. (Action No. 167.4b). (Cllr Newton)

### HESP Voluntary Sector Impact

Each of the following savings proposals is likely to have an impact on either grant funding to voluntary organisations or the level of service commissioned from the voluntary sector. It is not possible at this juncture to accurately assess the impact in terms of funding reductions as the full equality impact assessments and consultation processes have yet to be concluded.

HESP ref	Saving description	2011/12 Saving £,000	2012/13 Saving £,000	2013/14 Saving £,000	Total
5	<b>Policy &amp; Performance plan to cease funding for equalities events</b> Either no events are held or it may mean that voluntary organisations (possibly more national than local) feel they need to take up the slack.	47	0	0	47
6	<b>Policy and Performance - Saving on activity within the HSP/LAA &amp; Equalities teams (formally ABG funded).</b> There will be a very little impact as this saving is in relation to governance for the HSP.	159	0	0	159
13	<b>Property -Reduction in Building Maintenance</b> This proposal is in two parts;	150	125	125	400

	<p>a. Reduce or stop maintaining the current buildings portfolio unless it is a statutory requirement, health and safety risk or essential to keep the services operational.</p> <p>b. Reduce the maintenance budget on the basis that the number of service operations buildings (libraries, leisure centres, day centres, community centres, museums etc) is reduced in the medium term.</p>					
37	<b>Redistribution of the Parkforce budget</b> will mean reduced support for the British Trust for Conservation Volunteers but will continue to fund core activity and to support Neighbourhood Watch and "Friends" volunteering.	100	38	0	138	
40	The proposal to change the way our <b>Sports and Leisure</b> services are provided include an offer to redirect funding to the voluntary sector in order to provide funding for a specific programme of sport and physical activities to attract external match funding, and prioritise vulnerable young people, the disabled, and areas of greatest deprivation. Activities would be commissioned through an enhanced Sports Approved Suppliers Framework and the borough's Club Accreditation Scheme.	(100)	600	0	500	
41/57	<b>Voluntary sector grants, ABG reductions and Supporting People</b> – as with in house services, all service provided by external parties are being reviewed for appropriateness and necessity and those funded by the former Area Based Grant and through Voluntary Sector grants will also be reviewed. The outcome is not yet known	5,396	370	0	5,766	



	although there will inevitably be some impact.					
43/44/ 45 /46/52/ 55	<b>Day centre and drop in closures</b> – in re-providing services for current service users a range of options will be available. This may include accessing services provided in the private and voluntary sector (if people chose to use their Personal Budgets in this way).	265	484	0	749	
47/50/ 51/53/ 54	<b>Residential home closures and introduction of extra care</b> – In closing our in house residential homes a number of placements will require re-provision, indeed at the point at which admissions are ceased service user placements will be purchased from the independent sector and (as noted above) will be with both private and voluntary providers. The introduction of Extra Care housing will reduce the requirement for external residential placements (both private and voluntary) but it is likely that the care provision in these settings could be provided by either private or voluntary organisations.	268	527	2,002	2,797	
73	<b>Reduction in funding for Haringey Guarantee programme</b> – This reduction in funding will impact on a range of third sector organisations that currently provide worklessness interventions and business support activities in Haringey. Decisions on cessation or reduction of funding for these organisations are being made on the basis of scoring against agreed criteria. Following this, consultation is also being undertaken with these groups to provide an opportunity for organisations to provide feedback on their	700	0	0	700	

77-80	score and the criteria used.	420	0	0	420
	<p><b>Safer, Stronger Communities</b> (Cessation of funding for extra Haringey Police Provision to tackle high priority targets and Problem Solving activities to tackle locally identified crime reduction projects, Cessation of funding for anti burglary support project (co-ordinator role and handy person), Cessation of funding for Independent Domestic Violence Advocate roles (1.5 FTE), Cessation of funding for Victim Support service for young people) – previously ABG monies were used to fund a number of third sector organisations across the Safer Communities thematic area. The Safer Communities Executive Board has had a robust consultation process to decide funding priorities for 2011/12 and consultation is continuing with those organisations who may have their funding reduced or stopped in 2011/12.</p>				



**Haringey** Council

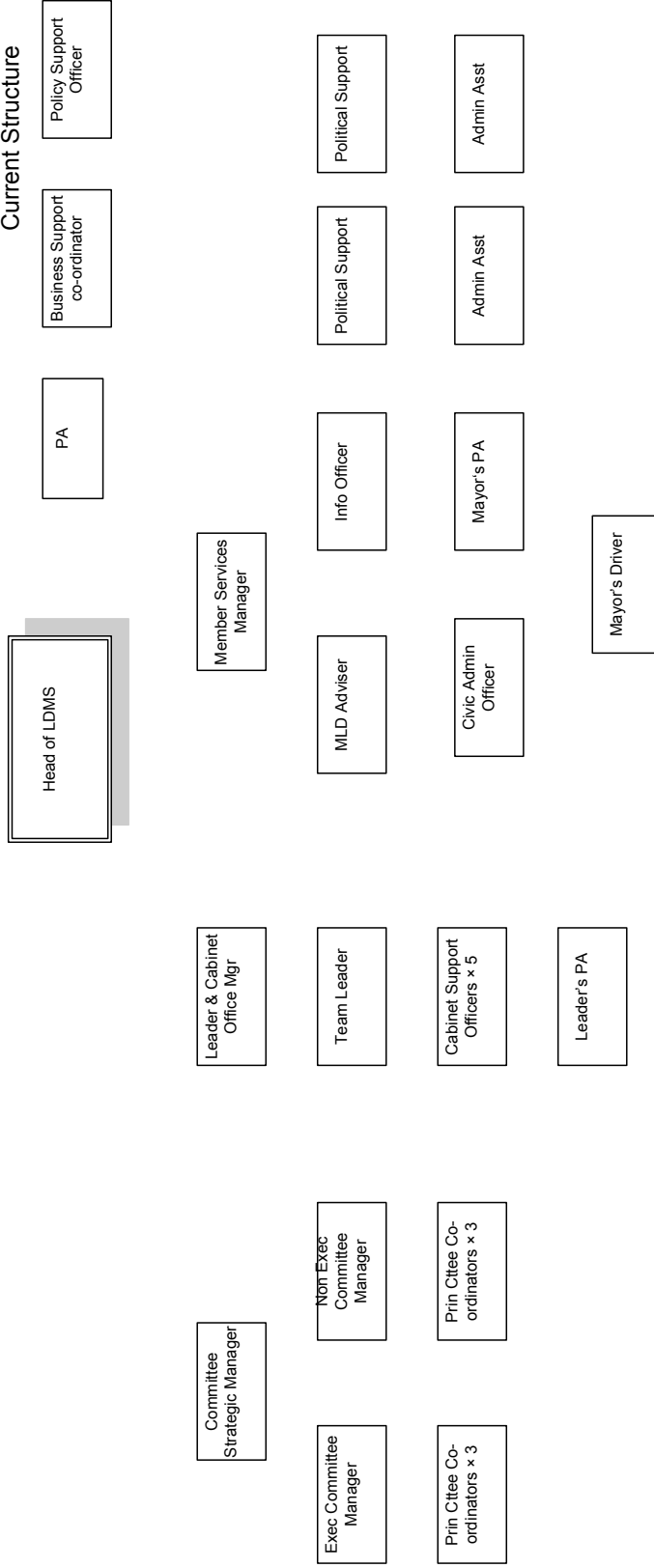
Re: Q1 – LDMS – Restructure of the whole Business Unit  
The Committee requested details of the number of posts within the Local Democracy & Member Services team (Action No. 167).

The attached Appendices show the LDMS structure both prior and post the proposed restructure. The number of posts will reduce from 30 to 17.



**Haringey** Council

Appendix 1  
Current Structure



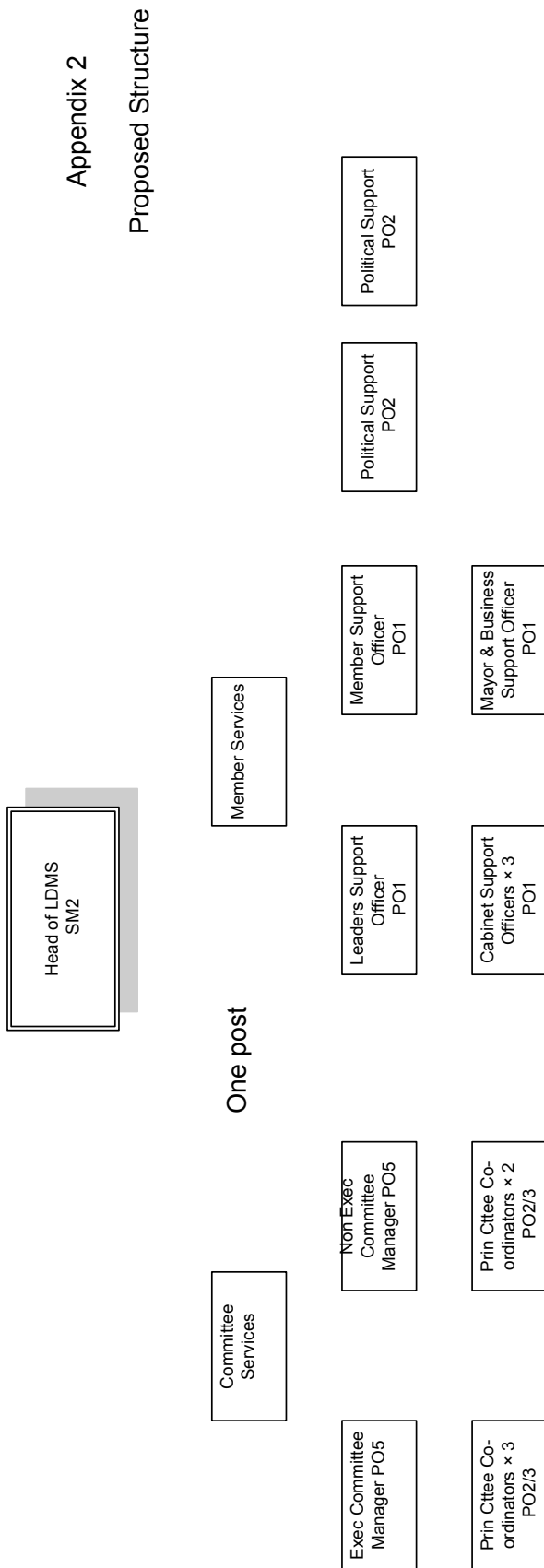
Staffing 30 FTE



**Haringey** Council

Appendix 2

Proposed Structure



All grades provisional subject to evaluation

Staffing 17 FTE

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Budget Scrutiny 31<sup>st</sup> January 2011  
Action No. 167.8 – Staff Vacancies

Re: Q40 – Staff vacancies

The Committee asked for the number of vacant posts that were being held at the start of the financial year. (Action No. 167.8) (Cllr Gorrie))

There were 1080 established posts on the SAP system showing as vacant at the start of the financial year. There were approx 685 Agency staff at this time. We realised that there may have been a significant number of posts that were on the system that should have been taken off because they were unfunded. We therefore undertook an establishment validation exercise during the summer to clean up the information on SAP. The result, which has already been shared with Cllr Gorrie, was that the system showed 641 vacant posts. These are either being covered by agency staff or are vacant pending service review i.e. posts scheduled for deletion. There are currently 378 agency workers in the Council.

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Your ref: Formula Grant 2011/12

Date: 17 January 2011

Our ref:

Direct dial: 020 8489 2688

Email: Julie.parker@haringey.gov.uk

**Mr Andrew Lock  
Zone 5/J2,  
Eland House,  
Bressenden Place,  
London  
SW1E 5DU**

Dear Mr Lock,

## **Consultation on Revenue Support Grant for 2011-12 and 2012-13 and Related Matters**

### **A Response by London Borough of Haringey**

#### **Introduction**

1. The London Borough of Haringey is extremely concerned about the scale and speed of the grant reductions proposed through the Provisional Grant Settlement announcement on 13th December 2010. The overall year on year grant loss in 2011-12 will be £34.1million. This level of grant loss allied to the very special circumstances affecting Haringey following the death of Peter Connelly result in a potential budget deficit in 2011-12 of £46million: this is over 18% of our net spend for 2010-11.

#### **Context for Haringey**

2. Our principal concern is that the Settlement does not take account of the special circumstances in which Haringey finds itself following the death of Peter Connelly. For the last two years Haringey has focused on securing improvements to its child safeguarding services, much of which has required substantial financial investment. And although this is and will remain our top priority, the financial settlement will significantly impede our ability to secure further improvements.
3. Our transformation programme in children's services is taking place within the context of an unprecedented upsurge in the number of children involved with child protection services such that in Haringey there are 12.1 children in care per 1,000 child population, compared to an average of 8.9 amongst our statistical neighbours. We have experienced a high level of referrals to our services resulting in a 40% increase in looked after children since March 2008, with 600 children looked after by the local authority in Dec 2010. These numbers are



significantly higher than the national average and some of the highest amongst our statistical neighbours. The increased numbers of children in care has led to a rise in unavoidable associated costs: increasing numbers of cases are requiring a wide range of interpreters -; in the First Response team alone interpreters were used on 117 occasions for the 229 referrals received and assessed in November 2010; and we currently have 159 care proceedings involving 315 children which has resulted in increasing legal costs. In the three between August and December 2010 we had a net inflow of 40 children with child protection cases – the net cost of the social workers to support these are an estimated £180k. We believe that most of these cases were due to changes in housing and benefits policy, and this is therefore expected to worsen as further changes are implemented.

4. Our work in children's services and the increasing demand for child protection services and associated costs, has created a funding pressure in safeguarding alone of £10m in the current financial year. We have so far managed this through virement of budgets which next year will no longer exist, and we have therefore built into our budget assumptions of an additional £7.4m for children's services in 2011/12. Given the delicate balance of service provision in this area it will not be possible to reduce the level of funding for the foreseeable future without adverse consequences, albeit we believe the work we are doing will eventually lead to lower or at least more stable costs.
5. Furthermore, whilst having all of the characteristics and higher costs of an inner London borough, Haringey continues to be funded as an outer London borough, which is exacerbating our acute financial pressures. This inequitable treatment can be seen in schools funding system, where Haringey pupils continue to be increasingly disadvantaged by in the order of £35m-£40m per annum (see para 18-20).
6. The Council is well advanced with its plans to achieve efficiencies. We are expecting to reduce our workforce by 1,200 posts with the highest reduction at management level. We have so far focused on having a lean 'back room' and we have approved a Memorandum of Understanding with Waltham Forest to develop shared services. However, the Settlement does not afford us the time necessary to achieve sustainable savings and changes. Such savings can only be achieved with significant cuts to frontline services, whilst trying to protect children's safeguarding services. This will significantly impact on service users and residents many of whom experience high levels of deprivation.

#### **Our Request**

7. We therefore ask that DCLG:
  - Consider Haringey's special circumstances particularly in respect of children's services and provide £7.4m one off funding.
  - Consider Haringey as inner London rather than outer London and rescind the proposal to reduce the Area Cost Adjustment
  - Ensure that Haringey retains band 1 flooring
  - Allow Haringey to defer £15m of cuts until 2012/13 and £5m to 2013/14 by way of transition grant funding

- Allow Haringey to capitalise £15m of redundancy costs in 2010/11 and 2011/12, by borrowing or the use of capital receipt
- Remove the uncertainty of the allocation the £3m of NHS funding to support social care and benefit health by paying the funding direct to the Council
- Rescind the proposal to top slice the Grant Settlement as an academies adjustment and make such adjustments to individual authority allocations based on the actual number of Academies in each local authority area.

**Our response to the technical matters and changes proposed for 2011-12 are set out below:**

### **Population – deprivation and projections**

8. The grant formula continues to rely heavily on the population projections produced by the Office for national Statistics (ONS), which we believe significantly undercount our population. This has a direct impact on the level of Formula Grant that Haringey receives. We are particularly affected by this problem as evidenced by the large discrepancy between the number assigned to Haringey for international migration inflow and the figures from National Insurance registration figures and GP registrations from overseas nationals. Only two London boroughs, Newham and Brent, have a bigger discrepancy between National Insurance registration from overseas nationals and ONS international migration figures.

In 2009, a NHS Haringey commissioned study suggested that Haringey's population increased by 7% between 2001 and 2007. This suggests that not only is our population growing at a quicker rate than predicted by ONS. This hidden demand results in real pressure for our services.

Haringey's population is characterised by high levels of deprivation: it is the 18th most deprived borough in the country, and the 5th most deprived in London, the north east of the borough in particular contains some of the most economically deprived wards in London; it has the 8th highest proportion of children in poverty in the UK; and it has high rates of unemployment, with Northumberland Park having the highest proportion of working age people claiming Job Seeker Allowance in London.

The recession and subsequent economic downturn is already impacting on Council services in a number of ways, for example, in the form of continued higher demand for housing and council tax benefits.

### **Redundancy Costs**

9. Haringey will be incurring redundancy costs of around £15m in order to make the budget savings needed in such a short period of time. We have only been allowed to capitalise £0.8m of that on the grounds "it exceeds the level which the secretary of state considers affordable".

To have to find all the one off costs of redundancies in this settlement up front as well as deal with the front loading is going to put extreme pressure on the council's finances and reduce any scope we have to plan over the longer period.

The ability to capitalise £15m over 2010/11 and 2011/12 would address this. A change in the financial rules could allow this to happen.

### **Social Services for Older People**

10. Haringey supports the proposal to update low income adjustment. However, the council continue to have serious reservations about the validity of the formula to which this low income adjustment is applied.

### **Police**

11. The Council has no comments on the Police element of the Grant Settlement.

### **Fire and Rescue**

12. The Council supports the use of FIR4 option.

### **Highway Maintenance**

13. Haringey supports the decision to remove the daytime visitors component of the indicator 'daytime population per kilometre (HM1).

### **Environment, Protective and Cultural Services**

14. The Council is puzzled by the decision not to replace the day visitors indicator as a variable in the EPCS relative needs formula (EPCS1). There appeared to be general consensus during CLG's Settlement Working Groups that the indicator, now over 20 years old, was out of date. The proposed alternative, foreign visitor nights, was shown to be highly correlated with the existing indicator.
15. The Council's main concern however is for some measurement of non-resident population to be included in the EPCS formula. Absence of such an indicator unfairly penalises areas like Haringey which attract large numbers of visitors due to the proximity of places of historical interest, cultural venues, recreational and sporting events, retail shopping centres and so on. The Council therefore accepts the continued use of this important (albeit outdated) indicator.
16. The Council agrees with the flood defence option which has been proposed (EPCS2).

### **Capital Financing**

17. The Council supports the decision to remove funding for supported capital expenditure (revenue) from formula grant from 2011-12 on the understanding that the total capital support (either in the form of revenue support or as a capital grant) is not affected by the change. The Council has previously expressed concern that changes in supported borrowing requirements, as reflected by changes in the capital RNF, did not result in corresponding changes in cash grant due to the mechanics of the four block model for Council's such as Haringey which are on the funding floor.

### **Area Cost Adjustment**

18. Haringey strongly opposes the proposed reductions in the labour cost adjustment. The Council is disappointed that CLG has ignored the cogent arguments put forward by individual London Boroughs and London Councils.
19. Despite what we felt was a positive meeting with Lord Hill in the summer, the government has failed to respond to the inequitable treatment of Haringey as an Outer London authority through the Area Cost Adjustment mechanism. Not only has the decision to continue with the spend plus arrangements for DSG removed the opportunity to rectify this anomaly but by

mainstreaming grants (which did not reflect any area cost differences) into DSG at 2010-11 cash levels and by not recognising the higher costs faced by some authorities in the allocation of the new Pupil Premium, Haringey pupils continue to be increasingly disadvantaged by the schools funding system by in the order of £35m-£40m per annum.

20. Furthermore, the Council continue to argue that its labour costs are in line with those of Inner London Boroughs and should therefore either be reclassified as such or given a separate geographic grouping.

#### **Relative Need and Resources**

21. Whilst the Council, as a high need authority, supports the changes made to the relative size of the Central Allocations Block (reduced) and the Relative Needs and Resources Block (increased) the resultant changes in grant to the authority run counter to logic. Haringey sees its Relative Needs element of the settlement increase by £1million but its Central Allocation element reduce by £11million.

#### **Transfers and Adjustments**

22. The rolling-in of previously targeted grants into the Formula Grant has resulted in a loss of transparency despite the introduction of 'tailored distributions' for some grants.

#### **Data**

23. The Council agrees with the proposed changes which improve the timeliness of data relating to the incapacity Benefit and severe disablement allowance indicator (DATA1) and the student exemption adjustment to council tax base projections (DATA2). We also support the use of child tax credit data to replace now outdated benefit recipient data (DATA3) given the high degree of correlation between the two variables.

#### **Grant Floors**

24. The Council welcomes the use of grant floors to limit the level of grant reductions and in particular that Haringey should be within Band 1.
25. The Council notes that the information provided for consultation uses the 2010-11 grant dependency as the basis for grant floor banding in both 2011-12 and 2012-13. However, it is unclear whether the use of the same base is only indicative for 2012-13 or whether the level of dependency will be recalculated once the Council tax levels for 2011-12 have been confirmed.
26. The Council is concerned that any further changes to the proposed bandings could result in further grant loss over and above what has now been included in its medium term financial plan. The Council would therefore welcome clarification on whether there is any intention to change the dependency base for 2012-13 and beyond.

#### **Funding for Academies**

27. The Council is strongly opposed to the removal of resources in respect of the Local Authority Central Spend Equivalent Grant (LACSEG) element for Academies by pro-rating each authorities Central Education RNF; taking no account of the location of either existing or proposed academies. In Haringey we have one existing academy and are aware of plans for one Free School here in the near future. The amounts removed for Haringey via the Academies adjustment are £793,000 and £625,000 for 2011-12 and 2012-13 respectively. The scale of this top-slice is at odds with our view of the likely Academy take up, and also with

what we currently spend on the relevant services covered by the top-slice, particularly so for 2011-12 which must largely represent a part year effect given that it is unlikely further Academies could proceed sufficiently to be created in advance of September 2011.

I ask that you give all these matters your careful consideration and look forward to your response.

Yours sincerely,

A handwritten signature in black ink that reads "J. Parker." The signature is written in a cursive, slightly slanted style.

Julie Parker  
Director of Corporate Resources

Budget Scrutiny – 31<sup>st</sup> January 2011

Action No. 167.4a

Re: Q14 – Recreation Services – Review resourcing of Parkforce Activities

The Committee requested details on the exact effects of this proposal would be on the British Trust for Conservation Volunteers (BTCV) and what the Council currently paid for and what the Council intended to pay for under the budget cutting proposal (Action No. 167.4a). (*Cllr Engert*)

**The Council entered into a 2 year grant agreement 2009/10 – 2011, which expires on 31 March 2011, at £133k per annum. The key ingredients are:**

- **Delivery of Conservation/biodiversity education programme at Railway Fields.**
- **Conservation works and volunteering programme.**
- **Outreach work with schools and community groups, including annual bulb planting programme.**
- **Conservation walks and talks programme.**

**Officers have had initial discussion with BTCV based upon reduced Council grant aid support of £50k per annum, together with ‘in kind’ match funding from formalising BTCV tenancy of Railway Fields. A new 3 – 4 year grant agreement is proposed, to enable BTCV to seek and secure additional external match funding, and develop a more sustainable business plan**

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