



Overview and Scrutiny Committee

MONDAY, 6TH FEBRUARY, 2012 at 17:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Winskill (Vice-Chair), Alexander, Browne, Christophides, Diakides, Ejiofor and Engert

Co-Optees: Ms Y. Denny (Church of England representative), 1 Catholic Diocese vacancy, Ms S. Young (Parent Governor), Mr. A. Dauda (Parent Governor), Mrs M. Ezeji (Parent Governor), Ms H. Kania (LINK non-voting 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 14 below).

4. DECLARATIONS OF INTEREST

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR COMMUNITIES

An opportunity for the Committee to question the Cabinet Member, Councillor Bernice Vanier, on the Communities portfolio.

7. TREASURY MANAGEMENT STRATEGY STATEMENT (PAGES 1 - 30)

To consider the Council's Treasury Management Strategy Statement before its final approval by Full Council.

8. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR ECONOMIC INVESTMENT AND SOCIAL INCLUSION AND PLANNING

An opportunity for the Committee to question the Cabinet Member, Councillor Alan Strickland, on the Economic Investment and Social Inclusion and Planning portfolio.

9. SCRUTINY REVIEW UPDATE - SUPPORT TO SMALL BUSINESSES (PAGES 31 - 44)

To consider the update on the Support to Small Businesses scrutiny review.

10. WORKLESSNESS (PAGES 45 - 48)

To consider the report updating on the proposed scrutiny review of worklessness.

11. SCRUTINY REVIEW UPDATE - TRANSITIONS FROM CHILDREN TO ADULTS (PAGES 49 - 90)

To consider the update on the scrutiny review of Transition from Children to Adults Services.

12. FEEDBACK FROM CHAIRS OF AREA COMMITTEES

13. MINUTES

To approve the minutes of the meetings held on 12th and 14th December 2011 (**TO FOLLOW**).

14. NEW ITEMS OF URGENT BUSINESS

15. FUTURE MEETINGS

Provisional Late February 2012 (date to be confirmed) – Special
Monday 30th April 2012

16. SCRUTINY COMMITTEE ACTIONS REQUESTED (PAGES 91 - 154)

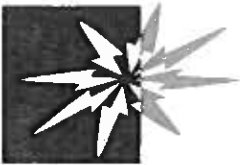
To note the actions completed since the last meeting.

David McNulty
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: 020-8881 5218
Email: Natalie.Cole@haringey.gov.uk

Friday 27th January 2012

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Haringey Council

Report for:	Overview & Scrutiny Committee 6 th February 2012	Item number	
Title:	Treasury Management Strategy Statement 2012/13 – 2014/15		
Report authorised by :	Director of Corporate Resources <i>J. Parker 26/1/12</i>		
Lead Officer:	Nicola Webb, Head of Finance – Treasury & Pensions nicola.webb@haringey.gov.uk 020 8489 3726		
Ward(s) affected: N/A		Report for Non Key Decision	

1. Describe the issue under consideration

- 1.1 To present the proposed Treasury Management Strategy Statement and Prudential Indicators for 2012/13 to 2014/15 to this Committee for scrutiny before being presented to full Council for approval.

2. Cabinet Member Introduction

- 2.1 Not applicable.

3. Recommendations

- 3.1 That the proposed Treasury Management Strategy Statement and Prudential Indicators for 2012/13 to 2014/15 at Appendix 1 is scrutinised and comments made prior to its presentation to Council for approval.

4. Other options considered

- 4.1 None.



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5. Background information

- 5.1 The CIPFA Treasury Management Code of Practice requires all local authorities to agree a Treasury Management Strategy Statement including an Investment Strategy annually in advance of the financial year. The strategy should incorporate the setting of the Council's prudential indicators for the three forthcoming financial years.
- 5.2 The CIPFA Treasury Management Code of Practice requires that the Treasury Management Strategy Statement is formulated by the Committee responsible for the monitoring of treasury management, is then subject to scrutiny before being approved by full Council. Following the Governance review in 2011, Corporate Committee is responsible for formulating the Treasury Management Strategy Statement for recommendation to full Council through Overview and Scrutiny Committee and in consultation with the Cabinet Member for Finance.
- 5.3 Corporate Committee considered the proposed Treasury Management Strategy Statement on 23rd January 2012. The Cabinet Member for Finance and Carbon Reduction had previously been consulted on the statement earlier in January 2012.

6. Comments of the Chief Financial Officer and Financial Implications

- 6.1 The approval of a Treasury Management Strategy Statement and prudential indicators are requirements of the CIPFA Treasury Management Code of Practice and CIPFA Prudential Code. The proposed strategy of minimising borrowing and continuing to make use of internal balances not only minimises costs, but also reduces the credit risk associated with investments, as the amount being invested is low. Given the current low short term interest rate environment is expected to continue throughout 2012/13 and beyond, the interest rate risk associated with delaying borrowing is assessed to be low.

7. Head of Legal Services and Legal Implications

- 7.1 The Council must make arrangements for the proper administration of its financial affairs and its power of borrowing is set out in legislation. The Council is required to determine and keep under review its borrowing and in complying with this requirement it must have regard to the code of practice entitled the "Prudential Code for Capital Finance in Local Authorities" as published by CIPFA from time to time.



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In addition, the Council adopted the CIPFA Treasury Management Code of Practice in May 2002.

7.2 As mentioned in this report the Code of Practice requires the Council to agree a Treasury Management Strategy Statement. In considering the report Members must take into account the expert financial advice available in within it and any further oral advice given at the meeting of the Committee.

8. Equalities and Community Cohesion Comments

8.1 There are no equalities issues arising from this report.

9. Head of Procurement Comments

9.1 Not applicable.

10. Policy Implications

10.1 None applicable.

11. Use of Appendices

11.1 Appendix 1: Draft Treasury Management Strategy Statement 2012/13 – 2014/15.

12. Local Government (Access to Information) Act 1985

12.1 Not applicable.

13. Proposed Treasury Management Strategy Statement

13.1 The proposed Treasury Management Strategy Statement set out in Appendix 1 was considered by Corporate Committee on 23rd January 2012 before being presented to this Committee for scrutiny in advance of being presented to full Council in February 2012 as part of the Financial Planning report for 2012/13 to 2014/15.

13.2 All the figures in this document are based on current plans for the revenue budget and capital programme. This means they are subject to any changes to these plans and, therefore, the statement will be updated for required adjustments before submission to full Council. In particular, it should be noted that any decision by the Council to undertake new borrowing for housing will cause the future years' debt predictions for the HRA debt pool to increase.



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- 13.3 In 2012/13 a continuation of very low short term interest rates compared to medium and long term rates is expected throughout the year. This means that there will be an on-going “cost of carry” if funds are borrowed in advance of capital expenditure being incurred. Therefore the Council plans to continue to run a strategy of keeping cash balances low and invested short term and to borrow only when required.
- 13.4 The introduction of self financing of housing will have a significant impact on the borrowing strategy during 2012/13. It is expected that debt of £232m will be repaid by the government as part of the conversion and then the General Fund and HRA debt will be split into two pools. The splitting is being done for clarity and transparency, however management of both debt pools will remain the responsibility of the Section 151 officer of the Council.
- 13.5 In recent months most UK banks have been downgraded by the credit rating agencies to a level below the minimum long term credit rating of A+ set in the Treasury Management Strategy Statement for 2011/12. The credit rating agencies’ reasoning for the downgrades was a lower level of expected support from governments in the future. In the case of the UK, it is on the basis of the Independent Banking Commission’s proposed reforms, which are not likely to be introduced for some years. Given the timescale of the reforms and the substantial government ownership of RBS and Lloyds Bank, it is proposed a lower minimum long term credit rating of A- is applied to UK banks in 2012/13. A- is still within the banding described as “high credit quality” by the rating agencies.
- 13.6 Corporate Committee considered adding non UK banks to the list of institutions the Council can lend to in 2012/13, however the Committee resolved not to extend the lending list beyond UK institutions and approved money market funds at the present time. The attached draft Treasury Management Strategy Statement reflects this decision.
- 13.7 The proposed limits for time and amounts are maximum limits, and the list of counterparties is the broadest range which can be used. However operationally the limits applied and counterparties used are reviewed regularly and where necessary restricted in response to any concerns about creditworthiness to ensure security of investments remains the priority for the Council.

**Treasury Management Strategy Statement
and Investment Strategy 2012/13 to 2014/15**

Contents

1. Background
2. CIPFA Treasury Management Code of Practice
3. Self financing of Housing
4. Balance Sheet and Treasury Position
5. Borrowing Strategy
6. Investment Policy and Strategy
7. Use of Financial Instruments for the Management of Risks
8. Outlook for Interest Rates
9. Balanced Budget Requirement
10. MRP Statement
11. Other Issues

Annexes

1. Treasury Policy Statement
2. Detail of Treasury Position
 - A: General Fund Pool
 - B: HRA Pool
3. Summary of Prudential Indicators
4. Arlingclose's Economic and Interest Rate Forecast
5. Specified Investments
6. Lending List of counterparties for investments

1. Background

- 1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the Communities and Local Government (CLG) Department's Investment Guidance.
- 1.2 CIPFA has defined Treasury Management as:
"the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.3 The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk are integral elements of treasury management activities and include Credit and Counterparty Risk, Liquidity Risk, Market or Interest Rate Risk, Refinancing Risk and Legal and Regulatory Risk.
- 1.4 The strategy takes into account the impact of the Council's proposed Revenue Budget and Capital Programme on the Balance Sheet position, the current and projected Treasury position, the Prudential Indicators and the outlook for interest rates.
- 1.5 The purpose of this report is to propose:
 - An updated Treasury Policy Statement – discussed in Section 2 and set out in Annex 1
 - Treasury Management Strategy - Borrowing in Section 5, Investments in Section 6
 - Prudential Indicators – these are detailed throughout the report and summarised in Annex 3
 - MRP Statement – Section 10

2. CIPFA Treasury Management Code of Practice

- 2.1 Adoption of the CIPFA Treasury Management Code of Practice is one of the Prudential Indicators. The Council originally adopted the Code of Practice in May 2002. Revisions to the Code in 2009 were reflected in updated versions of all policies and procedures in early 2010.
- 2.2 In November 2011 a further revised version of the Code of Practice was published. There are a number of minor amendments which have been incorporated into this draft Treasury Management Strategy. The main change is a requirement to update the Council's Treasury Policy

Statement to make reference to the Council's high level approach to borrowing and investment. A proposed revised version of this Statement based on CIPFA's recommended form of words is attached at Annex 1.

3. Self financing of Housing

- 3.1 The removal of the housing subsidy system is being implemented through a one-off reallocation of debt. The settlement of the reallocation is expected to take place on 28th March 2012 and will result in the Council having an expected reduction in PWLB debt of £232m achieved by a proportional repayment of each PWLB loan outstanding.
- 3.2 In line with guidance from CIPFA, it is proposed as part of the budget report that the Council's debt portfolio is split into two pools – one for HRA and one for General Fund. The information which follows in this report reflects the proposed method of splitting the debt.
- 3.3 Although it is proposed that there will be two debt pools going forward, all the loans remain a debt of the overall Council and therefore the responsibility of the Section 151 officer. This strategy statement covers the management of both pools of debt. In the management of the two pools of debt, it may be beneficial for both pools if at times internal transfers take place.
- 3.4 In order to ensure that any internal transfer is equitable to both the General Fund and the HRA, it is proposed that an internal premium or discount policy be applied. This would be calculated using prevailing PWLB methodology and applying a discount rate based on the mid-point of the spread between the PWLB new borrowing and premature repayment rates relevant at the day of the exchange. However, although the CIPFA Treasury Management Code of Practice recommends such an approach, the legislation covering what can be charged to the HRA does not currently allow premiums to be charged. Therefore the policy will only be applied if the legislation is changed to enable it to be done or if a transfer can be carried out equitably without charging a premium.
- 3.5 HRA cash balances will continue to be managed in one pool with the Council's balances. Interest will be allocated to the HRA on the basis of the monthly cash balance and the average rate of interest earned across the combined pool.

4. Balance Sheet and Treasury Position

- 4.1 The underlying need to borrow for capital purposes, as measured by the Capital Financing Requirement (CFR), together with Balances and Reserves, are the core drivers of Treasury Management activity. The estimates for each pool, based on the current proposed Revenue Budget and Capital Programmes, are:

Table 1a: Treasury Position – General Fund

	31/03/2012 Estimate £000	31/03/2013 Estimate £000	31/03/2014 Estimate £000	31/03/2015 Estimate £000
General Fund CFR	307,087	298,765	288,768	275,302
Less: Share of Existing External Borrowing & Other Long Term Liabilities	211,682	179,818	168,558	160,464
Internal Borrowing	95,405	90,405	85,405	80,405
Cumulative Net Borrowing Requirement	0	28,542	34,805	34,433

Table 1b: Treasury Position – HRA

	31/03/2012 Estimate £000	31/03/2013 Estimate £000	31/03/2014 Estimate £000	31/03/2015 Estimate £000
HRA CFR	274,893	274,893	274,893	274,893
Less: Share of Existing External Borrowing & Other Long Term Liabilities	266,893	207,002	191,834	183,741
Internal Borrowing	8,000	8,000	8,000	8,000
Cumulative Net Borrowing Requirement	0	59,891	75,059	83,152

- 4.2 The tables above show how the Council's capital requirement is funded currently and how it is expected to be funded in the coming years. Due to the differential between short and long term interest rates (discussed in more detail in section 5), the Council has maximised the amount of internal borrowing that can be done. As interest rates are not expected to rise over the next three years, it is anticipated that a significant level of internal borrowing will continue, with the only reduction expected reflecting the planned movement in reserves. The borrowing requirement at the bottom of each of the tables shows how much external borrowing will be required to fund maturing external borrowing.
- 4.3 Ensuring that net physical borrowing (i.e. net of investments) does not exceed the CFR is a key indicator of prudence. There was no difficulty meeting this requirement in 2011-12, nor are there any difficulties envisaged for future years, as the levels of internal borrowing in tables 1a and 1b above demonstrate.
- 4.4 It is a requirement for the HRA CFR to remain within the limit of indebtedness or "debt cap" set by the Department of Communities and Local Government at the time of the implementation of self-financing. The table overleaf shows the current expected level of the HRA CFR and the

debt cap. Any decision by the Council to undertake new borrowing for housing will cause the future years' debt predictions for the HRA debt pool to increase.

Table 2: HRA Debt Cap

	31/03/2012 Estimate £000	31/03/2013 Estimate £000	31/03/2014 Estimate £000	31/03/2015 Estimate £000
HRA CFR	274,893	274,893	274,893	274,893
HRA Debt cap	329,577	329,577	329,577	329,577
Headroom	54,684	54,684	54,684	54,684

- 4.5 Table 3 below shows proposed capital expenditure over the coming three financial years. It is a requirement of the Prudential Code to ensure that capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

Table 3: Capital Expenditure

	2011/12 Approved £000	2011/12 Projected Out-turn £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
General	45,324	64,679	37,084	25,889	13,074
HRA	34,550	34,556	44,692	30,703	43,732
Total	79,874	99,235	81,776	56,592	56,806

- 4.6 Capital expenditure is expected to be financed as follows:

Table 4: Capital Financing

	2011/12 Approved £000	2011/12 Projected Out-turn £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Capital receipts	11,358	13,258	6,950	8,550	4,678
Other grants & contributions	7,786	10,354	7,667	4,181	2,960
Government Grants	24,724	37,342	23,818	17,871	32,636
Major Repairs Allowance	12,420	10,856	0	0	0
Reserves / Revenue contributions	2,486	5,224	33,547	25,990	16,532
Total Financing	58,774	77,034	71,982	56,592	56,806
Borrowing	21,100	22,201	9,794	0	0
Total	79,874	99,235	81,776	56,592	56,806

- 4.7 As an indicator of affordability the table below shows the incremental impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Table 5: Incremental Impact of Capital Investment Decisions

	2011/12 Approved £	2011/12 Projected Actual £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £
Increase in Band D Council Tax	1.00	2.88	0.94	0.74	0.34
Increase in Average Weekly Housing Rents	0.02	0.01	0.21	0.19	0.13

- 4.8 The ratio of financing costs to the Council's net revenue stream is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on costs net of investment income.

Table 6: Ratio of Financing Costs to Net Revenue Stream

	2011/12 Approved %	2011/12 Projected Actual %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %
General Fund	4.95	4.50	2.70	2.64	2.47
HRA	31.90	26.79	15.35	14.86	13.97

5. Borrowing Strategy

- 5.1 A breakdown of the Council's current and expected external borrowing plus other long-term liabilities is shown in Annex 2. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.
- 5.2 The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit). The Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

Table 7: Authorised Limit for External Debt

	2011/12 Approved £000	2011/12 Projected Actual £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Borrowing	861,544	390,495	639,706	633,944	624,825
Other Long-term Liabilities	85,335	88,080	151,114	143,491	135,666
Total	946,879	478,575	790,820	777,435	760,491

- 5.3 The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Table 8: Operational Boundary for External Debt

	2011/12 Approved £000	2011/12 Projected Actual £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Borrowing	761,544	390,495	539,706	533,944	524,825
Other Long-term Liabilities	56,890	88,080	100,742	95,660	90,444
Total	818,434	478,575	640,448	629,604	615,269

- 5.4 The Director of Corporate Resources has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of Corporate Committee.
- 5.5 The proposed limits have reduced between 2011/12 and 2012/13 due to the reduction of debt arising from the removal of the housing subsidy system. The 2011/12 projected actual shown is at 31st March 2012 after the debt has been repaid in respect of housing.
- 5.6 The revised CIPFA Treasury Management Code of Practice has introduced a new treasury prudential indicator. It is the upper limit on the proportion of net debt to gross debt and it's purpose is to highlight a situation where the Council is planning to borrow in advance of need. The Council has no plans to do this. CIPFA has acknowledged that this indicator is flawed, because as it currently stands it does not achieve the stated aim. However it is a requirement for the Council to agree the indicator in its current form pending CIPFA's review of it. Once that review is completed a more suitable indicator will be reported to Council. The

table below shows the indicator as required by the Code i.e. the gross and net debt the Council expects to hold at the end of the coming financial years. The debt figures are the CFR figures from table 1 and the investment figures are estimates of the level of investments in each year.

Table 9: Limit on proportion of net debt to gross debt

	2011/12 Projected Actual £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Borrowing	390,495	489,706	483,944	474,825
Other Long-term Liabilities	88,080	83,952	79,717	75,370
Gross Debt	478,575	573,658	563,661	550,195
Less: Investments	20,000	40,000	40,000	40,000
Net Debt	458,575	533,658	523,661	510,195

- 5.7 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The interest rate forecast provided in Annex 4 indicates that an acute difference between short and longer term interest rates is expected to continue until 2014. This difference creates a "cost of carry" for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment.
- 5.8 This "cost of carry" has been a feature of money markets since 2009-10 and by essentially lending its own surplus funds to itself (i.e. internal borrowing) the Council has minimised borrowing costs and reduced overall treasury risk by reducing the level of its external investment balances. As this position is expected to continue throughout 2012-13, there are no plans to replace this internal borrowing with external borrowing. However due to debt maturities in 2012-13, external borrowing of approximately £88m will be required.
- 5.9 The Council will adopt a flexible approach to this borrowing in consultation with its treasury management advisers, Arlingclose Ltd. The following issues will be considered prior to undertaking any external borrowing:
- Affordability;
 - Maturity profile of existing debt;
 - Interest rate and refinancing risk;
 - Borrowing source.
- 5.10 In conjunction with advice from its treasury management adviser, Arlingclose Ltd, the Council will keep under review the following borrowing options:

- PWLB loans
- Borrowing from other local authorities
- Borrowing from institutions such as the European Investment Bank and directly from Commercial Banks
- Borrowing from the Money Markets
- Capital markets (stock issues, commercial paper and bills)
- Structured finance
- Leasing

- 5.11 The “cost of carry” discussed above has resulted in an increased reliance upon shorter dated and variable rate borrowing. These types of borrowing inject volatility into the debt portfolio in terms of interest rate risk, however this is counterbalanced by its affordability and alignment of borrowing costs with investment returns. The Council’s exposure to shorter dated and variable rate borrowing is kept under regular review by reference to the difference between variable rate and longer term borrowing costs. A narrowing in the spread by 0.5% will result in an immediate and formal review of the borrowing strategy to determine whether the exposure to shorter dated and variable rates is maintained or altered.
- 5.12 The Council has £125m of loans which are LOBO loans (Lender’s Options Borrower’s Option) of which £50m of loans are currently in or will be in their call period in 2012/13. A LOBO is called when the Lender exercises its right to amend the interest rate on the loan at which point the Borrower can accept the revised terms or reject them and repay the loan. LOBO loans present a potential refinancing risk to the Council since the decision to call a LOBO is entirely at the lender’s discretion.
- 5.13 Following the repayment of PWLB debt in March 2012 as a result of the housing reform, LOBOs will make up a larger proportion of the total external debt portfolio, increasing from 20% to 32%. This increases the Council’s refinancing risk further. Any LOBO called will be discussed with the treasury advisers prior to the acceptance of any revised terms. The default position will be the repayment of the LOBO without penalty i.e. the revised terms will not be accepted.
- 5.14 The Council’s debt portfolio can be restructured by prematurely repaying loans and refinancing them on similar or different terms to achieve a reduction in risk and/or savings in interest costs. The lower interest rate environment and changes in the rules regarding the premature repayment of PWLB loans has adversely affected the scope to undertake meaningful debt restructuring, although occasional opportunities arise. The rationale for undertaking any debt rescheduling would be one or more of the following:
- Savings in risk adjusted interest costs
 - Rebalancing the interest rate structure of the debt portfolio
 - Changing the maturity profile of the debt portfolio.

As opportunities arise, they will be identified by Arlingclose and discussed with the Council's officers. Borrowing and rescheduling activity will be reported to Corporate Committee as part of the quarterly monitor reports.

- 5.15 The following Prudential Indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.
- 5.16 The Council's existing level of fixed interest rate exposure is 98.2% and variable rate exposure is 1.8%, however it is recommended that the limits in place for 2011/12 are maintained in future to retain flexibility.

Table 10: Fixed and Variable Interest Rate Exposure

	2011/12 Approved %	2011/12 Actual %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %
Upper Limit for Fixed Interest Rate Exposure	100	98.2	100	100	100
Upper Limit for Variable Interest Rate Exposure	40	1.8	40	40	40

- 5.17 The Council is required to set limits on the percentage of the portfolio maturing in each of the periods set out in the table below. Limits in the following table are intended to control excessive exposures to volatility in interest rates when refinancing maturing debt. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be taken for the optimum period. The limits apply to the combined General Fund and HRA debt pools.

Table 11: Maturity Structure of fixed rate borrowing

	Lower Limit %	Upper Limit %
under 12 months	0	40
12 months & within 2 years	0	35
2 years & within 5 years	0	35
5 years & within 10 years	0	35
10 years & within 20 years	0	35
20 years & within 30 years	0	35
30 years & within 40 years	0	35
40 years & within 50 years	0	50
50 years & above	0	50

6. Investment Policy and Strategy

- 6.1 Guidance from the Communities and Local Government Department (CLG) on Local Government Investments in England requires that an Annual Investment Strategy be set.
- 6.2 The Council's investment priorities are, in this order:
- security of the invested capital;
 - liquidity of the invested capital;
 - an optimum yield which is commensurate with security and liquidity.
- 6.3 Investments are categorised as 'Specified' or 'Non Specified' investments based on the criteria in the CLG Guidance. Instruments proposed for the Council's use within its investment strategy are contained in Annex 5 and the list of proposed counterparties is shown in Annex 6. In keeping with the strategy of maintaining low investment balances while internally borrowing, it is proposed only to use specified investments during 2012/13. The Director of Corporate Resources, under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Investment activity will be reported to Corporate Committee as part of the quarterly reports.
- 6.4 Money markets remain in a volatile state, with little economic growth in most developed countries and ongoing concerns about the creditworthiness of eurozone countries. Given this backdrop, it is proposed to limit the proposed counterparty list to UK institutions and Money Market Funds only.
- 6.5 With all investments the Council makes there is a risk of default, so the proposed list of investments is prepared to minimise this risk by being selective about the counterparties to be used. In 2011-12 the minimum long term credit rating applied is A+, however many of the Council's counterparties have been downgraded below this. This has meant these counterparties have had to be removed from the Council's lending list.
- 6.6 The credit rating agencies' reasoning for the downgrades was a lower level of expected support from governments in the future. In the case of the UK, it is on the basis of the Independent Banking Commission's proposed reforms, which are not likely to be introduced for some years. Given the timescale of the reforms and the substantial government ownership of RBS and Lloyds Bank, it is proposed a lower minimum long term credit rating of A- is applied to UK institutions. A- is still within the banding described as "high credit quality" by the rating agencies.
- 6.7 The Council banks with Nat West, which is currently rated A. Even if the credit rating falls below the minimum of A-, it is proposed that Nat West will continue to be used for short term liquidity arrangements (overnight and weekend investments) and business continuity arrangements.

- 6.8 All counterparties on the list are subjected to continual monitoring, in conjunction with the Council's treasury management advisers, to ensure that they continue to meet the high standard set. The range of information used to determine creditworthiness is:
- Credit ratings and credit rating watches
 - Credit Default Swaps (where quoted)
 - Sovereign support mechanisms/potential support from a well-resourced parent institution
 - Share prices
 - Macro-economic indicators
 - Corporate developments, news and articles, market sentiment.
- 6.9 If the monitoring reveals any concern about a counterparty's creditworthiness, it will be removed from the lending list with immediate effect. In any period of significant stress in the markets, the default position is for investments to be made with the Debt Management Office – either in the Debt Management Account Deposit Facility (DMADF) or UK Treasury Bills. (The rates of interest from the DMADF are below equivalent money market rates, but the returns are an acceptable trade-off for the guarantee that the Council's capital is secure.)
- 6.10 In order to diversify the investment portfolio, investments will be placed with a range of approved investment counterparties. Maximum investment levels with each counterparty are set out in Annex 5 will ensure prudent diversification is achieved.
- 6.11 Money Market Funds (MMFs) will be utilised and whilst they provide good diversification the Council will also seek to diversify any exposure by utilising more than one MMF. The Council will also restrict its exposure to MMFs with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF.
- 6.12 The Council is required to set an upper limit for principal sums invested for over 364 days, as required by the Prudential Code. This limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested. Given the current interest rate environment, the Council will not make investments for more than 364 days.

Table 12: Upper Limit for total principal sums invested over 364 days

	2011/12 Approved	2011/12 Projected Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
	£000	£000	£000	£000	£000
Principal	20,000	0	0	0	0

7. Use of Financial Instruments for the Management of Risks

- 7.1 The revised CIPFA Treasury Management Code of Practice requires the Council to state if and how it will use financial instruments, such as derivatives. Currently, local authorities' legal power to use derivative instruments remains unclear. The General Power of Competence enshrined in the Localism Bill is not sufficiently explicit. Consequently, the Council does not intend to use derivatives. Should this position change, the Council may develop a detailed and robust risk management framework governing the use of derivatives, but such a change in strategy would require full Council approval.

8. Outlook for Interest Rates

- 8.1 The economic interest rate outlook provided by the Council's treasury management adviser, Arlingclose Ltd, is attached at Annex 4. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates.
- 8.2 The interest rate outlook shows that short term rates are expected to remain significantly lower than long term rates throughout 2012/13 and beyond. As discussed in section 4, for this reason it is anticipated that cash balances will be kept at a minimum throughout the financial year as the "cost of carry" will be significant for any borrowing taken before capital expenditure is incurred.

9. Balanced Budget Requirement

- 9.1 The Council complies with the provisions of Section 32 of the Local Government Finance Act 1992 to set a balanced budget.

10. MRP Statement

- 10.1 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.
- 10.2 The four MRP options available are:
- Option 1: Regulatory Method
 - Option 2: CFR Method
 - Option 3: Asset Life Method
 - Option 4: Depreciation Method

- 10.3 MRP in 2011/12: Options 1 and 2 may be used only for supported expenditure. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported expenditure if the Council chooses).
- 10.4 It is a requirement for Council to approve the MRP statement before the start of the financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement will be put to Council at that time.
- 10.5 It is proposed the Council will apply Option 1 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure. This is a continuation of current practice. MRP in respect of leases brought onto the Balance Sheet under the IFRS-based Code of Practice will match the annual principal repayment for the associated deferred liability.

11. Other Issues

Monitoring & Reporting

- 11.1 Corporate Committee will receive quarterly reports on treasury management activity and performance. This will include monitoring of the prudential indicators.
- 11.2 It is a requirement of the Treasury Management Code of Practice that an outturn report on treasury activity is produced after the financial year end, no later than 30th September. This will be reported to Corporate Committee, shared with the Cabinet member for Finance and then reported to full Council. Overview and Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.
- 11.3 Officers monitor counterparties on a daily basis with advice from the Council's treasury management advisers to ensure that any creditworthiness concerns are addressed as soon as they arise. Senior management hold monthly meetings with the officers undertaking treasury management to monitor activity and to ensure all policies and procedures are being followed.

Training

- 11.4 CIPFA's Treasury Management Code of Practice requires the Director of Corporate Resources to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.
- 11.5 Training was a common issue raised by the various reviews of treasury management carried out at a national and local level post Iceland three years ago. Given the significant amounts of money involved, it is crucial members have the necessary knowledge to take treasury management

decisions. Regular training sessions are arranged for members to keep their knowledge up to date.

Investment Consultants

- 11.6 The CLG's Guidance on local government investments recommends that the Investment Strategy should state:
"Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and how the quality of any such service is controlled."
- 11.7 The Council has appointed Arlingclose Limited to provide information and advice about the types of investment the Council should undertake and the counterparties that should be used. Quarterly service review meetings take place to monitor the service and the appointment is formally reviewed in accordance with the Council's Contract Standing Orders.

Treasury Policy Statement

1. The Council defines its treasury management activities as:
“The management of the organisation’s investments and cashflows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and pursuit of optimum performance consistent with those risks.”
2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council and any financial instruments entered into to manage these risks.
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
5. The Council’s primary objective in relation to investments is the security of capital. The liquidity or accessibility of the Council’s investments followed by the yield earned on investments are important but are secondary considerations.

Detail of Treasury Position**A: General Fund Pool**

	31 Mar 12 Estimate £000	31 Mar 13 Estimate £000	31 Mar 14 Estimate £000	31 Mar 15 Estimate £000
Existing External Borrowing commitments:				
PWLB	69,792	56,300	49,275	45,528
Market loans	39,566	39,566	39,566	39,566
Local Authorities	14,244	0	0	0
Total External Borrowing	123,602	95,866	88,841	85,094
Long Term Liabilities	88,080	83,952	79,717	75,370
Total Gross External Debt	211,682	179,818	168,558	160,464
CFR	307,087	298,765	288,768	275,302
Internal Borrowing	95,405	90,405	85,405	80,405
Cumulative Borrowing requirement	0	28,542	34,805	34,433

B: HRA Pool

	31 Mar 12 Estimate £000	31 Mar 13 Estimate £000	31 Mar 14 Estimate £000	31 Mar 15 Estimate £000
Existing External Borrowing commitments:				
PWLB	150,703	121,568	106,400	98,307
Market loans	85,434	85,434	85,434	85,434
Local Authorities	30,756	0	0	0
Total External Borrowing	266,893	207,002	191,834	183,741
CFR	274,893	274,893	274,893	274,893
Internal Borrowing	8,000	8,000	8,000	8,000
Cumulative Borrowing requirement	0	59,891	75,059	83,152

Summary of Prudential Indicators

No.	Prudential Indicator	2012/13	2013/14	2014/15
CAPITAL INDICATORS				
1	Capital Expenditure	£000	£000	£000
	General Fund	37,084	25,889	13,074
	HRA	44,692	30,703	43,732
	TOTAL	81,776	56,592	56,806
2	Ratio of financing costs to net revenue stream	%	%	%
	General Fund	2.70	2.64	2.47
	HRA	15.35	14.86	13.97
3	Capital Financing Requirement	£000	£000	£000
	General Fund	298,765	288,768	275,302
	HRA	274,893	274,893	274,893
	TOTAL	573,658	563,661	550,195
4	Incremental impact of capital investment decisions	£	£	£
	Band D Council Tax	0.94	0.74	0.34
	Weekly Housing rents	0.21	0.19	0.13

No.	Prudential Indicator	2012/13	2013/14	2014/15			
TREASURY MANAGEMENT LIMITS							
5	Borrowing limits	£000	£000	£000			
	Authorised Limit	790,820	777,435	760,491			
	Operational Boundary	640,448	629,604	615,269			
6	HRA Debt Cap	£000	£000	£000			
	Headroom	54,684	54,684	54,684			
7	Net debt to gross debt	£000	£000	£000			
	Limit on proportion of net debt to gross debt	533,658	523,661	510,195			
8	Upper limit – fixed rate exposure	100%	100%	100%			
	Upper limit – variable rate exposure	40%	40%	40%			
9	Maturity structure of borrowing (U: upper, L: lower)	L	U	L	U	L	U
	under 12 months	0%	50%	0%	50%	0%	50%
	12 months & within 2 yrs	0%	50%	0%	50%	0%	50%
	2yrs & within 5 yrs	0%	50%	0%	50%	0%	50%
	5 yrs & within 10 yrs	0%	60%	0%	60%	0%	60%
	10 yrs & within 20 yrs	0%	60%	0%	60%	0%	60%
	20 yrs & within 30 yrs	0%	60%	0%	60%	0%	60%
	30 yrs & within 40 yrs	0%	60%	0%	60%	0%	60%
	40 yrs & within 50 yrs	0%	60%	0%	60%	0%	60%
50 yrs & above	0%	60%	0%	60%	0%	60%	
10	Sums invested for more than 364 days	0	0	0			
11	Adoption of CIPFA Treasury Management Code of Practice	√	√	√			

Specified Investments

It is proposed that the Council only uses specified investments during 2012/13. Specified Investments are those that meet the criteria in the CLG Guidance, i.e. the investment

- is sterling denominated.
- has a maximum maturity of 1 year.
- meets the "high credit quality" definition as determined by the Council or is made with the UK government or is made with a local authority in England, Wales, Scotland or Northern Ireland or a parish or community council.
- the making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

"Specified" Investments identified for the Council's use are:

- Deposits in the DMO's Debt Management Account Deposit Facility
- Deposits with UK local authorities
- Deposits with UK banks and building societies
- AAA-rated Money Market Funds with a Constant Net Asset Value
- Treasury-Bills (T-Bills)
- *Certificates of deposit with UK banks and building societies
- *Gilts: (bonds issued by the UK government)

** Investments in these instruments would only be undertaken on advice from the Council's treasury management adviser.*

For credit rated counterparties, the minimum criteria will be the lowest equivalent short-term and long-term ratings assigned by Fitch, Moody's and Standard & Poor's (where assigned).

Long-term minimum: A- (Fitch); A3 (Moody's); A- (S&P)

Short-term minimum: F1 (Fitch); P-1 (Moody's); A-1 (S&P)

The Council will also take into account the range of information on investment counterparties detailed in section 6.8.

Specified investments will be made within the limits detailed in the table below. The limits stated will apply across the total portfolio operated by the Council and so incorporate both Council and Pension Fund specific investments.

The limits for the period of investment are the maximum for the categories of counterparties. Lower operational limits will apply if recommended following a review of creditworthiness.

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m	Maximum period of investment
Term Deposits	UK	Debt Management Account Deposit Facility (DMADF), Debt Management Office (DMO)	No limit	6 months
Gilts	UK	Debt Management Office (DMO)	No limit	364 days
T-Bills	UK	Debt Management Office (DMO)	No limit	6 months
Term Deposits/ Call Accounts	UK	Other UK Local Authorities	£30m per local authority	364 days
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	Counterparties rated at least A- Long Term and F1 Short Term (or equivalent)	£20m per bank or banking group	364 days
AAA-rated Money Market Funds	UK/Ireland/ Luxembourg domiciled	Constant Net Asset Value Money Market Funds (MMFs)	£20m per MMF*; Group limit £100m	Instant Access

* Limit per MMF to be no more than 0.5% of the Money Market Fund's total assets.

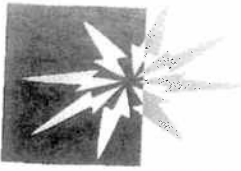
ANNEX 6

Lending List of counterparties for investments

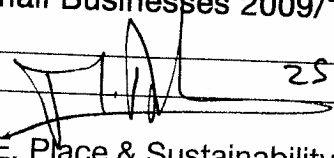
This is the proposed list of counterparties which the Council can lend to, providing the counterparties meet the requirements set out in Annex 5 at the time of investment. The list will be kept under constant review and counterparties removed if the process described in 6.8 and 6.9 raises any concerns about their credit worthiness.

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limit £m
Gilts, Treasury Bills, Term Deposits	UK	Debt Management Office (Term deposits with Debt Management Account Deposit Facility DMADF)	No limit
Term Deposits	UK	Other Local Authorities	£30m per local authority
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	Barclays Bank Plc	20
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	HSBC Bank Plc	20
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	Lloyds Banking Group including Lloyds TSB and Bank of Scotland	20
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	Nationwide Building Society	20
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	RBS Group including Nat West Bank and Royal Bank of Scotland	20
Term Deposits/ Call Accounts/ Certificates of Deposit	UK	Standard Chartered Bank	20
Money Market Funds	Ireland	BlackRock Institutional Sterling Liquidity Fund	20
Money Market Funds	Ireland	BlackRock Institutional Sterling Government Liquidity Fund	20
Money Market Funds	Ireland	Goldman Sachs Liquid Reserves Fund	20

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limit £m
Money Market Funds	Ireland	Deutsche Bank Managed Sterling Fund	20
Money Market Funds	Ireland	Invesco Short Term Investments Company Sterling Liquidity Portfolio	20
Money Market Funds	Luxembourg	J.P. Morgan Asset Management Sterling Liquidity Fund	20
Money Market Funds	Ireland	RBS Global Treasury Fund - Sterling	20

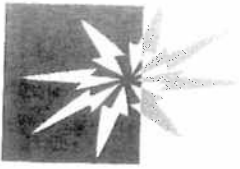


Haringey Council

Report for:	Overview & Scrutiny Committee	Item Number:	
Title:	Update on Review of Support to Small Businesses 2009/10		
Report Authorised by:	 25/11/12 Marc Dorfman, Assistant Director PRE, Place & Sustainability		
Lead Officer:	Martin Tucker, Economic Development Officer		
Ward(s) affected: All	Report for Key/Non Key Decisions: Non-Key		

1. Describe the issue under consideration

- 1.1 In 2009/10 Overview and Scrutiny carried out a Review of Support to Small Businesses in Haringey.
- 1.2 This review looked at how Haringey and its partner agencies supported small businesses. Comparisons were made with other boroughs and the role of the Enterprise Partnership Board was examined.
- 1.3 The Panel were pleased to find evidence of a comprehensive range of support to small businesses, which included:
- financial support
 - support on availability of business premises
 - signposting to business information,
 - staff and training
 - procurement opportunities.
- 1.4 The review 's key recommendations were:
- That a further report be made to the Enterprise Board on the services available
 - That a Cabinet Member assume responsibility for small businesses.



Haringey Council

- 1.5 In response to concerns by small business representatives' for more information of accessing funds and grants the Panel recommended that:
- From within existing resources a small sum of money be set aside to enable the Council to engage the services of an external provider to provide a business turnaround service.
 - That consideration be given to commissioning a best value partner offering loan schemes to work with officers to introduce a scheme in Haringey.

1.6 The final report contained 15 recommendations which were incorporated into an action plan and this report provides an update on those recommendations.

1.7 The updates in the appended action plan take into account the significantly different current economic and political climate and the significant changes in the national policy agenda for business support.

2. Cabinet Member introduction

2.1 This report updates the Action Plan produced in 2010 following the final report in March 2010. It also reflects the different economic situation and changed policy agenda. The Council's Economic Development service has continued to work with small businesses and traders and town centre partnerships particularly in Tottenham since the riots. Green lanes and Muswell Hill partnerships have also been supported with successful bids to the Outer London Fund and the Council will continue to work with and offer support to small businesses and their representative bodies.

3. Recommendations

3.1 Members note the significant changes in the economy and the national policy agenda for business support and

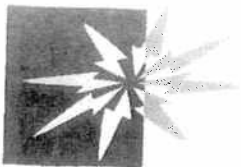
3.2 Members note the progress against the actions contained in the Recommendations Action Plan.

4. Background information

4.1 Overview and Scrutiny carried out a review of support to small businesses in 2009/2010 publishing a final report with 15 recommendations in March 2010.

4.2 Since the scrutiny panel heard evidence, the national policy agenda for business support has significantly changed and Haringey and Waltham Forest Councils are examining opportunities for the development of a Shared Economic Development Service.

4.3 The Enterprise Partnership Board which previously oversaw Enterprise and Business initiatives has been wound up. A new Social Inclusion and Worklessness



Haringey Council

Working Group chaired by the cabinet Member for Economic Development and Social Inclusion has replaced it and held its first meeting in December 2011.

4.4 The Council's Economic Development Service has continued to work with businesses and town centre and traders partnerships supporting 3 successful Outer London Fund bids (2 in Round 1 and 1 in Round 2) in Green Lanes and Muswell Hill. Further the service led on the support to businesses in Tottenham following the riots in August 2011.

4.5 Business Advice and Support is as follows:

Business Advice/Support

Business Link is now a web only service providing business support in the borough. Borough Web site sign posts to Business Link and Council Services. Web site has focused on "Recovery" since August 2011. Update due in April 2012 to include additional advice and support from Enterprising Enfield (North London Enterprise Agency/procurements/supply chains), North London Chamber of Commerce (net working and training) and North London Business (Inward Investment and Strategy) and Community Finance Agencies and Business Angels (loans and business plans – North London Enterprise Fund; Hackney Business Ventures and Fair Finance – East London)

Local Business and Investment Haringey Business Board continues to support common small business concerns/advice both in town centres and employment estates. This is supported by North London Business.

Town Centres Businesses

Business Partnerships in Tottenham, Wood Green, Green Lanes, Muswell Hill, Crouch End continue to provide advice and promote improvement projects in their areas

Procurement and Supply Chain Development

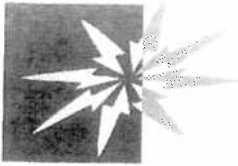
"Compete For" system in place to advertise Council contracts and provide advice on bidding.

Shared Economic Development Service (SEDS) examining ULV/North London integrated system with an ERDF Bid for 2012-14 and opportunities for business/employment fairs.

Economic Development Lobbying/Strategy

North London Strategic Alliance is:

- supporting the development of an Upper Lee Valley Economic and Green Plan linked to the Draft ULV Opportunity Planning Framework;
- a new "London Anglia Partnership" that would link North London Boroughs to those outside London and
- making funding bids to the new London Local Enterprise Partnership for "Growing Places" funds (£39m London wide)



Haringey Council

5. Comments of the Chief Finance Officer and financial implications
N/A

6. Head of Legal Services and legal implications
N/A

7. Equalities and Community Cohesion Comments
N/A

8. Head of Procurement Comments

9. Policy Implication

10. Use of Appendices

10.1.1. Recommendations Action Plan Update January 2012.

11. Local Government (Access to Information) Act 1985

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
<p>1. That whilst the Panel consider the present mix of services to be comprehensive and continually improving, it was clear that not all agencies were aware of the extent of the services provided to SMEs and this should be addressed by the Enterprise Partnership Board receiving a report on all services provided and by whom and that once approved this should be circulated widely. The Enterprise Partnership Board should also consider its' role as the focus for business support.</p>	<p>Noted</p>	<p>Produce a report for HSP Enterprise Board on services to business, from the Council, from partners, business link and other providers in London.</p>	<p>£0</p>	<p>Martin Tucker</p>	<p>January 2012 – General Update Since the scrutiny panel heard evidence, the national policy agenda for business support has significantly changed and Haringey and Waltham Forest are examining opportunities for shared service. General advice/sign posting provided by Business Link and Haringey Web Sites and mutual support from Business Representative Groups (North London Business, Haringey Business Board, Haringey TC Partnerships, Enterprise Enfield, North London Chamber, London Anglia Partnership and the London LEP). Web sites provide general advice on enterprise matters and advice (Business Link) and the Haringey Site also provides guidance to Council Regulatory Services and Compete For Information (opportunity and support to get Council contracts)</p> <p>April 2011 LSP/Enterprise Board review to be undertaken.</p> <p>August 2011 Tottenham and Haringey Riots</p>	

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
					<p>January 2012 – Service Update Enterprise Board replaced with a new "Social Inclusion and Regeneration Board" (SIRB). Employment Support/Providers in Haringey meet as the Haringey Employment Partnership. Business Support/Advice meet as the Haringey Business Partnership. Both feed into SIRB. Since August there has been focus on Business and Community Recovery and Support Programmes. Business Advice and Support is as follows:</p> <p>1. <u>Business Advice/Support</u> Business Link is now a web only service and provision of business support in the borough. Borough Web site sign posts to Business Link and Council Services. Web site has focused on "Recovery" since August 2011. Update due in April 2012 to include additional advice and support from Enterprising Enfield (North London Enterprise Agency/procurements/supply chains), North London Chamber of Commerce (net working and</p>	

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
					<p>training) and North London Business (Inward Investment and Strategy) and Community Finance Agencies and Business Angels (loans and business plans – North London Enterprise Fund; Hackney Business Ventures and Fair Finance – East London)</p> <p>2. <u>Local Business and Investment</u> Haringey Business Board continues to support common small business concerns/advice both in town centres and employment estates. This is supported by North London Business.</p> <p>3. <u>Town Centres Businesses</u> Business Partnerships in Tottenham, Wood Green, Green Lanes, Muswell Hill, Crouch End continue to provide advice and promote improvement projects in their areas</p> <p>4. <u>Procurement and Supply Chain Development</u> “Compete For” system in place to advertise Council contracts and provide advice on bidding. Shared Economic Development Service (SEDS) examining ULV/North London integrated</p>	

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
<p>2. That the Council's central performance team be instructed, in conjunction with the other local authorities involved, to develop effective performance indicators to assess the cost effectiveness of the support given to small businesses and the possibility of developing effective partnerships with other boroughs be explored further.</p>	<p>Agreed</p>	<p>A performance framework and benchmarking assessment is in place and will be reported in September 2010 in advance of any changes to service delivery.</p>	<p>£0</p>	<p>Martin Tucker</p>	<p>Initial benchmarking assessment has been produced, extending to comparison with 3 other boroughs.</p> <p>April 2011 A draft Sub-regional Economic Assessment is being prepared by NLSA. This incorporates a benchmarking exercise. It is due to be published by April 2012</p>	<p>Sept 2010</p> <p>April 2011</p>
<p>5. <u>Economic Development Lobbying/Strategy</u> North London Strategic Alliance is:</p> <ul style="list-style-type: none"> - supporting the development of an Upper Lee Valley Economic and Green Plan linked to the Draft ULV Opportunity Planning Framework; - a new "London Anglia Partnership" that would link North London Bors to those outside London and - making funding bids to the new London Local Enterprise Partnership for "Growing Places" funds (£39m London wide) 						

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
<p>3. That a further assessment be carried out to establish whether small businesses and the organisations representing them value the present mix of services and whether they consider them to be a cost effective way of encouraging enterprise in the borough</p>	<p>Agreed</p>	<p>A sample survey of local businesses will be undertaken on what advice and support they see as a priority. This will be fed into any proposals for changes to the delivery of services.</p>	<p>£0</p>	<p>Martin Tucker</p>	<p>January 2012 Benchmarking is focusing on key employment data and how well businesses are doing as the public/partnership sector looks to simplify and focus advice and guidance within existing resources. Support/Advice resources and mechanism are set out in 1 above. Business representative groups are used to test appropriate quality of "support channels". This also set out in 1 above. Key benchmarking data is attached.</p> <p>Support has been secured through the Future Jobs Fund to appoint an individual to carry out the survey work.</p> <p>April 2011 An officer has been appointed through the Future Jobs Fund to conduct a survey of Haringey's business community. 300 businesses have been surveyed to date. The survey will be completed in April 2012</p> <p>January 2012</p>	<p>Sep 2010</p> <p>April 2011</p>

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10
 RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
4. That, as this is a rapidly evolving area the Overview and Scrutiny Committee receive a report in 2 years time on how the Enterprise Partnership Board has developed and monitors services to small businesses.	Agreed	Overview and Scrutiny to receive a report in November 2011.	£0	Martin Tucker	<p>Analysis and publication in April 2012. To include feedback from Riot/Community Assistance Work</p> <p>January 2012 Report delayed and will be part of the work of new shared service with paper produced in April 2012. Economic Development staff reduced from 23 (2008/9) to 8 covering 2 Boroughs in 2011/12. Better use of commissioning and private sector methods being deployed to support and monitor advice and guidance.</p>	
5. That the work of the Enterprise and Business team should not be outsourced as suggested in the report on Service Profile/Efficiencies and Service development.	Disagree	A review will be undertaken based on and taking into account council priorities and council budget issues which will determine service provision.	£0	Martin Tucker	<p>January 2012 Shared service with Waltham Forest approved in 2011. This will develop updated service offer as set out in 1 above.</p>	
6. That consideration be given to the investment of around £25K to enable the Council to engage the services of an external provider such as Capital Enterprise to provide a Business turnaround service.	Agreed	This will be considered along with other priorities including the appropriate commissioning of Town Centre Management projects and services.	tbc	Martin Tucker	<p>January 2012 Budget is currently unavailable. Service is delivered as set in 1 above.</p>	

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
7. That consideration be given to commissioning a best value partner offering loan schemes (such as GLE One London) to work with officers in introducing a scheme in Haringey.	Agreed	Same response as No.6	tbc	Martin Tucker	<u>January 2012</u> This is incorporated into the service offer as set out in 1 above	
8. That in order to ensure clear lines of responsibility, a single Cabinet member should assume the brief to act as champion for all aspects of support to small businesses.	Agreed	Councillor Antonia Mallett has been appointed lead member for Planning and Regeneration.	£0	Cllr Strickland	<u>January 2012</u> Completed	
9. That the role of Property Services be clarified in respect of providing space for expanding and start up companies with the emphasis moved to a regeneration function and less of a simple property management role.	Agreed	tbc	£0	Martin Tucker Dinesh Kotecha	<u>January 2012</u> Property services continue to offer business space advertised through council website and North London Business property team. Further work is progressing on developing 639 High Rd as an enterprise centre and Techno Park. Update in 2012/13.	
10. That lessons learnt from previous attempts to set up Pop Up shops across the Borough be disseminated corporately and any new options be pursued.	Disagree	Noted.	£0	Martin Tucker	<u>January 2012</u> Noted. This work is to be discussed with Town Centre Business Partnerships.	
11. That the Council should, through its corporate procurement and section 106 negotiations,	Agree	Policies are already in place	£0	Martin Tucker	<u>January 2012</u> Policies in place. See Planning SPG 10a and Procurement	

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
encourage the use of local labour and local SME sub-contractors in the delivery of substantial contracts and major projects.					<p>"Compete For"</p> <p>Procurement analysis carried out in 2011 showed Haringey spends some 20% of contract value in Borough post codes; 39% in North London and 50% in London. This "local spend proportion" seems to be above average for London Boroughs.</p>	
12. That a clear commitment to maximise the amount of space available to business start ups and expansions should be made in the LDF, with appropriate protection given to the remaining retail, industrial, craft and other spaces in the borough.	Disagree	The planning policy framework supports the protection of strategically designated sites and floorspace in Town Centres for retail and offices. Other floorspace is less protected and may be needed for new homes, this is based on an employment and employment land study. And policy UDP EMP4 seeks general protection or replacement/reconfiguration of employment generating uses.	£0	Martin Tucker	<p><u>January 2012</u></p> <p>No further comment</p>	
13. That the nascent relationship Haringey is developing with local banks be consolidated and expanded and the tangible benefits for Haringey's business community	Noted	2 yearly meetings with bank representatives will be arranged to monitor services to local businesses.	£0	Martin Tucker	<p><u>January 2012</u></p> <p>NLB still leading on this work. Economic Development team successfully worked with local banks to support businesses in</p>	

OVERVIEW AND SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES 2009/10

RECOMMENDATIONS ACTION PLAN - Update 18 Jan 2012 – Marc Dorfman and Martin Tucker V2

Recommendation	Response	Action	Costs	Owner	Progress	Timescale
be widely publicised.					the wake of the Tottenham disturbances. See service offer set out in 1 above.	
14. That in order to ensure that the Haringey Business Support web pages are meeting the needs of clients, research should be done with a range of users to canvass their views, opinion and ideas for content and accessibility.	Agreed	The council website has a user satisfaction feedback system built into every page, including the business pages. Users are able to rate the page and provide additional comments that go to webcomms before being sent back to the Business and Enterprise Team.	£0	Martin Tucker	Pages reviewed and updated on January 2012 on an annual basis	
15. That Grant Thornton (external auditors) be appointed carry out an in depth review of the Haringey City Growth project to provide assurance to future funders and to look at a) how better systems can be put in place for proper accountability and b) legacy issues.	Noted	The Business and Enterprise Team will review the formal evaluations of the programme carried out by the funder (LDA) and will send members of the OSC a summary of the evaluation and audit trail. The LDA will be asked for a letter of satisfaction relating to spend and programme outputs.	£0	Martin Tucker	The evaluation and audit process was made available at the final scrutiny meeting in March 2010.	July 2010

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Haringey Council

Report for:	Overview and Scrutiny Committee 6 February 2012	Item Number:	
Title:	Scrutiny review: support to workless young people aged 18-24		
Report of:	Councillor Bull, Chair of the review panel		
Lead Officer:	Martin Bradford, Policy Officer. Christine Piscina, Strategic Support Manager		
Ward(s) affected: all	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

- 1.1 The Overview and Scrutiny Committee agreed the terms of reference for a review of Support for workless young people aged 16 to 24 on 10 October 2011.
- 1.2 The first meeting of the review panel to agree the scope and discuss the work of the review was set for 30 January 2012.
- 1.3 There have been significant developments and changes in two areas closely related to the review topic, namely in the Haringey Guarantee and the new Work Programme, now focused on young people; and the development of the Strategy for Young People and the related budget reductions and restructured youth services.
- 1.4 Both of these initiatives are resulting in changes to these services and the development of new ways of working. It is felt that an evaluation would be more timely when the results of the initiatives have had time to take effect and the outcomes can be determined. As a result the Chair of the panel recommends that this review is not carried out at this time.



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2. Cabinet Member introduction

2.1 N/A

3. Recommendations

3.1 That the scrutiny review of support for workless young people aged 16 to 24 is not undertaken at this time, but be considered for scrutiny at a later date.

4. Other options considered

4.1 Consideration was given to continuing with the review at this time, but for the reasons outlined below, it is considered that this is not the most appropriate time to carry out this review.

5. Background information

- 5.1 The aim of the review was: 'to consider current service provision and support for workless young people and identify priorities for service improvement and development.'
- 5.2 Initial discussions for the review took place at the beginning of the summer 2011 with Regeneration, the Youth, Community and Participation Service and School Inclusion and Improvement. It was obvious that services were undergoing change and making considerable reductions to provision, and that the Haringey Guarantee was being refocused following the loss of the Area Based Grant.
- 5.3 With these circumstances in mind it was envisaged that the scrutiny review could usefully consider the restructured worklessness programme and look at related areas of support for young people from the Youth Service and support for schools around reducing the numbers of young people not in education, employment or training (NEET).
- 5.4 After these discussions it was necessary to temporarily suspend work on the review due to staffing resources and sickness and it was agreed to resume the work early in 2012. The first panel meeting was arranged for 30 January 2012.
- 5.5 The Haringey Guarantee has been remodelled to reflect reduced resources and the outcomes of the previous scrutiny review. The report is expected to go to Cabinet soon. *A new approach to tackling worklessness*, will outline the programme, to be launched in 2012 which will run for two years. The new programme is focused on tackling worklessness for young people under 25 years old.
- 5.6 The other major development is the *Strategy for Young People in Haringey 2011 – 14*. This is currently being consulted on. The strategy has been based on mapping of current services in Haringey, those offered by the council and a range of providers, with the intention of improving co-ordination and working together

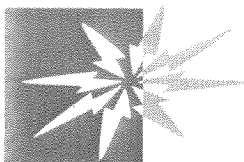


Haringey Council

with other providers to make best use of resources. The Strategy is based on outcomes which are; positive aspirations, reduced risky behaviour, positive participation and accessible and appropriate youth services across the borough and there are actions for its delivery. The consultation document is on the Haringey website: [Strategy for young people - consultation](#)

- 5.7 Given that these two new initiatives are about to be put in place, and represent a considerable change to employment and youth services for young people, it is proposed that scrutiny resources could be better deployed at a later stage to evaluate their effectiveness and the achievement of outcomes for young people in Haringey.

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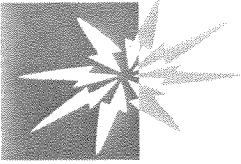


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Report for:	Overview and Scrutiny Committee on February 6 th 2012	Item number	
Title:	Progress update on the recommendations made in the Overview and Scrutiny Review of Transition from Children's to Adults Services		
Report authorised by:	Mun Thong Phung, Director of Adult and Housing Services; and Libby Blake, Director of Children's Services <i>pp Phung</i> <i>USA REDFERN</i>		
Lead Officer:	Lisa Redfern, Deputy Director, Adult and Community Services Telephone: 0208 489 2324 Email address: Lisa.redfern@haringey.gov.uk Debbie Haith, Deputy Director, Children and Families Telephone: 0208 489 1496 Email : Debbie.haith@haringey.gov.uk <i>DRH</i>		
Ward(s) affected: All	Report for: Non Key Decision:		

1. Describe the issue under consideration

To provide an update on the recommendations made in the Scrutiny Review of Transition from Children's to Adults Service in February 2010 and the Cabinet response in April 2010.



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2. Cabinet Member Introduction

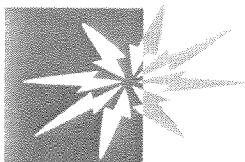
I welcome the opportunity to update on the recommendations contained in the Scrutiny Review of Transition from Children's service to Adult services carried out in 2010.

The report recognises that Haringey has a well established multi-agency approach to transition planning involving young people and their parents/carers, education and health professionals. The work of the My Service @ 18 strategic planning group and the multi-agency approach to implementation of the work plan has also resulted in significant progress being made with regards to the transition process for young people and their families.

Of particular note are the following outcomes:-

- Annual information evenings and annual Opportunities Fair for parents /carers of young people;
- Development of transition policy, protocols and pathways which aim to clarify the process, roles and responsibilities in order to enable a smooth transition to Adult Services for young people with disabilities who are currently supported by the Children and Young People's Service;
- Provision in place for young people with complex needs who left school in July 2011 and timely assessments planned for young people due to leave school in July 2012;
- Annual work experience programme in place for young people in residential placements outside London to enable them to prepare for transition back to Haringey;
- Increase in the number of young people with complex needs accessing a wide range of cross centre courses at Haringey 6th centre;
- Group of young people with disabilities contributing to the recruitment of staff within the Additional Needs and Disabilities Service;
- Two young people in transition received recognition for their hard work at the Children in Care Awards ceremony in October; and
- The National Transition Support programme recognised the significant progress made by the Council in improving transition arrangements based on the self-assessments completed over three years of the programme.

The report contained 19 recommendations. Our update to the individual recommendations in the Overview and Scrutiny report is outlined in Appendix 1.



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3. Recommendations

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

4. Other options considered

Not Applicable.

5. Background information

The Overview and Scrutiny Committee commissioned a task and finish review into the transition of young people with assessed needs, from children's services to adult services in Haringey as part of their 2009/10 work programme.

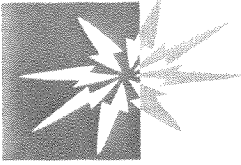
Prior to this Haringey's Children and Young People and Adults' Services identified the need to further improve transition for young people with Additional Needs, Learning Disabilities and other Disabilities, including young people with special educational needs but without a statement, young people with mental health difficulties and young people leaving care. There was also a recognition that greater emphasis also needs to be placed on the key roles young people and their families, separately and jointly have in this agenda.

In 2010 "My Service at 18" was established as a joint strategic transition planning group between the Children & Young People Services and Adults Learning Partnership. Up to this point each Directorate had its own strategic group with some representation from the Directorates on each. The new strategic group comprises wide representatives from Statutory and voluntary services, parents and providers. The group identified four work streams to take forward developments, namely:

- Needs analysis of young people in transition;
- Development of transition protocols procedures and pathways;
- Promote social inclusion and personalisation; and
- Information participation and inclusion.

The group also led on taking forward the recommendation of the 2010 Overview and Scrutiny Report. The group reports to The Disabilities Forum and to the Learning Disabilities Partnership Board.

There is a web of law, regulation and guidance affecting practice. The key points are outlined here, with hyperlinks to websites for further information.



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5.1 The Transition Support Programme

The Transition Support Programme is a three year national government programme, running between 2008 and 2011. It was developed to support work on improving practice on all aspects of the transition to adulthood for disabled young people and their families. It is part of a wider government programme called Aiming High for Disabled Children (AHDC), which is transforming local services in England for all disabled children, young people and their families.

5.2A Transition Guide for all Services (DH, 2007)

This document provides good practice guidance on the roles, responsibilities and duties for all service providers working with disabled young people (including those with complex health needs) through their transition to adulthood. The content in the guide is drawn from a wide range of contributors and does not necessarily reflect the views of either the Council for Disabled Children, the Department for Children, Schools and Families or the Department of Health, however, it aims to provide a comprehensive map of the requirements, expectations and current good practice on transition at local level.

5.3 Transition: getting it right for young people, (DH, 2006)

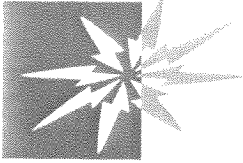
This good practice guide aims to show that the handover should be planned and managed as a process, for which the term “transition” is more appropriate. The guide suggests how this can best be accomplished in the context of the evidence base and suggests a definition of transition as follows.

5.4 Prioritising need in the context of *Putting People First*: A whole system approach to eligibility for social care

This guidance is issued under section 7(1) of the Local Authority Social Services Act 1970 and replaces Fair access to care services - guidance on eligibility criteria for adult social care which was issued in 2003. The aim of the revised guidance is to support fairness, transparency and consistency of application and to reflect the increased focus on personalisation and prevention as set out in *Putting People First*.

6. Comments of the Chief Financial Officer and Financial Implications

There are no direct financial implications arising from the recommendations and any costs that do occur will be contained within existing resources. The implementation of the recommendations will need to be carefully monitored to ensure that any future impacts are picked up and dealt with if they arise.



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7. Head of Legal Services and Legal Implications

There does not appear to be any legal implications arising from this update of the progress of putting into place the recommendations for June 2010.

8. Equalities and Community Cohesion Comments

An Equalities screening of the Transition policy developed in 2010 concluded the following:

This Policy and its implementation must be compliant with Haringey Council's Equal Opportunities Policy 2008 and the Equality Act 2010 from its implementation on 1 October 2010.

Local authorities have a legal duty to challenge discrimination and prejudice, and to work with partners to improve equality of opportunity, particularly for those who are most disadvantaged. Understanding the needs and the differences in younger people with disabilities as they transition to adulthood is vital to making the best decisions and best use of resources.

It was also recommended that all transition processes must be reviewed to ensure compliance with the Equality Act 2010 across the nine protected characteristics* of:

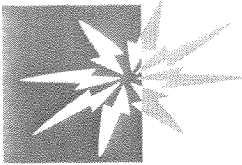
- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Pregnancy and maternity;
- Race;
- Religion and belief;
- Sex; and
- Sexual orientation.

Information

Information must be given in a format that they can understand as be part of the young person's transition process.

Disability

To give appropriate support, all users should be provided with information in a format that they understand. For example people with learning disabilities should be supported to make decisions about care they will be given. Many individuals who might have considerable



Haringey Council

cognitive impairment can make meaningful decisions if the options are explained to them appropriately, clearly explaining the advantages and disadvantages of each option.

Community languages

Young People who need it must be provided with information in community languages either through an interpreter or in written form.

Summary of actions to ensure Equality
Review transition processes to ensure compliance with Equality Act
Ensure information about transition is available in appropriate formats

9. Head of Procurement Comments

Not Applicable.

10. Policy Implications

Adult and Community Services Council Plan Priorities are:

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

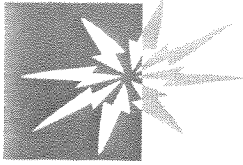
Children and young People’s Service Priorities are:

- Giving Every Child the Best Start in Life - ensuring all children make good progress from conception to 3 years to improve outcomes at age 5;
- Reducing inequalities; and
- Ensuring children, young people and their families access services in a timely and appropriate manner.

Full council Plan Priorities can be found on the left hand side of the page at <http://harinet.haringey.gov.uk/index.htm>.

11. Use of Appendices

Appendix 1 - Recommendations and update; and
Appendix 2 - Transition Policy.

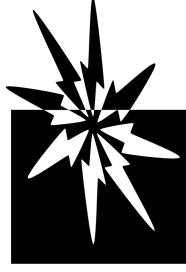


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12. Local Government (Access to Information) Act 1985

The following section lists the links that set the local context relevant to the policy:

1. [Transition Children to Adults \(A Review by the Haringey Council Overview and Scrutiny Committee, March 2010\);](#)
2. [Priorities of Haringey's Sustainable Community Strategy 2007-2016;](#)
3. [Haringey Council Priority A Healthy, Caring Haringey;](#) and
4. [Well-being Strategic Framework Outcomes and Objectives \(Objectives 1, 3, and 4\).](#)



Appendix 1

Recommendations	Response	Commentary
<p><u>The Learning and Skills Council proposed changes to funding arrangements</u></p> <p>The Panel was made aware that the Government has accounted, as part of the machinery of government changes, that 16-18 funding for sixth forms and colleges will be delivered through local authorities in the future, subject to consultation and the passing of the necessary legislation. In the interim, the Learning and Skills Council will remain responsible in law and practice for the allocation of funds to all forms of post 16 education and training together with other higher education. The panel made the following recommendations:</p> <p>Recommendation 1</p> <p>The Council should take the lead and control on the way in which the money is spent especially if this is not ring-fenced.</p> <p>Recommendation 2</p>	<p>completed for now. Revisit 2013 when further information available.</p>	<p>In July 2010 the Secretary of State for Education announced changes to 16 - 19 education and training aimed at streamlining and simplifying the funding and allocations system. The new system will see the Young People's Learning Agency YPLA directly funding 16 - 19 provision in FE colleges, sixth form colleges and independent providers, allowing local authorities to focus on their role as champions of young people's learning and giving them more opportunity to fulfil their responsibility to meet the needs of their local community and identify gaps in provision. At the same time, it will allow providers greater freedom in the design of their curriculum. YPLA has confirmed that the budget will remain with YPLA until at least 2013 and work on how it will be allocated is on going. The C&YPS is represented by the SEN Team Manager at their regular YPLA workshop briefings. Pilot schemes are underway to inform the process.</p> <p>The YPLA will continue to support local authorities in their strategic role and work closely with all concerned to make sure that the new arrangements are introduced seamlessly. The YPLA and Department for Education has launched a 12 week consultation (closing on 4th January 2012) www.education.gov.uk/consultations on the 16-19 Funding Formula Review. The review aims to introduce a simpler and more transparent methodology and support our goal of reducing the burden for providers and making funding readily understood by learners as well. In 2011- 12 the Transition panel recommended 7 new learners for funding from YPLA for</p>

<p>The Council should lobby central government to ensure ring fencing of funds especially as this could have an adverse impact on adult social care in terms of day service provisions.</p>		<p>specialist residential college and all applications were successful. In addition one young learner received extension funding for one year.</p>
<p><u>Recommendation 3</u> <u>My service at 18</u> My Service at 18 has now been established as a joint strategic transition planning group between the Children and Young People's Service and the Adults Learning Disability Partnership. The new strategic group comprises wide representatives from Statutory and voluntary services, parents and providers. The panel recommend that the Adult Outreach Team (Connexions Service) and Youth Offending Teams should be included in the list of key agencies.</p>	<p>Completed</p>	<p>My Service at 18 strategic planning group now includes representation from the Youth Offending Team, and Youth Community and Participation, now fulfilling Connexions role The Youth Service and Connexions have faced significant budget reductions over the past year (2011-12). The service has been evaluated and restructured to ensure that services meet statutory duties and are targeted more effectively and can readily evidence value for money. There is also representation on the four work streams set up by the planning group. Connexions have always held a key role on the Transition Panel and are working closely with families and professionals to improve the sharing of information.</p>
<p>Recommendation 4 <u>Work with Health</u> The panel recommends that the work with health is further developed with particular emphasis on pathways for young people with mental health issues.</p>	<p>3 out of 4 pathways completed. Mental Health pathway in progress.</p>	<p>Health services are well represented on My Service at 18 and on the four work streams. CYPs and Adult social Care are working with NHS commissioners to develop a MH pathway. This is currently in draft form and being circulated for comments. Continuing Health Care pathway has been developed and is in use .</p>
<p>Recommendation 5 <u>Linking services</u> The panel learned of the difficulties</p>	<p>Dedicated officer in place 2010- 2012 and work</p>	<p>This recommendation was taken forward and grant funding identified which enabled this post to be piloted for one year. C&YPS and Adult social Care continued this joint funding</p>

<p>experienced by some families in understanding the complexities of the transition process and felt that a dedicated officer who could work with Children and Young People Services (C&YPS), Adult and Community Services (ACS) and Health Services would help mitigate the inherent problems of the transition from one service to another and recommend that there is a dedicated transition family support officer operating jointly within C&YPS Adult and ACS and Health Services with responsibility to oversee all departments in co-ordinating the transition process for each young person.</p>	<p>programme in place</p>	<p>arrangement up to March 2012. The following outcomes have been achieved:</p> <ul style="list-style-type: none"> • Consultation with parents and carers, professional from statutory and voluntary services on the joint transition policy; • Organisation of transition evening in 2010 and 2011 which was attended by 85 parents of young people in transition at which information and presentations given about the transition process and adult social care provision ; • Organisation of transition Opportunities Fair at which 33 adult social care providers exhibited and attended by 100 young people and their families; • Organisation of work experience project with Tottenham Hotspurs Foundation to provide opportunity for young people in out of borough residential placements to return to local community; • Preparation of accessible information leaflet on transition for parents; • Top tips for transition circulated to all families with young people in transition; • Raising awareness of range of services and personalisation process in adults with key professionals in C&YPS to ensure that they pass on comprehensive information to parents in transition; and • Support activities which led to increase in representation of parent/carers of young people in transition into adult carers forum and Partnership Board.
<p>Recommendation 6 <u>Improving information</u> Children and Young People's Services should ensure that all agencies working with the transition</p>	<p>Information developed. Web based transition zone with information in</p>	<p>My Service at 18 has established a work stream to improve information for young people, parents and professionals. Improvements to date include the following:</p> <ul style="list-style-type: none"> • Information on the Family Information Service has been updated;

<p>of young people should be involved in the production of an information pack or directory around "Transitions and moving from children's services to Adult Services - easy guide for service users and Carers" to cover all agencies; services and support available; details of where to go for support and what should be provided including out of borough provisions.</p>	<p>development .</p>	<ul style="list-style-type: none"> • Youth Participation and Community Service has produced a directory across the three networks showing universal, targeted and specialist services for young people aged 12 – 25 years and this is widely available to young people, parents/carers and professionals; • Haringey Involve Parents/carer's Forum act as 'editors' and consultants to ensure information is accessible and user friendly; the Forum also support and signpost parents/carers to relevant services; • We have developed transition protocols and pathways which sets out clearly the pathway for young people; • Easy read information leaflets have been developed to support his process; • Information and guidance meetings in schools and centrally have been ongoing and include opportunities to talk to young people and parents/carers who have experienced the transition process; • Increased attendance of parents/carers in transition the adult carer's forum and the Partnership Board has increased opportunities for sharing of information; • Haricare , the adult social care directory has been developed and launched; and • Transition zone on Haricare is currently in development and will link to the C&YPS and national links.
<p>Recommendation 7 Children and Young People's Services should develop user-friendly non -corporate web pages, dedicated to the transition of young</p>		<p>The Additional Needs and Disabilities Service has developed a range of proforma for young people in transition to express their views and wishes. This includes the use of symbols, scribes and video recordings. These are fully accessible and in use in schools and Haringey 6th Form Centre and available on Haringey website. All transition information including the Transition Policy and Top ten tip for parents, personalisation guidance and information on the forthcoming Opportunities is available on the website as well</p>

<p>people, providing information for users and carers about services, networks and options available.</p>		<p>as circulated to stakeholders.</p>
<p>Recommendation 8 Children and Young People's Services should ensure that improved and efficient working exists between departments ensuring joint team training, meetings and better sharing/use of data.</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Improved transition arrangements between C&YPS and Adults has been formally recognised by the National Transition Programme which rated Haringey as having made significant improvements in all key areas of transition as demonstrated by the self assessment questionnaires between 2008 -11; • Most importantly this has been evidenced by all young people leaving special schools had their services from adults agreed and in place by July 2011; • Data showing full profile of all young people in transition from age 14 years is shared with Adults on a monthly basis; • The database of young people in transition enables detailed projections to be made up to 2015; • This work is being supported by the development of a dedicated transition episode on Frameworki; • The 14+ Transition Panel identifies those young people requiring Continuing Health Care assessments and all young people requiring assessments and revised plans for transition in 2012 have been identified; • The mentoring programme has been very successful in supporting young people who do not meet the Adults criteria but who are deemed vulnerable in transition. The young people are identified through the 14+ Transition Panel and mentees have been tracked and supported to engage with their identified service. The Panel is also targeting Young People in Care in transition, again with emphasis on supporting those who do not meet Adults criteria but whom require additional guidance and support;

		<ul style="list-style-type: none"> • Following the reduction in the Youth and Connexions services, meetings have taken place with the Youth, Community and participation service, SENCOs in secondary schools, Haringey 6th Form Centre and Special schools to ensure statutory duties in relation to Section 139a Assessments are met. Clear roles and responsibilities have been agreed and work is underway to streamline transition plans to reflect best practice; • Work is underway to provide individual budgets to young people in the Additional needs and Disabilities Service who are in receipt of Short break services. This will enable young people to be better prepared for accessing the personalisation approach once in Adult services; • The success of the annual information sessions for parents and Opportunities Fair has led to increased parental confidence in the transition process and range of services available. There has been a significant reduction in the expressions of anxiety around transition and parents of one young woman who has now completed the transition process has recently written to managers and local press to express their satisfaction with the process; and • The Autistic Spectrum Disorder Steering Group comprising parents, statutory and voluntary services has developed a 10 point action plan and significant progress has been made in training staff ASD and the development of new autism specific day opportunities in borough and work ongoing with local providers to support the development of in borough housing provision for people on the ASD spectrum.
<p>Recommendation 9 It is apparent that the transition team is a small unit with two</p>	<p>No increase in staffing capacity but changes in</p>	<p>There has been no increase in staffing for the transition team. The Comprehensive Spending Review and the resulting impact on public services has also seen the reduction to the</p>

<p>workers dealing with large numbers of clients with complex needs in addition to carrying out eligibility assessment for clients who might have support needs. It is important to build capacity within the transition team to support clients.</p>	<p>working practice of the multi-agency 14 plus panel to be more efficient.</p>	<p>Connexions staff who were previously able to support the work of transition social workers. However we have reviewed how the Transition 14 plus panel operates so that we can improve efficiency of work. This has resulted in the following outcomes this year:</p> <ul style="list-style-type: none"> • Continuing health assessments completed and provision agreed for eligible individuals; • Provision in place for young people with complex needs who left school in July 2011; • Timely assessments planned for young people due to leave school in July 2012; • Work with SENCOS to ensure revised transition plans are fully completed with particular emphasis on independent living skills and housing needs; and • Agreement across services to target all year 10 Annual Reviews to ensure all transition details are captured and targets are set which reflect the young person's wishes and aspirations.
<p>Recommendation 10 Employment & Training It is apparent that there is a lack of employment opportunities for young people with special educational needs as they make the transition from C&YPS to ACS. The Council needs to be proactive in creating employment opportunities and work experience placements for those young people who need them. The panel recommend that Human Resources Services in Haringey should consider an employment quota system for young people with</p>	<p>On track</p>	<p>We have a protocol in place to support people with disabilities into employment with the council. This is with the support of voluntary sector partners. In addition we have looked at job carving opportunities to enable jobs to be targeted to people with disabilities. Within the Learning Disabilities Partnership two people have successfully gained paid employment through job carving.</p> <p>Successful pilot project with Spurs carried out last year and will be repeated in February next year which creates work experience for young people who attend residential schools our of borough. As part of their transition back in borough they will be able to access work experience at Spurs and reside at Haslemere centre.</p>

<p>learning difficulties; mental health issues and with physical disabilities to ensure employment sustainability either internally or with partners.</p>		<p>In addition we have enabled paid employment opportunities for people who chair and act as champions to the Learning Disabilities Partnership Board and associated forums. The launch of the Downhills Café by Adult Social Care earlier this year which provides training and employment opportunities for people with learning disabilities.</p> <p>We have a pilot mentoring programme in place for the past 18 months to support young people in transition who do not meet adult service criteria. Criteria were set up at 14 plus panel which identified people for the project. Fifteen young people have successfully completed the project and all are in employment/ training. None have been referred to mental health services, Drug/substance misuse service or teenage pregnancy services. Mentoring has now ceased but all participants are linked into the support networks of their various programmes. It is recommended that this programme continues after March.</p>
<p>Recommendation 11 The panel recommend that the Council should consider training those who are leaving care to work within the care profession e.g. within children homes; in the NHS, Colleges and Voluntary Sector. This would enhance their aspirations and would also act as an incentive and as role model, especially for those in transition.</p>	<p>On Track</p>	<p>This has already been highlighted and has arisen out of the pilot work adult learning disabilities service has undertaken. A rolling work experience programme is underway at Haslemere centre. Haslemere has also established an additional evening session for young people in transition to support their independence skills. Haringey 6th Form centre in conjunction with parents and the Additional needs and Disabilities service has established an extra curriculum activity – team Work. The group meet three nights per week and have established volunteering as a key element of their programme. Students from the 6th Form centre volunteer with the young people with disabilities and the members of Team Work, in turn, are volunteering in after school s clubs at the Vale and Riverside Special schools.</p> <p>A group of young care leavers will also provide monitoring and evaluation role for these projects.</p>

<p><u>Recommendation 12</u> <u>Connexions Services</u> Children and Young People Services should ensure that improvements are made to communication protocol between all agencies to establish clear lines of responsibilities particularly for out of hours provisions. Connexions Services, adult career services, health services and Jobcentre Plus need to cooperate fully to support individual young people and offer access to advice and signposting.</p>	<p>On Track</p>	<p>The Youth Service and Connexions have faced significant budget reductions over the past year (2011-12). The service has been evaluated and restructured to ensure that services meet statutory duties and are targeted more effectively and can readily evidence value for money.</p> <p>The C&YPS is currently consulting on the Youth strategy for Young people in Haringey 2011 -2014. The strategy recognises that a minority of young people need intensive interventions and on going support in order to effect a successful transition to adulthood. The strategy sets out to provide a framework for the co-ordination of service delivery for young people, involving key statutory and voluntary sector providers.</p> <p>The service has undertaken a comprehensive service mapping which summarises the organisations providing services relating to young people in each network, by the primary need that the service addresses. The strategy makes clear that in particular the Youth Community and Participation service will plan for and co-ordinate the completion of S139s process through schools, to support young disabled people as they move on in post 16 education and training.</p> <p>The Youth, Community and Participation Service is a key partner in My Service at 18 and in the work stream on information and guidance for young people and parent/carers.</p> <p>A pilot programme is underway to quality assure the transition planning process including:</p> <ul style="list-style-type: none"> • how well the young person's aspirations - educational, career, social, life style - are addressed in the document;
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<ul style="list-style-type: none"> evidence that the young person's support needs are fully understood and addressed including health, social service, family etc where appropriate; evidence of a person centred approach; knowledge and understanding of appropriate provision within the borough and externally; Appropriate language that is accessible to different audiences; and appropriateness and clarity of any agreed action. <p>Additionally the Quality Assurance process would also test:</p> <ul style="list-style-type: none"> the clarity and usefulness of the information about the young person's support needs with a designated FE/training provider; and the credibility of relevant assessments with YPLA where specialist residential provision is recommended. 		
<p>The transition protocols and pathways have been completed. The new protocols address the need to have co-ordinated assessments and improved sharing of information. Meetings with Special Schools and Special Educational Needs co-ordinators (SENCO's) from mainstream schools are routine and ensure that there is a good understanding of the revised transition process. New proformas have been introduced which target information and ensure it informs future plans, in particular those with continuing health and care needs. The complex care panel meets regularly and has representation from across CYPS, Health and adult social care; and in addition the work of the 14 plus panel has enabled identification of joint assessments between CYPS and Adult social Care for young people with acquired disabilities.</p>	<p>Completed</p>	<p>Recommendation 13 The panel recommends that in accordance with the transition protocol there should be an integrated approach to minimise duplication of assessment activities together with closer working and better sharing of information between services. This would streamline services and reduce the level of duplication, ensuring greater utilisation of scarce resources.</p>
<p>We are already working towards capturing holistic information of young people from the age of 14plus. This work is being co-</p>	<p>Completed</p>	<p>Recommendation 14 The panel acknowledged that some</p>

<p>issues might be addressed through the Common Assessment Framework they nevertheless recommend a review of the multi-agency assessment tools to minimise duplication whilst capturing all aspects of an individual's life, to determine education, physical, emotional and social needs.</p>		<p>ordinated through the work of the 14 plus group. In addition we are at advanced stage of development of a transition bridging systems tool which will capture and minimise duplication of assessments and which will be accessed by CYPS and Adult social care workers. This tool also enables the personalisation assessment process to be started pre 18.</p>
<p>Recommendation 15 Representatives from connexion Services expressed frustration at the length of time taken to receive response from Council Departments. It recommends that all council departments adhere to the minimum standards for responding to enquiries in line with the Council's Customer Care Charter.</p>	<p>Completed</p>	<p>Monitoring arrangements are in place to ensure that the Council's Customer Care minimum standards are met. The role of Connexions service has significantly reduced post CSR. Special Educational Needs Co-ordinators (SENCO's) have started supporting with some of the activities previously undertaken by Connexions workers. Also we are actively managing expectations of families through several activities which include:</p> <ul style="list-style-type: none"> • Development of transition policy and protocols which include feedback form parents/families; • active promotion of in borough adult provision prior to families visiting out of borough residential colleges; and • transition parent information sessions and opportunities fairs which showcases local provision.
<p>Recommendation 16 <u>Strategic & Community Housing Services</u> The panel recommend that SCHS ensure that specific monitoring</p>	<p>Completed</p>	<p>Strategic community and housing services are part of the membership of the joint strategic planning group, My Service @18, and this will enable this recommendation to be implemented. There is joint working group between children services and adults that identifies and monitors progress of</p>

<p>arrangements are in place to identify young people in transition, by ensuring dialogue is in place with colleagues in Adult Social Care to identify and capture specific needs of those in transition.</p>		<p>young people both in terms of identifying needs for adult services and financial planning. This groups meets twice a year and feeds into strategic housing arrangements. We are currently working on joint proposal to develop specific housing opportunities for young people transition.</p>
<p>Recommendation 17 The panel recommend that SCHS ensures that the remit of the North London Sub-Regional meeting on Housing and Social Care issues be expanded to include the needs of young people in transition.</p>	<p>In progress</p>	<p>This will be taken forward as part of the social inclusion work stream of the transition joint strategic planning group, My Service @18.</p>
<p>Recommendation 18 The panel recommend that Strategic Community Housing Services put proactive measures in place between Children's Adult and Housing so that access and referrals can be improved and streamlined. This will lead to enhancement of services provided to those in transition, thus minimising the number of clients who are not benefiting or accessing services.</p>	<p>On track</p>	<p>This will be taken forward as part of the social inclusion work stream of the transition joint strategic planning group, My Service @18. There is now a proactive working arrangement between adults and housing services to identify the needs of the young people in transition; This has resulted in a identifying the needs of this group in Borough Investment Plan. In addition there are closer working arrangements which has identify key housing developments to increasing number of long term supported living arrangements to enhance independent, choice and control. Also, we are working jointly with local providers to support young people who are currently placed out of borough to return back in local community in Haringey.</p>
<p>Recommendation 19 The panel recommend that Children's and Adult Services work closely with Central Procurement</p>	<p>On track</p>	<p>A Joint Commissioning review group has been established and has agreed that the two areas of focus will be transition and specialist equipment. The work will inform procurement processes and the preparation of specifications. The 11- 19</p>

<p>Team to produce robust tender specifications in order to commission quality services at a reduced price.</p>		<p>Joint commissioning steering group has a focus on transition which will contribute to this process.</p>
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Haringey Council

Transition Policy

*Adult and Housing Services
and
Children and Young People's Service*

January 2012

**Adult and Housing Services
and
Children and Young People's Service**

Document Control

Version Draft V.6	Status December 2011	Author June Steadman Transition Project Officer Additional needs Disabilities Children's Social Work Team 40 Cumberland Road London N22 7SG
Version Draft V.5	Status December 2010 Policy	Author Naomi Lowde Strategic Planning and Policy Officer ACCS First Floor 40 Cumberland Rd London N22 7SG
Document Objectives: To ensure that the transition process and responsibilities are clear and monitored.		
Intended Recipients: All staff in services providing care for people between 14 – 25 years old.		
Monitoring Arrangements: Through " My Service @18 " planning group		
Training/Resource Implications: To be determined		
Approving Body and Date Approved Authority to vary	DMM (Adult Services and Commissioning) Adult Services and Commissioning Assistant Director December 2010 DMM (Children Services) Children Services Assistant Director December 2010	
Date of Issue	December 2010	
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Lead Officer	Beverley Tarka Tel: 020 8489 3353 Beverley.Tarka@haringey.gov.uk	

	<p>Phil Di Leo Tel: 020 8489 3848 Phil.DiLeo@Haringey.gov.uk</p>
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1. Introduction

The term 'transition' is used to describe the process of moving from childhood into adulthood.

Transition can be defined as “a purposeful, planned process that addresses the medical, psychosocial and educational/vocational needs of adolescents and young adults with chronic physical and medical conditions as they move from child-centred to adult-oriented health care systems.” (Transition: getting it right for young people, DfES & DH, 2006¹)

POLICY

Is a formal document outlining the way in which Adult, Culture and Community services and the Children and Young People's Service intend to act during the process of transition.

It is designed to assist the decisions and actions necessary to ensure that the day to day procedure are carried out to achieve the desired outcomes for the young person.

This policy sets out arrangements, roles, responsibilities, and monitoring within transition between Children and Young people's Service and Adult Social Care Services. This policy is based on current local and national guidance and best practice. It provides a framework context, to capture what should happen to achieve clearer and transparent systems and joined up working.

The policy is relevant to the Joint Working Protocols which are written procedures that are agreed by key agencies to ensure that support is delivered effectively to people whose needs cross service boundaries.

This policy has been drawn up in consultation with professional from the Children and Young People's Service, Adult Social Care and Community, voluntary organisations and following a focus discussion group with parents of young people undergoing transition.,

2. Scope and Definition

This policy applies to all young people with a disability, who have a statement of special education needs and/ or are supported by the Disabled Children's Team and who are likely to be eligible for support from Adult Services when they reach 18 years old in accordance with Fair Access to Care eligibility criteria.

Criteria

The London Borough of Haringey Adult Social Critical and Substantial criteria is defined by the Department of Health Prioritising need in the context of Putting People First: A whole system approach to eligibility for adult social care [Eligibility Criteria for Adult Social Care](#) (Appendix 3).

¹ Based on Blum RW, Garell D, Hadgman CH et al. Transition from child-centred to adult health-care systems for adolescents with chronic conditions. A position paper of the Society for Adolescent Medicine. J Adol Health 1993; 14; 570-6.

This policy applies to all young people

- 14-17 years old who fulfil the eligibility criteria of the Disabled Children's Team and are likely to be eligible for support from Adult Services when they reach 18 in accordance with Fair Access to Care eligibility criteria.
- 18-25 years old who fulfil the Fair Access to Care eligibility criteria of the Adult Services.

These individuals have high /complex needs and will require continual support throughout the transition process. This policy sets out clear expectations that agencies in the Haringey should adhere to in working with the following groups of young people aged 14-25 age group in transition:

- Learning disability
- Physical disability
- Complex health needs
- Sensory impairment
- Emotional/behavioural/ social difficulties
- Mental health needs
- Autistic Spectrum Disorder
- Social and communication disorders

2.1. Which staff are covered by the policy

This policy applies to social workers, education and health workers, and carers in both the Disabled Children's team and the Learning Disabilities partnership. It covers all Haringey Council *Children and Young Peoples Service* and *Adult Services* staff who work with young people who fulfil the eligibility criteria.

2.1.1. Eligibility

As part of the young person's assessment of need during the transition process it is essential for each individual to have an assessment of eligibility. The law affecting children and young people and eligibility criteria differs between Children and Adult Services.

The government has set out an eligibility framework for adults (people aged 18 and over) called Fair Access to Care Services.² FACS details a structured eligibility framework, which is used by all local authorities. The process relates to how eligibility criteria is defined through assessment, met through care planning process and monitored through reviewing structures. Assessments are carried out in partnership with the young person using a person centred approach in a setting and using a format that they feel comfortable with, enabling them to influence and to participate in the planning of their future.

² Further details are available on the Council website at the following link:

The law affecting children and young people and eligibility criteria differs between Children and Adult Services. The government has set out an eligibility framework for adults (people aged 18 and over) called Fair Access to Care Services.³ The Gloucestershire Judgment in the House of Lords (Section 5 – the legal context, page 8 for more details) ruled that Councils can take their financial position into account when deciding which level of need they will meet. This is currently services for people who are assessed as having Critical or Substantial Needs. This means that Haringey will provide a service to adult users (people aged 18 and over) who are assessed as having Critical or Substantial Needs.

Pathways between the Children and Young people's service and Adult Services have been drawn up which highlight key decision times and supported by a set of written protocols and procedures.

2.2. What is not covered by the policy

This policy does not currently cover transition arrangements for young people who do not meet the eligibility criteria of both Disabled Children's team and Adult Services and who can have their needs met by universal services. These young people will be supported by universal and targeted services, including signposting to appropriate services.

The difference in eligibility criteria between children and adults, planning for transition should start early to manage the different needs and support that children are offered. Young people who do not meet the eligibility criteria of Adult Services may need to seek alternative arrangements for their support once they turn 18 years to meet any needs that are assessed as non-eligible and which would fall outside the Council's statutory responsibility to meet.

2.3. Information sharing

Changes to services may happen at different times as each relevant service has its own system, procedures, drivers and documentation in place. Information sharing therefore is critical to improved co-ordination, joint working and recognition of those families and young people who will need continual support. There is an overarching information sharing protocol between the London borough of Haringey and Haringey Primary Care Trust that this transition policy adheres to. The information sharing protocol was drawn up in accordance with relevant legislation including the Data Protection Act 1998 and the Caldicott Principles.

3. Principles

This policy is based on the following principles:

1. Transition planning should be carried out across partnerships - internal and external. There is also an expectation that young people with disabilities should have access to generic services where appropriate or specialist services if necessary
2. Care planning should involve the young person and their family/carer to help tailor support to the young person's changing needs.
3. Plans should be co-ordinated around the needs of the young person and in consultation with him/her
4. The plans should maximize the young persons health outcomes including emotional, developmental and social health and well being

³ Further details are available on the Council website at the following link:

5. All care plans should be transparent, and communication should be clear and maintained.
6. Young people have a right to services that promote the social and educational/employment potential
7. Young people have a right to services that promote their ability to live independently following from this. In addition to mental health needs, advice on education and employment, sexual and physical matters, welfare right, and housing should be readily available and appropriate referrals made
8. Successful transition planning and programmes are crucially dependent on collaboration between children's and adult services. Well planned transition improves clinical, educational and social outcomes for young people
9. There is a need for robust risk assessment and risk management plan alongside the therapeutic support plan.
10. Adults safeguarding procedure [Protecting adults at risk](#) (hyperlink) and CYPS safeguarding policy and procedures (hyperlink) are to be adhered to at all times
11. Transition planning should be based on informed decision-making and realistic understanding of future provision.
12. All transition planning should be done in compliance with the Equality Act 2010.
13. Transition should be viewed as a procession and not as a single event. This includes adult and young people services working alongside each other for young people with severe and enduring mental health needs to ensure continuity of care.
14. Annual meetings are held for young people, their parents and carers to ensure that information on the transition process is widely available and parents are clear about the process and the services available to support them. In addition an annual Opportunities Fair is held for young people and their families where there is an opportunity to meet a wide range of services available to young adults including information on education, training, employment, leisure and housing services.

4. Aim

The aim of this policy is to:

1. Enable a smooth transition to adult services for young people with disabilities who are currently supported by the Children and Young People's Service.
2. Incorporate person-centred planning into transition planning, enabling choice and control in planning and developing the individual's future.
3. Clarify the process, roles and responsibilities to enable a co-ordinated and transparent approach and monitored across partners, both an operational and strategic level.

5. Roles and responsibilities

The implementation of this policy is jointly owned by those involved in the transition process. There are many agencies involved in supporting a young person at transition and so it is important that all roles and responsibilities are clearly understood by all.

Services for supporting disabled young people and adults tend to be spread over a number of services and agencies, each working to different priorities, budgets, timeframes and to an extent legislation.

The emphasis throughout is the need for joined-up working to safeguard and

promote the welfare of the client

5.1. Governance and sign-off of the policy:

Persons responsible:

- Deputy Director, Adult and community Services

- Deputy Director, Children Services (CYPS)

- My Service at 18 – the joint strategic transition planning group between the Children and Young People’s Service and the Adults Learning Disability Partnership.

The above roles will also have responsibility to:

- Ensure that their respective Directorate/agencies meet its transition related duties.
- Ensure the performance of the policy is monitored and reviewed.

5.2. The implementation of the Policy:

Persons responsible:

1. Managers

It is the responsibility of managers to ensure that operational staff are aware of this policy and have received appropriate training to enable them to implement it efficiently. Managers also have the responsibility of auditing its implementation.

2. All staff

It is the responsibility of staff to:

- implement this policy
- attend any relevant identified training

6. The Legal Context

This policy is aligned with the priorities and outcomes with the following key strategic documents:

[Every Child Matters, Change for Children](#)

The policy and associated protocols promotes the outcomes for children as stated in *Every Child Matters, Change for Children* 2005 and enshrined in the 2004 Children Act. They are that children will:

- Be healthy;
- Stay safe;
- Enjoy and achieve;
- Make a positive contribution;
- Achieve economic well being.

[Our Health, Our Care, Our Say](#)

The outcomes for adults are in line with those stated in the 2006 Government White Paper, *Our Health, Our Care, Our Say*. They are:

- Improved health and well-being
- Improved quality of life

- Making a positive contribution
- Increased choice and control
- Freedom from discrimination and harassment
- Economic wellbeing
- Maintaining personal dignity and respect.

6.1. National Context

There is no legislated document on transition in the UK, though there is a long history of guidance from various departments, agencies and non-departmental public bodies, such as the Department of Health (DH) and Department for Education and Skills (DFES). References to the following links are observed and provide a basis for this policy and related practice; however they will not and cannot be treated as authoritative interpretations of the law.

The policy also recognises the following national documents:

1. [Disabled Persons \(Services and Consultation and Representation\) Act 1986, S8](#)
2. [The Children Act 1989](#)
3. [NHS and Community Care Act 1990, S47](#)
4. [The Transition Support Programme](#)
5. [A Transition Guide for all Services \(DH, 2007\)](#)
6. [Transition: getting it right for young people, \(DH, 2006\)](#)
7. [Special Educational Needs – Code of Practice \(DfES, 2001\)](#)
8. [SEN – code of practice 2002](#)
9. [The Gloucestershire Judgment](#)
10. [Equality Act 2010](#)
11. [Putting People First](#)
12. [Carers \(Recognition and Services\) Act 1995](#)
13. [National Service Framework for Mental Health 1999](#)
14. [The Framework for Assessment of Children in Need and their Families 2000](#)
15. [Carers and Disabled Children Act 2000](#)
16. [The Children Act 2004](#)
17. [The Carers \(Equal Opportunities\) Act 2004](#)
18. [The Common Assessment Framework 2005.](#)
19. [Autism Strategy 2009](#)
20. [Mental Capacity Act 2005](#)
21. [Mental Capacity Act Deprivation of Liberty Safeguards](#)
22. [Working Together to Safeguard Children 2010](#)
23. [Prioritising need in the context of *Putting People First: A whole system approach to eligibility for social care*](#)

Further details can be found in Appendix A.

6.2. Local Context

The following section lists the links that set the local context relevant to the policy.

1. [Transition Children to Adults \(A Review by the Haringey Council Overview and Scrutiny Committee, March 2010\)](#)
2. [Priorities of Haringey's Sustainable Community Strategy 2007-2016](#)
3. [Haringey Council Priority *A Healthy, Caring Haringey*](#)

4. [Well-being Strategic Framework](#) Outcomes and Objectives (Objectives 1, 3, and 4)

Further details can be found in Appendix B.

7. **Equalities and diversity**

This Policy and its implementation must be compliant with [Haringey Council's Equal Opportunities Policy 2008](#) and the [Equality Act 2010](#) from its implementation on 1 October 2010.

Local authorities have a legal duty to challenge discrimination and prejudice, and to work with partners to improve equality of opportunity, particularly for those who are most disadvantaged. Understanding the needs and the differences in younger people with disabilities as their transition to adulthood is vital to making the best decisions and best use of resources.

Review of processes

All transition processes must be reviewed to ensure compliance with the Equality Act 2010 across the nine protected characteristics* of:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

Information

Information must be given in a format that they can understand as be part of the young person's transition process.

Disability

To give appropriate support, all users should be provided with information in a format that they understand. For example people with learning disabilities should be supported to make decisions about care they will be given. Many individuals who might have considerable cognitive impairment can make meaningful decisions if the options are explained to them appropriately, clearly explaining the advantages and disadvantages of each option.

Community languages

Young People who need it must be provided with information in community languages either through an interpreter or in written form.

Summary of actions to ensure Equality

Review transition processes to ensure compliance with Equality Act

Ensure information about transition is available in appropriate formats

Equalities Impact Assessments (EIA)

This policy has undergone an EIA screening process.

8. Audit

My Service at 18 will be responsible for auditing the policy. The strategic group comprises wide representatives from statutory and voluntary services, parents and providers.

The group reports to *The Disabilities Forum*, the Children's Trust and to the Learning Disability Partnership Board and the Well Being Stream Board, which links to Haringey Strategic Partnership.

Regular audits of the transition service will be made to ensure quality and continuous service improvement. The auditing will evaluate users experience and outcomes; and determine ways to improve or remove issues or gaps. This process will help ensure care is being appropriately sought and recorded. The results from audits will be reported to, the relevant Partnership Boards and the Well Being Stream Board.

Elements of transition which will be audited:

- Record of the change in services offered and the decisions made (who made them, were they suggested by staff or requested by user)
- Record of assessments particularly those in transition which meets the standards of good practice required to promote continuity of care (see [CAMHS to Adult Transition, Self Assessment Checklist](#) for guidance on Self Assessment Checklist)
- What method of information dissemination was used
- What extra support the user needed to plan transition services (e.g. advocate/carer)
- Signed off by both staff and user (or carer on behalf of user)

9. Training

All staff should be advised of the policy. Transition will be emphasised in relevant training. This will help implement of the policy and guide staff and carers to plan continual and consistent care to individual needs. Joint training should be undertaken where possible.

10. Review

The policy will be reviewed annually (or sooner if new legislation, codes of practice or national standards are introduced) to ensure that the care provided to individuals achieves the desired outcomes.

Throughout the year, the Assistant Directors and senior managers of *Children Social Care* and *Adult Social Care Services* will be responsible for the monitoring the effectiveness of the policy. This will help contribute to the process, efficiency and effectiveness of the annual review.

Senior Managers involved from both Directorates will be responsible for signposting reasons to bring the review date forward. Such reasons might be new legislation, codes of practice or national standards; or increased problems (according to indicators and targets) brought to both the Adult Services and Children Service's Divisional Management Meeting (DMM).

The policy will be reviewed by each Directorate's DMM and reported to each Directorate's Equalities Board in Spring 2012.

Review date: Spring 2012

11. Appendices

Appendix 1: The legal context extended

There is a web of law, regulation and guidance affecting practice. The key points are outlined here, with hyperlinks to websites for further information.

Appendix 1A: National Context

1. [Disabled Persons \(Services and Consultation and Representation\) Act 1986, S8](#)

Where an assessment of a disabled person is being undertaken under s.4 of this act, the assessment must take into account the carer's willingness and ability to continue to care.

2. [The Children Act 1989](#)

Section 17 of the Children Act 1989 places a duty on local authorities to safeguard and promote the welfare of children in need and to promote the upbringing of children by their families, so far as this is consistent with their welfare duty to the child, by providing an appropriate range and level of services. A child in need is one who is disabled, or unlikely either to achieve a reasonable standard of health or whose health or development will suffer unless services are provided.

Section 47 of the Children Act 1989 requires Local Authorities to make enquiries if they have reason to believe a child has suffered, or is at risk of suffering "significant harm." If evidence is found a multi disciplinary case conference may be called, and the child's name placed on the Child Protection Register under one or more of four categories – Physical Harm, Sexual Abuse, Emotional Abuse and Neglect.

3. [NHS and Community Care Act 1990, S47](#)

If, during the Section 47(1) assessment the person is identified as being 'disabled' *, that person has additional rights as set out in Section 47(2). This requires local authorities to make a decision as to the services required under Section 4 of the Disabled Persons (Services and Consultation and Representation) Act 1986.

4. [The Transition Support Programme](#)

The Transition Support Programme is a three year national government programme, running between 2008 and 2011. It was developed to support work on improving practice on all aspects of the transition to adulthood for disabled young people and their families. It is part of a wider government programme called Aiming High for Disabled Children (AHDC), which is transforming local services in England for all disabled children, young people and their families.

5. [A Transition Guide for all Services](#) (DH, 2007)

This document provides good practice guidance on the roles, responsibilities and duties for all service providers working with disabled young people (including those with complex health needs) through their transition to adulthood. The content in the guide is drawn from a wide range of contributors and does not necessarily reflect the views of either the Council for Disabled Children, the Department for Children, Schools and Families or the Department of Health, however, it aims to provide a comprehensive map of the

requirements, expectations and current good practice on transition at local level.

6. [Transition: getting it right for young people, \(DH, 2006\)](#)

This good practice guide aims to show that the handover should be planned and managed as a process, for which the term “transition” is more appropriate. The guide suggests how this can best be accomplished in the context of the evidence base and suggests a definition of transition as follows.

7. [Special Educational Needs – Code of Practice \(DfES, 2001\)](#)

This document sets out guidance on policies and procedures aimed at enabling pupils with special educational needs (SEN) to reach their full potential, to be included fully in their school communities and make a successful transition to adulthood. It highlights the importance of informing and involving young people on the options available to them and what they would like considered.

8. [SEN – code of practice 2002](#)

The SEN Code of Practice provides practical advice to Local Education Authorities, maintained schools, early education settings and others on carrying out their statutory duties to identify, assess and make provision for children’s special educational needs.

The Code sets out guidance on policies and procedures aimed at enabling pupils with special educational needs (SEN) to reach their full potential and how to make a successful transition to adulthood.

9. [The Gloucestershire Judgment](#)

In September 1994 Gloucestershire withdrew or reduced home care services from about 1500 service users claiming that lack of government funding was the reason behind the changes. A number of elderly disabled people challenged the decision by way of judicial review.

The Gloucestershire Judgment does not give authorities a Licence to take decisions on the basis of resources alone. Authorities must take account of all other relevant factors. Pressure on resources cannot be used as an excuse for taking arbitrary or unreasonable decisions.

It was confirmed in the course of the judicial review cases that an authority cannot arbitrarily change the services which it is arranging for a disabled person merely because its own resource position has changed. It needs to reconsider what needs it will meet (ie what its eligibility criteria will be), and reassess the individual against those redefined needs. Once a local authority has decided that it is necessary, in order to meet the needs of a disabled person, for it to arrange a service listed in section 2, then it is under a duty to arrange it.

10. [Equality Act 2010](#)

The Equality Act harmonises and in some cases extends existing discrimination law covering the *‘protected characteristics’ defined next below:*

Age

Where this is referred to, it refers to a person belonging to a particular age (for example, 32 year olds) or range of ages (for example, 18 - 30 year olds).

Disability

A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment

The process of transitioning from one gender to another.

Marriage and civil partnership

Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a range of legal matters.

Pregnancy and maternity

Pregnancy is the condition of being pregnant. Maternity refers to the period of 26 weeks after the birth, which reflects the period of a woman's ordinary maternity leave entitlement in the employment context.

Race

Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief

Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Sex

A man or a woman.

Sexual orientation

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Further information about the protected characteristics is available on the [Office of Public Sector Information website](#).

The Act also addresses the impact of recent case law which is generally seen as having weakened discrimination protection, and harmonises provisions defining indirect discrimination.

11. [Putting People First](#): a shared vision and commitment to the transformation of adult social care (DH 2007)

This agreement announced the personalisation of social care, extending universal services and promoting the take-up of personal budgets for social care users. [Personalisation](#) means that every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings.

12. [Carers \(Recognition and Services\) Act 1995](#)

This act of Parliament was promised in the Carers Strategy (1999) and made some important changes to assessment and services for carers. This Act gives carers the right to ask for an assessment of their own needs to help them to

continue to care, irrespective of whether the person they are caring for has had or is having their own needs assessment. The assessment is available to any carer who provides or is intending to provide regular and substantial care (this is not clearly defined). The Carers and Disabled Act 2000 also allows, for the first time, Social Service Departments to provide services directly to carers, although whether or not you receive a service is up to the Social Services.

13. [National Service Framework for Mental Health 1999](#)

Standard 6, caring for carers, outlines the roles and responsibilities of Social Services, GPs, Primary Care Teams and others with regards to assessing and meeting carers' needs including young carers.

14. [The Framework for Assessment of Children in Need and their Families 2000](#)

This guidance describes the framework which was developed to provide a systematic way of analysing, understanding and recording what is happening to children and young people within their families and the wider context of the community in which they live.. It sets out Government expectations of how the framework will be used. In addition, it takes account of relevant legislation at the time of publication, but is particularly informed by the requirements of the Children Act 1989, which provides a comprehensive framework for the care and protection of children.

15. [Carers and Disabled Children Act 2000](#) Section 1. (1) If an individual aged 16 or over ("the carer") -

- provides or intends to provide a substantial amount of care on a regular basis for another individual aged 18 or over ("the person cared for")
- asks a local authority to carry out an assessment of his ability to provide and to continue to provide care for the person cared for, the local authority must carry out such an assessment if it is satisfied that the person cared for is someone for whom it may provide or arrange for the provision of community care services.

16. [The Children Act 2004](#) – which established the five Every Child Matters Outcomes

The Children Act 2004 followed from the green paper "Every Child Matters" (2003) and sets new targets for every child to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

These are the five national Every Child Matters outcomes. The Act has established Children Trusts, Children's Centres, Extended Schools, The Common Assessment Framework and the Lead Professional. A new Local Authority Directorate amalgamates children's social care, education, connexions, the youth service and early years.

17. [The Carers \(Equal Opportunities\) Act 2004](#)

First, the Act requires local authorities to inform carers, in certain circumstances, that they may be entitled to an assessment under the 1995 and

2000 Acts. Second, when undertaking a carer's assessment, the local authority must consider whether the carer works, undertakes any form of education, training or leisure activity, or wishes to do any of those things. Third, the Act provides for co-operation between local authorities and other bodies in relation to the planning and provision of services that are relevant to carers.

18. [The Common Assessment Framework 2005](#)

The CAF is a key part of delivering frontline services that are integrated, and are focused around the needs of children and young people. The CAF is a standardised approach to conducting assessments of children's additional needs and deciding how these should be met. It can be used by practitioners across children's services in England.

19. [Mental Capacity Act 2005](#)

The implementation of the Mental Capacity Act 2005 has implications for circumstances where a parent may lack capacity. A person is assumed to have capacity, unless proven otherwise. Assessments around capacity are situation-specific, and staff are charged with ensuring that every effort is made to provide information and support in ways that can best be understood before a person is deemed to lack capacity in a particular area. Alongside the Act is an extensive Code of Practice.

20. [Mental Capacity Act Deprivation of Liberty Safeguards \(DOLS\)](#)

The deprivation of liberty safeguards which came into force in April 2009 were introduced into the Mental Capacity Act 2005 by the [Mental Health Act 2007](#). The safeguards provide a framework for approving the deprivation of liberty for people who lack the capacity to consent to treatment or care in either a hospital or care home that, in their own best interests, can only be provided in circumstances that amount to a deprivation of liberty.

The safeguards legislation contains detailed requirements about when and how deprivation of liberty may be authorised. It provides for an assessment process that must be undertaken before deprivation of liberty may be authorised and detailed arrangements for renewing and challenging the authorisation of deprivation of liberty. DOLS strengthens the protection of a very vulnerable group of people, and tackle human rights incompatibilities, by introducing deprivation of liberty safeguards for people who lack capacity to decide about their care or treatment, and who are deprived of their liberty to protect them from harm, but who are not covered by the Mental Health Act 1983 safeguards.

21. [Working Together to Safeguard Children 2010](#)

This document (2010) sets out how individuals and organisations should work together to safeguard and promote the welfare of children. It replaces the previous version of the guidance, [Working Together to Safeguard Children \(2006\)](#).

The guidance provides a national framework within which agencies and professionals at local level – individually and jointly – draw up and agree on their own ways of working together to safeguard and promote the welfare of children.

22. [Prioritising need in the context of Putting People First: A whole system approach to eligibility for social care](#)

This guidance is issued under section 7(1) of the Local Authority Social Services Act 1970 and replaces Fair access to care services - guidance on

eligibility criteria for adult social care which was issued in 2003. The aim of the revised guidance is to support fairness, transparency and consistency of application and to reflect the increased focus on personalisation and prevention as set out in Putting People First.

23. [Autism Act and Autism Strategy 2009](#)

Arrangements for the design and delivery of a new national strategy for adults with autistic spectrum

Appendix 1B: Local Context

The following section lists the local context relevant to the policy.

1. [Transition Children to Adults \(A Review by the Haringey Council Overview and Scrutiny Committee, March 2010\)](#)

In March 2010 Haringey Council's Overview and Scrutiny Committee conducted an in-depth review on transition services, and identified key strengths in service delivery and offered a series of recommendations to be undertaken with current resource allocations. Among the 19 recommendations particularly relevant are:

Recommendation 8

Children and Young People's Services should ensure that improved and efficient working exists between departments ensuring joint team training, meetings and better sharing/use of data.

Recommendation 13

The panel recommends that in accordance with the transition protocol there should be an integrated approach to minimise duplication of assessment activities together with closer working and better sharing of information between services. This would streamline services and reduce the level of duplication, ensuring greater utilisation of scarce resources.

The policy will help take forward the above recommendations, the need to have a more co-ordinated and transparent approach.

*For all 19 recommendations, see Appendices – pg. 13-15.

2. **Priorities of Haringey's [Sustainable Community Strategy 2007-2016](#)**

Haringey will:

- have healthier people with a better quality of life
- be people and customer focused

3. **Haringey Council Priority [A Healthy, Caring Haringey](#)**

Tackling health inequalities. Promoting independent living: enabling people to remain independent, have choice and control over their lives, whilst protecting the vulnerable.

4. **Relevant [Well-being Strategic Framework](#) Outcomes and Objectives**

No.	User Outcomes	Haringey Objectives
1	Improved health and emotional well-being	To promote healthy living and reduce health inequalities in Haringey
3	Making a positive contribution	To encourage opportunities for active living including getting involved, influencing decisions and volunteering
4	Increased choice and control	To enable people to live independently, exercising choice and control over their lives

- [CAMHS to Adult Transition, Self Assessment Checklist](#)

- [The Bookshelf Annotated Bibliography](#)
- [A Literature Review for Informed Practice](#)

Appendix 1C: Parents Consultation

The London Borough of Haringey Adult Social Critical and Substantial criteria is defined by the Department of Health Prioritising need in the context of Putting People First: A whole system approach to eligibility for adult social

Critical is

- life is, or will be, threatened; and/or
- significant health problems have developed or will develop; and/or
- there is, or will be, little or no choice and control over vital aspects of the immediate environment; and/or
- serious abuse or neglect has occurred or will occur; and/or
- there is, or will be, an inability to carry out vital personal care or domestic routines; and/or
- vital involvement in work, education or learning cannot or will not be sustained; and/or
- vital social support systems and relationships cannot or will not be sustained; and/or
- vital family and other social roles and responsibilities cannot or will not be undertaken.

Substantial is

- there is, or will be, only partial choice and control over the immediate environment; and/or
- abuse or neglect has occurred or will occur; and/or
- there is, or will be, an inability to carry out the majority of personal care or domestic routines; and/or
- involvement in many aspects of work, education or learning cannot or will not be sustained; and/or
- the majority of social support systems and relationships cannot or will not be sustained; and/or
- the majority of family and other social roles and responsibilities cannot or will not be undertaken.

Health Care needs where the young person has significant continuing care health needs [Continuing Health Care](#).

The guidance makes clear that the NHS has a clear responsibility to arrange and fund services to meet the needs of people who require continuing health care.

Overview and Scrutiny Committee Actions: 10 October 2011
Item 5 – Cabinet Member for Children’s Services

Outstanding Action No. 6.2 – The Cabinet Member agreed to provide the figures for improved health visitor services in the borough.

RECRUITMENT AND RETENTION

Children and Families Qualified Social Work and Management posts

Since 2009 Children and Families has a four-pronged approach to recruitment:

- Social Work Trainee scheme and investing in NQSW (Newly Qualified Social Workers)
- Transfer of high quality agency staff to permanent contracts and the advancement of long serving substantive post holder, through promotion;
- National recruitment
- Oversees recruitment and the retention of recruits

Haringey’s **social work trainee scheme** in partnership with Middlesex University was established in 2005 and finished in 2010. It was designed to contribute to the recruitment and retention of high quality social workers and in the medium to long-term play a key role in succession planning. The scheme originated at time when Haringey was experiencing very considerable difficulties in recruiting experienced or newly qualified staff.

In 2010, six graduates took up social work posts across Children and Families and a further nine in 2011. The final cohort of 13 will finish in May 2012. A number of the earlier graduates of the scheme have now applied for and been successful in being promoted to senior practitioner and practice manager roles.

In 2008, Haringey was one of 85 Local Authorities who piloted the **NQSW** scheme, we have continued to run the scheme for those who were on our trainee scheme and other newly qualified social workers who joined the borough on qualifying. To date we have registered 36 NQSW with a further group of 17 starting early in the New Year. The scheme provides a varied programme of support both in the work place and as a NQSW group. Haringey is part of the North East London consortium, contributes to, and participates in joint training initiatives with NQSW from the other boroughs. They hold a reduced caseload through the first year with each candidate preparing a portfolio evidencing their capability to practice.

In 2012 the NQSW scheme is being replaced by the Assessed and Supported Year in Employment (ASYE)

To try and ensure that we have access to newly qualified social workers who have good placement experience and a commitment to working in Haringey a social work placement strategy is being developed and our links with Middlesex University and other partner local authorities being strengthened through a memorandum of cooperation.

In order to retain the high quality staff who worked for Haringey through agencies, all the national recruitment campaigns were augmented with **active internal initiatives to encourage agency staff to become permanent**. This resulted in a number of highly skilled and experienced social workers and managers joining the permanent workforce.

In 2010/11, we had three **national campaigns** and have run two campaigns to-date in 2011/12. The most successful campaigns have combined on-line advertising with small trailers in the press (Guardian) to alert prospective applicants to the harder to fill vacancies.

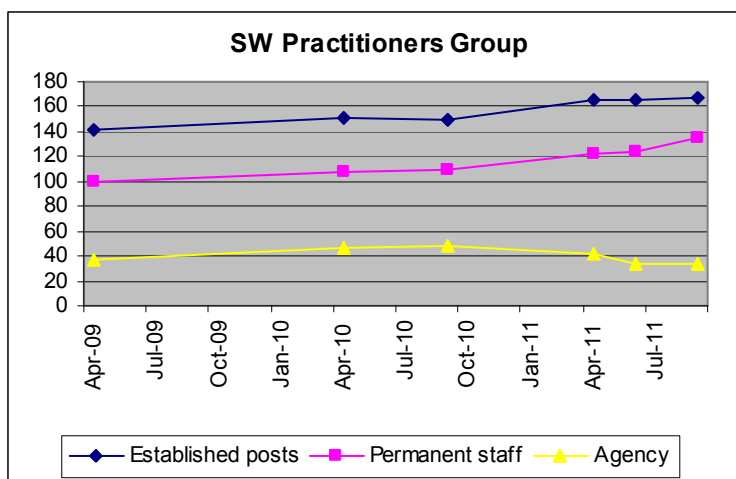
Of the 16 **social workers directly recruited from the USA** in 2009, 14 remain in post with two having gained promotion to senior practitioner roles. This group along with the agency staff who transferred to permanent contacts played a significant part in helping to stabilise the teams and bring in a permanent work force. They were employed on a permanent contract, with a 3-year sponsorship via Haringey. As it currently stands children's social work, remains a "shortage profession" and indications are that at this stage those wishing to remain will be able to do so.

Social Workers/ Practitioners

The first set of charts illustrate the changes in number of posts, and numbers of permanent and agency social work practitioners from April 2009 to September 2011. This group includes all social work qualified staff who primarily work directly with children and their families – social workers, senior practitioners and practice managers

Chart 1

SW Practitioners Group	Apr-09	Apr-10	Sep-10	Apr-11	Jun-11	Sep-11
Established posts	140.8	150.3	149.3	166.3	166.3	166.8
Permanent staff	99.1	107.7	109.7	122.7	123.9	134.5
Agency **	37.0	46.9	47.8	41.4	33.7	34.4*
Unoccupied posts	4.7	-4.3	-8.2	2.2	8.7	-2.1
Over establishment	N/A	-4.3	-8.2	N/A	N/A	-2.1
Vacancies	N/A	N/A	N/A	N/A	N/A	32.3
Appointed, but not yet started	N/A	N/A	N/A	N/A	N/A	19



The restructuring of First Response, Safeguarding and Support, Children in Care and Children with Disabilities and the investment in front line social work practitioners that has taken place over the last 2 1/2 years is reflected in the incremental rise in the number of social practitioner posts over the period.

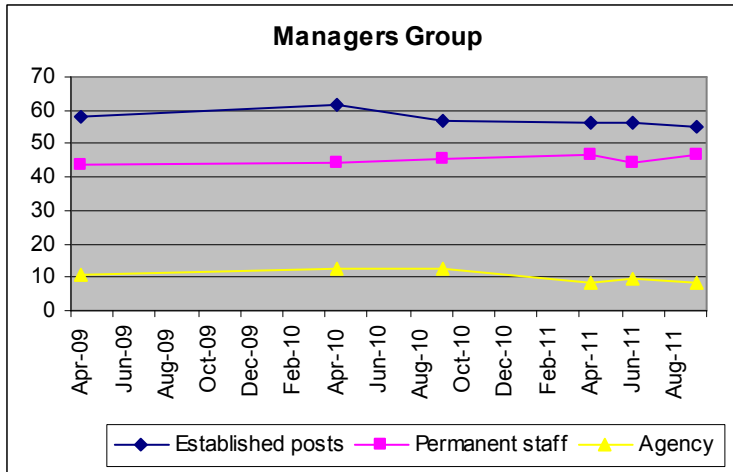
Of the 32.3 practitioner vacancies at the 31 September 2011, 19 of the posts had been appointed to. A further recruitment campaign during September/October has resulted in all of the social work posts vacant at that time being recruited to, length of time between interview and appointment varies, the longest delay usually being notice periods with previous employers.

Managers

The second set of charts show the changes in numbers of permanent and agency managers and reviewing officer between April 2009 and September 2011. This group includes social work qualified Heads of Service, Deputy Heads of Service, Team Managers, Child Protection Advisors and Independent Reviewing Officers,

Chart 2

Managers Group	Apr-09	Apr-10	Sep-10	Apr-11	Jun-11	Sep-11
Established posts	57.8	61.6	57	56	56	55
Permanent staff	43.7	44.5	45.6	46.5	44.5	46.5
Agency	11.0	12.7	12.6	8.6	9.3	8.5
Unoccupied posts	3.1	4.4	-1.2	0.9	2.2	0.5
Over establishment	N/A	N/A	-1.2	N/A	N/A	N/A
Vacancies	N/A	N/A	N/A	N/A	N/A	8.5
Appointed, but not yet started	N/A	N/A	N/A	N/A	N/A	5.5

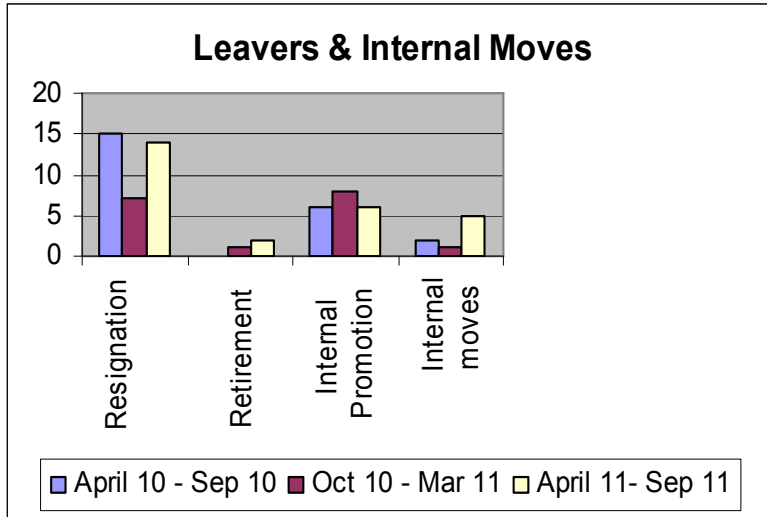


The September/October campaign was successful in recruiting to the Team Manager post in the Long Term Children in Care team. There two remaining management vacancies are the Placement Team Manager, which is due to advertised in December/January and the Adoption Team Manager, which is being held, pending a restructure of the adoption service.

Leavers and internal movement of staff within Children and Families

The average number of staff leaving across all categories of post is 25 per year. During 2010-11 twenty-two members of staff tendered their resignation and in the first six months of 2011-12 fourteen staff resigned. A component of our recruitment and retention strategy has been to attract agency staff into permanent posts, to encourage and support suitably skilled and experienced staff to apply for promotion within the borough and recently to introduce a job exchange scheme to enable suitability experience staff to move different areas of the service instead of leaving for new experience and challenges.

	Apr 10 – Sep 10	Oct 10 - Mar 11	April 11- Sep 11
Resignation	15	7	14
Retirement	0	1	2
Internal Promotion	6	8	6
Internal moves	2	1	5

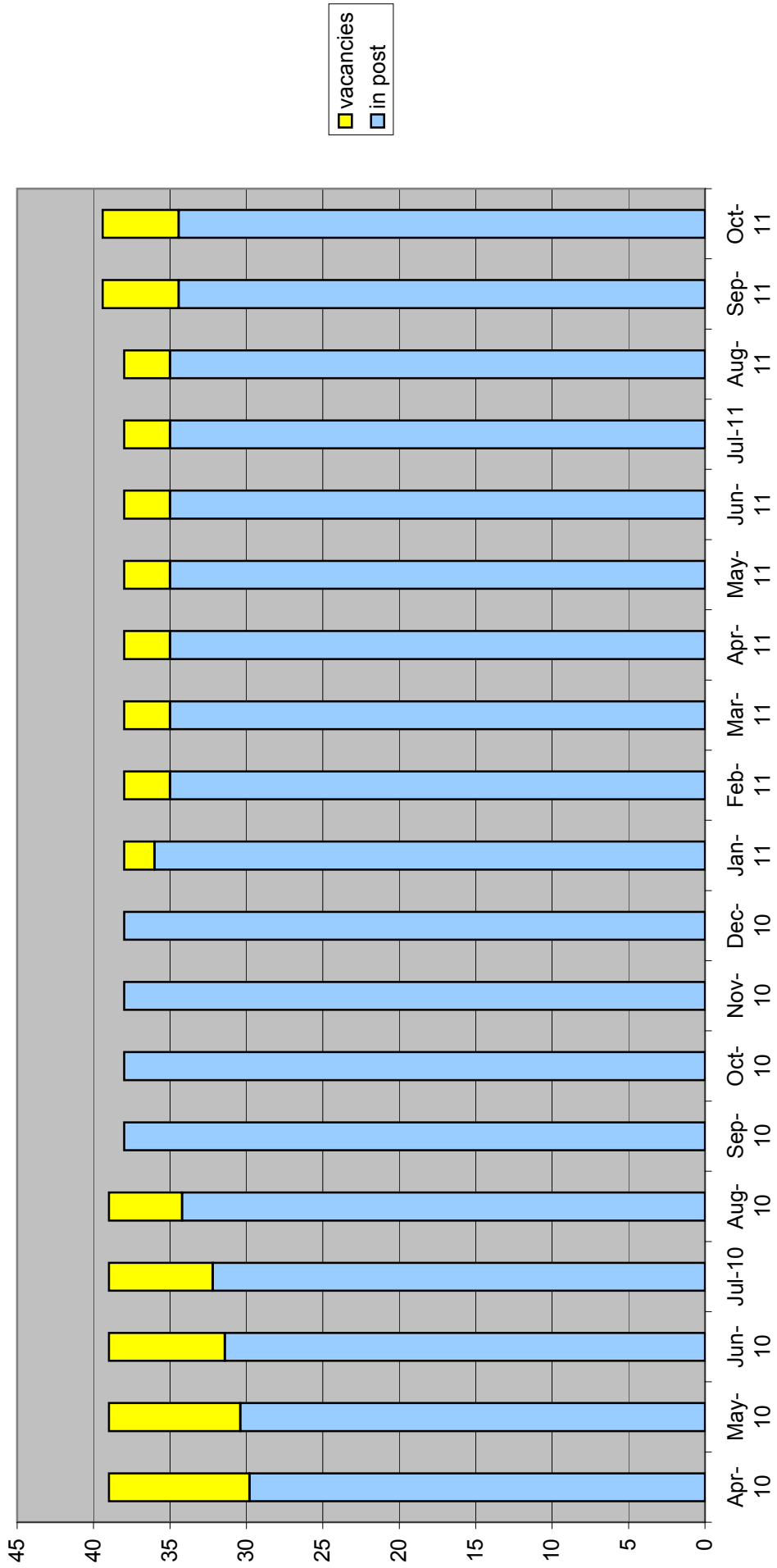


* Agency number = adjustment around FTE and in recognition that payment is frequently not made in the month the work was undertaken.

** Agency staff usage is to cover vacancies and in some instances to back fill maternity leave and long-term sickness.

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**Health Visiting in Haringey (excluding FNP and Practice Nurse)
Total including in post and vacant posts (excluding bank/agency cover)
2010/2011**



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	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10
in post	29.8	30.4	31.4	32.2	34.2	38	38	38
vacancies	9.2	8.6	7.6	6.8	4.8	0	0	0

..

Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11
38	36	35	35	35	35	35	35	35
0	2	3	3	3	3	3	3	3

Sep-11	Oct-11
34.42	34.42
4.98	4.98

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Overview and Scrutiny: 10 October 2011

Item 5 – Cabinet Member for Children’s Services

The Cabinet Member agreed to provide a written response to enquiries about Heartlands School increasing its admissions intake for 2012 or 2013 (Action No. 46.1).

It was always the intention that Heartlands would admit 216 pupils in each year group (8 forms of entry school) within 3 years. (Please find attached a document detailing this.)

This is what we need to do for the Published Admission Number (PAN) to be increased. (Please note that this action is based on the requirements of the current School Admissions Code and accompanying regulations.)

- **Entry to school in September 2012**

As Heartlands has been open for fewer than 3 years, we have to request a change in the admission number from the Officer of the Schools Adjudicator.

Part of this process requires us to inform other schools and neighbouring LAs of the proposed increase in PAN ask them what they think.

- **Entry to school in September 2013**

The current School Admissions Code says we have to consult on the PAN we want to set for all our community schools. This will happen as part of the Admission Arrangements consultation due to start before the end of term.

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OUTSTANDING ACTIONS – CHILDREN'S SERVICES

OSC – 9th MAY 2011 - Item 8 – School Exclusions

In response to an urgent matter raised by Cllr Allison it was agreed that the Director of Children's Services would circulate a legal briefing to the Committee and Cllr Allison detailing how sensitive child protection information was shared on a need to know basis (Action No. 250.1).

The Children's Centre database was introduced relatively recently and therefore information on whether children that are now primary age accessed CC's is not comprehensive. Additionally, given the mobility levels in Haringey, some children excluded at primary and secondary age did not access early year's provision in Haringey and as yet, there is not a routine transfer of this information between boroughs.

Schools maintain the data on their fixed term exclusions and report high level information on overall numbers to the Local Authority. Given the volume – fixed term exclusions range from 1-45 days, it is not possible to maintain a central record of this child by child basis.

However, we do follow up on children that have been permanently excluded. In the current year three children from either KS1 or KS2 have been permanently excluded and none had previously attended a children's centre in Haringey.

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Haringey Council

Briefing: Community Funding Streams

Author: Business Intelligence Team
Service: Policy, Intelligence and Partnerships
Date: 29th September 2011

1. Introduction

- 1.1 Two new funding streams for community-led projects in deprived areas of Haringey have recently been announced: Community First and Big Local Trust.
- 1.2 This paper provides a summary of the funding streams, including eligibility and requirements.

2. Community First

2.1 The Programme

- Four Wards in Haringey are eligible for funding through Community First, a programme which provides grants for community led projects in areas with significant deprivation and social capital.
- This is an £80m programme comprising:
 - Neighbourhood Match Fund, a £30m neighbourhood grant programme;
 - Endowment Match Challenge, a £50m programme designed to encourage local endowments from businesses and individuals, with the aim of achieving a total value of £150million plus gift aid by 2015.
- This is Cabinet Office / Office for Civil Society (OCS) funded and will be delivered through the Community Development Foundation (CDF).
- Funding will be available from October.

2.2 Eligibility

- Eligible areas are determined by levels of economic deprivation and social capital, with minimum neighbourhood grants over the next four years as follows:

○ Bruce Grove	£33,910
○ Northumberland Park	£67,820
○ Tottenham Green	£84,775
○ West Green	£33,910
- The IMD 2010 shows that these areas rank 3rd, 1st, 5th and 8th, respectively, in Haringey for overall deprivation levels (the four most deprived wards are Northumberland Park, White Hart Lane, Bruce Grove and Noel Park).
- Measurement of social capital is complex and there is no agreed single measure. The ONS has done some work to identify indicators of the five main

dimensions of social capital: civic participation; social networks and support; social participation; reciprocity and trust; and views about the area. There are several existing datasets relating to these areas. However, the level of geography varies (for example the British Citizenship Survey does not measure these at lower 'neighbourhood' levels of geography). For more information see <http://www.ons.gov.uk/ons/rel/environmental/social-capital-indicators/review-paper/social-capital-indicators.html>

2.3 Requirements

- To access funding wards must do the following:
 - Create a Community First Panel who will think strategically about their local area; bring people together to decide how funds should be used and promote the programme locally
 - Nominate a Panel Partner who will validate the panel and ensure appropriate use of funds
 - Have an active online presence through a community website or blog
 - Match funds with their time, money or other resources on a 1:1 basis
 - Create a neighbourhood plan by year 3 which seeks to improve the quality of life in neighbourhoods by involving everyone's voice in shaping their future. This should identify the resources and capacity already available to the neighbourhood.
 - Panels must be registered online. Registration begins from 4 October at www.cdf.org.uk/web/guest/community-first
- Funds will be released by CDF based on evidence of community involvement and support for plans. Panels must be "genuinely representative of the community" and "credible in the aim of using the funds strategically".
- The Cabinet Office / CDF are encouraging active involvement from local authorities, including:
 - Involvement in setting up the panels
 - Member and officer representation on the panels
 - Active involvement of elected members

3. Big Local Trust

3.1 Programme

- The Big Lottery Fund is investing up to £200 million in 100-150 neighbourhoods that have previously been overlooked for funding.
- The local schemes aim to *"enable people to make their communities better places to live in, now and in the future, by helping them develop the skills and confidence they need to identify priorities that matter to them and to take action to change things for the better"*
- Funding will be delivered through a new consortium led by the Community Development Foundation. This is due to be launched in Autumn 2011.
- The Big Lottery Fund will support local areas to run Big Local themselves so that it is:
 - community driven
 - responds to local needs
 - builds on local strengths

3.2 Eligibility

- A small area within Haringey (to be determined) is eligible for £1m investment over a ten year period.

- This should be a 'natural community', rather than an administrative area, with a population of 3,000-10,000 people.
- It should also be a disadvantaged community, with clear evidence of deprivation, which has been overlooked for major regeneration or other funding initiatives in the past
- Big Local will consider local intelligence when selecting the area; they are currently talking to local strategic partners including the Council and HAVCO. The final decision will be made by the Big Lottery Fund, and the decision is expected to be announced in mid January 2012.

3.3 Requirements

- Each area is required to follow the Big Local Pathway, which has the following phases:
 - Getting people involved
 - Exploring community visions
 - Creating a local partnership
 - Developing a community plan
 - Implementing the community plan
 - Assessing impact
 - Reviewing the community plan and local partnership
- A local partnership will be set up with the support of Big Local. This should fit the following criteria:
 - at least 8 members
 - a majority of members live or work in the area
 - members are representative of the range of people living in the area
 - a majority of members are there in their own right, not representing organisations
- Local areas, guided by the local partnership, can use the funds over ten years to provide a mixture of funding, such as grants, social investments, loans, microfinance and support. This means that some of the money distributed in each area can go back to Big Local and be reused in the local area again.
- Further details are available here: [Big Local Fund FAQs](#).

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From: Redfearn Tom
Sent: 15 December 2011 16:26
To: Cllr Alexander Karen
Cc: Cole Natalie; Cllr Canver Nilgun
Subject: FW: Update from Green Lanes Strategy Group Meeting 33B and rear of 23 Grand Parade N4

Importance: High
Dear Cllr Alexander,

I understand Cllr Canver promised to send you a copy of the below email whilst at OSC earlier this week. If you have any further queries I'm sure Myles Joyce will be able to respond to them.

Best wishes,

Tom

Tom Redfearn
Leader & Cabinet Office

T. 020 8489 2687

From: Joyce Myles
Sent: 06 December 2011 10:42
To: Joyce Myles; Cllr Canver Nilgun
Cc: Dorfman Marc; Smith Paul; Hart Steve (NNDR)
Subject: RE: Update from Green Lanes Strategy Group Meeting 33B and rear of 23 Grand Parade N4
Importance: High

Dear Councillor Canver,

As requested I am writing with an update of the planning enforcement issues discussed at the Strategy Group meeting last night.

With regard to the issue of commercial units/proposed commercial units, leading on from my email below I can advise as follows:

With regard to both properties, the existing use at 33B and proposed use at 23 Grand Parade are both of the same use class as the principal use of the building therefore on those grounds planning permission for the change of use/proposed change of use would not be required. However, on the assumption that both concerns are separate concerns and subdivided from the main building, they would in my opinion form separate planning units for which no planning permission exists. In this regard the current use at 33b Grand Parade would require planning permission. At present at 23 Grand Parade there is no use at present to the rear and the external alterations would be allowed as permitted development.

I will therefore write to known interested parties at both addresses and issue a Planning Contravention Notice (PCN) to establish what the uses and intention are for both the above properties and to advise them that planning permission would be required for separate units. I intend to do this by 15th December 2011. Therefore both cases will remain open pending any responses to the PCNs.

465 Green Lanes-Budapest Café

I have served a Planning Contravention Notice (PCN) on all interested parties. I have been contacted by the freeholder who advised me that he is meeting the lessee today with regard to the use of the ground floor as a non A1 use (A3/sui generis). I have asked him to update me on the outcome of this meeting and to respond to the PCN. He has agreed to both requests. My view is that planning permission is required as the authorised use is A1 and that we should seek to invite an application within a reasonable timeframe after the timeframe for the PCN expires on 14th December 2011. Although there is a possibility that the matter could be resolved between the interested parties, formal enforcement action through issue of an Enforcement Notice may be necessary. However given the diversity of uses on Green Lanes an Inspector on appeal may conclude such a use is acceptable. However permission deemed to be granted can be limited by conditions to limit any potential impact of the current use.

485-7 Green Lanes

485 has authorised use as a restaurant but 487 last permitted use as a letting agency an A2 use. It is my understanding that the authorised use therefore is A2 which would also allow A1 uses under the Use Classes Order. Accordingly, it is considered that planning permission is required to enlarge the restaurant to incorporate no 487 Green Lanes. Like with the Budapest café, I have served a PCN on the interested parties which needs to be replied to by 14th December 2011. I intend to pursue a similar line of action, requesting a planning application and failing that considering whether formal enforcement action through issues of an Enforcement Notice appropriate. Again given the diversity of uses on Green Lanes, an appeal against such a Notice may succeed.

677 Green Lanes

Planning permission was granted for a mixed use redevelopment of the site. Most of the ground floor was set aside for 'A1/A2/A3 use'. However, any change of use to the ground floor which occurs before this permission is implemented would benefit from the provisions of the Use Classes Order. The issues raised with regard to an advertised furniture store at the site would be allowed as the existing pub or A4 use would be allowed to change to a Class A1 use. I will however look into this matter should the planning permission be implemented and will consult Legal with regard to the degree to which a planning condition can overcome the allowances contained within the Use Classes Order.

8 Harringay Gardens

This was four self contained flats an unauthorised use for which enforcement action was taken. As the Notice was not complied with the owner was prosecuted. However as he lives abroad these was considerable delay in achieving compliance as the property was converted firstly to 2 flats, an application was put in and appealed. Finally compliance was achieved and the owner accepted a simple caution and paid the Council's Legal costs in lieu of continued prosecution. However use of the front room as as a hairdressers has commenced. I have argues that as this occupied only one room that this was ancillary to the house. I will seek legal opinion on this matter and revert back to you with that opinion in due course.

Non-domestic rates

I have copied in Steve Hart with regard to the uses at 8 Harringay Gardens, 33b Grand Parade and rear of 23 Grand Parade and whether any non-domestic rates are being paid or are payable at these addresses.

I hope this is of assistance. Please let me know if you require further information

Yours Sincerely,

**Myles Joyce Team Leader
Planning Enforcement and Appeals
6th Floor River Park House
225 High Road
London N22 8HQ
Tel: 0208 489 5102**

Mobile: 07967336315

From: Joyce Myles
Sent: 29 November 2011 13:41
To: Cllr Canver Nilgun
Cc: Dorfman Marc; Smith Paul; MemberEnquiries; Makoon Taylamay; Lynch Lorcan; Hart Steve (NDR)
Subject: RE: Developments of - No 33b Grand Parade - Chesterfield Gardens N4 & No 23b Grand Parade - Kimberley Gardens N4

Dear Councillor Canver,

Thank you for your email and the attached email from Mr Newman below. I will attempt to answer the planning and planning enforcement issues.

With regard to 23B Grand Parade, we did have a case on this property earlier this year but this was at the time internal works and no breach of planning control. With regard to the current use as a hairdressers, this falls within the Use Class A1 category and as such is the same Class as the established retail use of the building. Accordingly there is no material change of and as such no breach of planning control. I have copied in Steve Hart with regard to the question about the non-domestic rate issue as he may be able to assist with regard to this matter.

With regard to the property at 33B Grand Parade I visited the site today and I can confirm that its address is 33B Grand parade. Previously the Council issued an Enforcement Notice on this property as its previous use as a social club was unauthorised. A retrospective planning application was submitted which was refused in 2010 and the appeal against this decision subsequently dismissed by the Planning Inspectorate. The use then ceased. The planning case officer's report for the planning application referred to stated that its former use was as an Estate Agents which is a Class A2 Use.

The current use is a claims company which would also fall within the Class A2 use bracket. As the use was then changed unlawfully into a social club I would consider that the A2 use had ceased. I note that there was a former A2 use and the concerns of the Inspector in the recent appeal relating to its then use as a social club with regard to its close proximity to residential uses. In his appeal decision the Inspector noted that the rear of Grand Parade as a mix of commercial and storage uses. Accordingly, I would consider that planning permission is required for the current A2 use and that a planning application should be invited as this would appraise the suitability of retaining the existing use and include formal consultation through the planning process.

Accordingly, I will write to the owners and invite an application giving them 28 days to submit an application to regularise the use but also caution them that the current use is unauthorised and could be subject to enforcement action.

I hope this is of assistance. If you require further information please do not hesitate to contact me.

Yours Sincerely,

**Myles Joyce Team Leader
Planning Enforcement and Appeals
6th Floor River Park House
225 High Road
London N22 8HQ
Tel: 0208 489 5102**

Mobile: 07967336315

From: Cllr Canver Nilgun

Sent: 24 November 2011 02:10

To: Smith Paul; Joyce Myles; Barrett Daliah; Dorfman Marc

Cc: Andy & Karen; Cllr Brabazon Zena; Cllr Browne David; Malcolm Eubert; Ian Sygrave; Germana Canzi GRA; Dom Penfold; Francois GRA; Profu matebele; Julia Bell; Ellick Brian

Subject: FW: Developments of - No 33b Grand Parade - Chesterfield Gardens N4 & No 23b Grand Parade - Kimberley Gardens N4

Importance: High

Dear All,

It's outrageous that people are opening businesses in residential roads. Surely they can't get planning permission for that. Pls urgently respond to the points raised (where it's relevant to your service) in the forwarded e-mail. We should enforce on these people. People do not want businesses on residential roads.

Pls let me know urgently what the position is.

Many thanks

Nilgun

Cllr Nilgun Canver
Cabinet Member for the Environment
St Ann's Ward Councillor (Labour)

River Park House

225 High Road

Wood Green

London

N22 8HQ

Tel: (020) 8489 2687

Fax: (020) 8881 5218

Nilgun.canver@haringey.gov.uk

From: Andy & Karen [mailto:andyn.kaza@virgin.net]

Sent: 23 November 2011 15:07

To: Cllr Browne David; Cllr Brabazon Zena; Cllr Canver Nilgun

Cc: Ian Sygrave; Germana Canzi GRA; Dom Penfold; Francois GRA; Profu matebele; Julia Bell; Ellick Brian

Subject: RE: Developments of - No 33b Grand Parade - Chesterfield Gardens N4 & No 23b Grand Parade - Kimberley Gardens N4

Dear Cllr Canver

RE: Developments of - 33b Chesterfield Gardens N4 & 23b Kimberley Gardens N4

Unfortunately I have lost my contact details of the persons dealing with these two sites and was wondering if you could forward on the information to the required Dept in the Council but in the mean time you and Cllr Brabazon and Cllr Browne should be aware of the situation.

1. No 33b Grand Parade - Chesterfield Gardens N4

A company named Quick Claim 4 Accidents has moved into these premises none as No 33b Grand Parade - which is actually in Chesterfield Gardens N4 in the last week or so.

The site used to be storage or garages then converted into offices with no planning consent, I believe then an estate agents then Social Club which the GRA and LCSP campaigned to have removed and closed down due to noise and nuisance.

The premises has been empty for some 6-89 month

The premises has now within the last few weeks become occupied with a company called - Quick Claim 4 Accidents

A. Has Planning Permission and or license been given for the use of these premises

B. Does this premises pay Business Rates for the use of this space

Please find photo of the premises taken today dated 23.11.11

2. No 23b Grand Parade - Kimberley Gardens N4

I reported this development several months ago whilst the building works were being carried out

Planning / Building control I believe visited the site. The site is apparently being developed into a Hair Dressing Salon from again a storage area to the rear of 23 Grand Parade

a. We are unaware of any planning applications for this shop / premises

b. We are unaware of a license for a business at these premises

c. Is the developer paying business rates

The site has now moved to a point where security blinds have been installed

Please find photo of the premises taken today 23.11.11

These side premises are designed for storage area's for the shops to front Grand Parade what have happening is an illegal developments appearing on our residential streets which are not part of the shopping High Street

Can you inform me why it is being allowed for residential street storage premises are being converted into shop fronts and not being closed down

These addresses are not Grand Parade they are physically on residential streets and there are plenty of empty shops on the High street to cater for such businesses are we to see Off licenses - Hair salons - even betting shops appearing on our residential streets.

Can the Council please inform the GRA why they are allowing now two of our residential streets Kimberley Gardens and Chesterfield Gardens to become an extension of the Green Lanes High Street

We consider this as residential not High Street.

I look forward to hearing from you

P.S. Please note the non storage of The Euro Bins in the alleyways and residential

streets in this case Kimberley Gardens, this also needs to be dealt with. With more premisses opening on these streets more pressure for waste storage will occur.

Kind regards

Andy Newman

The Gardens Community Garden Co-ordinator (GRA)
Vice Chair of the Gardens Residents Association (GRA)

T: 020 8374 4832

M: 07714213714

E: andyn.kaza@virgin.net

GRA Hotline: 020 83747721

GRA Web: www.gardensresidents.blogspot.com

GRA E-mail: gardensresidents@gmail.com

The GRA is an Award Winning Residents Association

Gardening Against The Odds Awards - The Conservation Foundation - 2011

Green Flag Community Award Winner 2011/12

Thriving - RHS/London In Bloom "It's Your Neighbourhood Award -2011

Outstanding Achievement -RHS/London In Bloom "It's Your Neighbourhood Award 2010

Green Pennant Award Winner 10/11

Outstanding Achievement -RHS/London In Bloom Neighbourhood Award 09

Green Pennant Award Winner 09/10

Best Community Garden - Haringey in Bloom 09

Green Pennant Award Winner 08/09

London's Green Corners Award 08

Green Pennant Award Winner 07/08

Best Community Garden - Haringey in Bloom 07

Best Community Garden in London - London in Bloom 06

Best Community Garden - Haringey in Bloom 06

Best Neighbourhood Award-Haringey in Bloom 06

Green Pennant Award Winners 06/07

Recyclers of the Year Award-Better Haringey 06

Best Community Participation Project-Haringey in Bloom 05

Best Community Garden-Haringey in Bloom 04

The GRA are members of HFRA - BTCV and FCFCG

also see:

www.telegraph.co.uk/gardening/gardeningpicturegalleries/8859700/Gardening-Against-the-Odds-2011-Awards-of-merit.html?image=1

www.communities.gov.uk/newsstories/newsroom/1655920

www.keepbritaintidy.org/GreenFlag/GreenFlagAwardSites/London/Default.aspx?parkID=777

www.tottenhamgardeners.co.uk/community.php

www.farmgarden.org.uk/component/places/?task=view&id=1212&filter=type+search+here

www.haringey.gov.uk/index/community_and_leisure/greenspaces/greenflag/greenpennant.htm

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The Committee questioned how monitoring and performance of the First Response Team was fed back to members. The Head of First Response would discuss how best to report back to members with the Director of Children's Services. **(Action No. 83.1)** *Cllr Ejiofor* There is a performance report which goes to Cabinet Quarterly, and Overview and Scrutiny twice a year – this includes information on initial and core assessments and contacts and referrals. Debbie Haith Deputy Director and Marion Wheeler, Assistant Director Safeguarding also meet with the Cabinet member for Children and Young People's Service fortnightly where they discuss performance across C&F including performance within FR. The Cabinet Member also attends a Towards Excellence Board with the Chief Executive where there is a specific focus on Safeguarding and there has been intensive scrutiny of activity around contact/referral/assessment. The Children's Safeguarding Policy and Practice Advisory Committee receive regular independent audit reports on the quality of the work being done within FR, particularly around safeguarding. Quarterly reporting to members can be adjusted if there is something specific they would like to look at, although the focus for member reporting/scrutiny is now more on outcome information than process.

The Committee would be sent information on numbers of 'contacts' that resulted in initial core assessments and those with no further action, details of the relevant quality performance indicators including how often reported to the Cabinet Member for Children and a copy of the quality standards for good assessment. **(Action No. 83.2)** *Cllr Ejiofor & Cllr Diakides*

In order to assist elected members in understanding the range and ratio of outcomes of Contacts to FR we will propose to run a report of a random sample week (160+) and report back the analysis during February 2012. If this is helpful to members we could then repeat the exercise on a 6 monthly basis. Members will need to be aware that the report cannot be run directly from the system but will need a manual filter and analysis by managers and data support staff.

Sylvia Chew

Head of Service - First Response
The Children & Young People's Service
Haringey Council

Tel: 020 8489 5788

Email: sylvia.chew@haringey.gov.uk

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The Committee asked for an update in one year of how the Council has found working with the Whittington Health organisation. **(Action No. 80.1)** *Helena Kania*

Re: Whittington Health reference

Adult, Health and Community Services work with Whittington Health (WH) both strategically and operationally in a number of ways:-

Developing an Integrated Care Pathway

We have been involved in developing Joint Case Management for people across health and social care who have very high needs; this programme board is now set up and will be commence in earnest from January 2012;

We are also part of the Senior Integrated Programme Board which involves Primary Care, North Middlesex Hospital, WH, Haringey's East and West Development Boards& Islington

Joint Reablement

We have a joint reablement team which has been in place since January 2011;

Joint Equipment Store

We have a joint equipment store

Learning Disability Partnership

We have a number of WH staff (at all levels) working as part of our Learning Disability Partnership

Adult Partnership Boards

WH is represented at most of our Adult Partnership and Safeguarding Adults Boards

I hope this clarifies the position?

Kind regards,

Lisa Redfern
Deputy Director
Adult & Community Services
Telephone: 020 8489 2326
email:lisa.redfern@haringey.gov.uk
Website: www.haringey.gov.uk

HAricare – the e directory of services for Adults in Haringey is now live at: <http://haricare.haringey.gov.uk>

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OSC – 14th December 2011 – Action 80.3

A short briefing on the current status of the Shadow Health and Wellbeing Board would be circulated. **(Action No. 80.3)** :

Information on HWB Board:

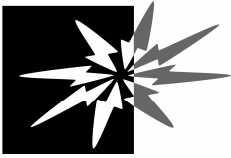
The [Health and Social Care Bill](#) will give local authorities a new role in encouraging joined-up commissioning across the NHS, social care, public health and other local partners. Local Health and Wellbeing Boards (HWBs) will be responsible for ensuring this becomes a reality. The new HWBs will have full statutory responsibilities from April 2013. GP clinical commissioning groups (CCGs) will have a duty to co-operate.

Haringey is part of the government's [early implementers](#) programme for health and wellbeing. We have established a shadow Health and Wellbeing Board (sHWB), a structure that may need to be modified once the Health and Social Care Bill has been passed. The sHWB will operate throughout the transition period until the new statutory board is in place in April 2013.

The sHWB has been established as a small, focused decision-making partnership board. However, wider discussion meetings will be held as and when required to gather a broader body of evidence. Membership includes representation from elected councillors, Haringey Council (including adults' and children's services, and public health), NHS Haringey, the Clinical Commissioning Group and LINK.

Dr. Jeanelle de Gruchy
Director of Public Health
London Borough of Haringey / NHS North Central London

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Member Briefing Note

22nd December 2011

Haringey Council

Neighbourhood Action Team

Purpose of Briefing

To provide details about establishment of the new Neighbourhood Action Team.

Background

The Neighbourhood Action Team was created in response to the Rethinking Haringey initiative. It has brought together the functions that were formerly carried out in separate teams within Frontline Services as follows:

- waste contract monitoring and management;
- street enforcement, including the stray dog function; and
- highways cyclical safety inspections and small highways maintenance.

The team came into being on 17th October 2011. Since then, a period of training and development has been undertaken so that officers with experience in one or possibly two of the functions can become proficient in all three of the functions required of the Neighbourhood Action Team. This training and development is presently on-going.

The Neighbourhood Action Team

The essential function of the Neighbourhood Action Team is to provide a visible on-street presence within the communities of Haringey and to resolve persistent street-based problems that matter to local people, for example fly-tipping, littering or highways offences. They will do this by taking direct action themselves or by commissioning actions from contractors and other stakeholders - such Veolia, Volker Highways, Safer Neighbourhood Teams and Homes for Haringey - to produce sustainable and lasting solutions.

Very often it will be necessary to bring together combinations of contractors and stakeholders to solve some particular types of problem and the Neighbourhood Action Team Officers will be the conduit for making this happen. In the process of doing this Neighbourhood Action Team Officers will build up a network of links with local residents, resident associations, ward Councillors and other stakeholders. It is intended that Neighbourhood Action Team Officers will become recognised and valued ambassadors for the Council with a reputation for getting things done and that ward-based action plans will be developed that reflect the needs and concerns of local people.

The Neighbourhood Action Team is managed by Michael McNicholas and is comprised of four teams as follows:

- three Neighbourhood Action Teams - each comprised of a Team Leader and five Officers - undertaking all three of the functions, these teams are broadly linked to areas and wards of the borough based on Area Committee boundaries; and
- one Tactical Enforcement Team with specific responsibility for dealing with difficult enforcement matters and trade waste enforcement, this team is also responsible for the stray dog service.

There are more wards in the borough than Neighbourhood Action Team Officers within the new structure so it is not possible to have individual Officers linked to every ward, so some

Officers will have links to two wards. We have analysed the geographical spread of historic complaint and satisfaction levels across all three functional disciplines. In areas of the borough where demand for Neighbourhood Action Team activity is expected to be highest there is one Officer linked to each ward in those areas. Where demand for Neighbourhood Action Team activity is expected to be lower, there is one Officer linked to two wards in those areas. The demand for Neighbourhood Action Team activity is being constantly monitored and adjustments to these ward links can be made if required.

There are two maps attached that provide the names, contact details and links to wards and areas for Officers in the Neighbourhood Action Team. The first map called 'NA Areas and Team Leaders' shows the areas covered by each of the Neighbourhood Action Teams and contact details for Team Leaders. The second map called 'NA Officer ward links' shows the names and contact details of the Neighbourhood Action Team Officers linked to each of the wards in the borough. These contact details include land line and mobile telephone numbers to help Members contact Officers directly should they wish to do so. These contact details will also be made available to prominent stakeholders.

Also attached is a structure chart that shows how the Neighbourhood Action Team has been established within the new Single Frontline Service.

It should be noted that whilst Neighbourhood Action Team Officers will have links to wards, they will be required to work elsewhere in the borough to support initiatives such as litter patrols, the flytip strategy and fortnightly collection roll-outs.

The Neighbourhood Action Team is currently based at Technopark in Tottenham.

Operational Effectiveness

Since 17th October there has been a significant focus on training and development to build up individual levels of technical knowledge and practical skills to the standards required for all of the functions. This training has been a combination of formal, certificated, externally provided training as well as internal training where officers experienced in one of the three functions share knowledge and experience with officers who need to learn new functions.

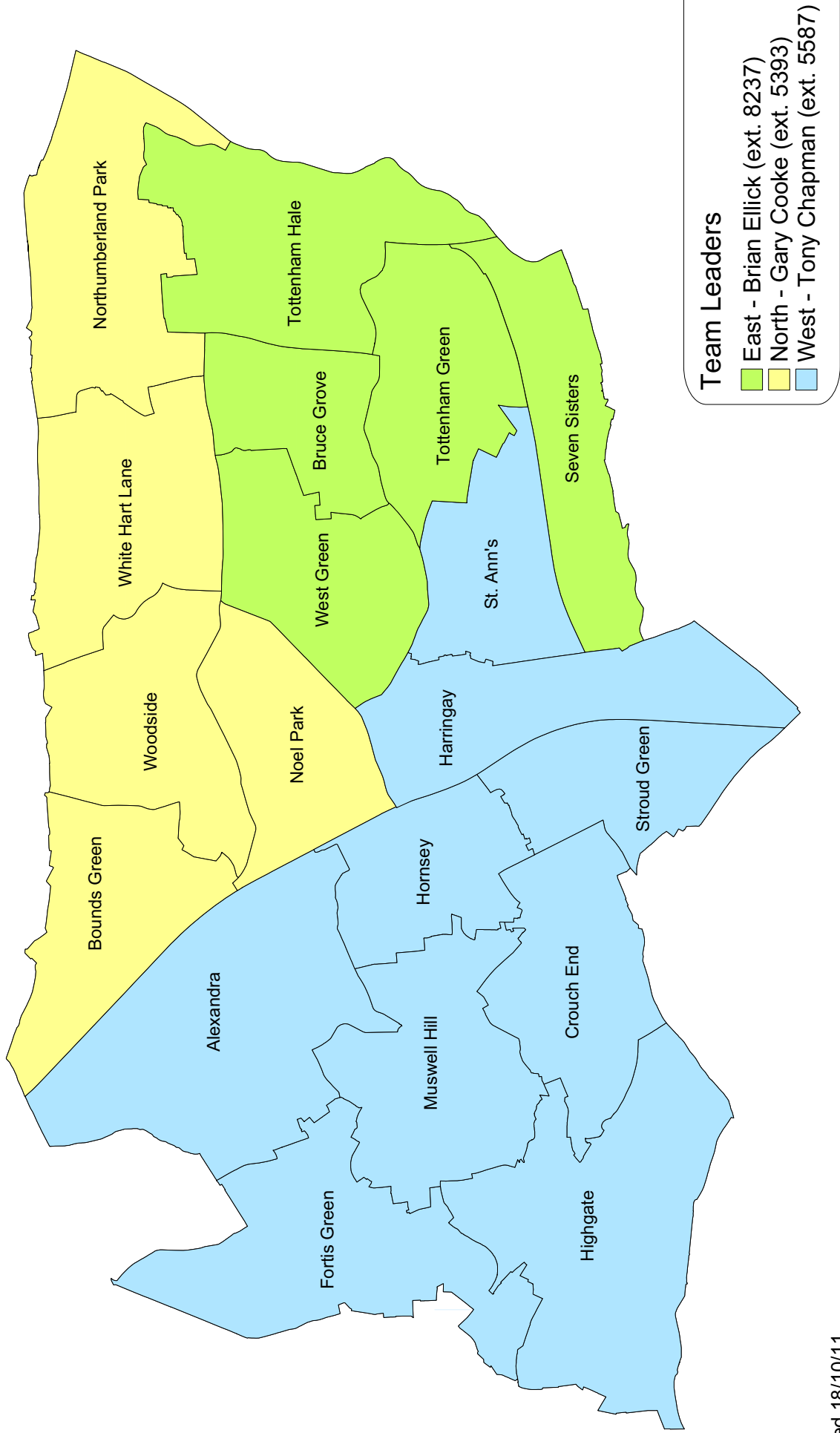
It will take some time for Neighbourhood Action Team Officers to become fully proficient in the full range of functions that they are now responsible for. However, they are already handling enquiries for the full range of their new functions drawing on advice and guidance from experienced colleagues where necessary. Initial examples of the positive work now being undertaken by the Neighbourhood Action Team are:

- Gourley Place, where joint working with Parking, Traffic Management and Veolia has led to improvements in parking behaviour and reduced flytipping; and
- Lawrence Road, where joint working with Planning Enforcement, local landlords and Veolia has led to improvements in cleanliness of the street and surrounding private land.

A full public launch of the Neighbourhood Action Team is planned for January. Contact between ward Councillors and Neighbourhood Action Team Officers is positively welcomed and encouraged.

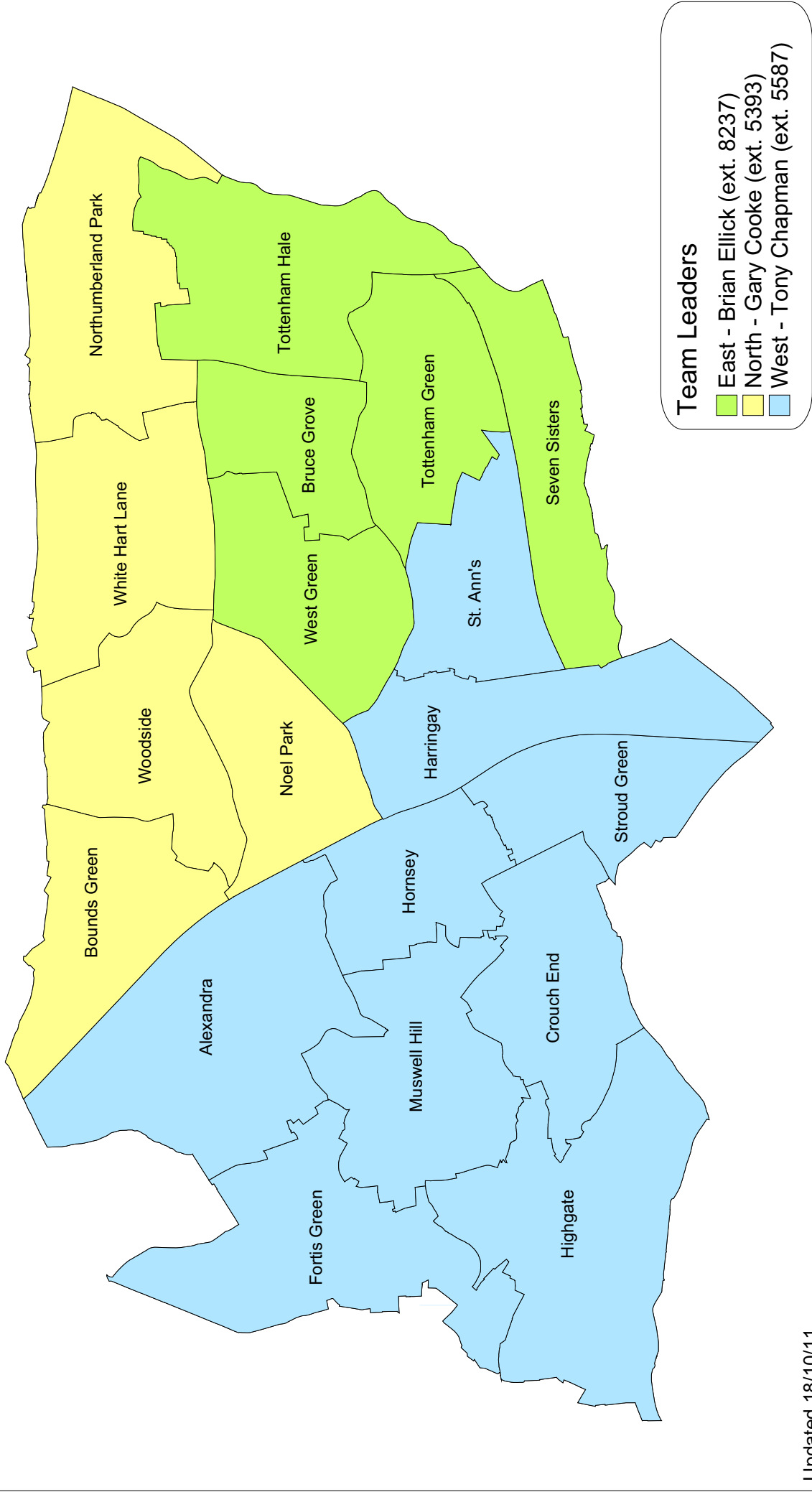
Michael McNicholas, Neighbourhood Action Team Manager 22nd December 2011

Neighbourhood Action Team Areas



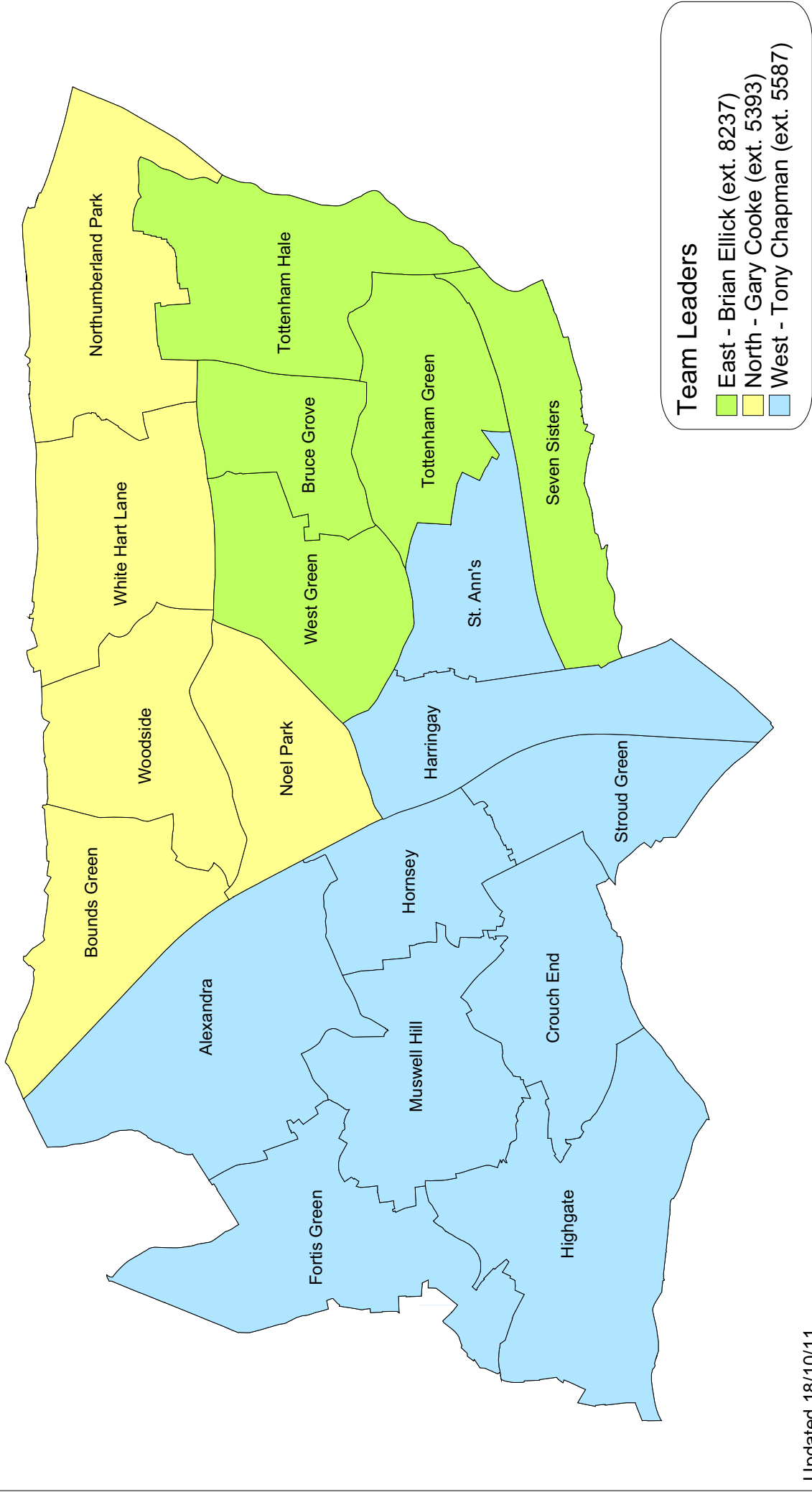
Updated 18/10/11

Neighbourhood Action Team Areas



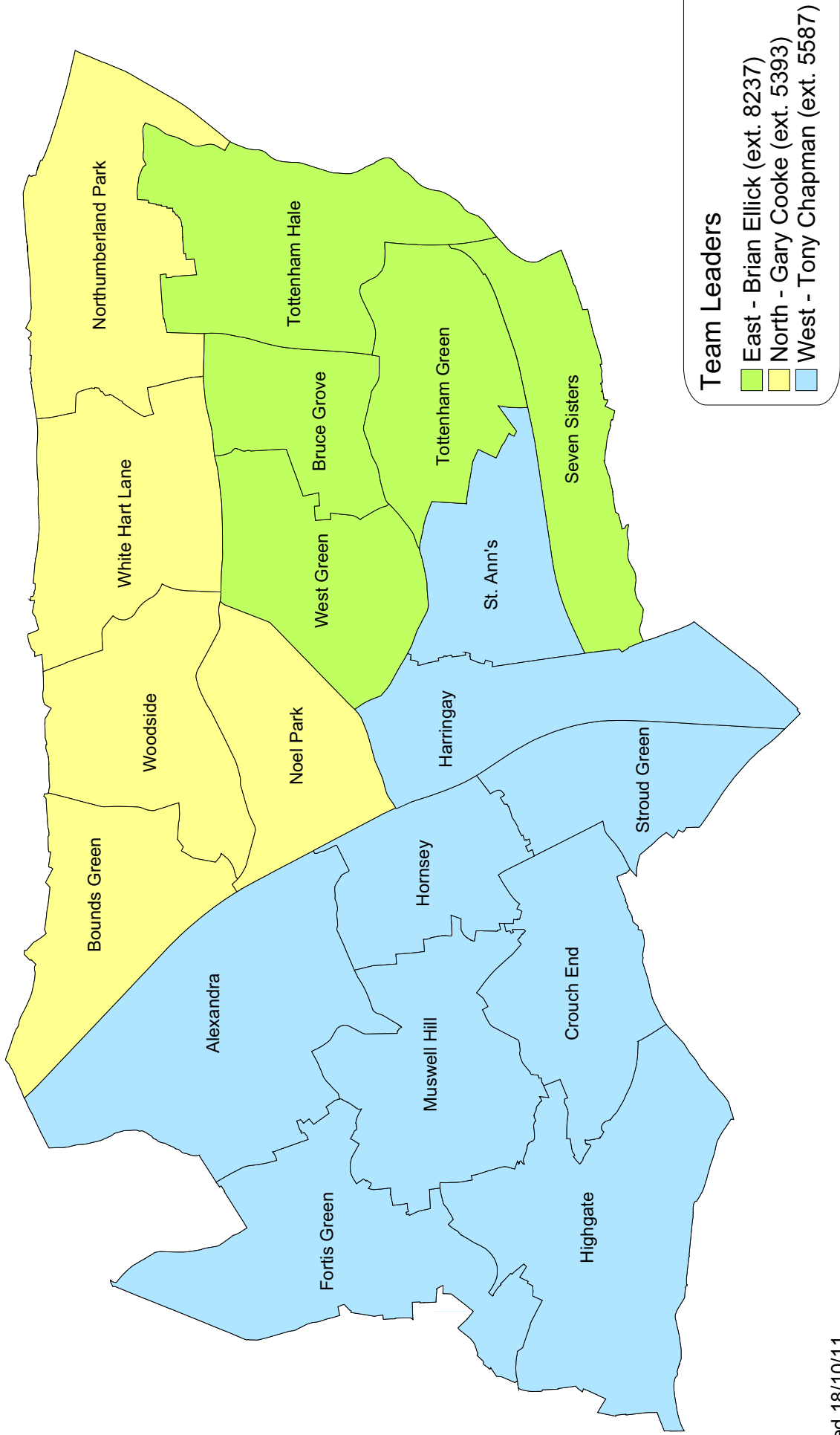
Updated 18/10/11

Neighbourhood Action Team Areas



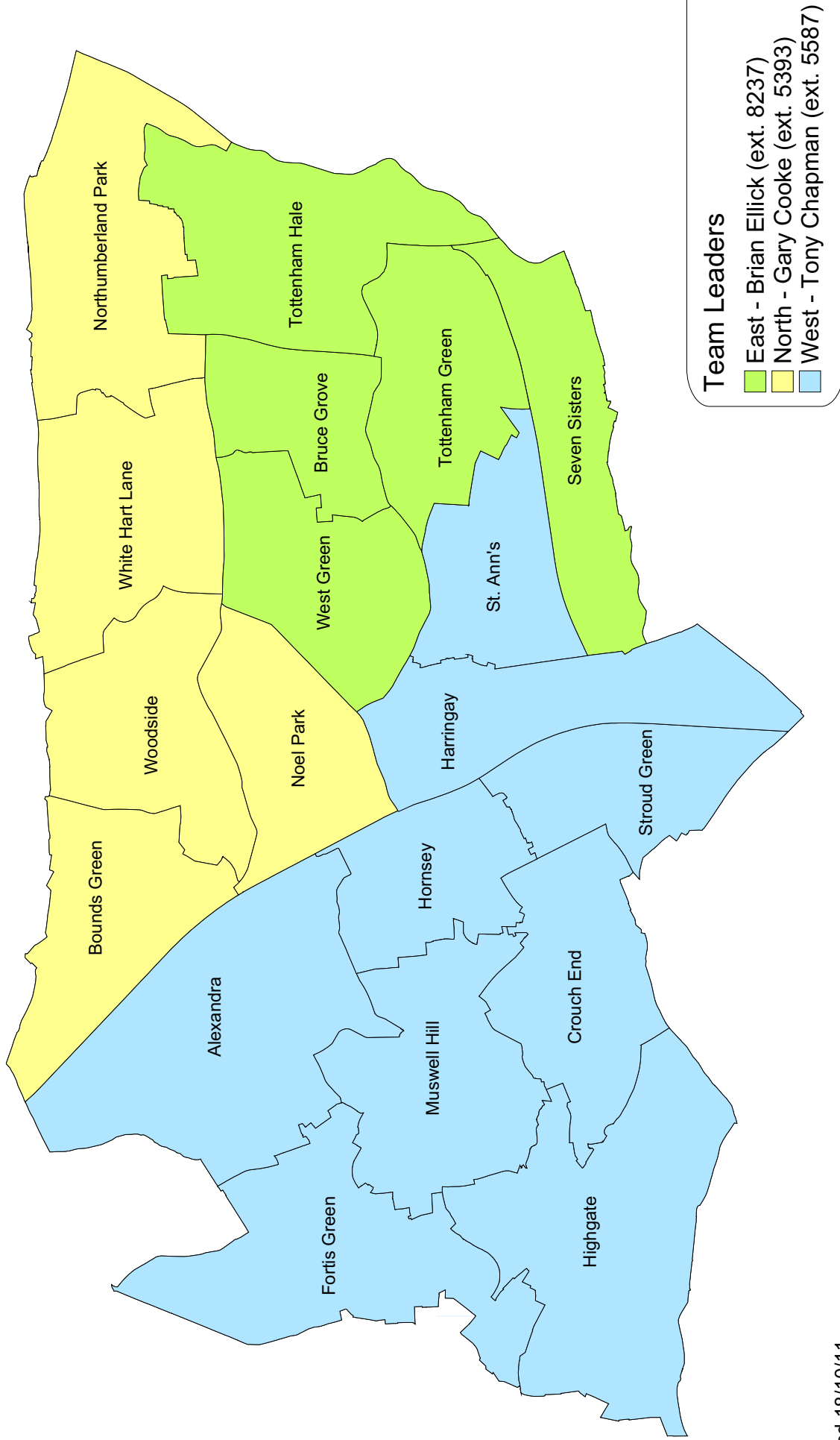
Updated 18/10/11

Neighbourhood Action Team Areas



Updated 18/10/11

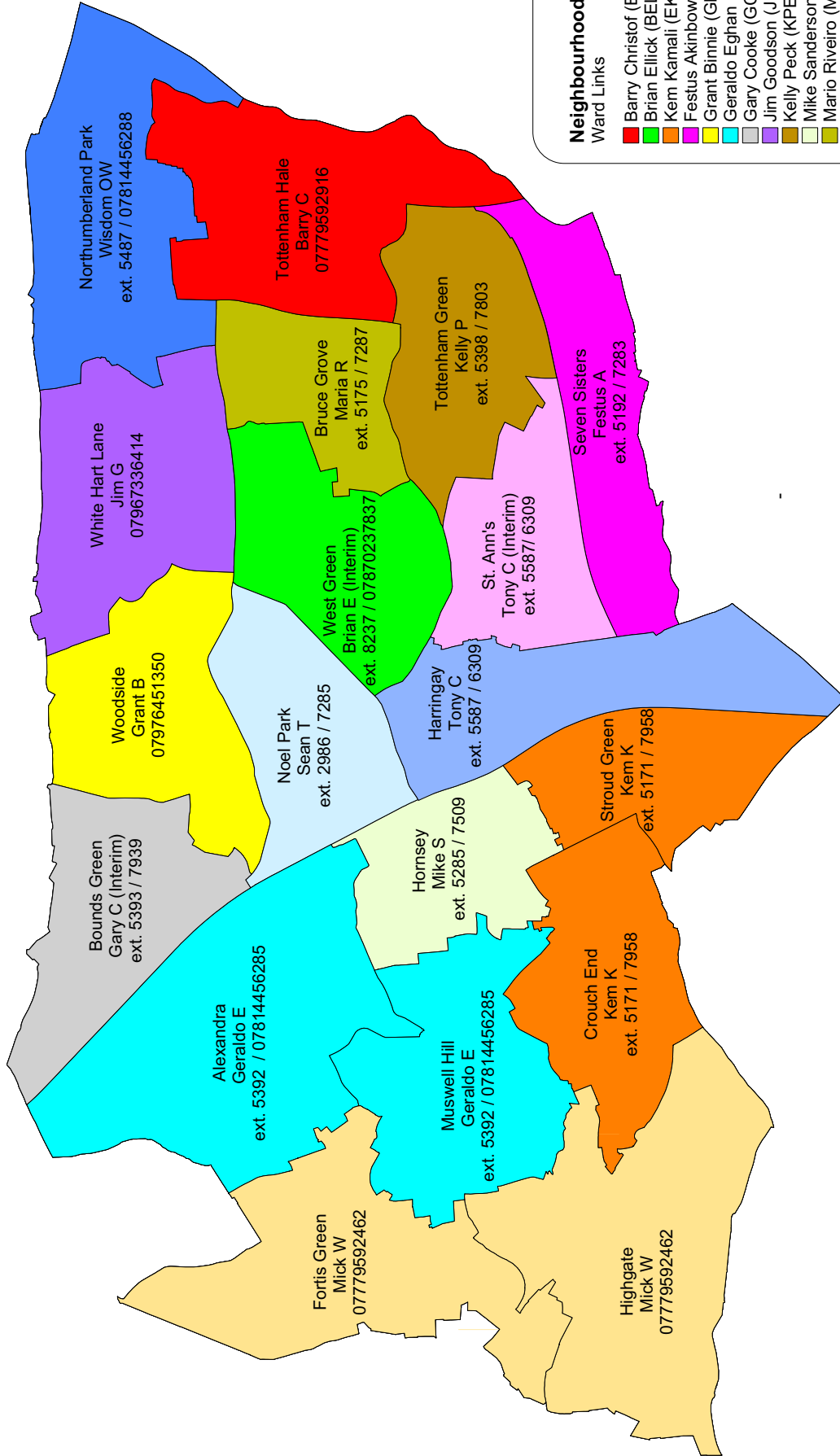
Neighbourhood Action Team Areas



Updated 18/10/11

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Neighbourhood Action Team Officers - Ward Links



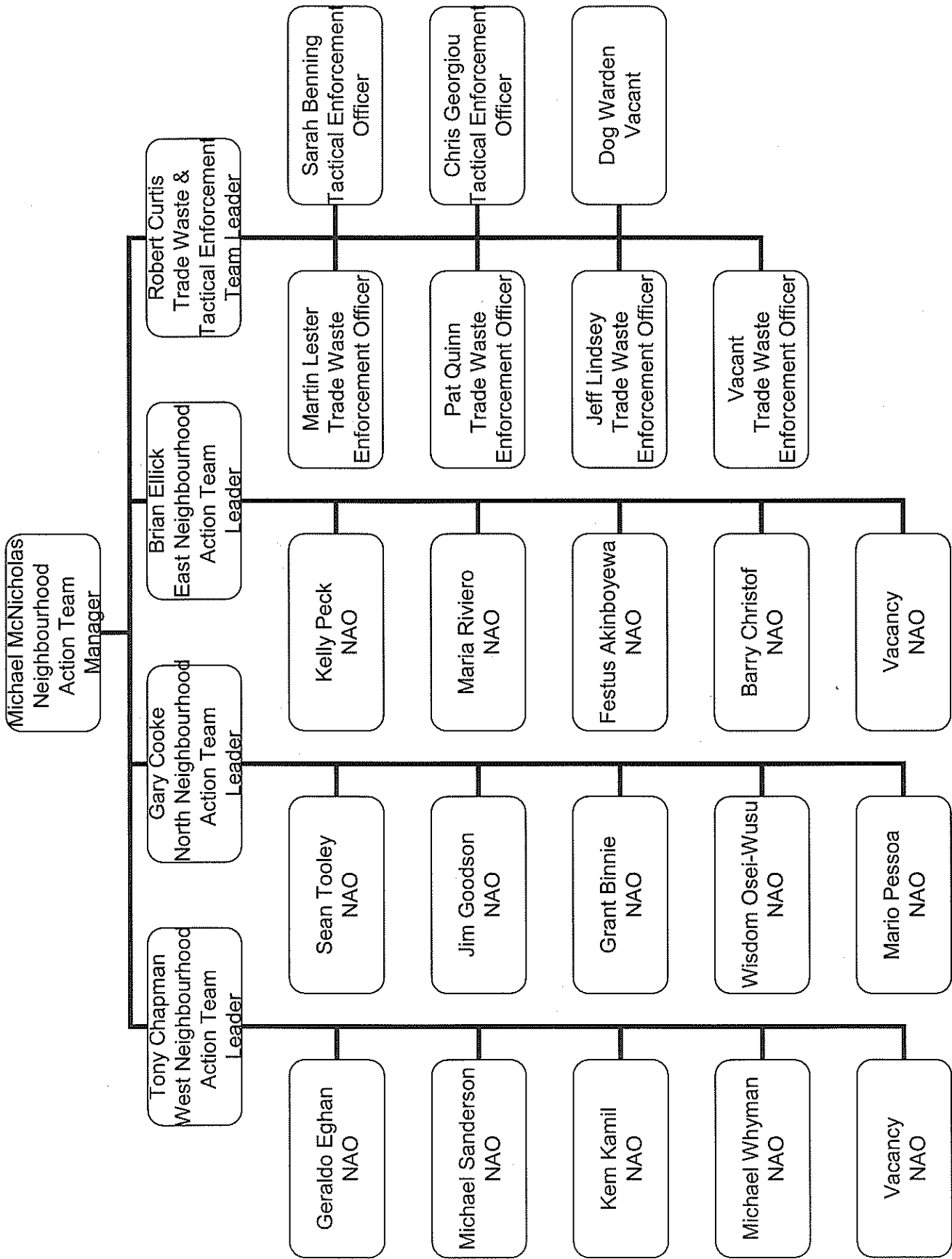
Neighbourhood Action Team Officers

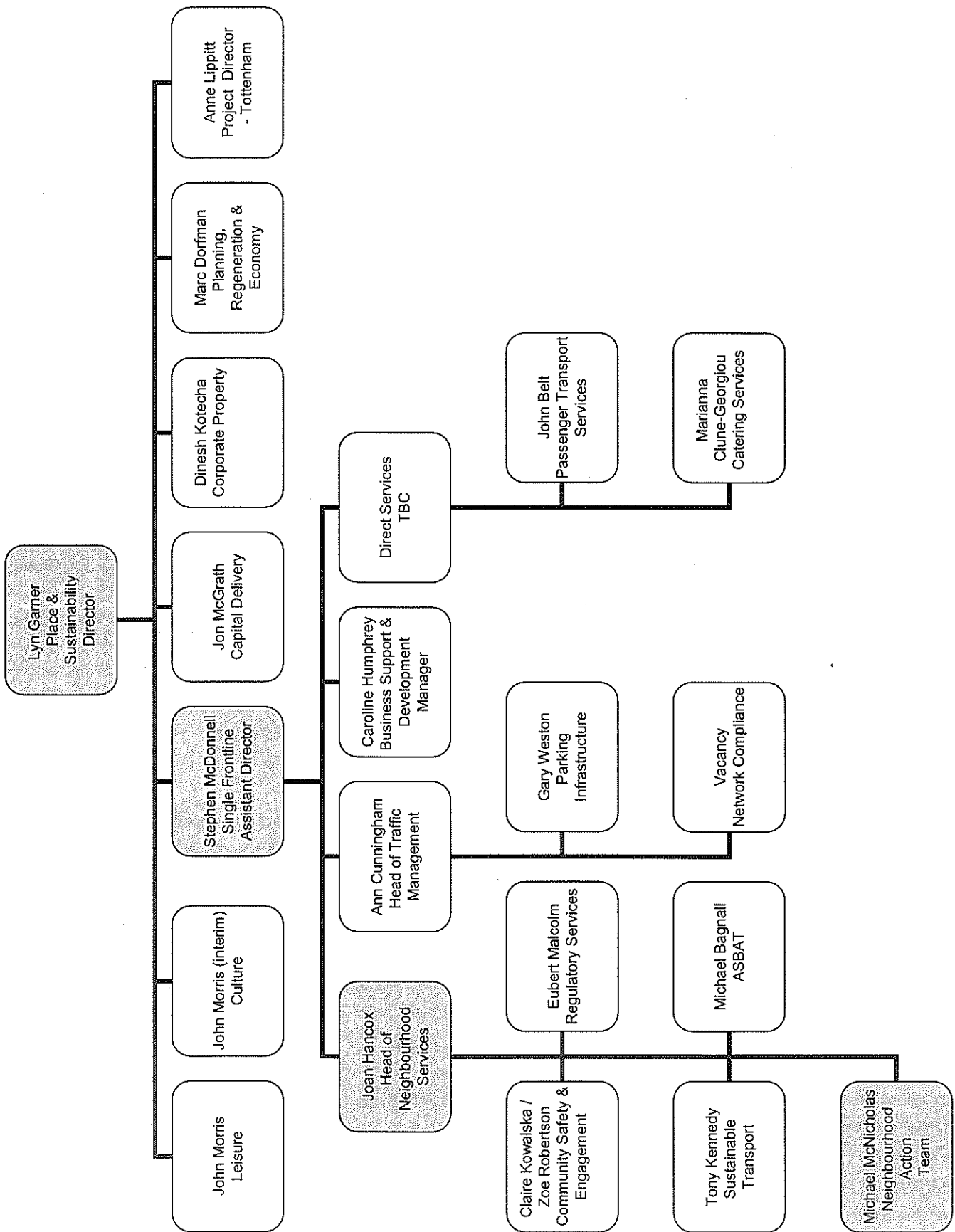
Ward Links

- Barry Christof (BCHR)
- Brian Eilick (BELL)
- Kem Kamali (EKAM)
- Festus Akinbowyea (FAKI)
- Grant Binnie (GBIN)
- Geraldo Eghan (GEGH)
- Gary Cooke (GCOO)
- Jim Goodson (JGOO)
- Kelly Peck (KPEC)
- Mike Sanderson (MSAN)
- Mario Riveiro (MRIV)
- Mick Whyman (MWHY)
- Sean Tooley (STOO)
- Tony Chapman (TCHA)
- Wisdom Osei-Wusu (WOSE)

(Confirm System - Action Officer Code)

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OSC – 14 Dec 2011 – Action 85.1

85	14 Dec 2011	Agenda item 11 – Voluntary Sector Strategy The Committee asked for details of any other local authorities that had moved to commissioning grants rather than core grants. (Action No. 85.1) <i>Cllr Ejiofor</i>	Susan Humphreys	Expected Jan 2012 contacting lots of LAs	
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Following Overview and Scrutiny Committee on 14th December 2011, we completed a survey of other London Local Authorities. We asked 33 London Boroughs regarding their method of funding their Voluntary Sector. As at 6th January 2012, we received 16 responses. Most of local authorities who responded have moved either in full or mostly to a commissioning approach (i.e. using a competitive process as the method of procurement) to working with the voluntary sector. Two of the four local authorities who have retained a core grants programme are in the process of reviewing their current core grants programme, whilst one local authority has retained core grants will fund a maximum of £10k only (their total grants programme is worth £160k only). Another has retained it for small grants only (with larger schemes commissioned) – which is similar to the Haringey approach.

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OSC – 12th December 2011 – Action 64.3

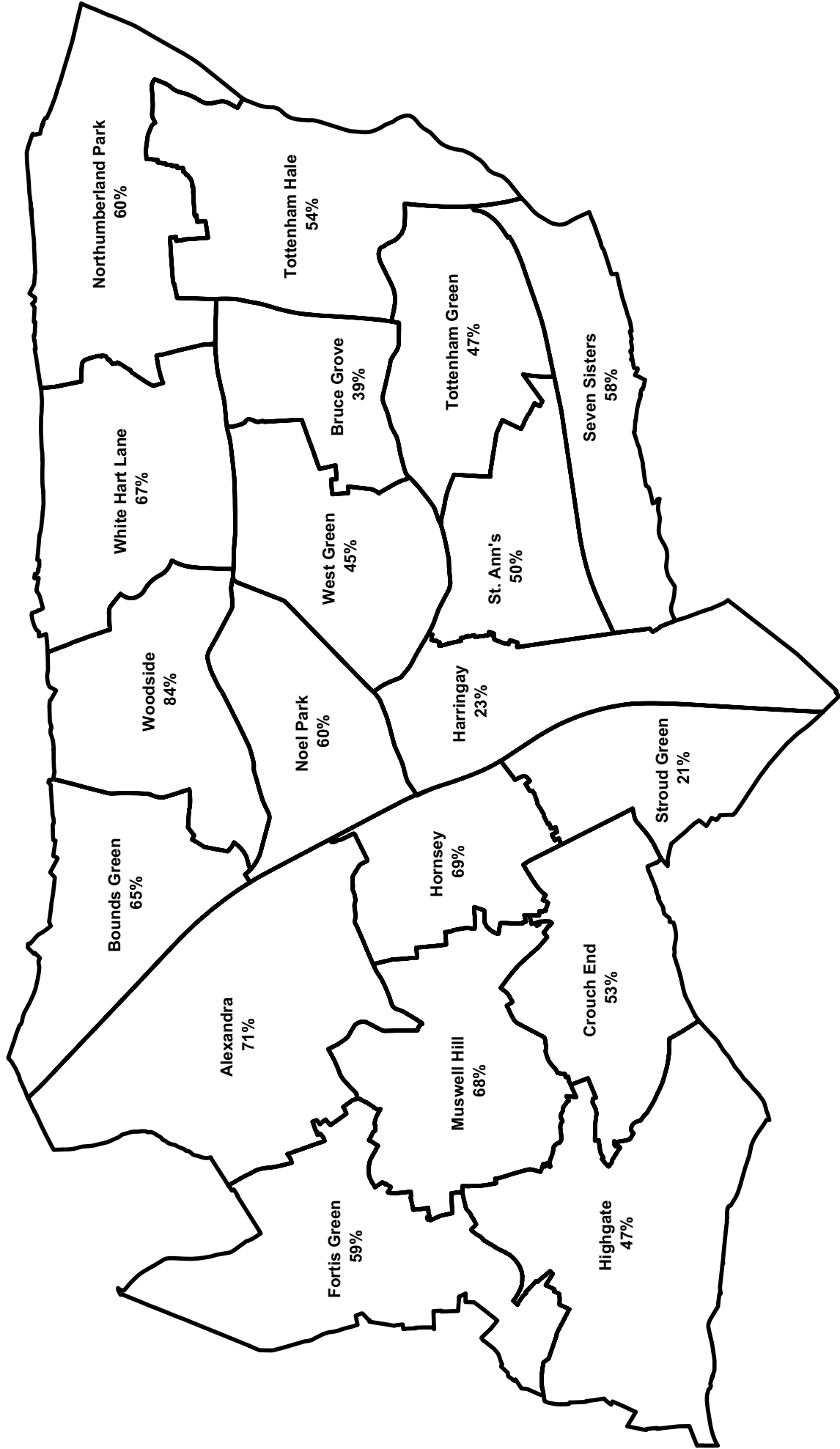
The Committee requested a detailed report on the percentage of street lighting renewed by ward as well as numbers for lighting columns with energy efficient luminaires. (**Action 64.3**)

Ward	Total No. of Streetlight Columns in Ward	Total No. Streetlight Columns Renewed (to European Design Standard)	% Streetlight Columns Renewed in Ward (to European Design Standard)	Total No. Streetlight Columns Renewed with New Efficient Luminaires in Ward	% Streetlight Columns Renewed with New Efficient Luminaires in Ward
Alexandra	755	572	76%	537	71%
Bounds Green	926	694	75%	603	65%
Bruce Grove	540	323	60%	212	39%
Crouch End	626	369	59%	332	53%
Fortis Green	733	492	67%	429	59%
Harringay	709	692	98%	165	23%
Highgate	777	465	60%	366	47%
Hornsey	837	637	76%	580	69%
Muswell Hill	888	661	74%	600	68%
Noel Park	1047	1005	96%	633	60%
Northumberland Park	1174	927	79%	699	60%
Seven Sisters	1295	1211	94%	748	58%
St Anns	1051	904	86%	522	50%
Stroud Green	690	397	58%	148	21%
Tottenham Green	1109	862	78%	524	47%
Tottenham Hale	1533	1156	75%	835	54%
West Green	832	699	84%	375	45%
White Hart Lane	1163	868	75%	774	67%
Woodside	1073	961	90%	902	84%

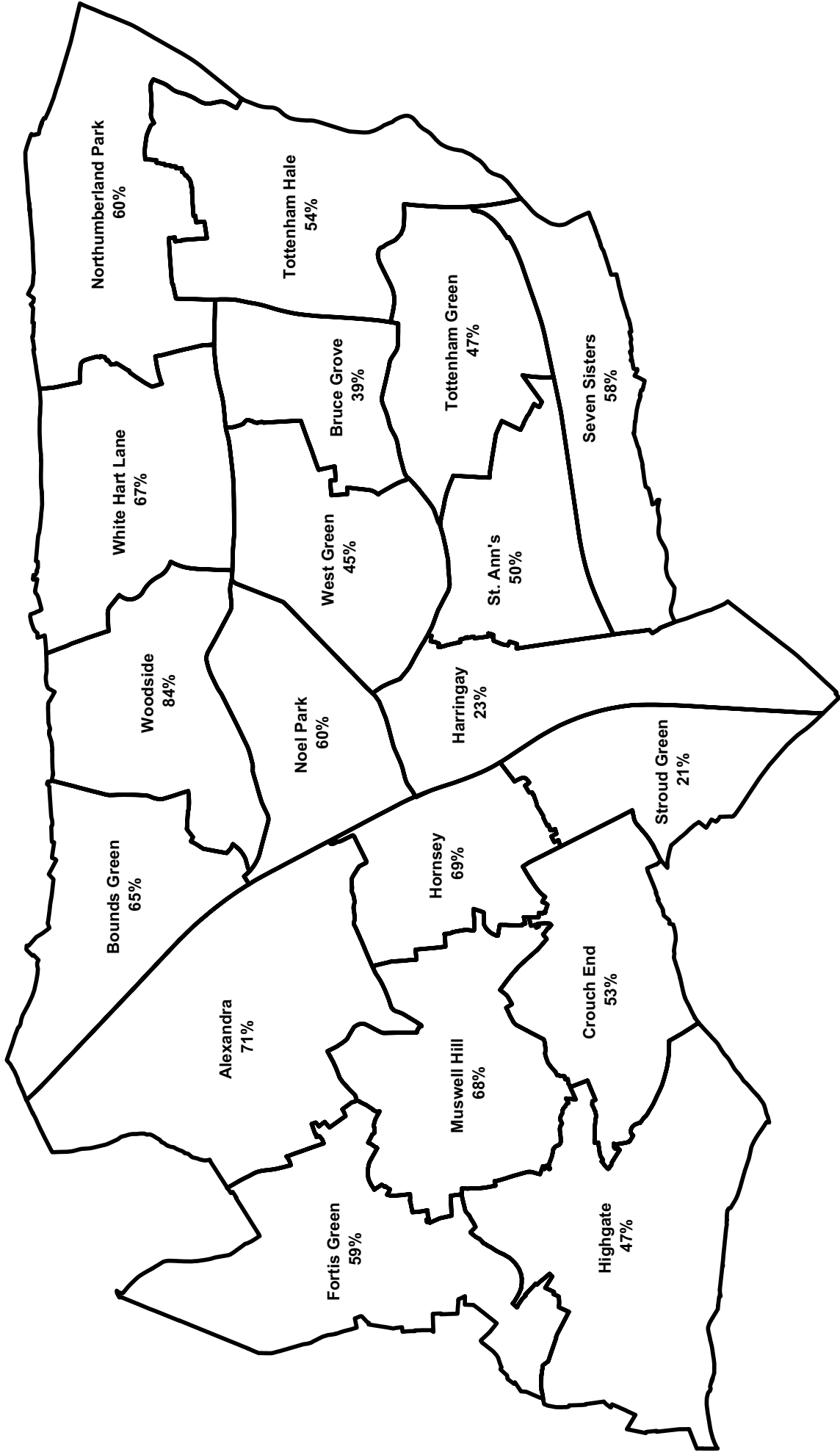
Lamp Type Information

Lamp Type	European Design Standard	New Efficient Luminaire
60w Cosmopolis	Yes	Yes
6x400w & 1x 150w	Yes	Yes
70w CDO-T	Yes	Yes
90w Cosmopolis	Yes	Yes
CDMT-150w	Yes	Yes
CDMTT-70w	Yes	Yes
CDO-T 150w	Yes	Yes
CDO-T 250w	Yes	Yes
CDO-T 70w	Yes	Yes
CPO-T 140w	Yes	Yes
CPO-T 60w	Yes	Yes
CPO-T 90w	Yes	Yes
GLS 60w	No	No
PL 18w	No	No
PL 24w	No	No
SON-E 70w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SON-T 100w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SON-T 150w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SON-T 250w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SON-T 400w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SON-T 50w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SON-T 70w	Yes (excludes lamps on column - aluminium, cast iron and concrete)	No
SOX 135w	No	No
SOX 35w	No	No
SOX 55w	No	No
SOX 90w	No	No

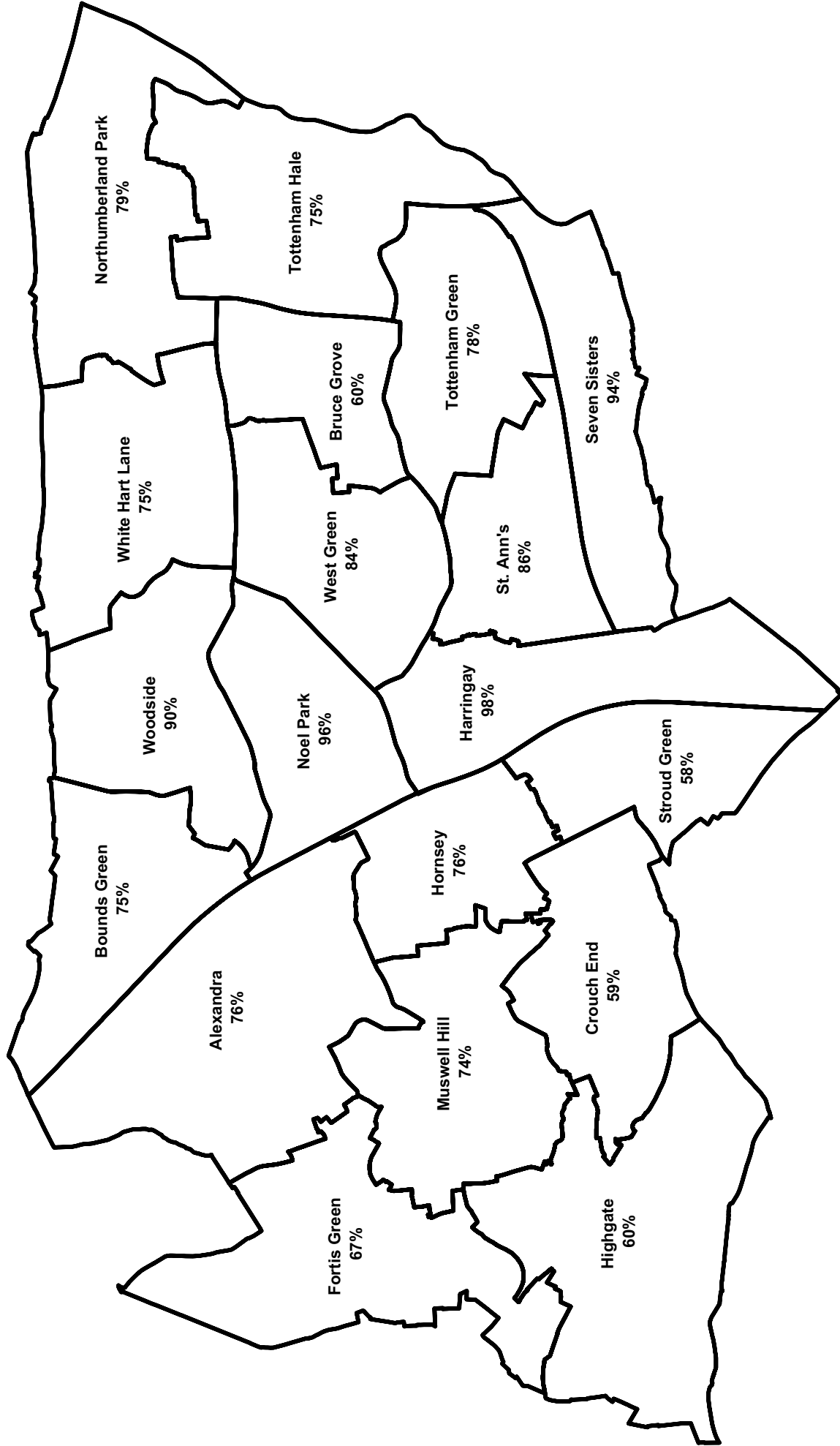
Percentages of Streetlights Renewed to White Light - Ward Level



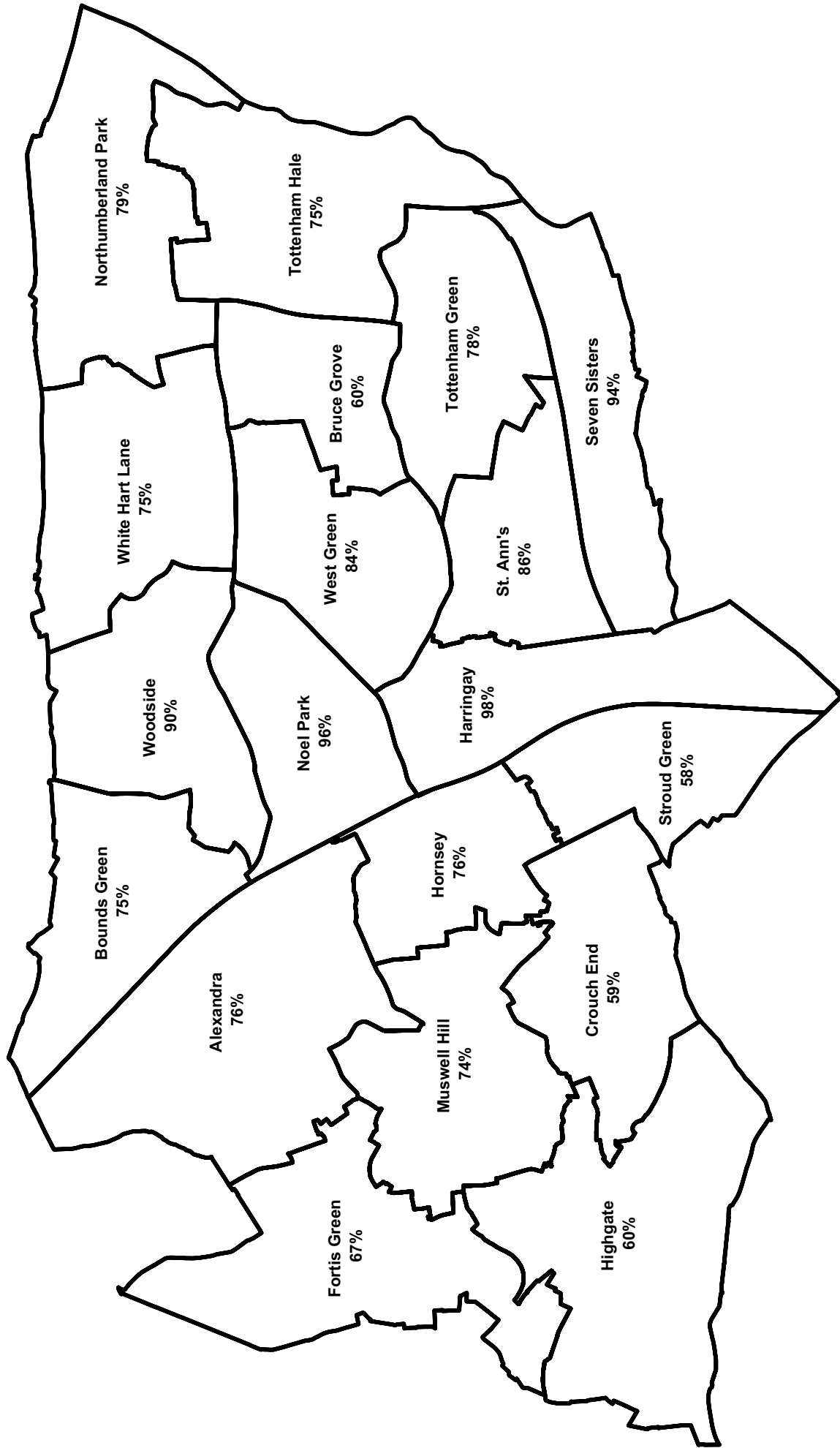
Percentages of Streetlights Renewed to White Light - Ward Level



Percentages of Streetlights Renewed to European Design Standard - Ward Level



Percentages of Streetlights Renewed to European Design Standard - Ward Level



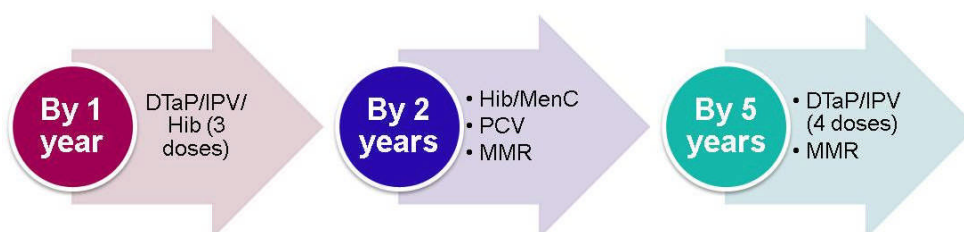
CHILDHOOD IMMUNISATIONS

Protecting children against infectious disease

January 2012

Immunisation has been identified as a key priority area for NHS NCL. The effectiveness of our national immunisation programme is carefully monitored by the Department of Health (DH), by scrutiny of information on the percentage of children in a particular population who have received their vaccinations. Although significant improvements have been made to our reported coverage over the last few years, the uptake is still below the required levels to achieve herd immunity.

Childhood immunisations included in COVER reporting

Burden of infectious diseases^{2010/11}

Reporting notifiable illness on suspicion rather than confirmation is necessary to ensure timely public health investigations.

GPs should also be alert to the increases in whooping cough in London. A letter was sent to GPs, dated 21 November, with advice and information on management and notification. A copy is available from the HPA website: <http://www.hpa.org.uk/NewsCentre/NationalPressReleases/2012PressReleases/120104pert/>

45

notified cases of vaccine-preventable infectious disease among Haringey's under 15s²⁰¹¹

25

notified cases of measles among Haringey's under 15s²⁰¹¹

Number of notified cases of selected infectious disease, all ages, NCL PCTs, 2011

	Barnet	Camden	Enfield	Haringey	Islington	NCL total
Mumps	39	47	40	33	32	191
Measles	52	45	23	35	26	181
Pertussis (Whooping Cough)	7	7	14	10	8	46
Meningococcal infection*	9	12	8	9	5	43
Other**	6	2	7	4	1	20
TOTAL	113	113	92	91	72	481

* The data relates to all reported meningococcal infections.

** Includes rubella and diphtheria.

46

notified cases of vaccine-preventable infectious disease among Haringey's adult population (over 15)²⁰¹¹

10

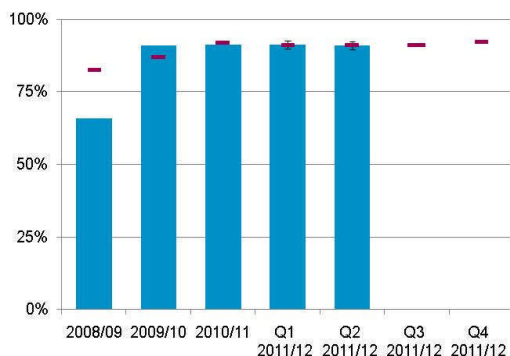
notified cases of measles among Haringey's adult population (over 15)²⁰¹¹

Achievement

Age 1

DTaP/IPV/Hib: uptake at age 1 (3 doses)

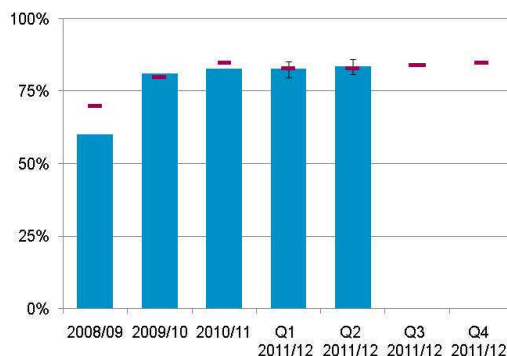
At target



Age 2

PCV: Uptake, including booster, at age 2

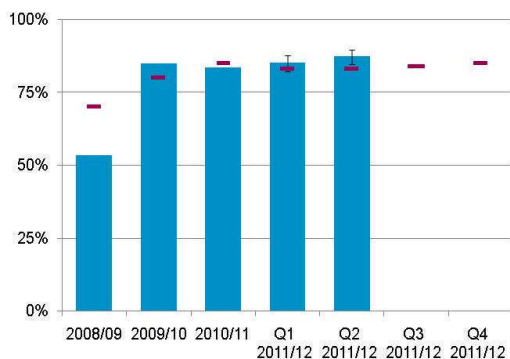
At target



Age 2 (cont)

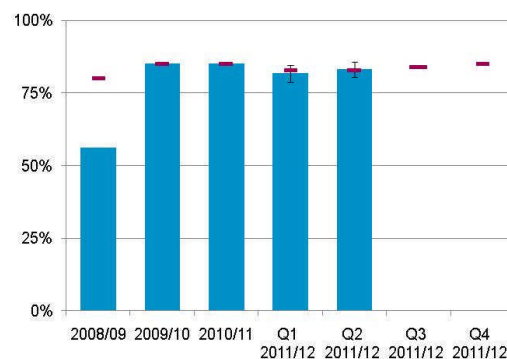
Hib/MenC: uptake, including booster at age 2

At target



MMR: uptake at age 2 (2 doses)

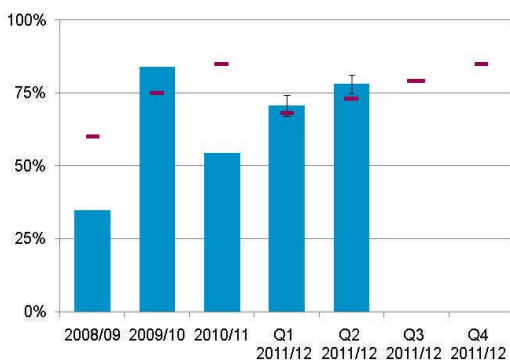
At target



Age 5

DTaP/IPV: uptake at age 5 (4 doses)

At target

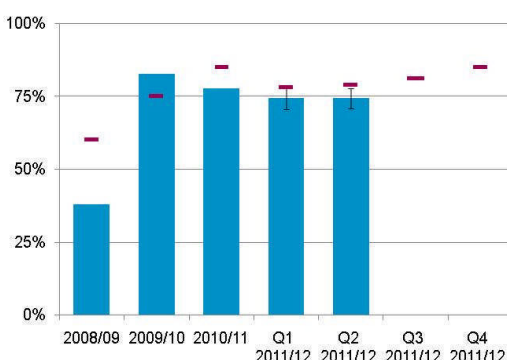


MMR: uptake at age 5 (2 doses)

4.6% from target

72

vaccinations to make target to date 2011/12



Note: Q3 data is set to be finalised shortly and submitted to the DH. 2011/12 trajectories for all boroughs were set in July 2011 against NHS London's requirement for all boroughs to meet their original target as at Q4 10/11 by Q4 11/12. The starting point was actual Q4 performance in 10/11. A request to set realistic trajectories linked to borough and cluster action plans was made to NHS London in September 2011. NCL is still awaiting a response.

Sources: 2009/10 is from manual extract from the immunisation project. 2010/11 annual data and the 2011/12 data so far is from the CDRIntell tool which automatically extracts immunisation data from the GP systems. All immunisations are provided by the GP practices.

Commentary from NCL immunisations lead

An NCL Immunisation Recovery Board (IRB) has been set up to provide a high level steer to coordinate initiatives to improve coverage across NCL. Dr Shahed Ahmad, Director of PH for Enfield is the senior officer and Helen Donovan (helen.donovan@haringey.gov.uk), Immunisation lead for Haringey is the immunisation lead for NCL.

The IRB have identified three key areas to focus initiatives and improve coverage, based on the existing immunisation action plans in the individual boroughs and developed a cluster wide action plan. For each of the action plans a workgroup has been established to drive through agreed actions.

IRB action plan summary: Key information for primary care

1. To improve the data accuracy and data flow processes
 - All Immunisation providers to use standard codes for recording immunisation and ensure accurate data recording to facilitate easier and more accurate reporting.
 - To automate the IT process for transferring data on immunisations given between clinical systems for easier and more accurate reporting.
 - To establish clearer payment processes so the payment is clearly linked to the reported coverage.
 - To establish processes to ensure the denominator accurately reflects all eligible children
2. To strengthen Primary Care contracting, as most immunisations are delivered in primary care.
 - To set up regular reporting mechanisms on practice based data including having monthly defaulter lists on children missing some or all immunisations.
 - Ensure all providers are aware of the 'Best Practice Guidance' for safe and effective immunisation delivery. This includes the need for staff to be up to date and know where access reputable advice and how to direct patients, parents and carers.
 - Work with local CCG to target poor performance and service delivery in order to improve it.
3. To establish a robust Failsafe process.
 - To establish a best practice template
 - Establish a call and recall system for NCL

The best practice Guidance for each borough and where to access further information and training is available on NCL's intranet immunisation pages: <http://nwww.ncl.nhs.uk/DEPTS/PUBLICHEALTH/IMMUNISATION>

There is still a wide variance across the cluster and different areas need to be prioritised. Therefore, the individual boroughs continue to work on their local action plans whilst supporting the wider IRB plan. The focus of the specific work areas in the boroughs is summarised below.

Haringey's Action plan for Q4 2011/12

Haringey has a detailed action plan to improve immunisation performance. This is led by the public health team and includes a range of actions, these include:

- Intensive work with each practice to strengthen recording and reporting systems.
- Working with the child health team to improve the quality and accuracy of immunisation reports so that unimmunised children can be actively followed up.
- Working with the practices to establish the best practice guidance across the borough and a robust call and recall failsafe process.
- Plans to implement a project working with the local Clinical Commissioning Group to help access those children with missing or incomplete immunisation histories, working with the individual practices and providing additional opportunities for vaccination, possibly in other venues such as children's centres.
- Investigating and promoting various opportunities to increase immunisation uptake. For example, working to raise awareness with schools and children's centres and making sure immunisation history is taken at school entry.

For more information on Haringey's action plan for childhood immunisation, contact Helen Donovan (Senior Health Protection Nurse and Immunisation Lead) at helen.donovan@haringey.gov.uk, or 020 8489 4594.

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