



**Haringey** Council

---

## Environment and Housing Scrutiny Panel

---

THURSDAY, 26TH SEPTEMBER, 2013 at 18:30 HRS - .

**MEMBERS:** Councillors Alexander, Bloch, Bull, Gibson, McNamara (Chair), Stanton and Weber

### **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 Scrutiny Support Officer at the meeting.

#### **2. APOLOGIES**

#### **3. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

**4. DEPUTATIONS**

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

**5. LATE ITEMS (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 the end of the agenda.

**6. MINUTES (ACTION POINTS) (PAGES 1 - 8)**

To approve the minutes of last panel meeting (9<sup>th</sup> July 2013) and review action points.

**7. CABINET MEMBER QUESTIONS**

Cllr Bevan, Cabinet Member for Environment, to attend.

**8. BUDGET MONITORING 2013/14 (PAGES 9 - 30)**

- 1) To receive update on the financial position of Environment and Housing Directorates and on relevant budget scrutiny recommendations.
- 2) To receive a budget monitoring report including progress in achieving savings from last Medium Term Financial Plan (MTFP).

**9. PERFORMANCE MONITORING (PAGES 31 - 72)**

To review year end performance monitoring report.

**10. SCRUTINY REVIEW OF REGISTERED HOUSING PROVIDERS - FOLLOW UP**

To follow up on recommendations agreed by Cabinet (2012) to a scrutiny review of Registered Housing Providers.

**TO FOLLOW**

**11. SCRUTINY OF WASTE AND RECYCLING - FOLLOW UP (PAGES 73 - 96)**

To follow up on recommendations agreed by Cabinet (December 2012)

**12. STRATEGIC ENFORCEMENT SCOPING REPORT (PAGES 97 - 106)**

To agree scoping reports for strategic enforcement.

**13. STRATEGIC ENFORCEMENT UPDATE**

- 1) To receive a verbal update on work completed to date
- 2) To agree dates for evidence gathering sessions October – December 2013

**14. WORK PROGRAMME (PAGES 107 - 120)**

To review and update work programme.

**15. ENVIRONMENTAL COMMUNITY GROUPS IN HARINGEY**

A proposal to invite environmental community groups to future meetings to discuss their work with the panel.

**16. FEEDBACK FROM AREA COMMITTEES**

Issues to be brought to the attention of the panel by Chairs of Area Committees.

**17. URGENT BUSINESS**

**18. DATE OF FUTURE MEETINGS**

- 1) 19<sup>th</sup> November
- 2) 2<sup>nd</sup> December (budget)
- 3) 28<sup>th</sup> January – **to be confirmed**
- 4) 24<sup>th</sup> February

David McNulty  
Head of Local Democracy  
and Member Services  
Level 5  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Martin Bradford  
Scrutiny Officer  
Level 7, River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Tel: 0208 489 6950  
Email: martin.bradford@haringey.gov.uk

Wednesday, 18 September 2013

This page is intentionally left blank

**Minutes of the Environment and Housing Scrutiny Panel 9<sup>th</sup> July 2013**

**Present:** Cllr Alexander, Cllr Bloch, Cllr Bull, Cllr McNamara (Chair) and Cllr Weber

**1. Apologies for absence**

1.1 Apologies were received from Cllr Gibson and Cllr Stanton.

**2. Declarations of interest**

2.1 None.

**3. Deputations**

3.1 None

**4. Minutes and actions points of last meeting**Decent Homes

4.1 The Decent Homes procurement process for 2013/14 was discussed at the previous meeting (16<sup>th</sup> April 2013). The critical issue for the panel was the designation of confidential information that makes such information exempt. The panel indicated that there should be greater clarity or guidelines in dealing with confidential information and this will be requested from legal services.

4.2 It was noted that a briefing had recently been distributed to all members of the Council outlining various aspects of the tendering process for Decent Homes 2013/14 including, what error had occurred in the tendering process and actions had been taken to mitigate the consequences of this, and, what works were planned for completion 2013/14 and how these varied under the new tendering process. To further clarify what works were planned, the panel requested that a list of all the planned works for 2013/14 by ward should be circulated. It was noted that delays to works were minimal and no funding was lost as a result.

**Action:** Planned works for Decent Homes 2013/14 by ward to be distributed to the panel.

4.3 Given the complexity of the issues involved, it was noted that the item has been referred to the main Overview & Scrutiny Committee. It was noted that the Chair of the Environment and Housing Scrutiny Panel would meet with both the Chair and Vice Chair of Overview & Scrutiny Committee to agree how outstanding issues would be dealt with by scrutiny. If a further meeting was to be held by Overview & Scrutiny Committee to discuss panel members would be informed and could attend accordingly.

**Action:** That the Chair of OSC and the Chair of EHSP would write to Head of Legal Services on confidentiality rules for Overview & Scrutiny Committee and Panels.

Previous panel reports

4.4 It was noted that both reports that were produced at the end of 2012/13 municipal year were being considered by Cabinet for approval on the 9<sup>th</sup> July. The panel noted

that all the recommendations for both reports (Strategic Parking Issues for Tottenham and Recycling from Flats) had been provisionally agreed by Cabinet with the exception of two items:

- Strategic Parking Issues for Tottenham: the recommendation to ring fence income from the special match day parking would contravene regulations and could not be implemented due to transport funding being agreed borough wide and not in specific schemes.
- Recycling from Flats: the recommendation to commission Our Common Place pilot project through Waste Watch was not agreed as it was felt that this service could be provided by existing partners.

- 4.5 The panel noted that the reports contained recommendations that were both practical and evidence based, and agreed this approach should continue to guide future work of the panel. In addition, it was agreed that where appropriate, the panel should continue to seek external opinion in developing its recommendations through consulting with specialist agencies or other local authorities.

**Action:** That a template is developed for thanking external participants in the work of the Environment and Housing Scrutiny Panel.

- 4.5 The minutes of the meeting of the 16<sup>th</sup> April were agreed by the panel.

### 5. Terms of reference

- 5.1 The Environment and Housing Scrutiny Panel terms of reference were presented and noted by the panel. It was agreed that Cllr Bull would be added to the membership of the panel and that Whips would be notified.

**Action:** That Cllr Bull is added to the membership of the EHSP.

### 6. Work Programme

- 6.1 The panel discussed the work programme report which set out agreed work priorities to date and how these were being scheduled in to a forward plan for the panel.

- 6.2 In discussing the suggestions put forward by partner agencies, community groups and members of the public for the EHSP to look at in 2013/14, it was suggested that it would be helpful if these were sorted in categories (agreed, planned, no decision taken).

**Action:** That qualitative suggestions put forward for review by EHSP be re-categorised.

- 6.3 The panel agreed that an interim follow up report is brought to the next panel meeting on recommendations it made concerning the roll out of the new waste and recycling collection system. In particular, the panel requested that evidence be provided of how recommendations have been implemented particularly in relation to bin rationalisation issues and how concerns raised in case studies have been resolved. The panel requested that Veolia be invited to attend.

**Action:** Waste and recycling update (26<sup>th</sup> September 2013) on report approved by Cabinet in December 2012 – the panel requested that:

- (1) A representative from Veolia also attends (with SF) to discuss the follow up waste and recycling issues
- (2) A particular focus is given to a) bin rationalisation issues b) how cases studies have been *resolved*.

- 6.4 It was noted that in its advisory capacity, that the Waste Management Group received quarterly statistical updates. It was requested that further information is obtained about the status of this group and that if in continued operation, waste statistics be regularly circulated to the panel.

**Action:** Clarify the role of the Waste Management Group and to ascertain possible reporting of data to EHSP.

- 6.5 The panel noted that recommendations for the Strategic Issues for Parking in Tottenham report would be implemented. The panel requested that parking services be invited to attend a future panel meeting to provide a short update on this work as well as other broader work it is undertaking in the area (e.g. Tottenham CPZ consultation).

**Action:** Parking services invited to attend a future meeting to update the panel.

- 6.6 The panel noted that although savings proposals for 2013/14 had already been released in the July Cabinet papers, Budget Scrutiny was still planned to take place in December 2013. This will give the panel further time to plan those issues it wishes to scrutinise as part of this process. It was also noted that Zero Based Budgeting was being introduced across the council and that training for members on this process would be provided.

**Action:** Budget Scrutiny training and Zero Based Budget Training be organised for panel members ahead of Budget Scrutiny Process in 2013/14.

- 6.7 The panel noted that the Corporate Plan had recently been published and was being agreed by Cabinet. This was a two year plan for the Council, setting out key priorities and how these would be achieved. It was noted that this would be an important document for the EHSP not only in guiding future work plans but also in monitoring relevant areas of implementation.

**Action:** (1) Electronic copies of the Corporate Plan are emailed to members of the panel.

## **7. Integrated enforcement - scoping**

- 7.1 The panel received a presentation of the proposed aims, outcomes, and work plan for the work on integrated enforcement. These are summarised below.
- 7.2 The aims of this review will be to:
- To investigate the coordination, consistency and effectiveness of enforcement functions across the Council;

- Assess public awareness of, and engagement with enforcement functions across the Council including clear criteria.

7.3 The work of the panel will be to:

- Conduct an audit of enforceable functions across the Council and its partners;
- Consult with specialist agencies and other local authorities to guide and inform policy and practice in Haringey;
- Assess local community perceptions of enforcement functions.

7.4 It is anticipated that the work of the panel will produce evidence and recommendations to:

- Support the development of an overarching enforcement policy or approach to enforcement across the Council;
- Establish criteria for enforceable actions (for example, fairness, proportionality, public safety, costs, public interest, when/ where enforcement can take place and by whom);
- Identify how enforcement functions can be supported to work together (e.g. IT systems, protocols, data sharing, partnership working);
- Ensure that there is an effective process for public involvement for enforcement processes (awareness, engagement and notification).

7.5 The panel agreed that there would be 5 stages for this work:

- Clarification of Council role in this area (Dir. A/D Environment)
- Survey of officers with enforcement functions - July /August. (Initial data gathering e.g. functions, enforceable actions, resources, data sharing, IT, proactive/active, perceived effectiveness).
- Evidence gathering sessions with officers managing enforcement functions - internal and local partners (September – November '13) Key themes:
  - Examples of effective coordination of enforcement action
  - Barriers to cross departmental working for enforcement
  - What actions could be taken by the Council to support more effective coordination of enforcement functions (e.g. data sharing, protocols, models of working etc)?
- Evidence gathering session with specialist agencies and other local authorities (November/December) - to identify best practice elsewhere.
- Public survey / evidence gathering session
  - How to improve awareness about what the Council will and will not enforce;
  - How are enforcement policies or approaches communicated to the public?
  - How can local people (residents, community groups) to be encouraged to assist within enforcement role (e.g. reporting offences such as fly-tipping)?
  - How should enforcement successes be communicated to public?

7.6 A scoping report for the above will be produced for the next meeting of the EHSP in September 2013.

## **8.0 Community engagement with planning and licensing – scoping**

8.1 The panel noted that Regulatory Committee are involved in the Development Management Improvement Programme throughout 2013/14. In work programming



consultations, it was noted that the EHSP could contribute to this process, particularly in relation to the policies and practice that other authorities have developed to support community engagement.

### Planning

- 8.2 In respect of planning service, it was agreed that the panel involvement would aim to deliver the following outcomes:
- Provide an assessment of the Statement of Community Involvement (SCI) which is a statutory requirement
  - Provide comparative assessments of other SCIs and other community engagement techniques within other authorities that may guide and inform policy and practice locally.
  - Contribute to the overall Development Management Improvement Programme
- 8.3 The panel discussed the work plan for this project and agreed the following outline for this:
- Panel meeting (Nov 2013)
    - Question Planning Officers
      - Assess Haringey Statement of Community Involvement (SCI)
      - Assess SCI's from other LA (published)
    - Question Licensing Officer
      - Statement of Licensing from Haringey
      - Assess Statement of Licensing (Licensing Act 2003)
  - Evidence gathering (x2) (Jan/Feb 14)
    - Other LA's to share their experiences SCI's and community involvement (planning)
    - Other LA's to share community engagement with licensing processes
  - Public evidence gathering session – feedback on current engagement and consultation systems.
- 8.4 The panel discussed what local stakeholders were consulted upon (e.g. local policy development, service changes). It was not clear if there was a centralised list of local stakeholders (i.e. community groups, residents associations) or whether individual departments maintained their own discrete databases. The panel agreed that it would be helpful to ascertain ahead of the project.

**Action:** Community engagement – to ascertain how lists of community and residents groups are maintained and updated across the council, and to receive a list of local stakeholders.

### Licensing

- 8.5 The format for the licensing side of this project would run concurrently with that agreed for planning services (above). With officers attending at the November meeting and external agencies consulted in early 2014.
- 8.6 A scoping report for the above project work would be produced and presented at the next meeting of the Environment and Housing Scrutiny panel (26<sup>th</sup> September 2013).

## **9. Registered Housing Providers – scoping**

- 9.1 At previous panel discussions, it was agreed to assess the performance of Registered Housing Providers, particularly in relation to repairs and void turnarounds.
- 9.2 The panel indicated that it would like to survey local RHPs to support this work. Engagement with local RHPs though this work would also provide an opportunity to question RHPs in relation to the welfare changes, benefit entitlements and the potential impact this may have on local tenants.
- 9.3 As a precursor to this work, it the panel agreed to take an update from a previous scrutiny review which was completed in April 2012 (Cabinet response June 2012). This report prepared recommendations to support the council's preparations for the new regulatory framework for social housing and on improving partnerships, joint working and stock transfer (ownership and management) with and among local RHPs. It was agreed that the Chair and Cllr Alexander (who chaired this previous review) would meet with the Head of the Enablement Team to discuss progress on implementing the recommendations and to scope possible work in this area.

**Action:** That the Chair and Cllr Alexander meet with the Head of the Enablement team.

**Action:** That the Housing Enablement Service be invited to attend the EHSP in September to provide an update on recommendations from the previous scrutiny report on RHPs completed in 2012.

### 10. Date of next meeting

- 10.1 The date of the next meeting was confirmed as Thursday 26<sup>th</sup> September 2013.

### 11. Meeting closed

The meeting closed at 8.30pm.

## Agreed Action Points from Environment and Housing Scrutiny Panel

July 9<sup>th</sup> 2013

Item	Action	Responsible Officer	Completed
1.	Decent Homes – that the panel and OSC members are provided with an update on planned work for completion in 2013/4.	Mustafa Ibrahim/ Martin Bradford	Yes Member briefing
2.	Clarification of confidential issues and with legal services.	Martin Bradford / Legal	
3.	Decent Homes – placed on the agenda of Overview & Scrutiny Committee for 7 <sup>th</sup> October 2013.	Martin Bradford Scrutiny	Yes
4.	Standard letter is constructed to thank external participants in the work of EHSP.	Martin Bradford, Scrutiny	Yes
5.	Terms of reference – Cllr Bull to be added to Membership of the Environment and Housing Scrutiny panel.	Martin Bradford, Scrutiny	Yes
6.	Qualitative topic suggestions from the public consultation re-categorised.	Martin Bradford, Scrutiny	Yes
7.	Waste and recycling update (26 <sup>th</sup> September 2013) on report approved by Cabinet in December 2012 – the panel requested that: (1) Representative from Veolia also attends (with SF) to	Stephen McDonnell	Yes

	discuss the follow up waste and recycling issues (2) Particular focus is given to a) bin rationalisation issues b) how cases studies have been <i>resolved</i> .		
8.	Clarify the role of the Waste Management Group – possible reporting of data to EHSP.	Stephen McDonnell	To update
9.	Tottenham parking CPZ Consultation process – invited to a future panel meeting.	Ann Cunningham/ Martin Bradford	Yes
10.	Budget training – to organise an update and training day for panel members ahead of Budget Scrutiny Process in 13/14.	Martin Bradford/Kevin Bartle	Date to be confirmed
11.	Corporate Plan – electronic copy sent to panel members.	Martin Bradford Scrutiny	Yes
12.	Chair and Cllr Alexander to meet with Michael Kelleher (Head of Enablement Team) to discuss RSL work.	Martin Bradford Scrutiny	Yes
13.	Registered Housing Provider Report (March 2012) and Cabinet Response (June 2012) to be sent to panel members.	Martin Bradford Scrutiny	Yes
14.	Community engagement – lists of community and residents groups – how are these maintained and updated across the council.	Martin Bradford/ Enablement Service	



**Haringey Council**

<b>Report for:</b>	Environment and Housing Scrutiny Panel, 26 <sup>th</sup> September 2013	<b>Item Number:</b>	
--------------------	-------------------------------------------------------------------------------	---------------------	--

<b>Title:</b>	Budget Report
---------------	---------------

<b>Report Authorised by:</b>	Lyn Garner  Director of Place and Sustainability  Mun Thong Phung  Director of Adults and Housing
----------------------------------	---------------------------------------------------------------------------------------------------------------------

<b>Lead Officer:</b>	Matthew Gaynor, Head of Finance, Place and Sustainability matthew.gaynor@haringey.gov.uk 0208 489 4503
----------------------	--------------------------------------------------------------------------------------------------------------

<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b>
------------------------------	------------------------------------------

## 1 Describe the issue under consideration

1.1 The Environment and Housing Scrutiny Panel have requested information on the following items:

- Budget Monitoring report on service areas covered by E&HSP;
- Update on the recommendations of Budget Scrutiny;
- Directorate update on progress in achieving savings in the last MTFP.

The following report provides an update on these items.

## 2 Recommendations

2.1 That the Environment and Housing Scrutiny Panel note the contents of this report.

## 3 Other options considered

3.1 N/A

## 4 Background information

4.1 The terms of reference for the Environment and Housing panel define its areas of interest as

- Recycling and waste management
- Highways
- Sustainable transport
- Parking
- Parks and Open spaces
- Planning & Licensing
- Enforcement
- Strategic housing policy, social housing, housing allocations

4.2 The Panel contributes to the Council's financial planning and management by scrutinising budget proposals and financial performance and making recommendations.

4.3 The panel met as part of the Medium Term Financial Planning process for 2013-16 and made a number of recommendations. The response and subsequent action are outlined below.

4.4 Financial performance including any forecast variation against agreed budgets is monitored regularly by Council officers and reported quarterly to Cabinet. The most recent such report was made based on the position at the end of period four (July) and reported to Cabinet at the meeting of the 10<sup>th</sup> September.

## **5 Revenue Budget Monitoring Position**

5.1 The relevant paragraphs of the Cabinet report relating to services within the Panel's Terms of Reference are quoted below:

### Community Housing Services (paragraphs 5.3 to 5.9)

A pressure of £2.7m has been highlighted within the community housing service, relating to temporary accommodation costs.

A number of changes were introduced by the Welfare Reform Act 2012 that have had an impact on the Temporary Accommodation budget.

Although the most significant of these was the introduction of the Benefit Cap in April 2013, the extension of the Shared Room Rate to include claimants aged 26-35 and the lowering of the Local Housing Allowance (LHA) to the 30 percentile (together with limitations placed on the up rating of LHA rates) have also reduced the financial support for housing costs.

There is evidence of an increase in homelessness across London and increasing pressure on the market for temporary accommodation.

Adults self contained accommodation (Annexes) are showing a projected overspend of £2.6m. The number of households in nightly-purchased Annexes is increasing as the

availability of other types of temporary accommodation reduces. As London boroughs compete with one another for the same limited supply, there has been sustained upward pressure on the prices paid for Annexes, resulting in a price increase of 16% per annum over the last six months. There has been a 34% rise in prices since January 2011, when prices were fixed with Haringey's suppliers at LHA rates.

Private Sector Leases (PSL) are also projecting a £100k overspend; as leases expire in 2013/14 these leases are increasing by an average of 10%.

A management action plan is being developed to address the budget gap.

## Place and Sustainability (paragraphs 5.13 to 5.15)

Operations and Community Safety is reporting a £288k overspend which incorporates a Traffic Management underspend due to increased fees income which is offsetting overspends in Leisure due to slippage in the granting of a long term lease for the White Hart Lane Community Sports Centre (which is dealt with in the corresponding Communities Scrutiny Report)

There is currently an overspend on the staffing costs of the Tottenham Team of £300k within the Directorate which is being offset by an underspend within Strategy and Regeneration of £100k. Plans for future funding of the Tottenham Team will be developed, which should reduce the overall overspend being reported by the year end.

There is a forecast overspend in Planning of £292k which includes a shortfall against Building Control income targets and additional casework support largely within Planning. Work is ongoing to determine whether the budget pressure within Planning is a short-term issue or will replicate in later years.

## 5.2 The relevant paragraphs concerning the Housing Revenue Account are reproduced below:

The forecast outturn position on the HRA is an overall £600k overspend as set out below.

### Company Account

The Company Account is showing a forecast overspend of £90k and the main variances are as follows.

There is a £90k forecast overspend in Property Services which mostly relates to the repairs contract. This budget overspent significantly last year but action was taken to address this. The full year effect of changes to operatives pay and other management action have reduced costs significantly. A new Repairs Service Improvement plan is now being put into place to reduce this overspend. A lower income figure is however expected to be generated from work carried out on the Council's Private Sector Leasing properties and Hostels.

The Repairs Service overspend is mitigated to some extent by additional income expected to be generated in New Business fees and reduced expenditure on disrepair and compensation costs.

Housing Management is forecasting a £126k overspend. The service has been restructured and this has resulted in £1.5m savings this year. This overspend reflects the transitional phase.

It is estimated that the entire contingency budget for the company will not be required, resulting in an £124k underspend.

#### Managed Account

The managed account is showing a forecast over-spend of £468k.

The variance mainly consists of an overachievement of miscellaneous income of £122k and the bad debt provision shows a projected overspend of £539k. This provision is being reviewed on a monthly basis and normally improves as the year progresses. However there are known issues arising from Welfare Reform that may mean this normal recovery does not happen so the forecast has been made on a prudent basis.

Other minor variances account for the remainder of the forecast.

#### Retained Account

The current forecast for the retained account is an overspend of £18k. There are strong pressures on the Community Alarms budget that is showing an overspend of £97k while sheltered housing is showing a projected underspend of £79k.

## **6 Capital Programme Monitoring**

The relevant paragraphs from the Cabinet report are reproduced below:

The developing delivery programme for Tottenham regeneration is unlikely to require support from the Council's capital resources until 14/15, so a virement is proposed to re-profile £4m of budgetary provision into the following financial year.

The Place and Sustainability Directorate has reported a potential capital overspend of £500k on the Lordship Recreation Ground scheme. The final account is currently being determined with the contractor.

At present the 2013/14 Decent Homes programme is projected to achieve full spend however, the majority of the spend is due to occur in the last quarter of the financial year and there is, therefore, a risk of slippage which we are working closely with the contractors to manage.

## **7 Update on the Recommendations of Scrutiny**



7.1 The Environment and Housing Panel made three recommendations. There are no issues to report concerning their implementation. Comments on each are presented below:

## **8 Update on Progress in Making Savings**

8.1 There are no issues to report concerning progress in making savings. All savings continue to be monitored as part of the ongoing budget monitoring process.

## **9. Comments of the Chief Financial Officer and Financial Implications**

9.1 This report is largely based on information presented by Corporate Finance and the Chief Financial Officer's comments are included throughout.

## **10. Head of Legal Services and Legal Implications**

10.1 Not applicable:

## **11. Equalities and Community Cohesion Comments**

11.1 Equalities issues are a core part of the Council's financial and business planning process.

## **12. Head of Procurement Comments**

12.1 Not applicable.

## **13. Policy Implications**

13.1 There are no specific legal implications in this report

## **14. Use of Appendices**

14.1 The latest budget monitoring report to the Cabinet is included as an appendix.

14.2 A table showing progress against the Panel's budget recommendations is provided as appendix 2.

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

**ENVIRONMENT AND HOUSING SCRUTINY PANEL RECOMMENDATIONS:**

	Recommendation	Cabinet Response	Update
1	<p>a) The allotments service should be revenue neutral and any increase should only be considered with the full consultation and involvement of all relevant stakeholders. (P6)</p> <p>b) Any future revenue surplus made within the allotment service should be ring fenced and reinvested in allotments.</p>	<p>It is not possible to make a saving from this area whilst maintaining the existing revenue neutral position. The Council will seek to engage and involve relevant stakeholders on developing and implementing the related changes.</p> <p>The Directorate will explore the scope to use some of the surplus to support reinvestment in allotments site infrastructure renewal.</p>	<p>The Allotments Forum is consulted on any proposed changes to allotment management.</p> <p>The proposed saving in the 2013/14 MTFP to increase allotment charges was withdrawn. The allotment service is not generating a revenue surplus and hence is not currently in a position to support infrastructure renewal.</p> <p>A capital bid that covers all Parks and Open space infrastructure maintenance is currently being developed for 2014/15 onwards. This will include the infrastructure requirements on Allotments.</p>
2	<p>a) Consideration should be given to whether enough is charged for the set up and break down of events at Finsbury</p>	<p>The Council already seeks to obtain the maximum possible fee from holding events in Finsbury Park and will continue to do so - the</p>	<p>A report is due to go to Cabinet in December on the Finsbury Park Outdoor</p>

	<p>Park, based on comparators.</p> <p>Any increase in revenue should be from an increase in the cost of holding events at Finsbury Park and not an increase in the number of events held. (P8)</p>	<p>'market' for Concerts is very competitive and this has been increased by the availability of the Olympic Park for concerts and events.</p>	<p>Events Policy.</p> <p>The report will cover benchmarking of charging policies and will recommend changes to the charging policy to ensure the income from each event is maximised. The report will include recommendations on the number of events to be held each year in the Park.</p>
3	<p>That there be an increase in the number of well designed loft conversions to help to alleviate housing pressures in the borough. (Capital programme 56)</p>	<p>It would be attractive to consider doing more of this if possible, but the Council needs to take into account the impact of Welfare Reform. If the number of bedrooms is increased the rent would need to go up which may have benefit cap implications for larger families. Also the "bedroom tax" – a penalty for under occupying council housing will restrict the number of suitable properties. In particular it will mean that it would not be appropriate to undertake this kind of work on a whole block or row of houses at a time since this might mean that some families amongst the row could be disadvantaged or the properties could be harder to find tenants for.</p>	<p>The considerations outlined in the original response still apply.</p>

This page is intentionally left blank



Haringey Council

Report for:	Cabinet	Item Number:	
-------------	---------	--------------	--

Title:	The Council's Budget Management Performance – July 2013
--------	---------------------------------------------------------

Report Authorised by:	<i>J. Parker 2/9/13.</i> Julie Parker, Director of Corporate Resources
-----------------------	---------------------------------------------------------------------------

Lead Officer:	Kevin Bartle, Assistant Director - Finance
---------------	--------------------------------------------

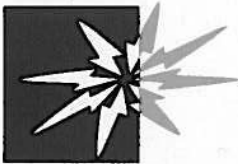
Ward(s) affected: All	Report for Key/Non Key Decisions: Key
-----------------------	------------------------------------------

## 1 Describe the issue under consideration

- 1.1 To consider the forecast financial revenue and capital outturns for 2013/14 based on actual performance to 31 July 2013.
- 1.2 To consider the proposed management actions and approve the budget adjustments (virements) in response to monthly budget management during the financial year to date.
- 1.3 To consider progress in delivering savings for 2013/14 and 2014/15.

## 2 Introduction by the Cabinet Member for Finance and Carbon Reduction – Councillor Joe Goldberg

- 2.1 The 2013/14 budget requires the delivery of a significant level of savings in addition to the already substantial savings achieved by the end of 2012/13. The Government's austerity programme continues to penalise the Borough and its residents; it was initially envisaged that austerity would start to taper off at this point, but as we all know, it will now continue for at least the next five years if current plans continue.
- 2.2 However, the financial pressures and risks contained within the medium term financial plan, in particular, the demographic pressures surrounding the delivery of



**Haringey Council**

Adult Social Care, are starting to materialise as funding continues to be cut. Overall, budget pressures have so far been largely contained, and the budget will be monitored closely during the remainder of the year with effort focussed on achieving a balanced position by the year-end.

**3 Recommendations**

That Cabinet:-

- 3.1 Consider the report and the progress being made against the Council's 2013/14 budget in respect of revenue and capital expenditure;
- 3.2 Approve the budget changes (virements) set out in Appendix 3; and,
- 3.3 Note the comments relating to the retention of right to buy receipts in Section 7.

**4 Other options considered**

- 4.1 This report proposes that the Cabinet should consider the overall financial position for 2013/14 in line with existing procedures.
- 4.2 A risk based approach to budget monitoring has been developed in order to manage the Council's finances in a time of economic and financial uncertainty.
- 4.3 Cabinet could choose to adopt a less rigorous regime and examine the financial position at a later stage. Projections could be marginally more accurate if a delayed approach was adopted, but there would be less time for robust development and consideration of management action.

**5 Revenue Budget Projection**

- 5.1 The overall forecast outturn position for the General Fund as projected by budget holders using financial information up to 31 July 2013 is an overspend of £1.6m. The Housing Revenue Account (HRA) is forecasting an overspend of £600k. The main variations, risks and pressures for both the General Fund and the HRA are analysed below.

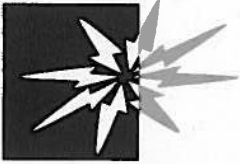
**Adults and Housing**

Adult Social Care

- 5.2 Pressures are continuing in the Adults care purchasing budget, and at this stage of the year there may be some level of over commitment in the data. As a result, the reported pressures have been estimated at £1.2m. The level of commitment recorded in the commissioning systems are being monitored and refined as the year progresses, and an action plan is being developed to manage pressures.

Housing Services

- 5.3 A pressure of £2.7m has been highlighted within the community housing service, relating to temporary accommodation costs.
- 5.4 A number of changes were introduced by the Welfare Reform Act 2012 that have had an impact on the Temporary Accommodation budget.
- 5.5 Although the most significant of these was the introduction of the Benefit Cap in April 2013, the extension of the Shared Room Rate to include claimants aged 26-35



**Haringey Council**

and the lowering of the Local Housing Allowance (LHA) to the 30 percentile (together with limitations placed on the up rating of LHA rates) have also reduced the financial support for housing costs.

- 5.6 There is evidence of an increase in homelessness across London and increasing pressure on the market for temporary accommodation.
- 5.7 Adults self contained accommodation (Annexes) are showing a projected overspend of £2.6m. The number of households in nightly-purchased Annexes is increasing as the availability of other types of temporary accommodation reduces. As London boroughs compete with one another for the same limited supply, there has been sustained upward pressure on the prices paid for Annexes, resulting in a price increase of 16% per annum over the last six months. There has been a 34% rise in prices since January 2011, when prices were fixed with Haringey's suppliers at LHA rates.
- 5.8 Private Sector Leases (PSL) are also projecting a £100k overspend; as leases expire in 2013/14 these leases are increasing by an average of 10%.
- 5.9 A management action plan is being developed to address the budget gap.

**Chief Executive**

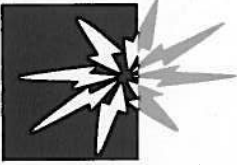
- 5.10 The latest Human Resources SLA and schools maternity/paternity insurance uptake data shows a likely fall in schools income this year compared to 2012/13. There are also forecast over spends in other areas of the budget, however these are being offset by under spends elsewhere in the service. Work is planned to review the current budget allocation against spending to improve forecasting. At this time the service is forecasting a balanced position at the year end.

**Public Health**

- 5.11 There has been a delay in some areas of the commissioned budget which means that service delivery is not in line with the grant allocation. The unspent grant will be transferred to a reserve at year end for future commitments, and this will result in a break even position.

**Place & Sustainability**

- 5.12 Overall, the Directorate is forecasting an £800k overspend for the year. This includes a number of variations, both under and overspends, as set out below.
- 5.13 Operations and Community Safety is reporting a £288k overspend which incorporates a Traffic Management underspend due to increased fees income which is offsetting overspends in Leisure, Client & Commissioning, Asset Management, Business Support and Direct Services.
- 5.14 There is currently an overspend on the staffing costs of the Tottenham Team of £300k within the Directorate which is being offset by an underspend within Strategy and Regeneration of £100k. Plans for future funding of the Tottenham Team will be developed, which should reduce the overall overspend being reported by the year end.



**Haringey Council**

- 5.15 There is a forecast overspend in Planning of £292k which includes the impact of the late implementation of Carbon Management staffing savings, a shortfall against Building Control income targets and additional casework support largely within Planning. Work is ongoing to determine whether the budget pressure within Planning is a short-term issue or will replicate in later years.

**Children and Young People**

- 5.16 Overall the directorate is reporting a £400k overspend, with the following main variations within service areas:

Children and Families

- 5.17 The Children and Families Service is projecting a £200k overspend as follows.
- 5.18 Looked after children placements and associated staffing costs are currently projecting an £80k underspend in line with the MTFP savings in 2013/14.
- 5.19 The number of no recourse to public funds clients is continuing to show a projected overspend of £600k. Since May a dedicated Home Office worker has been assigned to the service and their input should contain the overspend.
- 5.20 The Children and Families Legal Services budget is now projecting a £320k underspend. This continues to be a 'straight line projection' provided by Legal Services and should be treated with some caution because of the late billing by Chambers and the difficulty with estimating the need for such services.

Prevention and Early Intervention

- 5.21 The service is now projecting an overspend of £90k due to under recovery of income at the Professional Development Centre (PDC), and management actions are being identified to bring this back within financial limits.

Director

- 5.22 An overspend of £300k on the School related redundancy budget is currently projected by the year-end. The position is being kept under review in the light of Academy conversions. Other underspends within the service have reduced the pressure to £110k.

**Corporate Resources**

- 5.23 No issues are being reported for this directorate.

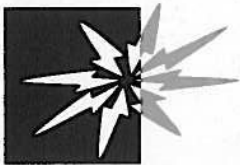
**Strategy and Performance**

- 5.24 No issues are being reported for this directorate.

**Non Service Revenue**

- 5.25 At this stage £2m of contingencies are available to offset overspends elsewhere in the budget. Additionally, the Council's treasury management performance continues to deliver savings and is estimated to provide a further £1.5m this year; ongoing savings associated with this area are already reflected in agreed savings proposals.





**Haringey Council**

- 5.26 Cabinet agreed a sizeable revenue carry forward into 2013/14 for the Alexandra Park and Palace Trust to provide support to the planned regeneration activity. It is unlikely that this will all be required for 2013/14 and the Trust is currently working on a medium term regeneration strategy which will set out the profiling of this budget. This should be available to report to Cabinet in December.

**Housing Revenue Account (HRA)**

- 5.27 The forecast outturn position on the HRA is an overall £600k overspend as set out below.

Company Account

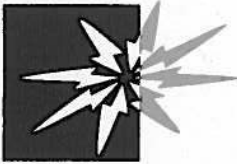
- 5.28 The Company Account is showing a forecast overspend of £90k and the main variances are as follows.
- 5.29 There is a £90k forecast overspend in Property Services which mostly relates to the repairs contract. This budget overspent significantly last year but action was taken to address this. The full year effect of changes to operatives pay and other management action have reduced costs significantly. A new Repairs Service Improvement plan is now being put into place to reduce this overspend. A lower income figure is however expected to be generated from work carried out on the Council's Private Sector Leasing properties and Hostels.
- 5.30 The Repairs Service overspend is mitigated to some extent by additional income expected to be generated in New Business fees and reduced expenditure on disrepair and compensation costs.
- 5.31 Housing Management is forecasting a £126k overspend. The service has been restructured and this has resulted in £1.5m savings this year. This overspend reflects the transitional phase.
- 5.32 It is estimated that the entire contingency budget for the company will not be required, resulting in an £124k underspend.

Managed Account

- 5.33 The managed account is showing a forecast over-spend of £468k.
- 5.34 The variance mainly consists of an overachievement of miscellaneous income of £122k and the bad debt provision shows a projected overspend of £539k. This provision is being reviewed on a monthly basis and normally improves as the year progresses. However there are known issues arising from Welfare Reform that may mean this normal recovery does not happen so the forecast has been made on a prudent basis.
- 5.35 Other minor variances account for the remainder of the forecast.

Retained Account

- 5.36 The current forecast for the retained account is an overspend of £18k. There are strong pressures on the Community Alarms budget that is showing an overspend of £97k while sheltered housing is showing a projected underspend of £79k.



**Haringey Council**

### **Capital Programme**

- 5.37 An overall underspend of £1.4m is currently projected. Individual variances that make up the forecast underspend are set out in Appendix 2; key issues and variances are set out below.
- 5.38 The developing delivery programme for Tottenham regeneration is unlikely to require support from the Council's capital resources until 14/15, so a virement is proposed to re-profile £4m of budgetary provision into the following financial year.
- 5.39 The fund for supporting temporary and permanent primary school expansions within Primary Schools Capital is projected to underspend by £1.2m. This is because the consultation programme for three prospective new expansions is likely to extend until the autumn of 2014, and detailed design work and construction will only take place once all consultations are complete. A virement is proposed to return the surplus budget to the CYPS programme contingency.
- 5.40 The Place and Sustainability Directorate has reported a potential capital overspend of £500k on the Lordship Recreation Ground scheme. The final account is currently being determined with the contractor.
- 5.41 At present the 2013/14 Decent Homes programme is projected to achieve full spend however, the majority of the spend is due to occur in the last quarter of the financial year and there is, therefore, a risk of slippage which we are working closely with the contractors to manage. In particular, given the time of year the programme is scheduled for, the potential for slippage due to poor weather conditions is high.

### **6 Medium Term Financial Plan (MTFP) Savings**

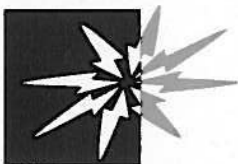
- 6.1 The savings required for 2013/14 and 2014/15 have been risk assessed, and the items reported by directorates are detailed below, along with any management action that is being proposed:

#### **Adults and Housing**

- 6.2 In respect of social care the staffing structural savings of £720k over 2013/14 and 2014/15 are particularly challenging, and other savings may need to be brought forward from 2015/16 in order to assist in delivering the overall saving. The £1.4m saving on the placement budget in 2014/15 remains amber, although work continues with the North London Strategic Alliance (NLSA) and high end placements are being reviewed.

#### **Chief Executive**

- 6.3 Delivery of 2014/15 savings may require changes to the HR and OD structures, and the savings associated with those service areas.
- 6.4 The planned reduction in canvassing costs following the introduction of individual voter registration may not deliver the £35k savings in 14/15. The situation is being monitored and other options developed.
- 6.5 The £155k saving in Revenues, Benefits and Customer Services could be impacted by increased demand and the outcome of the Customer Services Transformation Programme. Demand will be monitored, and the impact of CST in the Council's



## **Haringey Council**

broader transformation plans is to be assessed.

- 6.6 Delivery of £180k increase in external income for Legal Services on S106 agreements is dependant on the maintenance of current activity levels.

### **Place and Sustainability**

- 6.7 The primary risk is the 2014/15 accommodation strategy saving of £1.1m. This is currently being investigated and re-profiled. Other risks to delivery are being mitigated through the identification of compensatory savings within the Directorate.

### **Children and Young People**

- 6.8 The £250k saving on SEN transport in 2013/14 (£100k) and 2014/15 (£150k) have been identified as high risk, and an exercise is commencing to zero base the budget in advance of any planned changes.

## **7 Retention of Right to Buy Receipts**

- 7.1 A new Right to Buy (RTB) regime came into force on 1<sup>st</sup> April 2012. This offered large discounts for house purchasers (up to £100k in London) and a new pooling regime for use of receipts. Under the scheme, Councils can retain a proportion of the receipts to fund new affordable housing.
- 7.2 Use of the receipts depends upon match funding being provided on a 30/70 basis. The match funding must itself not come from the sale of social or affordable housing or GLA/ Homes and Community Agency funding.
- 7.3 There is a financial risk in retaining receipts in that the receipts and associated match funding must be spent within three years of retention; there is an interest rate penalty for money unspent in that period.
- 7.4 At the time the receipts were retained, Haringey was developing infill/small sites scheme and it was proposed that the receipts be used to fund this. Since then the Council has applied for GLA grant funding which under the new regulations would preclude use of RTB receipts.
- 7.5 In order to mitigate the financial risk and deliver housing priorities, new build schemes will be developed and included in the 14/15 MTFP and Capital Programme for the Housing Revenue Account. However, a risk of slippage still exists.

## **8 Virements**

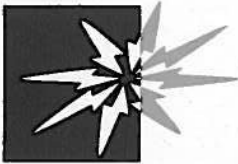
- 8.1 Appendix 3 sets out the virements over £100k requiring approval by Cabinet as at period 4.

## **9 Comments of the Chief Finance Officer and financial implications**

- 9.1 As the report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

## **10 Head of Legal Services and legal implications**

- 10.1 There are no specific legal implications in this report.



**Haringey Council**

**11 Equalities and Community Cohesion Comments**

11.1 Equalities issues are a core part of the Council's financial and business planning process.

**12 Head of Procurement Comments**

12.1 Not applicable.

**13 Policy Implications**

13.1 There are no specific policy implications in this report.

**14 Use of Appendices**

14.1 Appendix 1: Forecast Revenue Outturn by Directorate.

14.2 Appendix 2: Forecast Capital Outturn by Directorate.

14.3 Appendix 3: Virements over £100k requiring approval.

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

15.1 The following background papers were used in the preparation of this report:

- Budget management papers
- Business plans

15.2 For access to the background papers or any further information please contact Barry Scarr, Interim Head of Corporate Finance.

**Revenue 2013/14** - The aggregate revenue projected position in 2013/14 is shown in the following table.

	<b>Approved Budget</b>	<b>Projected variation</b>
	<b>£m</b>	<b>£m</b>
Adults and Housing	98.5	3.9
Place & Sustainability	55.9	0.8
Public Health	18.3	0.0
Corporate Resources	0.0	0.0
Children and Young People	73.6	0.4
Strategy and Performance	0.2	0.0
Chief Executive	9.4	0.0
Non-service revenue	32.1	(3.5)
<b>Total - General Fund</b>	<b>288.0</b>	<b>1.6</b>
<b>Total - Housing Revenue Account</b>	<b>(12.5)</b>	<b>0.6</b>



**Capital 2013/14** - The aggregate projected position in 2013/14 is shown in the following table.

Capital Scheme	Approved Budget	Spend to Date	Projected Variance
	£m	£m	£m
<b>Place and Sustainability Directorate</b>			
Transport for London	7.0	0.0	0.0
Parking Plan	0.4	0.0	0.0
Street Lighting	0.4	0.0	0.0
Road safety improvement	0.2	0.0	0.0
Borough roads and footways	6.0	0.0	0.0
Tottenham Hale Gyratory	0.5	0.3	(0.2)
Affordable Housing	0.8	0.1	0.0
Energy Saving Measures (Green Deal)	0.4	0.0	0.0
Green Lanes	2.0	0.0	0.0
Tottenham Regeneration	8.7	0.6	0.0
Corporate Management of Property	0.8	0.0	0.0
Hornsey Town Hall redevelopment	1.1	0.0	(0.6)
Accommodation/Smarter Working	1.2	0.0	0.0
Lordship Recreation Ground	0.2	0.0	0.5
Downlane Recreation Ground	0.3	0.3	0.0
Other Schemes under £1m	0.6	0.3	0.3
<b>Total - Place and Sustainability</b>	<b>30.4</b>	<b>1.5</b>	<b>(0.0)</b>
<b>Children's Directorate</b>			
BSF Schools Capital Programme	1.6	0.0	0.4
ICT Managed Service Provider	0.6	0.3	0.0
Primary Capital Programme	16.5	3.6	(0.7)
Early Years and Community Access	0.5	0.0	(0.3)
Planned Asset Maintenance	1.3	0.2	(0.2)
Devolved Schools Capital	0.6	0.0	0.0
Carer Home Adaptations	0.1	0.0	(0.1)
<b>Total - Children's</b>	<b>21.2</b>	<b>4.1</b>	<b>(0.9)</b>
<b>Adults and Housing Directorate</b>			
<b>Adults</b>			
Disabled Facilities Grant - Agency	1.5	0.2	0.0
Housing Aids and Adaptations	1.2	0.4	0.0
Multiple Client Group Schemes	0.2	0.0	0.0
CPO's	0.5	0.0	0.0
<b>Total - Adults</b>	<b>3.4</b>	<b>0.6</b>	<b>0.0</b>
<b>HRA</b>			
Housing Estate Improvement	0.7	0.0	0.0
Structural Works	0.2	0.1	0.0
Extensive Void Works	0.9	0.0	0.0
Boiler Replacement	3.5	1.0	0.0
Capitalised Repairs	4.4	0.0	0.0
Lift Improvements	2.2	0.2	(0.3)
Decent Homes	15.5	2.0	0.0
Major works conversions	0.3	0.0	0.0
Mechanical and Electrical Works	1.3	0.0	(0.7)
Professional Fees	1.7	0.4	0.0
Affordable housing projects	1.7	0.4	0.0
Other Schemes	0.5	0.0	0.5
<b>Total - HRA</b>	<b>32.8</b>	<b>4.1</b>	<b>(0.5)</b>

<b>Corporate Resources Directorate</b>			
IT Capital Programme	0.9	0.1	0.0
Infrastructure Programme	0.0	0.3	0.0
Customer Services	0.6	0.0	0.0
ERP Replacement – One SAP	0.6	0.0	0.0
Alexandra Palace	1.4	0.0	0.0
<b>Total - Corporate Resources</b>	<b>3.5</b>	<b>0.4</b>	<b>0.0</b>
<b>Total – Haringey Capital Programme</b>	<b>91.3</b>	<b>10.8</b>	<b>(1.4)</b>



Proposed virements are set out in the following table.

Period	Service	Key Decision	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
2	AH		Rev	200	200	Budget re-alignment	Moving budget to correct coding lines - all within Director's Business Unit.
2	PS	**	Rev	582	0	Government Grant	DCLG Weekly Collection Support Scheme Grant funding for 2013-14 - creation of income budget
2	PS		Rev	128	128	Budget re-alignment	Re-alignment of Libraries budget to reduce income shortfall against reduction to Book Fund
2	PS	**	Rev	308	308	Budget reduction	Reduction in Veolia Contract Transport recharge budget due to reduced fleet level in Council
2	PS		Rev	297	297	Budget re-alignment	Budget re-alignment within Neighbourhood Action Team
3	CS		Rev	960	960	Budget re-alignment	re-alignment of the Commissioning Budget in line with latest placement profile for Looked after Children
3	CS	**	Rev	658	0	Budget re-alignment	Spending plan for the new Youth Justice grant allocation
3	CS		Rev	400	400	Budget re-alignment	Budget moved to Youth Offer cost centre
3	CS	**	Rev	345	0	Budget re-alignment	Establish budgets to recognise receipt of Youth Justice Board funding for secure accommodation
3	CS		Rev	200	200	Budget re-alignment	Budget moved to Edge of care cost centre
3	CS		Rev	172	172	Budget re-alignment	re-alignment of Youth Offending and Primary Education Welfare Service
3	PS	**	Rev	810	0	Allocation of grant income	TFL Smarter Travel Grant expenditure budget
3	PS		Rev	175	0	Allocation of grant income	TFL bridges Grant expenditure budget
3	PS		Rev	346	346	Budget re-alignment	Budget re-alignment within Neighbourhood Services
3	PS		Rev	166	166	Budget re-alignment	Budget re-alignment within Regulatory Services
3	PS		Rev	993	993	Budget re-alignment	Budget re-alignment of income within Sustainable Transport
3	PS		Rev	536	536	Budget re-alignment	Budget re-alignment within Traffic Management
3	PS		Rev	1,112	855	Budget re-alignment	Budget re-alignment within PRE to better match budget with spend
3	PS	**	Cap	3,013	0	New budget allocation	GoTHR - Tottenham Green Culture input of 13-14 budget
4	PH		Rev	271	271	Budget re-alignment	Creating Healthy £250k Tottenham Hub budget and increasing Emergency Planning Salary budget by £21k
4	PH	**	Rev	1,715	1,715	Budget re-alignment	Creating staffing budget on SAP system as part of Public Health Set up
4	PS		Rev	120	120	Budget Allocation	Additional net HRA funding for ASBAT to better reflect case load
4	PS		Rev	856	856	Budget move	Transfer of Head of Neighbourhood Services Management budget to Business Support following restructure
4	PS		Rev	215	22	Budget re-alignment to reflect restructure	P&S Legal budget re-alignment to reflect new structure
4	PS		Rev	168	0	Budget re-alignment	Reapportionment of overheads between new Planning & Strategy & Regeneration business units following restructure
4	PS		Rev	330	330	Budget re-alignment to reflect restructure	Re-alignment of salary budgets to reflect new P&S structure
4	PS		Rev	259	259	Budget re-alignment	Salaries budget re-alignment within Sustainable Transport to better reflect where actual cost are charged
4	PS	**	Rev	332	332	Budget re-alignment to reflect programme closure	Removal of capitalisation budgets following closure of BSF programme
4	PS		Rev	191	191	Budget re-alignment to reflect programme closure	Removal of income budgets funded by BSF programme
4	CS		Rev	626	626	Budget re-alignment	Transferring Contact Service budgets to the Children in Care service
4	CS	**	Rev	274	0	Budget re-alignment	Recognising receipt of Housing Related Support funding for Young Adults service
4	PS	**	Cap	616	0	Budget re-alignment	Green Lanes OLF, Budget adjustment to agree to confirmed GLA grant for 2013-14
4	PS	**	Cap	526	0	Budget re-alignment	Growth on the High Rd, Budget adjustment to agree to approved GLA grant funding 2013-14
4	PS	**	Cap	1,096	0	Budget re-alignment	re-alignment of budget from Northumberland Park Regeneration to North Tottenham Highways & Parking GLA
4	PS	**	Cap	295	0	Budget increase to match GLA grant allocation	Additional budget for North Tottenham Highways & Parking GLA to match GLA approval level
4	PS	**	Cap	4,000	0	Budget re-profile to 14/15	Re-profile of budget allocations for Tottenham Regeneration to 14/15
4	PS	**	Cap	750	0	Budget re-alignment	re-alignment of 2013-14 budget into new internal order within Corporate Management & Property
4	PS	**	Cap	3,038	0	Budget reduction to match TfL allocation	Adjustment to Sustainable Transport capital Programme to reflect revised TfL Capital allocations
4	PS	**	Cap	300	0	Budget re-alignment	re-alignment of budget from Biking Boroughs to Parking Plan
4	PS	**	Cap	3,495	0	New budget allocation	Leisure services capital works drawdown, budget allocation for 13-14

Period	Service	Key Decision	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
4	PS	**	Cap	5,137	0	Budget re-alignment	Re-alignment of 2013-14 CYPS Capital budgets to reflect current programme of works including provision of approved budget for Rhodes Avenue Phase 3
4	PS	**	Cap	800	0	Budget transfer to another directorate	Transfer budget for Affordable Housing initiatives to allow reporting alongside other HRA funded initiatives in Adults and Housing programme
4	PS		Cap	200	0	Budget re-alignment	Remove surplus budget for Tottenham Gyrotray project
4	PS	**	Cap	1,244	0	Budget re-alignment	Budget for pupil place expansions not required in current year, transfer to CYPS programme contingency
4	PS		Cap	237	0	Budget re-alignment	Budget for Aiming High short break facilities not required in current year, transfer to CYPS programme contingency
5	AH		Rev	250	250	Budget re-alignment	re-alignment of Budget from Adults and Housing to Place and Sustainability to support Leisure Services
5	AH		Rev	237	178	Cash Limit Increase	Budget provision for Staff Pay Award
5	AH		Rev	201	201	Government Grant	Local Reform and Community Voices Grant
5	IT	**	Rev/ Cap	2,861	0	OneSAP Implementation	Establishing the one-off programme budget. This is a mixture of internal and external cost and will also be both revenue and capital in nature. The majority of the funding has already been identified. It is proposed that the remainder is funded by in year savings against the contract budget (IT) and a one-off contribution from early achievement of other 14/15 savings
5	IT	**	Cap	583	0	Completion of Infrastructure Renewal Programme (IRP) and initiation of the Evergreening Programme	This expenditure is fully funded from earmarked IT revenue and draw-down from the IT Infrastructure reserve
5	PS		Rev	224	0	Budget Allocation	Allocation of centrally held budget to cover the 13/14 revenue costs of Homsey Depot pending disposal
5	PS		Rev	175	0	Budget Allocation	Additional budget to support work undertaken in parks in achieving green flag accreditations
5	CE	**	Rev	257	257	Budget re-alignment	Allocation of budget to Communications business unit to realign to realistic activity levels.
5	CS	**	Rev	950	0	Budget re-alignment	Establish budgets to recognise receipt of Troubled Families Grant allocation
5	CS	**	Rev	361	0	Budget re-alignment	Establish budgets to recognise receipt of Multi Systemic Grant allocation
5	CS		Rev	135	135	Budget re-alignment	re-alignment to reflect staff savings delivery plan
5	CS		Rev	100	100	Budget re-alignment	Removal of redundant recharge income budget for the Integrated Working and Family Support service
5	CS	**	Rev	29,668	29,668	Budget re-alignment	Re-alignment of the DSG following the Government's fundamental changes to school funding from April 2013. This includes the effect of pupil number changes and Academy conversions.

1 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table. These changes fall into one of the following categories:

- all changes in gross expenditure and/or income budgets between business units in excess of £100,000; and
- all changes in gross expenditure and/or income budgets within business units in excess of £100,000.
- any virement that affects achievement of agreed policy or produces a future year's budget impact if above £100,000.

2 Under the Constitution, certain virements are key decisions. Key decisions are:

- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

3 Key decisions are highlighted by an asterisk in the table.

4 The above table sets out the proposed changes. There are two figures shown in each line of the table. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year).



<b>Report for:</b>	<b>Cabinet – 9 July 2013</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>The Council's End of Year Performance Assessment 2012/2013</b>		
<b>Report Authorised by:</b>	<b>The Chief Executive</b>		
<b>Lead Officer:</b>	<b>Eve Pelekanos – Head of Strategy and Business Intelligence Telephone 020 8489 2508</b>		
<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b> Information		

### 1. Describe the issue under consideration

- 1.1. To inform Cabinet of progress against the Council's priorities and other major responsibilities in 2012/13.

### 2. Introduction by Cabinet Member for Performance Management – *Cllr Kober, Leader of the Council*

#### 3.

2.1 Over the last year our residents have faced some significant challenges: Haringey was selected to pilot the benefit cap ahead of the rest of the country, the bedroom tax has now been implemented and government cuts to council budgets have continued unabated. Despite these tough circumstances, we've managed to register 491 residents on our Jobs for Haringey programme and 221 of these have started work – this is against only 10 jobs being delivered in Haringey by the government's Youth Contract scheme. We've also seen some substantial improvements in our schools, with the majority of them now being rated as good or outstanding. The challenging recommendations from Outstanding For All and our subsequent actions will ensure this positive trend continues.

2.2 Last year I said I wanted to see crime rates reduce and I'm pleased to see that this has happened, including a reduction in the number of first-time entrants to the Youth Justice System. Despite these improvements, youth re-offending rates have continued to increase. Working with our partners in the police and through our work to reduce youth unemployment, I'm hopeful that we will begin to see re-offending rates among our youth reduce. While there is still much to do, I'm pleased that residents are beginning to see tangible outcomes of our regeneration programme in Tottenham, including the re-opening of 639 High Road, rebuilding of the Carpetright building and the conversion of the A10 High Road to take two-way traffic.

### 3 Recommendations

- 3.1 To note progress against the Council's priorities and other major responsibilities in 2012/13.
- 3.2 To note this year's achievements, areas for focus and emerging issues going forward.
- 3.3 To agree the corporate set of performance indicators and targets for 2013/14.

#### **4 Background information**

- 4.1 This report is a self assessment of the Council's performance in 2012/13. It also provides an update of key activity against the Council's priorities and other major responsibilities as set out in the [Council Plan](#) agreed at [Full Council on 16 July 2012](#).
- 4.2 The Council is in the process of preparing its next corporate plan for 2013-15. The corporate performance indicator set will therefore be in line with priorities in the revised plan. The proposed indicators and targets are shown in Appendix 2 and will be tracked through the Council's quarterly performance reports.
- 4.3 The main body of this report begins on page 3.

#### **5 Comments of the Chief Finance Officer and financial implications**

- 5.1 The Chief Finance Officer confirms that there are no direct financial implications arising from this report. Continued focus and monitoring of key priorities and indicators should support the Council in delivering against stated aims and provide early indications of any emerging issues or shortfalls. Action to address these could have financial implications but these would be the subject of a separate report.

#### **6 Head of Legal Services and legal implications**

- 6.1 There are no specific legal implications arising from this report.

#### **7 Equalities and Community Cohesion Comments**

- 7.1 This year we have produced a Corporate Equality Annual Report to show progress on our [corporate equality objectives](#). In recognition of how central achieving equality is to our work, from now on we will report progress in our regular performance reporting. In addition to information on these objectives, we will continue to publish equality impact assessments and the annual employment profile, and promote equality through our procurement and commissioning processes.

#### **8 Head of Procurement Comments**

N/A

#### **9 Policy Implications**

- 9.1 Haringey's quarterly performance assessment links to the following documents / strategies:
  - [The Council Plan 2012-14](#)
  - [Key strategies](#)

#### **10 Use of Appendices**

- Appendix 1: Performance Tables Quarter 4 and End of Year 2012/13
- Appendix 2: Corporate Performance Indicator Set for 2013/14
- Appendix 3: Emerging Policy Issues for 2013/14

#### **11 Local Government (Access to Information) Act 1985**

- Service performance indicator returns

- Council Plan (incorporating departmental business plans)



# **The Council's End of Year Performance Assessment 2012/13**

**Produced by  
Strategy and Business Intelligence  
May 2013**

## Executive Summary: Overall Assessment of the Council's Performance in 2012/13

### Introduction

1. In 2012/13, the Council's performance was measured against the Council's priorities and other major responsibilities, as set out in the [Council Plan](#). The highlights for the year under each priority are outlined below. Further detail can be found in the next section of the report, at the paragraph references given.

#### Priority 1: Work with local businesses to create jobs for local people

- Unemployment, particularly amongst young people, remains high, especially in the east of the borough (*paras 7 & 8*).
- 491 residents registered on the Jobs for Haringey programme this year, 221 of whom have started work.
- In a joint project with the Greater London Authority, an Enterprise and Employment Centre has been established at 639 High Road, N17 to support new business, create new jobs and provide a focal point for volunteering and the community
- Economic growth and increasing employment opportunities for residents remains a priority for the council.

#### Priority 2: Deliver regeneration to key areas of the borough

- Extensive plans are now in place for the regeneration of Tottenham and other key sites in the borough (*paras 15-21*). In the coming year, the Council needs to focus its efforts to deliver these.

#### Priority 3: Tackle the housing challenges

- Efforts to prevent and reduce already high levels of homelessness have been hampered by welfare reform and economic conditions (*paras 22 & 23*).
- The Haringey based North London Support Hub has been successful in supporting many residents affected by housing benefit reforms and will be refocused to help households who are affected by the overall benefits cap from April 2013.
- The number of households living in temporary accommodation remains comparatively high (2,832 households). Reducing and preventing homelessness remains a key activity for the Council in 2013/14.
- Tackling issues relating to houses in multiple occupation by increasing licensing and the use of planning legislation should remain an area of focus (*paras 31-34*).

#### Priority 4: Improve school standards and outcomes for young people

- The majority of Haringey's primary and secondary schools are rated good or outstanding by Ofsted (*para 35*). Improvement is needed in children's centres.
- Educational attainment across key stages has improved in 2012/13, closing the gap between Haringey and the London top quartile (*para 0*). The rate of improvement in early years needs to accelerate.
- The numbers of children on child protection plans and children in care have reduced slightly since last year but remain comparatively high (*paras 40 & 42*).
- Good progress has been made in securing permanent placements for children in care, either through adoption or special guardianship orders (*para 44*). Focus needs to be maintained to ensure that national thresholds are met.
- The council's focus needs to shift to improving early years provision, prevention and early intervention, reducing the need for more intensive services.

**Priority 5: Deliver responsive, high quality services to our residents**

- Progress has been made on the efficiency of processing benefit claims (*para 48*). Processing times need to reduce further in the coming year to bring performance in line with the best boroughs in London, particularly in the context of the transition to Universal Credit.
- The council tax collection rate is good (*para 47*). Maintaining this level may prove to be a challenge as financial pressure on households and the impact of welfare reform continues to bite.
- Complaints from residents are being dealt with in a shorter timescale than previous years (11 days), however, escalation to stage 2 has increased (*paras 50 & 51*). For the coming year, the Council's aim is to resolve complaints at the earliest possible stage.
- Performance of the Council's Call Centre was below expectation throughout the year (*para 54*). Improving customer services will be a key priority for the Council for 2013/14.
- Performance against planning application indicators was low compared to other London authorities (*para 55*).

**Community Safety**

- Overall crime in Haringey reduced by 10% in 2012/13 compared to the previous year (*para 57*). In particular, major reductions have been seen in personal robbery (30% reduction) and residential burglary (16% reduction; *para 59*).
- The number of first time entrants to the Youth Justice System aged 10-17 has reduced by a third (*para 60*). However, the youth re-offending rate continued to increase, with almost half of the cohort reoffending (*para 62*). Diverting young people from involvement in crime and antisocial behaviour is a key priority for the coming year.

**Environment**

- The Council's recycling rate has increased by 6 percentage points from 2011/12, to 32% (*para 67*).
- Street cleanliness increased steadily through the year but the annual figure has been adversely affected by low performance at the beginning of the year. There needs to be a focus on ensuring that high levels of street cleanliness are maintained throughout the year (*para 68*).

**Health and social care**

- Steady progress towards the national target has been made for self directed support in social care (personal budgets; see *para 74*).
- Good progress has also been made in reducing teenage pregnancy (see *para 76*). Haringey is now average amongst its statistical neighbours, improving from a low ranking the previous year.
- The rate of delayed transfers of care has increased from last year (the majority are attributable to the NHS; see *para 75*). Nationally, there is a clear expectation that rates should improve, reinforcing the need for this to remain a focus for adult social care for 2013/14.

**Context**

2. The Council's performance over the past year should be set against the backdrop of a continued reduction in government spending. These austerity measures have forced the Council to reduce its budget at a time of increased demand for some services.



3. The Council has been working hard to reduce the impact of these cuts on the community. However, there is concern that budget pressures, combined with the effects of new legislation (particularly the Welfare Reform Act), will bring further challenges. Many residents have already seen reductions in their housing benefit as a result of the welfare reforms, resulting in pressures on housing and employment related services in particular. More residents will be impacted in the coming year as the overall benefit cap comes into effect.

**How performance will be measured in 2013/14**

4. The Corporate Plan 2013/14 – 2014/15 sets out the Council's priorities and the main ways in which it will seek to deliver its objectives. It also identifies a new set of key performance indicators that will measure whether we are making the expected levels of progress towards meeting the objectives. Progress against outcomes and strategic priorities will be measured through specific performance targets. A full list of performance indicators and targets is provided in Appendix 2.
5. Performance will be monitored quarterly and reported to Members in the Council's Quarterly Performance Assessment. Missed targets will be given a red or amber traffic light, and detailed explanations and actions will be reported.

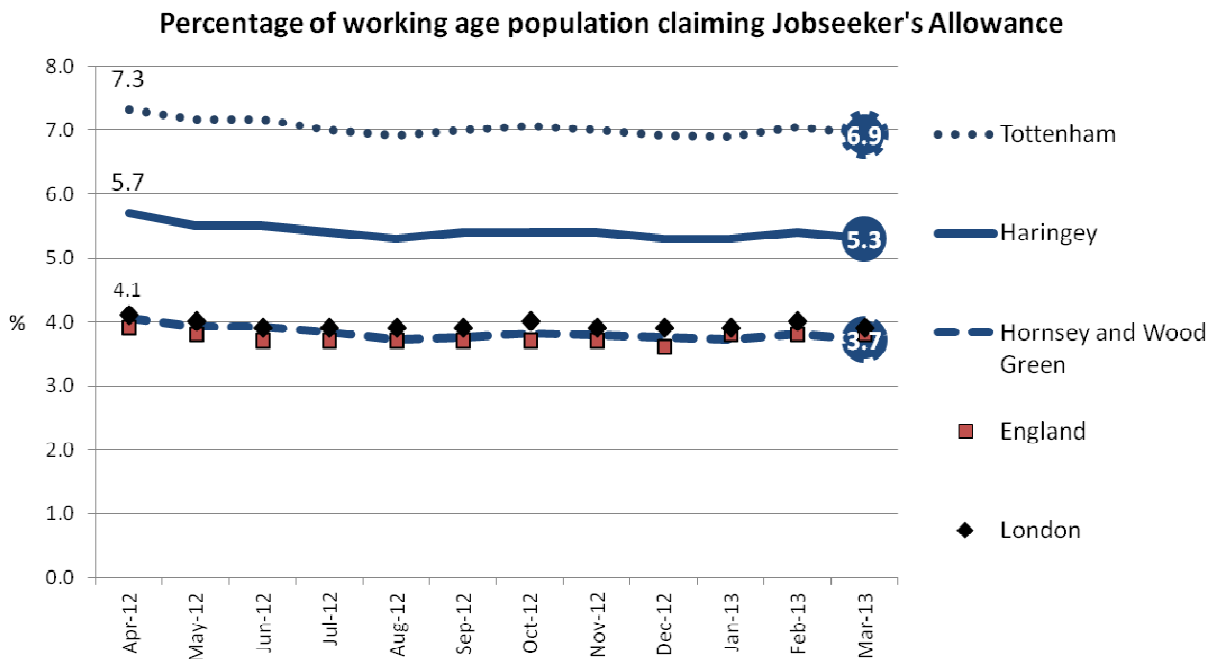
## Priority 1: Work with local businesses to create jobs for local people

### Overall Assessment

- Unemployment, particularly amongst young people, remains high, especially in the east of the borough (*paras 7 & 8*).
- Economic growth and increasing employment opportunities for residents remains a priority for the council.

### Employment rates

6. In March 2013, 5.3% of Haringey's working age population were claiming **Jobseekers' Allowance** (JSA). The JSA claimant rate has remained stable since the summer, mirroring the national and regional trends.
7. Haringey rates remain significantly above the London and England rates. However, there is a major split between the parliamentary constituencies; the claimant rate in Tottenham is almost double the England rate.



8. The JSA claimant rate is disproportionately high:
  - in the east of the borough, particularly Northumberland Park (11.2%)
  - for males (6.5% compared to 4.1% for females)
  - for 18-24 year olds (7.4%), albeit this has decreased by 18% (1.6 percentage points) since April 2012.

### Initiatives to increase employment

9. Since April 2012, 491 residents have registered on the **Jobs for Haringey** programme (both Haringey-funded and European Social Fund tri-borough projects). Of these, 221 have started work:
  - 80 are aged 16 to 24
  - 190 are from a BME background
  - 133 are women
  - 11 have a disability
  - 93 are parents
  
10. The **Haringey Jobs Fund** was [launched](#) on 18 May 2012 with 43 jobs created by March 2013. Of these:
  - 3 are women
  - 32 are aged under 25
  - 1 has a disability
  - The top ethnic groups were: Black/Black British Caribbean – 10; White British – 10; Black/Black British African – 5 and White Other – 5
  
11. **Haringey Welcome**, a programme to support non UK and EU nationals to integrate in the local community has 151 verified registrations of which:
  - 125 are women,
  - 21 are under 25,
  - 2 have a disability

The participants came predominantly from the following ethnic backgrounds: White Other – 38; Black/Black British African – 30 and Turkish – 20.
  
12. In a joint project with the Greater London Authority, an **Enterprise and Employment Centre** has been established at 639 High Road, N17 to support new business, create new jobs and provide a focal point for volunteering and the community.
  
13. **Jobs Fairs** were held at Hornsey Vale community centre in January 2013 and at Tottenham Hotspur Football Club in March 2013 (in partnership with Jobcentre Plus, the College of North East London, National Apprenticeship Service and the Spurs Foundation).
  
14. As at April 2013, there had been 1,583 enrolments with the **Haringey Adult Learning Service** (HALS). Basic skills in literacy, numeracy and English as a second language (ESOL) now represent almost two fifths of all HALS provision, up three percentage points in a year. Over two thirds of HALS learners come from the 20% most educationally deprived Super Output Areas.

## Priority 2: Deliver regeneration to key areas of the borough

### Overall Assessment

Extensive plans are now in place for the regeneration of Tottenham and other key sites in the borough (*paras 15-21*). In the coming year, the Council needs to focus its efforts to deliver these.

15. In August 2012, the council launched '[A Plan for Tottenham](#)' which sets out the vision for the area to 2025. It outlines proposals for quality housing; stronger communities; a vibrant arts and culture scene; a welcoming civic heart; wide retail mix; attractive public spaces, and successful businesses.
16. The **Tottenham High Street Charter** was launched through the Tottenham Traders Partnership with the Council and the Metropolitan Police Service in January 2013. The Charter sets out commitments to improve the appearance of the High Streets and the quality of the offer in the area.
17. Construction works started on the **Tottenham Gyrotory** programme in November 2012 with the initial elements of the programme to prepare the High Road (western arm of the Gyrotory) for two-way operation.
18. In November, the Mayor of London announced that Transport for London will invest £20m in the **redevelopment of Tottenham Hale station**, bringing additional passenger capacity, housing development and commercial floorspace.
19. The Council has published its [Local Plan](#) which sets out a vision and key policies for the future development of the borough up to 2026. It takes forward the plans and strategies to identify a vision for Haringey as a place to live, work and visit and will set out an implementation framework to deliver the vision. Included in the plan are details of how we will protect and enhance the borough's town centres as accessible locations for retail, office, leisure, community uses and new homes.
20. As part of this, the Council will take a proactive partnership approach to reinvigorating the town centres, developing their identities and widening their role and offer. **A Haringey High Streets Framework** to rejuvenate and maximise the potential of Haringey's high streets is under development. This framework will bring together all activity and initiatives aimed at improving Haringey's high streets.
21. Extensive public realm improvements are being planned for both **Wood Green and Green Lanes** through the TFL improvements scheme and additional works for Green Lanes funded by the Mayor's Outer London Fund and secured by the Green Lanes Strategy Group.

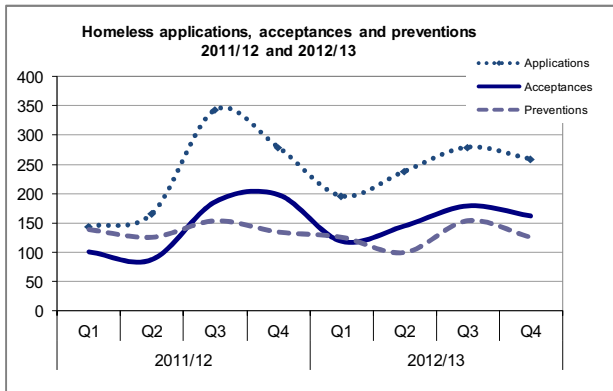
## Priority 3: Tackle the housing challenges

### Overall Assessment

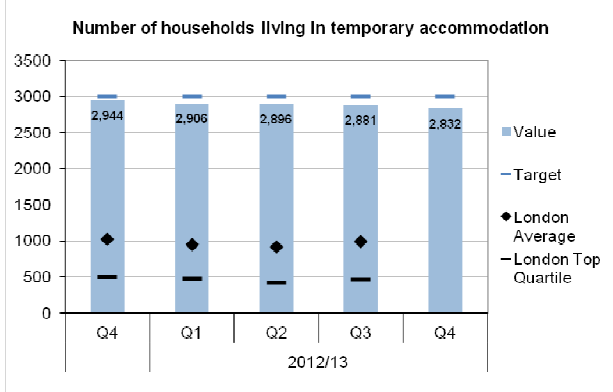
- Efforts to prevent and reduce already high levels of homelessness have been hampered by welfare reform and economic conditions (*paras 22 & 23*). The number of households living in temporary accommodation remains comparatively high (2,832 households). Reducing and preventing homelessness remains a key activity for the Council in 2013/14.
- The council has not met its target for the completion of new affordable housing for 2012/13 (target 410, completions 376; *para 26*). Meeting targets for the next two years will be challenging.
- Tackling issues relating to houses in multiple occupation by increasing licensing and the use of planning legislation should remain an area of focus (*paras 31-34*).

22. During 2012/13, the Council's efforts to reduce homelessness continued. However, the reduction in the Local Housing Allowance (LHA) has resulted in fewer properties being affordable to households on housing benefit and competition for accommodation from other London boroughs has further constrained supply.

23. The **ratio of homelessness preventions to acceptances** is a good indicator of the effectiveness of homelessness prevention efforts but also reflects the increasing financial pressures on families and constrained housing supply. The ratio has deteriorated from 1.51 in 2010/11 to 0.84 in 2012/13.



- There were **505 homelessness preventions** in the year, which represents a 9% reduction compared to 2011/12.
- There were **605 homelessness acceptances** in the year, a 6% increase compared to 2011/12. Haringey acceptance numbers are close to the median for its statistical neighbours (576 for the 12 months to December 2012).



were 2,832  
 temporary  
 ease of 112 since  
 reduction has  
 ous years.

### Initiatives to prevent homelessness

24. The Haringey based **North London Practical Support Hub** formally ended on 31 January 2013, having worked with over 200 households to prevent homelessness. The Hub offered practical advice and help to those affected by the housing benefit reforms, including helping tenants to claim benefits; negotiating with creditors to reduce debt repayments; negotiating with landlords to reduce rents and ensuring that any arrears could be repaid by affordable instalments. The Hub successfully prevented homelessness in 68% of the cases it dealt with.
25. Building on the success of the sub regional hub, Haringey is now refocusing efforts to help and support households who are affected by the implementation of the overall benefits cap, which came into force in the borough from 15 April 2013.

### **Increasing housing supply**

26. There were 376 **affordable housing completions** in 2012/13, according to local reporting, a reduction on previous years. A further 592 new affordable homes are under construction and due for completion before March 2015 and an additional 197 are in the pipeline and expected to start in the near future, again with completion expected by March 2015. The current projection is for 789 completions over the next two years, a number which could increase further as new schemes are brought forward.
27. Haringey's housing trajectory shows an upward trend in new housing delivery over the next 15 years facilitated by major regeneration projects at Tottenham Hale, Haringey Heartlands and in Northumberland Park among others.
28. Work to **bring empty homes back into use** continues through compulsory purchase orders and enforced sales where council tax is outstanding.
- 17 properties have been brought back into use as a result of Compulsory Purchase Orders.
  - 12 properties were approved by Cabinet for Compulsory Purchase Orders in December.
  - 34 properties which together owe £207,565 are going forward for Enforced sale.
  - Money recovered for the Council so far from Enforced Sales totals £417,571.

### **Improving housing quality**

29. In the year to 31 March 2013, 333 **homes were made 'decent'**, and by March 2014 it is anticipated that 500 more non-decent homes will have been brought up to standard. At 1 April 2013, there were 4,513 non-decent homes (28% of the total stock), a reduction from 4,796 in April 2012.
30. From 2011/12 onwards (following a reduction in expected Decent Homes funding) the decision was made to switch from a whole house approach to an elemental approach so that essential external repairs to make homes weather tight and internal health and safety works are carried out first. This enables limited resources to be used to benefit the greatest number of residents. However, this elemental scope is not sufficient to bring the majority of non-decent homes up to the full decency standard.
31. It is estimated that there are between 8,000 and 12,500 **Houses in Multiple Occupation (HMOs)** in the borough. Over the last three years, nearly half of all complaints relating to disrepair are about HMOs. Of those HMOs that should be licensed, it is estimated that only half are licensed (as at March 2012). Unauthorised conversions to flats or unauthorised HMOs accounted for 63% of all planning enforcement appeals in 2012/13.
32. Since the Additional Licensing scheme in Harringay ward went live in October 2011, 152 applications have been received, and 80 licences have been issued.
33. An extensive letting agency networking programme has been launched in Harringay, and portfolio landlords responsible for properties in this area have been targeted, using information from letting agents. Ninety-one individual landlords have received letters and application packs relating to 219

properties, and 69 applications have been received. Enforcement Action is being pursued against those landlords who have failed to respond.

34. The Council declared its intention to introduce an Article 4 Direction Area to manage future small HMOs in the borough in November 2012. This is a year-long intention to curb the loss of single family homes and the growing level of shared accommodation in parts of the borough. It will come into force on 30 November 2013. The area applies to all wards east of the East Coast Railway Line and means that from 30 November 2013, planning permission will be required to change a single family dwelling unit into a small HMO.

## Priority 4: Improve school standards and outcomes for young people

### Overall Assessment

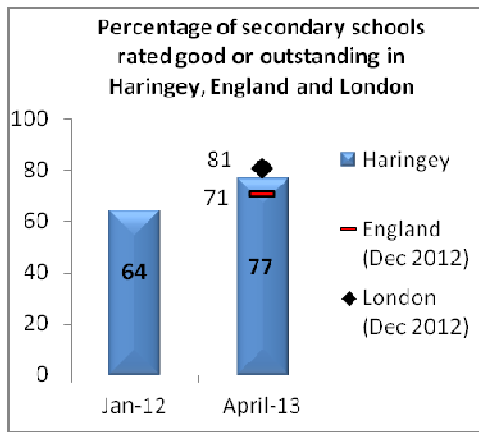
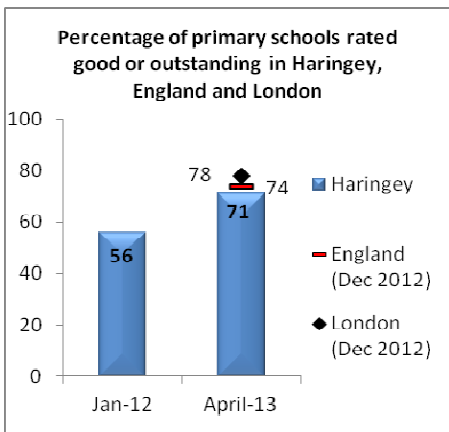
- The majority of Haringey's primary and secondary schools are rated good or outstanding by Ofsted (*para 35*). Improvement is needed in children's centres.
- Educational attainment across key stages has improved in 2012/13, closing the gap between Haringey and the London top quartile (*para 0*). The rate of improvement in early years needs to accelerate.
- The numbers of children on child protection plans and children in care have reduced slightly since last year but remain comparatively high (*paras 40 & 42*).
- Good progress has been made in securing permanent placements for children in care, either through adoption or special guardianship orders (*para 44*). Focus needs to be maintained to ensure that national thresholds are met.
- The council's focus needs to shift to improving early years provision, prevention and early intervention, reducing the need for more intensive services.

### Education and training

#### Ofsted ratings of children's centres and schools

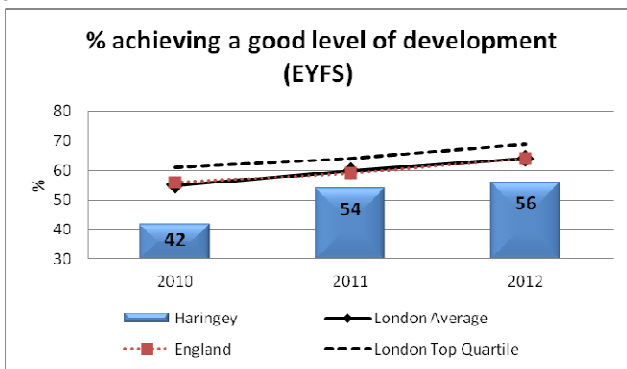
35. As at April 2013 the Ofsted ratings were as follows:

- **Children's centres:** 14 had been inspected and eight were judged good/outstanding (57%). This is below the London and national averages of 77% and 70%, respectively (as at December 2012).
- **Primary schools:** 45 out of 63 (71%) were rated good or outstanding. This figure includes academies, but excludes free schools. This is a major improvement since January 2012 (see graph below). The latest available data shows the national average is 74%.
- **Secondary schools:** ten out of thirteen (including Haringey 6<sup>th</sup> Form Centre) were rated good or outstanding (77%). This figure includes academies. Again, this is an improvement compared to January 2012. The latest available data shows the national average is 71%.



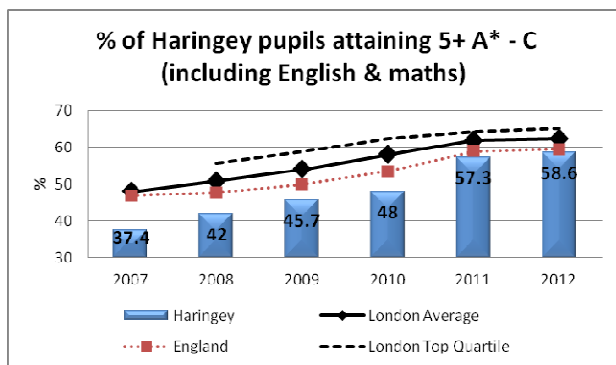
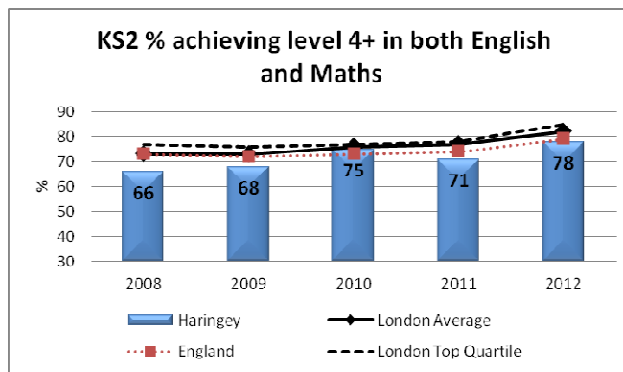
### Educational Attainment

36.



The percentage of children achieving a good level of development in the **Early Years Foundation Stage** has continued to improve (54% to 56%) but not as quickly as England (59% to 64%). Haringey's ranking has fallen from 122<sup>nd</sup> to 138<sup>th</sup> (out of 152 local authorities).

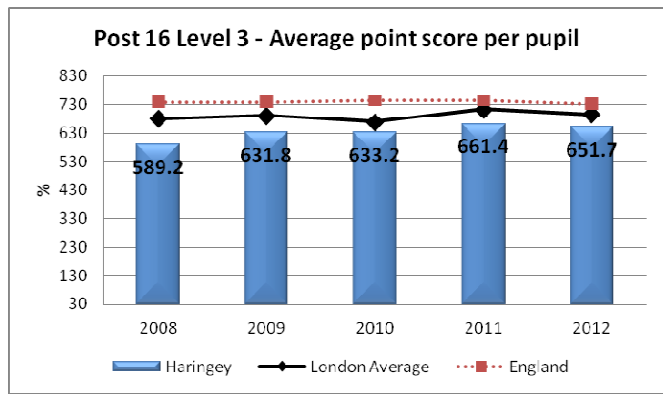
Validated results for **Key Stage 2** (end of primary school) show an improvement from 71% to 78% for pupils achieving level 4 or above in both English and Maths, putting Haringey almost on a par with England and moving its ranking from 109<sup>th</sup> to 99<sup>th</sup> (out of 150 local authorities).



- Validated 2012 **GCSE** results show that 58.6% of pupils attained 5+ A\*-C (including English & maths), close to the 59.4% national average. Haringey is now ranked 77<sup>th</sup> (out of 151 local authorities).
- 75.1% of pupils are making expected progress from KS2 to GCSE in English, better than England (69.2%). Haringey is ranked 23<sup>rd</sup> (out of 151 local authorities).
- 77% of pupils are making expected progress from KS2 to GCSE in Maths, also better than England (69.8%). Haringey has improved its rank to 20<sup>th</sup> (out of 151 local authorities).



Validated results for **post-16** attainment show that the total average point score per pupil has fallen slightly (661.4 to 651.7); the England average has also fallen from 745.9 to 733. Haringey is now ranked 125<sup>th</sup> (out of 149 local authorities). Average point score per exam entry is 209.9 (England 212.8). Haringey is ranked 52<sup>nd</sup> (out of 149 local authorities).



37. There has been an increase in the number of 19 year olds qualified to level 2 (GCSE A\*-C or equivalent), up to 84% from 79% the previous year (London 86%). Similarly, there has been an increase in the number qualified to level 3 (A-Level or equivalent), up to 59% from 55% the previous year (London 61%).

38. Figures for the **educational attainment of looked after children** have recently been published. Of the children looked after continuously for twelve months during the year ending 31 March 2012:

- At **Key stage 1**, 94% achieved the expected level in reading (compared to 67% nationally), 88% achieved the expected level in writing (compared to 57% nationally), and 81% achieved the expected level in mathematics (compared to 71% nationally).
- At **Key stage 2**, 42% achieved the expected level in English and Maths in 2012, below the national average of 50%.
- At **GCSE level**, 19% achieved 5+ A\*-C including English and mathematics, above the national average of 15%.
- Haringey also had above average levels of children in full time education following completion of education at year 11 (78% compared to 71% nationally).

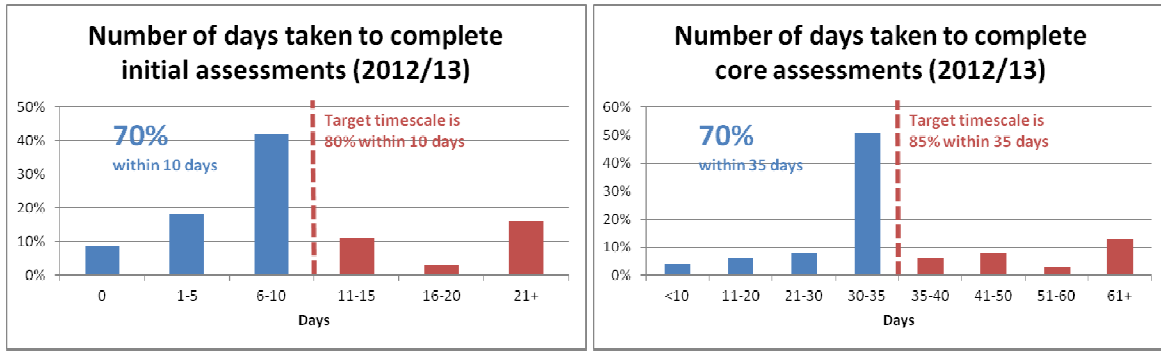
**Young people not in education, employment or training (NEETs)**

39. Of young people aged 16-19 whose situation is known, 3.3% are **not in education, employment or training**, an improvement since last year 4.4%. 18.6% of young people's situation is **not known** compared to 27.9% last year higher than Statistical Neighbour average

**Children's Social Care**

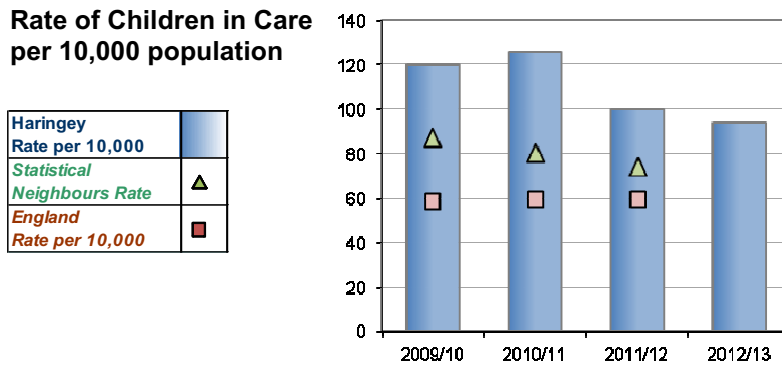
40. In 2012/13, there has been an 18.5% reduction from the previous year in **referrals to children's social care**. Haringey's rate of referrals per 10,000 population is lower than statistical neighbours, largely due to robust screening processes by the Multi Agency Safeguarding Hub (MASH). 15% of referrals are **re-referrals within 12 months**, in line with statistical neighbours' performance.

41. Completion of **initial and core assessments** in timescale was below target and below levels achieved by our statistical neighbours. 70% of initial assessments were completed within 10 days compared to 82% for statistical neighbours (2011/12). 70% of core assessments were completed within 35 days.

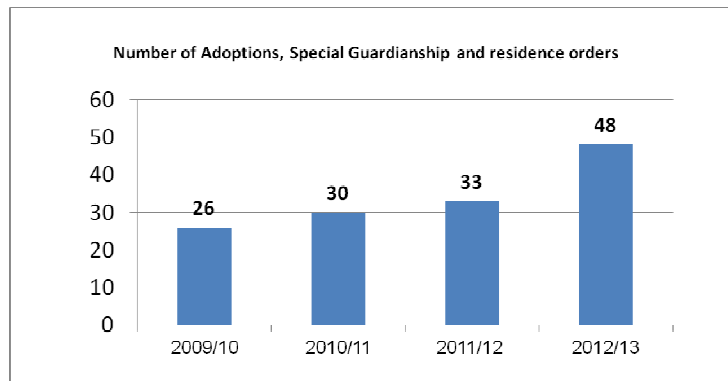


42. There were 275 **children subject to a child protection plan** as at March 2013, similar to the number recorded at the end of last year (284). This translates to a rate of 47.8 per 10,000 population, which remains higher than the England average and that of statistical neighbours (40).

43. There has been a 5.5% reduction in the number of **children in care** since the end of March 2012. 541 children were in care on the last day of March 2013, equivalent to 94 per 10,000 population. Haringey's rate remains higher than the England rate and that of statistical neighbours. A quarter of children in care are placed within Haringey, with 80% placed within a 20 mile radius.



44. There were 14 **adoptions** in 2012/13 (target 15). However, there were also 31 **special guardianship orders** in the year, giving a total of 45 legally permanent orders. Increasing use of special guardianship orders in addition to adoption orders helps to reduce the time children spend in long term care. In addition, a large number of children have been placed in pre adoptive



placements awaiting orders which will boost adoption orders during 2013/14 and secure permanency plans for around 30 children in care. Significantly higher **numbers of adopters** were approved in 2012/13; 35 compared to 9 in 2011/12.

45. In 2012/13, **children waited an average of 661 days from becoming looked after to being placed for adoption**. This is higher than the 639 day national threshold but an improvement over Haringey's three year average for 2009/12 (749) and the 2011/12 position of 715 days.

46. In 2012/13, **children waited an average of 436 days from entering care to moving in with adoptive parents** (including foster parents who subsequently adopt), a considerable improvement on 647 days in 2009/12.

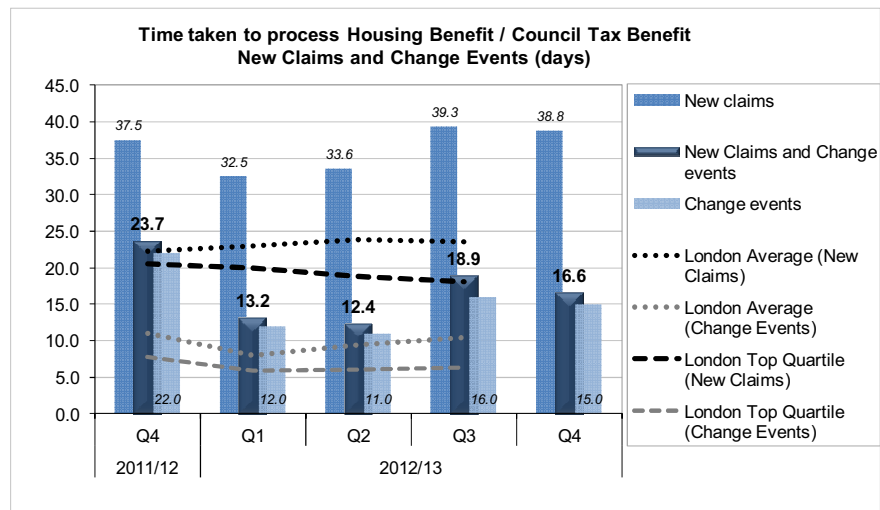
## Priority 5: Deliver responsive, high quality services to residents

### Overall Assessment

- Progress has been made on the efficiency of processing benefit claims (*para 48*). Processing times need to reduce further in the coming year to bring performance in line with the best boroughs in London, particularly in the context of the transition to Universal Credit.
- The council tax collection rate is good (*para 47*). Maintaining this level may prove to be a challenge as financial pressure on households and the impact of welfare reform continues to bite.
- Complaints from residents are being dealt with in a shorter timescale than previous years (11 days), however, escalation to stage 2 has increased (*paras 50 & 51*). For the coming year, the Council's aim is to resolve complaints at the earliest possible stage.
- Performance of the Council's Call Centre was below expectation throughout the year (*para 54*). Improving customer services will be a key priority for the Council for 2013/14.
- Performance against planning application indicators was low compared to other London authorities (*para 55*).

47. 95.02% of **Council tax due for the year** was received in the year to March, meeting the 95% target but marginally below levels achieved at this time last year (95.3%).

48. The **time taken to process housing benefit and Council tax new claims and change events** decreased to 16.6 days in quarter 4, better than the 18 day target. The overall 2012/13 figure is 14 days, a significant improvement on last year (22 days). Haringey's processing time remains significantly longer than both the London top quartile and London average, particularly for new claims.

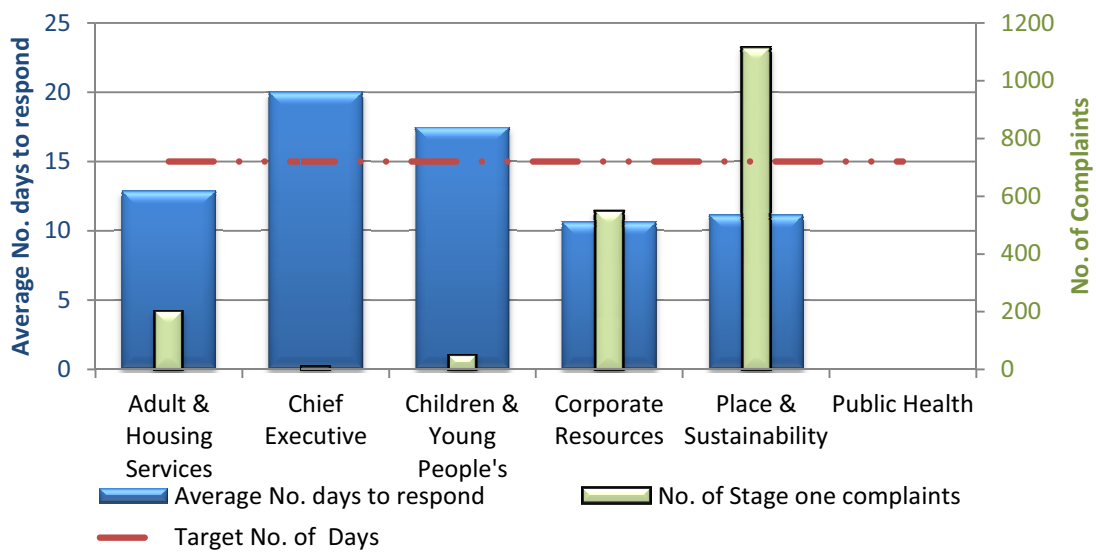


49. In 2012/13 there were 1,922 **stage 1 complaints** and 3,089 **Member enquiries**. The table below shows the areas where the majority of complaints were received. These areas tend to be high volume / universal services. For example, there are in excess of 5 million waste collections each year and the number of complaints in 2012/13 was inevitably affected by the changeover to fortnightly waste collection.

Main areas for Stage 1 complaints	Total
Street Cleansing / Waste Collection	559
Benefits	221
Housing	164
Customer Services	150
Libraries	107
Parking	72
On-Street Enforcement	71
Leisure Centre Information	58

50. The average time taken to respond to **Stage One complaints** was 11.4 days against a target of 15 days, down from 12.5 days last year.

### Stage One Complaints - response times and volumes 2012/13

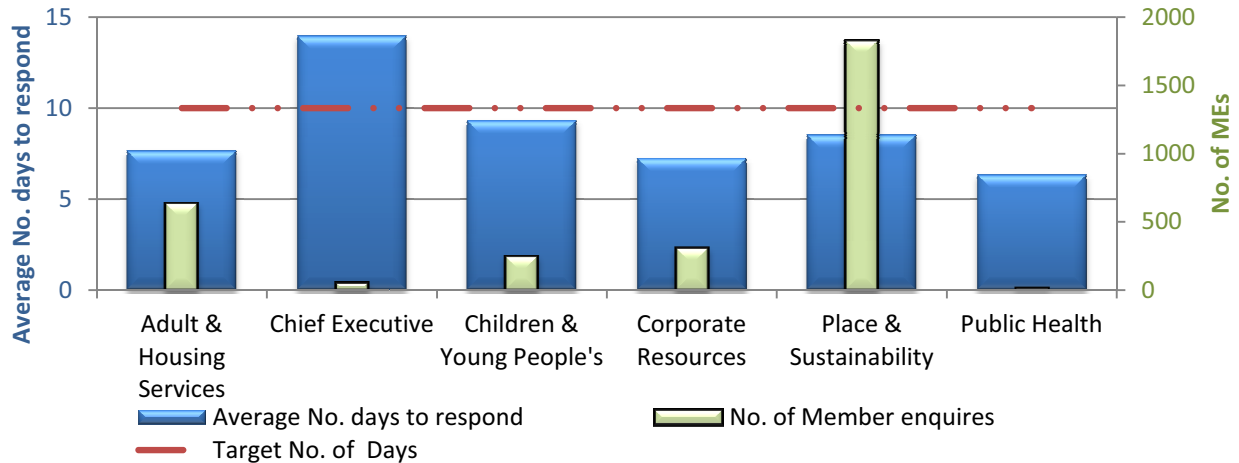


51. 9% of complaints received in 2012/13 were escalated to **Stage 2: Independent Review**, an average of 28 cases per month. This represents a sustained increase in both proportion and volume of escalations compared to the six months to March 2012 (5% and 14 per month, respectively).

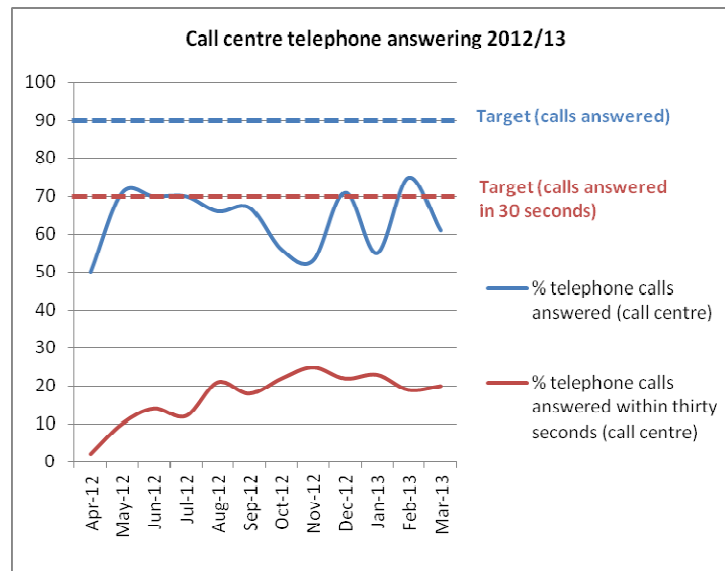
52. Only 2% of stage 1 complaints are escalated to the Local Government Ombudsman.

53. The average time taken to respond to **Members' Enquiries** was 8.4 days against a target of 10 days, down from 10 days in 2011/12.

Members' Enquiries - response times and volumes 2012/13



54. Performance of the Council's call centre was below expectation throughout the year. Of the calls received, 63% were answered and 17% were answered within the target timescale of 30 seconds. A focused programme of work, the Customer Services Strategy, is now in place to address this.



55. In 2012/13, the Council received the following planning applications:

Type	Number received	Completed to timescale*	% completed to timescale
Major	19	12	63.2%
Minor	309	175	56.6%
Other	1,570	1,061	67.6%

\*8 weeks for Minor and Other, 13 weeks for Major

Performance against all types of application was low compared to other London authorities.

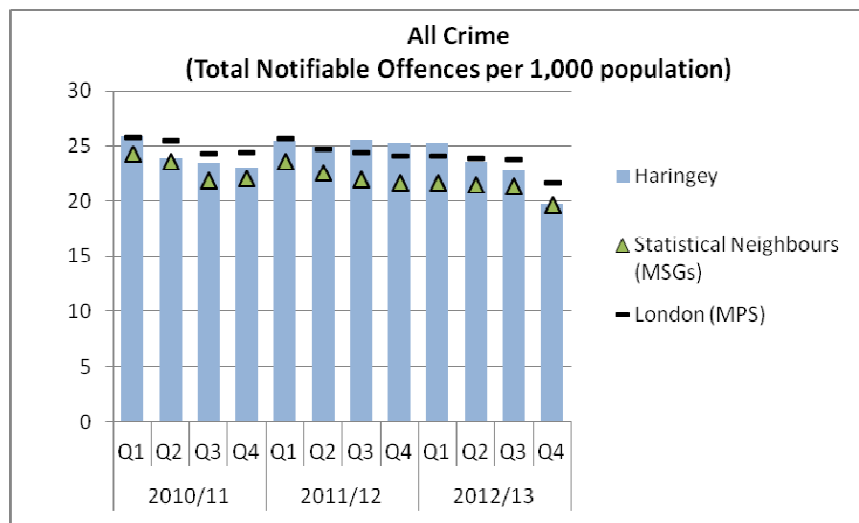
56. **Staff sickness** for Haringey Council (excluding school staff) reduced from 7.77 days per FTE in April 2012 to 7.14 days per FTE in March 2013. This puts Haringey just outside the London top quartile of 7.11 days (based on data for 24 boroughs as at Q3 2012/13).

## Community Safety

### Overall Assessment

- Overall crime in Haringey reduced by 10% in 2012/13 compared to the previous year (*para 57*). In particular, major reductions have been seen in personal robbery (30% reduction) and residential burglary (16% reduction; *para 59*).
- The number of first time entrants to the Youth Justice System aged 10-17 has reduced by a third (*para 60*). However, the youth re-offending rate continued to increase, with almost half of the cohort reoffending (*para 62*). Diverting young people from involvement in crime and antisocial behaviour is a key priority for the coming year.

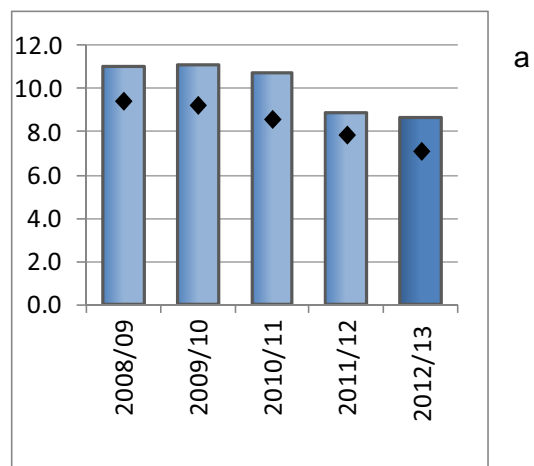
57. **Reported crime** in Haringey reduced by 10% in 2012/13 compared to the previous year, a bigger reduction than either London or statistical neighbours. Haringey's rate is below London and in line with statistical neighbours.



58. **Violence with injury** reduced by 2.3% in 2012/13 compared to the previous year. London overall saw greater reduction of 8%.

**Violence with Injury (rate per 100,000 population)**

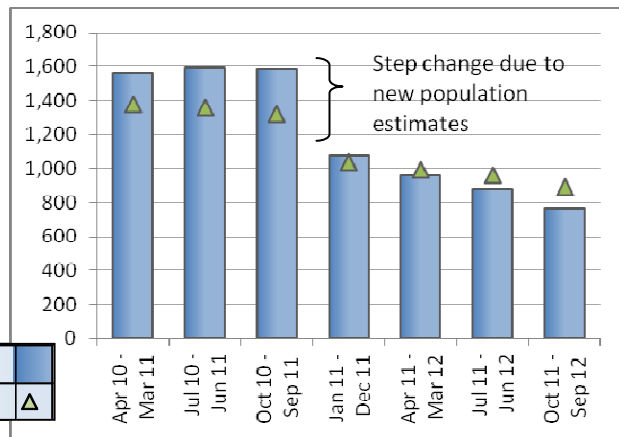
Haringey	◆
London	◆



59. Both **personal robbery** and **residential burglary** offences (the key property offences measured by the Community Safety Partnership Board) have seen major reductions in 2012/13. Personal robbery reduced by 30% compared to the previous year; residential burglary has seen a 16% reduction. In quarter four of 2012/13, the personal robbery and residential burglary rates were both below the London rate.

60. In the last year, the **number of first time entrants to the Youth Justice System aged 10-17** has reduced by a third, from 268 to 182. Haringey's rate per 100,000 is now 767, the 3<sup>rd</sup> lowest in its YOS family group (a group of 10 similar boroughs used for benchmarking). Diversion through triage and well structured occupational programmes has been key in this reduction.

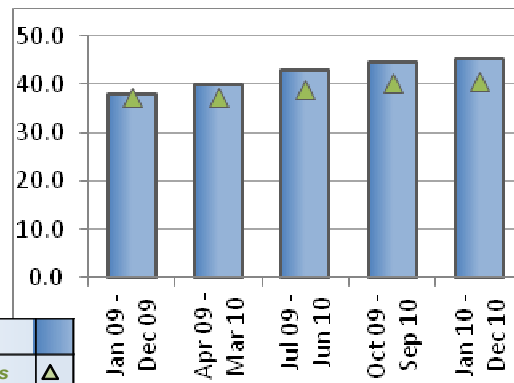
**First Time Entrants to the Youth Justice System per 100,000 10-17 year olds.**



Haringey	767
Statistical Neighbours	Δ

61. Haringey's **rate of custody use** (per 1,000 10-17 year olds) has reduced to 2.28 as at Q3 2012/13 compared to 2.70 in 2011/12. However, this remains high amongst Haringey's YOS family group.

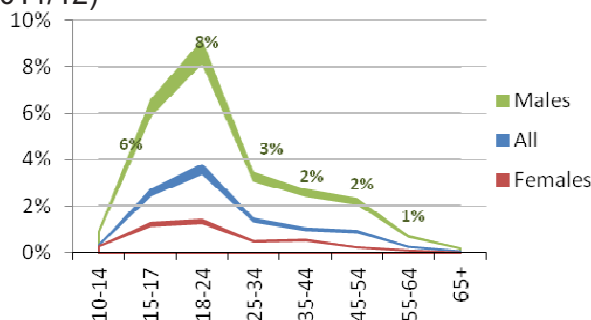
62. **The youth re-offending rate** has continued to increase and is likely to miss the end of year target. 47.1% of offenders in the April 2010 to March 2011 cohort have reoffended compared to 40% for the previous cohort. Similar increases have been seen across the YOS family group, though Haringey's rate remains higher than the group average. Local tracking (which runs ahead of the published figures) indicates that the re-offending rate has peaked and will begin to reduce over the next year.



Haringey	47.1
Statistical Neighbours	Δ

63. In contrast to the overall violence with injury trend, **serious youth violence** continues to fall. There were 181 serious youth violence offences in 2012/13, down from 246 in the previous year, a reduction of over a third, bringing Haringey much closer to the average across London.

64. The chart below shows the estimated percentage of the population accused of a crime by age and gender (Oct-Sep 2011/12)



Source: Police accused data (Borough Intelligence Unit)

65. Haringey's Community Safety Partnership has secured **funding from the Mayor's Office for Policing and Crime (MOPAC)** which in 2013/14 will provide:

- £45,000 to support to victims and witnesses of anti-social behaviour in Haringey and Hackney.
- £88,000 to support Haringey's Integrated Offender Management (IOM) programme.
- £103,000 to support the work of the domestic violence (DV) partnership.

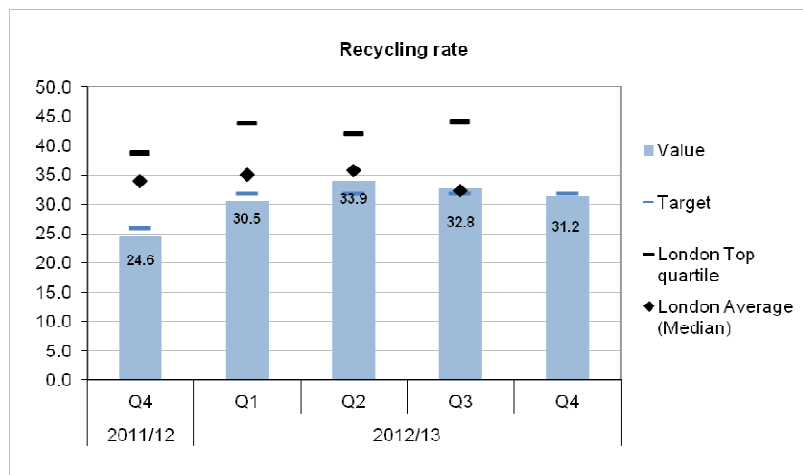
66. The Council has allocated £400,000 to support the delivery of the **Strategy for Young People**. Key strands of which will be to divert young people away from the criminal justice system, particularly younger siblings of those already in gangs.

## Environment

### Overall Assessment

- The Council's recycling rate has increased by 6 percentage points from 2011/12, to 32% (*para 67*) following the successful roll-out of the fortnightly waste collection service.
- Street cleanliness increased steadily through the year but the annual figure has been adversely affected by low performance at the beginning of the year. There needs to be a focus on ensuring that high levels of street cleanliness are maintained throughout the year (*para 68*).

67. **32.1% of household waste was recycled** in 2012/13, exceeding the annual target of 31.7%. Haringey remains below the London average and significantly below the top quartile. The roll-out of fortnightly waste collection services across the borough has contributed to the increase over 2011/12 (26.2%)



68. The annual performance of Haringey's **street cleansing** contractor is based on levels of litter measured through a survey three times a year. The surveys identified that in 2012/13 performance improved steadily throughout 2012/13 and overall 8% of streets fell below the acceptable level of cleanliness in line with the target set.

69. Green Flag status has been successfully retained for all 15 of **Haringey's parks and open spaces**. In addition, three non-Council spaces were awarded Green Flags: Alexandra Palace, Tottenham Marshes and Highgate Wood, making a total of 18 for the borough overall.

A number of Haringey parks have also achieved [Fields in Trust](#) status which protects outdoor recreational spaces as a legacy of Queen Elizabeth II's (QEII) Diamond Jubilee in 2012: Albert Road Recreation Ground, Lordship Recreation Ground, Muswell Hill Playing Fields, Down Lane Recreation Ground. Priory Park has also applied for Fields in Trust QEII status, and the outcome is awaited.



- 70. By the end of the 2012/13 planting season, a total of 388 **new trees had been planted** (307 were street trees). This means that between 2010 and 2013 an overall 1,244 new trees were planted.
- 71. A detailed business plan for a strategic **Lee Valley Heat Network** is now in development. The network locally covers part of Northumberland Park, Tottenham Hale and Tottenham Green, and aims to utilise energy from waste processing facilities in Edmonton for the benefit of the local economy. The overall network covers Haringey, Enfield and Waltham Forest.
- 72. Haringey has been awarded £100,000 from a cross-borough funding bid to the European Regional Development Fund led by Islington. The scheme is providing free environmental support to hundreds of small and medium-sized enterprises (SMEs) to help them **reduce CO2** and save money on their fuel bills. To date, approximately 50 businesses have received one-to-one support from the service, and many businesses have been delighted with the service and the financial savings they have been able to make to reduce their operating costs. In addition, thousands of businesses have received information and advice from direct mailings and online resources.
- 73. **Haringey's Car Club scheme** now offers Zipcar members access to 87 car club vehicles across the borough. The scheme has been extremely popular, with over 4,000 Zipcar members in the borough (a member growth of 240% in three years), and has led to up to 1,040 private vehicles being sold through residents joining the scheme. Zipcar members drive on average 68% less than prior to joining (and using public transport 40% more). There is significant potential for car club expansion in Haringey and the Council aims to have a car club within five minutes' walk of all residents and businesses.

## Health and social care

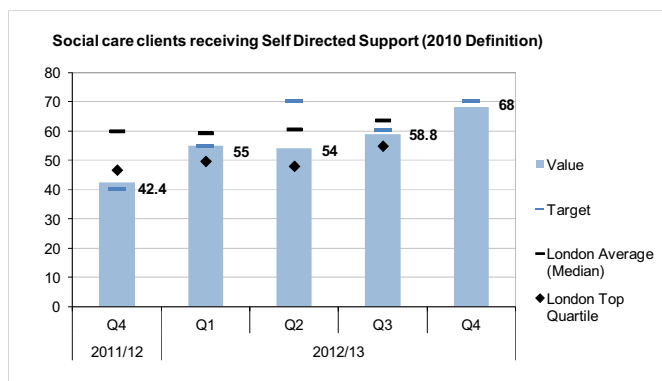
### Overall Assessment

- Steady progress towards the national target has been made for self directed support in social care (personal budgets; see *para 74*).
- Good progress has also been made in reducing teenage pregnancy (see *para 76*). Haringey is now average amongst its statistical neighbours, improving from a low ranking the previous year.
- The rate of delayed transfers of care has increased from last year (the majority are attributable to the NHS; see *para 75*). Nationally, there is a clear expectation that rates should improve, reinforcing the need for this to remain a focus for adult social care for 2013/14

### Adult Social Care

74. As at March 2013, 68% (3,150 clients) of social care clients are on **self-directed support** against a target of 70%. This is in the top quartile for London (based on Q3 data).

75. **Delayed transfers of care** have increased to 9.8 per 100,000 adult population (as at January 2013), compared to 7.7 last year, above the target of 7.5. Nationally about 60% of delayed transfers are attributable to the NHS and 33% to Social Care, with the remaining 7% being attributable to both. In Haringey, 67% are attributable to NHS, 32% to Social Care and 1% to both. There is a clear



national expectation for reductions in both the number of Delayed Transfers of Care and the length of wait which some people are experiencing. As Haringey rates are higher than other north central London boroughs, this area should remain a focus for adult social care for 2013/14.

**Public Health**

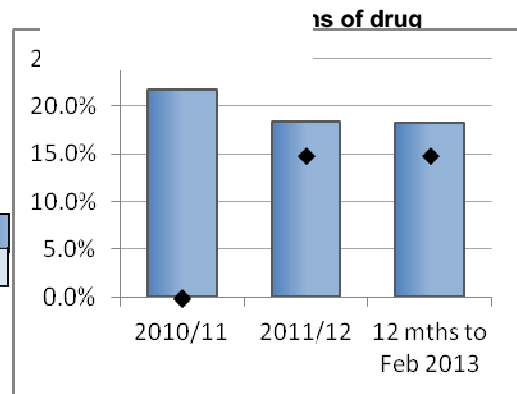
76. The ONS 2011 quarterly rates and the annual rate for **under 18 conceptions** for Haringey are shown below.

Quarter	Rate per 1000
Q1	43.5
Q2	26.8
Q3	41.6
Q4	33.0
<b>2011 Annual Rate</b>	<b>36.2</b>

Haringey is now average amongst its statistical neighbours; the 2011 annual rate shows a significant decrease from 2010's high rate of 64.7 per 1000.

77. 18.3% of **drug treatment was completed successfully** in 2012/13 (to February), maintaining the strong performance from the previous year. This remains better than the London and national figures.

Haringey	◆
London	◆



78. 37.9% of Haringey residents participate in at least one 30 minute session of sport or moderate **exercise** per week (9<sup>th</sup> out of 32 London boroughs; London overall 36.5%). This is a 2.8 percentage point increase from the previous year (35.1%) and, although it is not statistically significant, indicates a possible increase in participation in sport and physical exercise.

## Appendix 1: Performance Tables Quarter 4 Council Plan Performance Assessment 2012/13

### 1. Work with local businesses to create jobs for local people

Ref:	Description	2011/12	Polarity		Q1	Q2	Q3	Q4	2012/13		Traffic Light	2012/13		Benchmarking
		Value	Good Performance is:	Value	Value	Value	Value	Year to Date Value	Target	Direction of Travel				
HY476	Number of jobs created through the Haringey Jobs Fund	New Indicator	High		14	3	15	11	43	50	Red			Local Indicator
HY477	Haringey residents supported into sustained employment through the Jobs for Haringey Programme	New Indicator	High		0	0	5	35	40		Data Only			Sustained employment is measured as at least 6 months in work so performance would only be recorded from Q3. Jobs For Haringey started in April 2012
HY496	Percentage of working population claiming Jobseeker's Allowance (JSA)	5.7	Low		5.5	5.4	5.3	5.3	5.3		No target set			

### 3. Tackle the housing challenges

Ref:	Description	2011/12	Polarity		Q1	Q2	Q3	Q4	2012/13		Traffic Light	2012/13		Benchmarking
		Value	Good Performance is:	Value	Value	Value	Value	Year to Date Value	Target	Direction of Travel				
Op155	Number of affordable homes delivered (gross)	458 <sup>1</sup>	High						376	410	Red			
HY4a	Number of homelessness acceptances	573	Low		119	145	179	162	605	745	Green			Haringey has high numbers of homelessness applications accepted and is bottom quartile well above the average of 446 as at Q3.

<sup>1</sup> This is an annually reported indicator. The Haringey 2012/13 figure is provisional and has not yet been published. It is set against a target in the London Plan.

Ref:	Description	2011/12		Q1 2012/13		Q2 2012/13		Q3 2012/13		Q4 2012/13		2012/13		Traffic Light	2012/13 Direction of Travel	Benchmarking
		Value	Good Performance is:	Value	Good Performance is:	Value	Good Performance is:	Value	Good Performance is:	Value	Good Performance is:	Year to Date Value	Target			
HY4b	Number of homelessness preventions	554	High	126	High	100	High	154	High	125	High	505	488	Green	↘	
HY156	Number of households living in temporary accommodation	2,944	Low	2,906	Low	2,896	Low	2,881	Low	2,832	Low	2,832	3,000	Green	↗	Haringey has the 2 <sup>nd</sup> highest number of households in TA, well above the London group average of 1206
HY66	Voids: Average relet times for local authority dwellings (calendar days)	34.2 days	Low	29.7 days	Low	33.8 days	Low	32.6 days	Low	28.7 days	Low	31.2 days	30 days	Amber	↗	

#### 4. Improve school standards and outcomes for young people

Ref:	Description	2011/12		Q1 2012/13		Q2 2012/13		Q3 2012/13		Q4 2012/13		2012/13		Traffic Light	2012/13 Direction of Travel	Comparator Group	2012/13 Top /Best Quartile	Benchmarking Above Average	Benchmarking Below Average	Bottom Quartile
		Value	Good Performance is:	Value	Good Performance is:	Value	Good Performance is:	Value	Good Performance is:	Value	Good Performance is:	Year to Date Value	Target							
Op38 3	Re-referrals within 12 months of the previous referral	16.6%	Low	16.4%	Low	18.5%	Low	15.1%	Low	16.8%	Low	15.3%	16%	Green	↗		●			
OP38 8a	The rate of Children Subject to a CP plan per 10,000 pop	49		51.91		56.94		58.16		47.74		48 <sup>2</sup>	52	Green	↗	Statistical Neighbours				●
OP38 9a	The rate of Children in care per 10,000 pop	100		-		-		-		-		94 <sup>3</sup>	91	Amber	↗	Statistical Neighbours				●
HY62	Stability of placements of looked after children: number of moves	10.3%	Low	9.9%	Low	7.6%	Low	7%	Low	7.2%	Low	7.2%	11%	Green	↗	England & Stat Nb	●			

<sup>2</sup> Haringey's rate of Children subject to a CP Plan, although reducing remains significantly higher than the rate for our statistical neighbours (40)

<sup>3</sup> Although reducing the rate of children in care in Haringey is around a third higher than the England rate (59) and remains significantly higher than our statistical neighbour rate (74)

Ref:	Description	2011/12		2012/13				2012/13				Benchmarking					
		Value	Good Performance is:	Q1 2012/13 Value	Q2 2012/13 Value	Q3 2012/13 Value	Q4 2012/13 Value	Year to Date Value	Target	Traffic Light	Direction of Travel	Comparator Group	Top /Best Quartile	Above Average	Below Average	Bottom Quartile	
HY117	Academic Age Yr 12-14 % who are not in education, employment or training (NEET)	4.3%	LOW	3.6%	5.5%	4%	3.3%	3.3% <sup>4</sup>	<b>8.9%</b>	Green	↑	Statistical Neighbours	●				
HY 74 (NI 73)	Achievement at level 4 or above in both English and Maths at Key Stage 2	71.0%	High	-	-	-	-	<b>78.0</b> <sup>5</sup> %	<b>77.0</b> %	Green	↑	National		●			
HY75	Achievement of 5 or more A*- C grades at GCSE including English and Maths	57.3%	High	-	-	-	-	<b>58.6</b> <sup>6</sup> %	<b>56.0</b> %	Green	↑	National		●			
HY 31 (NI 92)	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	32.1%	LOW	-	-	-	-	<b>32.5</b> <sup>7</sup> %	<b>31.4</b> %	Amber	↓	National				●	
HY483	Average days from becoming looked after to being placed for adoption for children adopted in period	715	LOW	678	758	600	539	<b>661</b> <sup>8</sup>	<b>639</b>	Amber	↑	England				●	
HY493 a	Proportion of Primary schools rated outstanding or good by OFSTED	59% (Sept 2012)	High	Data relates to April 2013				<b>71%</b> <sup>9</sup>	<b>80%</b>	Amber	↑	National		●			

<sup>4</sup> Data are monitored monthly. However this indicator and NEET target use an annual result which is based on three one month snapshots at the end of November, December and January each year.

<sup>5</sup> Haringey's ranking improved from 109<sup>th</sup> to 99<sup>th</sup> and were 1 percentage point away from National Average.

<sup>6</sup> Haringey ranks 77<sup>th</sup> place out of 151 local authorities and compares with an England average of 59.4%

<sup>7</sup> Haringey's ranking has dropped from 103<sup>rd</sup> to 132<sup>nd</sup>.

<sup>8</sup> This is the average for adopted children only between April 2012 and March 2013 and compares with a national threshold of 636 days for England for the rolling year period 2008-2011. Haringey's 2008-2011 average days were 739.

<sup>9</sup> This relates to 45 out of 63 primary schools and is below the national average of 74% as at December 2012. The figure includes academies but excludes free schools.

Ref:	Description	2011/12		Q1 2012/13		Q2 2012/13		Q3 2012/13		Q4 2012/13		2012/13		2012/13		Benchmarking					
		Value	Polarity	Good Performance is:	Value	Value	Value	Value	Value	Value	Year to Date Value	Target	Traffic Light	Direction of Travel	Comparator Group	Top /Best Quartile	Above Average	Below Average	Bottom Quartile		
HY493 b	Proportion of Secondary schools rated outstanding or good by OFSTED	62% (Sept 2012)	High	Good Performance is:	Data relates to April 2013							77% <sup>10</sup>	73%	Green	↑	National	●				
HY579 a	School Places - % getting their first preference (Primary)	80% (AY12/13 entry)	High	Good Performance is:	Data Avail June 2013								80%								
HY579 b	School Places - % getting their top preference (Secondary)	67%	High	Good Performance is:									73.2%	70%	Green	↑					
HY580 a	Haringey Residents putting Haringey school as first preference (Primary)			Good Performance is:									94%								
HY580 b	Haringey Residents putting Haringey school as first preference (Secondary)			Good Performance is:									69.6%								

<sup>10</sup> This relates to 10 out of 13 secondary schools including Haringey sixth form centre and is above the national average of 71% as at December 2012. The figure includes academies..

## 5. Deliver responsive, high quality services to residents

Ref:	Description	2011/12	2012/13				2012/13		Traffic Light	2012/13 Direction of Travel	Comparator Group	Benchmarking			
		Value	Q1 2012/13 Value	Q2 2012/13 Value	Q3 2012/13 Value	Q4 2012/13 Value	Year to Date Value	Target				Top/Best Quartile	Above Average	Below Average	Bottom Quartile
HY181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	22	13.2	12.4	18.9	16.6	13.7	<b>18</b>	Green	↑	LAPS		Change Events ●		New Claims ●
HY9	% of council taxes due for the financial year which were received in year	95.3%	30.04%	57.7%	82.66%	95.03%	<b>95.03%</b>	<b>95%</b>	Green	↓	LAPS		●	●	
HY502	Members' Enquiries - average days to process	10	8.8	8.1	8.1	8.5	<b>8.4</b>	<b>10</b>	Green	↑					Local Indicator
HY503	FOI's - average days to process	17.5	18.4	20.1	16.1	16.7	<b>17.9</b>	<b>20</b>	Green	↓					Local Indicator
HY12a	Days sick per full time equivalent employee (Excluding Schools' Staff)	7.33	7.43	7.09	7.2	7.14	<b>7.14</b>	<b>7</b>	Amber	↑	LAPS	●			
HY500	Complaints Average days to process	12.5	12.1	10.9	11.3	11.2	<b>11.4</b>	<b>15</b>	Green	↑					Local Indicator
HY501b	Complaints - % escalated to stage 2	5%	8.4%	9%	8.9%	9.41%	<b>9.41%</b>		Data Only	↓					Local Indicator
Op501	Complaints S2, Independent reviews average days to process	70.2% in 25 days	23.2	21.5	23.2	23.8	<b>23.8</b>	<b>25</b>	Green						Local Indicator

**6. Community Safety**

Ref:	Description	2011/12		Q1 2012/13		Q2 2012/13		Q3 2012/13		Q4 2012/13		2012/13		2012/13				Bottom Quartile
		Value	Polarity	Good Performance is:	Value	Value	Value	Value	Value	Value	Year to Date Value	Target	Traffic Light	Direction of Travel	Comparator Group	Top /Best Quartile	Above Average	
HY23	Violence with Injury	2263	LOW		627	591	519	476		<b>2213</b> <sup>11</sup>	5% reduction	Amber	↑	MPS Most similar Group & London				●
HY25	Serious Acquisitive Offences- incl. Personal Robbery and Residential burglary	8610	LOW		2025	1779	1572	1501		<b>6877</b> <sup>12</sup>	-11% for Personal Robbery & -6% for Residential burglary	Green	↑					●
HY58	Victims of domestic violence feeling well advised and supported	100%	High			96%	100%	100%		<b>100</b> <sup>13</sup> %	<b>90%</b>	Green	▬			Local Indicator		
HY331	Repeat victimisation of domestic violence (Hearthstone)	20%	Low			18%	20%	20%		<b>19%</b>	<b>21%</b>	Green	↑			Local Indicator		
Hy 473	First time entrants to the Youth Justice System aged 10-17 Rolling Year (rate per 100,000 10-17 year olds)	1508 (Jan to Dec 2011)	Low		1352	881	767	690		<b>690</b> <sup>13</sup>	<b>1508</b>	Green	↑	Stat Neighbours Youth Justice Board	●			

<sup>11</sup> Haringey has a VWI rate of 8.58 offences per 1000 residents, 4th highest out of the 15 CSPs in its MSG and 22% greater than the MSG average of 7.02 per thousand residents

<sup>12</sup> Haringey has a rate of 26.82 offences per 1000 residents, 3rd highest out of the 15 CSPs in its MSG more than a third (34.5%) higher than the MSG average of 19.95 per thousand residents

<sup>13</sup> Haringey's First time entrants are the second lowest when compared with it's family group and better than the family group average of 750 but above the London average of 585.



Ref:	Description	2011/12		2012/13				2012/13				Benchmarking				
		Value	Polarity	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Year to Date Value	Target	Traffic Light	Direction of Travel	Comparator Group	Top /Best Quartile	Above Average	Below Average	Bottom Quartile
HY495	% Re-offending rates after 12 months rate Rolling Year	43.1 (Jul 2009 to Jun 2010)	Low	43.1	45.2	47.1	48.2	48.2 <sup>14</sup>	43.1	Red	↘	Youth Justice Board				●
NI 43	Use of custody rate per 1,000 of 10-17 population Rolling Year	2.7 (Apr 2011 to Mar 2012)	Low	2.74	2.4	2.28	1.94	1.94 <sup>15</sup>	2.70	Green	↗	Youth Justice Board				●

## 7. Environment

Ref:	Description	2011/12		2012/13				2012/13				Benchmarking				
		Value	Polarity	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Year to Date Value	Target	Traffic Light	Direction of Travel	Comparator Group	Top Quartile	Above Average	Below Average	Bottom Quartile
HY19 2	Recycling rate	26.24%	High	30.47 %	33.91 %	32.81 %	31.23 %	32.1 %	31.7 %	Green	↗	Comparator Group LAPS			●	
HY19 5a	Improved street and environmental cleanliness, levels of: Litter	7%	Low	13%		7%	3%	8%	8%	Green	↘	LAPS				●

<sup>14</sup> Haringey's Re-offending rate is the second highest in our family group and the 3<sup>rd</sup> highest in London

<sup>15</sup> Haringey's use of custody rate has reduced but remains the second highest rate in London

## 8. Health and Social Care

Ref:	Description	2011/12	Polarity				2012/13		2012/13		Traffic Light	2012/13 Direction of Travel	Comparator Group	Benchmarking			
		Value	Good Performance is:	Q1 2012/13 Value	Q2 2012/13 Value	Q3 2012/13 Value	Q4 2012/13 Value	Year to Date Value	Target	Top /Best Quartile				Above Average	Below Average	Bottom Quartile	
HY1	Social care related quality of life	17.5	High	Annual Survey		18	Target not set	Amber	↑	NASCI SEngland							
HY10	Social care clients receiving Self Directed Support (2010 Definition)	42.4%	High	55%	54%	58.8%	68%	68% <sup>16</sup>	70%	Amber	↑	LAPs					
HY19a	Prevalence of healthy weight in 4-5 year olds (% Obesity)	10	Low	-	-	-	11.8%			↓	↓	LAPs					
HY19b	Prevalence of healthy weight in 10-11 year olds (% Obesity)	21	Low	-	-	-	23.8%			↓	↓	LAPs					
HY112	Under 18 conception rate per 1000 pop. Reported 12 months in arrears	49.2 <sup>17</sup>	Low	43.3 (Q1 2011)	27.5 (Q2 2011)	42.5 (Q3 2011)	36.2 (Q4 2011)	36.2	47 by 2015	Amber	↑	London					
HY131	Delayed transfers of care	9.0	Low	7.77	11.37	10.42	9.8	9.7 <sup>18</sup>	7.5	Red	↓	5 North Central London Boroughs					
HY145 (NI 145)	Adults with learning disabilities in settled accommodation	47.2%	High	6.7%	36.0%	45.6%	68.7%	68.7%	65.0%	Green	↑	LAPs					
HY41	Proportion of adults in contact with secondary	70.1%	High	74.4%	75.6%	76.4%	76.3%	76.3% <sup>19</sup>	75.0%	Green	↑	LAPs					

<sup>16</sup> There are a total of 3150 receiving a personal budget, an increase of 2072 personal budgets in place since the 1078 recorded as at 30<sup>th</sup> April 2012 and above average for the group as at Q3 (56.8%).

<sup>17</sup> Following 2011 Census population estimates were revised and teenage conception rates were adjusted. The rate for 2010 was adjusted from 64.7 to 49.2 per 1,000.

<sup>18</sup> Haringey has the 2nd highest number of delays per 100,000 population amongst the 5 North Central London Boroughs. Our Non acute DTOC rate is higher than our acute rate

<sup>19</sup> As at Q3 the average for the 9 boroughs that returned a figure was 79%.

Ref:	Description	2011/12	Polarity	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	2012/13		Traffic Light	2012/13	Comparator Group	Benchmarking				
		Value	Good Performance is:	Value	Value	Value	Value	Year to Date Value	Target	Direction of Travel	Top /Best Quartile	Above Average	Below Average	Bottom Quartile			
	mental health services living independently, with or without support																
HY42	Permanent admissions to residential and nursing care homes, per 100,000 population	67.23	Low	18.86	36.57	60	64.57	<b>64.6</b>	<b>72.8</b>	Green							
Op44	Overall satisfaction of people who use services with their care and support	43.6%	High		Annual Survey			<b>56.1%</b>	Target not set			NASCI SEngland					
Op45	Overall satisfaction of carers with social services	New Indicator	High		Annual Survey			<b>39%</b>	Target not set		N/A	LIEG 13 authorities					
HY46	The proportion of carers who report that they have been included or consulted in discussions about the person they care for	New Indicator	High		Annual Survey			<b>66.4%</b>	Target not set		N/A	LIEG 13 authorities					
HY50	Leaving drug treatment free of drug(s) of dependence	18.4%	High	17.6% (July 2011 to June 2012)	17.4% (Oct 2011 to Sept 2012)	18.1% (Jan to Dec 2012)	18.3% (Apr to Mar 2013)	<b>18.3%</b>	<b>22.3%</b>	Green for Opiate users Red for Non-opiate users							
HY96	Number of 4-week smoking quitters who	2124	High	336	223			<b>1686<sup>21</sup></b>	<b>1940</b>	Confident target		LAPs					

<sup>20</sup> This relates to 113 permanent admissions in 2012/13. In 2011/12 Haringey's performance admissions were the 8<sup>th</sup> lowest in London and the 3<sup>rd</sup> lowest amongst comparator boroughs.  
<sup>21</sup> Haringey's rate per 100,000 at 315.8 for stopping smoking is below the average of 333 for London.

Ref:	Description	2011/12	Polarity				2012/13				2012/13				Traffic Light	2012/13 Direction of Travel	Comparator Group	Benchmarking											
		Value	Good Performance is:	Q1 2012/13 Value	Q2 2012/13 Value	Q3 2012/13 Value	Q4 2012/13 Value	Year to Date Value	Target	Year to Date Value	Target	Top /Best Quartile	Above Average	Below Average				Bottom Quartile											
	attended NHS Stop Smoking Services													will be achieved															
HY97	NHS Health Checks - Offered	17493 or 26.6% offered 6047 or 9.2% completed	High	6348	2578	1536	2321	<b>12783 or 23% offered 6620 completed</b>	<b>11095</b>					Green	↑														
HY490	Number of young people in the C-Card (contraception) scheme	New Indicator	High	463	234	230		22	Target not set																				
HY491	Infant mortality rate	4.8 (2008-2010)	Low		-			4.3 (2009-2011)	<b>4.5</b>					<b>Green</b>	↑	London													

<sup>22</sup> Overall as at April 2013 there have been 2163 registrations on this scheme against a target of 2600

Priority 1: Work with schools, and early years and post 16 providers, to deliver high quality education for all Haringey children and young people (Lead service: CYPS)						
No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
1.1	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.40%	32.50%	31%	Reduce the gap between the lowest achieving children at the Early Years Foundation Stage and the rest to 31%	Annually
1.2	Achievement at level 4 or above in combined reading, writing and maths	77%	74%	78%	Increase the percentage of children achieving level 4 or above in combined reading, writing and maths at Key Stage 2 to 78%	Annually
1.3	Achievement of 5 or more A*- C grades at GCSE including English and Maths (Key stage 4) exceeds London average	56%	58.60%	63%	Increase the percentage of pupils achieving 5 or more A*- C grades at GCSE including English and Maths (Key stage 4) to 63%	Annually
1.4	Achieving Level 2 by 19	-	84%	86%	Increase the proportion of 19 year olds achieving Level 2 (GCSE A*-C) to 86%	Annually
1.5	Achieving Level 3 by 19	-	59%	61%	Increase the proportion of 19 year olds achieving Level 3 (A level) to 61%	Annually
1.6	Percentage of 18 year olds not in education, employment or training (academic year 12-14)	8.90%	3%	3.60%	Reduce the percentage of 18 year olds not in education, employment or training to 3.6%	Monthly
1.7	Percentage of 18 year olds in education, employment or training (academic year 12-14) - Not Known	8.60%	18.60%	9.50%	Reduce the percentage of 18 year olds for whom their education, employment or training status is not known to 9.5%	Monthly
1.8	Schools & Child care provision rated as good/outstanding	Target Not Set	71% Primary 77% Secondary 57% Children's Centres (April 2013)	100% by 2016	Increase the proportion of schools and children's centres rated as good/outstanding to 100% by 2016	Quarterly/Six Monthly

Priority 2: Enable every child and young person to thrive and achieve their potential (Lead service: CYPS)						
No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
1.9	Percentage of vulnerable 2 year olds taking up their free early years place	New indicator		80%	Ensure that 80% of vulnerable 2 year olds in the borough take up their free early years place	Annually
1.10	Percentage of 3 and 4 year olds taking up their free early years place	New indicator		90%	Ensure that 90% of vulnerable 3 and 4 year olds in the borough take up their free early years place	Annually
1.11	Readiness for school at five years - Achievement of at least 78 points across the Early Years Foundation Stage	52.40%	56%	61%	Increase the percentage of children achieving at least 78 points across the Early Years Foundation Stage (at age five) to 61%	Annually
1.12	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.40%	32.50%	31%	Reduce the gap between the lowest achieving children at the Early Years Foundation Stage and the rest to 31%	Annually
1.13	Number of adoptions/ special guardianship orders	15 & 25	14 & 31	20 and 25	Complete 20 adoptions and 25 special guardianship orders by March 2014	Monthly
1.14	Average time between a child entering care and moving in with its adopted parents, for children who have been adopted	639 average threshold	661	637	Reduce time between a child entering care to moving in with prospective adoptors to less than 637 days	Monthly/Quarterly
1.15	Number and rate of children on protection plans	300	275 (rate 48 per 100,000)	250 (rate of 43 per 100,000)	Stabilise the number of children on child protection plans to 250	Monthly
1.16	Number of families supported through the Families First programme	New indicator		337	Support 337 families through the Families First programme	Quarterly
1.17	Early access to maternity services	-	76.90%	80% at 12 weeks by March 2015	Increase the percentage of women with access to maternity services in 12 weeks to 80% by March 2015	Quarterly

Priority 3: Make Haringey the safest borough in London (Lead service: P&S)						
No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
2.1	Domestic violence: proportion of referrals to the MARAC which are repeat referrals	New indicator		5%	Ensure that the percentage of referrals to the MARAC which are repeat referrals is not more than 5%	Annually
2.2a	Gangs: Gang Unit Project caseload	New indicator		70	Work with 70 young people involved in gangs	Quarterly
2.2b	Gangs: proportion of the gang caseload who are engaged and retained	New indicator		80%	Ensure that 80% of the gang caseload are engaged and retained	Quarterly
2.3	Number of offenders in the Integrated Offender Management cohort	-	70	130	Increase the number of offenders in the Integrated Offender Management cohort from 70 to 310 over 4 years (60 per year)	Quarterly
2.4	Youth re-offending rate	43%	47%	40%	Reduce re-offending amongst 0-19 year olds to no more than 40%	Quarterly
2.5	Community confidence in dealing with crime and anti-social behaviour (percentage of residents who feel the council and police are dealing with crime and anti-social behaviour effectively)	-	54%	59%	Increase the percentage of residents who feel the council and police are dealing with crime and anti-social behaviour effectively to 59%	Annually
2.6	Anti-social behaviour- Reduce incidents of reported ASB	New indicator		5%	Reduce incidents of reported anti-social behaviour by 5% year on year for four years	Quarterly

Priority 4: Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur						
No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
2.7	Proportion of children referred to social services seen within 10 days	New indicator (single assessments introduced Jun 2013)		95%	Ensure that 95% of children referred to social services are seen within 10 days	Monthly
2.8	Proportion of assessments completed within 45 working days	New indicator (single assessments introduced Jun 2013)		85%	Ensure that 85% of assessments are completed within 45 working days	Monthly
2.9	Percentage of looked after children placed more than 20 miles from Haringey	-	20% up from 17% in 2011/12	16%	Reduce the proportion of looked after children placed more than 20 miles from Haringey to 16%	Monthly/Quarterly
2.10	Percentage of children who cease to be subject to a child protection plan whose child protection plan lasted 2 years or more	7%	7%	7%	Ensure that no more than 7% of children subject to a child protection plan have a child protection plan lasting 2 years or more	Monthly
2.11	Stability of placements of looked after children – number of moves	11%	7.20%	10%	Ensure that no more than 10% of looked after children have three or more placements in the year	Monthly
2.12	The proportion of people who use Adult Services who feel safe and secure	-	83%	85%	Increase the proportion of adult social care users who state that the services they use make them feel safe and secure to 85%	Annually

Priority 5: Provide a cleaner, greener environment and safer streets (Lead service: P&S)						
No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
2.13	Number of parks with green flag status	-	16	16	Maintain green flag status for 16 Haringey parks	Annually
2.14	Proportion of parks inspected that are graded at A or B standard			65%	Ensure that 65% of parks inspected are graded to a high standard of cleanliness (A or B)	Quarterly
2.15	Improved street and environmental cleanliness levels of: Litter	8%	8%	8%	Ensure that the proportion of land with unacceptable level of litter does not exceed 8%	Monthly
2.16	Improved street and environmental cleanliness: Detritus	16%	8%	13%	Ensure that the proportion of land with unacceptable level of detritus does not exceed 13%	Monthly
2.17	Number of fly-tips reported by residents	-	To be confirmed	480	Reduce the number of fly tips reported by residents to 480 per month in 2013/14	Monthly

2.18	Percentage reduction of people killed or seriously injured	-	Adult KSI =78 (96 2011/12)	5% annual reduction	Reduce the number of people killed or seriously injured on Haringey roads by 5% each year (based on a 3 year rolling average)	Quarterly in arrears
------	------------------------------------------------------------	---	----------------------------	---------------------	-------------------------------------------------------------------------------------------------------------------------------	----------------------

Priority 6: Support health and wellbeing for all (Lead services: CYPS, A&H and PH)						
No.	Key performance indicators	2012/13 Target	2012/13 Out tum	2013/14 Target	Target 2013/14	Collection Frequency
2.19	Under 18 conception rates (conceptions per 1,000) for 15 to 17 year olds	-	36.2	28.7 by 2015	Reduce Haringey's under 18 conception rate to the rate for London by 2015 (London rate 28.7 per 1,000 in 2011)	Quarterly
2.20	Childhood obesity rates - reception (4-5 year olds)	-	11.80%	11.80%	Halt the rise in childhood obesity amongst 4-5 year olds	Quarterly
2.21	Childhood obesity rates - Year 6 (10-11 year olds)	-	23.80%	23.80%	Halt the rise in childhood obesity amongst 10-11 years olds	Quarterly
2.22	Cardiovascular mortality rate (per 100,000)	-	-	76	Reduce cardiovascular mortality to 76 per 100,000	Annually
2.23	Alcohol-related hospital admissions (per 100,000)	-	2,253 (2011/12)	2523	Ensure that alcohol-related hospital admissions do not increase by more than 6%	Annually
2.24	Proportion of people using Adult Services who receive self-directed support, and those receiving direct payments	70%	68%	70%	Increase the proportion of adult social care users in receipt of a Personal Budget to 70%	Monthly
2.25	Proportion of people who use Adult Services and have control over their daily life	-	67.60%	75%	Increase the percentage of adult social care users reporting that they have control over their daily life to 75%	Annually
2.26	Proportion of adults with a learning disability who live in their own home or with their family	65%	68.70%	80%	Increase the proportion of adults with learning disabilities living in settled accommodation to 80%	Monthly/ Quarterly
2.27	Number of clients aged 65 and above achieving independence through rehabilitation	85%	88.40%	90%	Increase the proportion of clients aged 65 and over above achieving independence through rehabilitation to 90%	Annually
2.28	Proportion of adults in contact with secondary mental health services living independently, with or without support	75%	76.30%	80%	Increase the proportion of adults in contact with mental health services living independently to 80%	Monthly/ Quarterly
2.29	Percentage of people with learning disabilities who received a health check	-	-	86%	Increase the number of people with learning disabilities who receive an annual health check to 86%	Quarterly

**Outcome 3: Opportunities for all: a successful place for everyone**

Priority 7: Drive economic growth in which everyone can participate (Lead service: P&S)						
No.	Key performance indicators	2012/13 Target	2012/13 Out tum	2013/14 Target	Target 2013/14	Collection Frequency
3.0	Percentage of working population claiming job seekers allowance	-	5.30%	4.80%	Reduce the proportion of working population claiming job seekers allowance by 10%	Quarterly
3.1	Number of young people supported into work	New indicator		65	Support 65 young people into work by March 2014	Quarterly
3.2	Number of apprenticeships created for Haringey residents under 25	New indicator		100	Create 100 apprenticeships for Haringey residents under 25 years by March 2014	Quarterly
3.3	Number of people supported into work by the Jobs for Haringey programme, 30% youth	New indicator		300	Support 300 people into work through Jobs for Haringey programme, 30% of whom will be young people	Quarterly
3.4	Number of people supported into work through Haringey HUB/DWP response to the impact of the Benefit Cap	New indicator		80	Support 80 people into work through Haringey HUB and work with the DWP in response to the impact of the Benefit Cap	Quarterly

**Priority 8: Deliver regeneration at priority locations across the borough (Lead service: P&S)**

Progress to be measured through project milestones (see corporate plan for details)						
-------------------------------------------------------------------------------------	--	--	--	--	--	--

**Priority 9: Ensure that everyone has a decent place to live**

No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
3.5	Number of affordable housing units delivered by the Council and housing associations	410	376	410	Deliver 820 housing units annually, 50% of which should be affordable housing.	Annually
3.6	Net additional homes provided	-	-	600	Provide more homes by building or converting 300 - 600 new homes	Annually
3.7	Proportion of expired mandatory HMOs re-licensed	-	-	90%	Re-license 90% of mandatory HMO's where licenses have expired within year	Annually
3.8	Number of additional HMOs licensed within the Additional HMO Licensing Scheme in Harringay ward	-	-	100	License an additional 100 Properties within the 'Additional HMO Licensing Scheme' in Harringay ward	Quarterly
3.9	Number of homeless acceptances per 1,000 population	-	-	To be agreed	Prevent homelessness - reduce homeless acceptances to XX per 1,000 population	Quarterly
3.10	Number of households in temporary accommodation	3,000	2832	2,800	Reduce the number of households in temporary accomodation to 2,800 by March 2104	Monthly/ Quarterly

**Outcome 4: A better Council: delivering responsive, high quality services; encouraging residents who are able to help themselves**

**Priority 10: Ensure the whole Council works in a customer focussed way (Lead service: All)**

**Priority 11: Get the basics right for everyone**

**Priority 12: Strive for excellent value for money**

No.	Key performance indicators	2012/13 Target	2012/13 Out turn	2013/14 Target	Target 2013/14	Collection Frequency
4.1	Proportion of calls to the call centre answered (of calls presented)	90%	63%	90%	Increase the proportion of calls answered (call centre) to 90%	Monthly
4.2	Proportion of calls to the call centre answered within 30 seconds (of calls presented)	70%	17%	70%	Ensure that 70% of calls to the call centre are answered within 30 seconds (of calls presented)	Monthly
4.3	Percentage of complaints upheld by the Ombudsman where they have found no fault following investigation	-	48% (26 out of 54 local estimate)	70% (Top Quartile for London 2011/12)	Increase the proportion of complaints upheld by the Ombudsman where no fault was found following investigation to 70%	Quarterly/ Annually
4.4	Percentage of personal callers to Customer Service Centres seen within 20 minutes	70%	69%	75%	Reduce waiting times at Customer Services Centres so that 75% of personal callers are seen in 20 mins	Monthly
4.5	Number of transactions through the council's website (to be defined)	-	-	To be agreed	Increase access to Council services through the web	Quarterly
4.6	Increase in number of visits to Haringey libraries	-	-	10% by 2015/16	Increase visits to Haringey libraries by 10% by 2015/16	Quarterly/ Annually
4.7	Percentage of principal roads where maintenance should be considered	-	17%	7%	Reduce the percentage of Principal roads where maintenance should be considered to 7%	Annually
4.8	Percentage of minor planning applications processed within 8 weeks	65%	57%	65%	Increase the percentage of minor planning applications processed within 8 weeks to 65%	Monthly
4.9	Percentage of other planning applications processed within 8 weeks	80%	68%	80%	Increase the percentage of other planning applications processed within 8 weeks to 80%	Monthly
4.10	Percentage of major planning applications processed within 13 weeks	60%	63%	65%	Increase the percentage of major planning applications processed within 13 weeks to 65%	Monthly
4.11	Percentage of households returning completed electoral registration forms	-	-	90%	Increase the proportion of residents returning completed electoral registration forms to 90%	Annually
4.12	Percentage of staff receiving performance appraisals	-	To be confirmed	95%	Increase the percentage of staff receiving performance appraisals to 95%	Annually
4.13	Percentage of council tax due that was collected	95%	95.03%	92.50%	Ensure that 92.5% of council tax is collected in year	Monthly
4.14	Percentage of household waste recycled	31.70%	32.11%	35.40%	Increase the proportion of household waste recycled to 35.4% (to be reviewed)	Monthly
4.15	Delayed transfers of care from hospital	7.5	9.8	8.0	Reduce the rate of delayed transfers of care to 8.0 per 100,000 population	Monthly
Additional basket of unit cost indicators to be added by end June 2013						



## Appendix 3: Emerging Policy Issues 2013 onwards

### Priority 1: Work with local businesses to create jobs for local people

**Heseltine report on growth:** The Government has published its response ([“Government’s response to the Heseltine review”](#)) to Lord Heseltine’s report on growth ([“No Stone Unturned in pursuit of growth”](#)) which was published in October 2012.

The Mayor of London has endorsed the findings of a [new report](#) published by the **independent London Finance Commission**, chaired by Professor Tony Travers. The report outlines a comprehensive package of devolution measures to give Londoners a more direct say over a greater proportion of taxes raised in their city. It concludes that London government could better promote its own economic development.

The Mayor of London has also announced the publication of the London Enterprise Panel’s (LEP) **Jobs and Growth Plan for London**. It aims to deliver jobs and growth for London through:

- [Skills and employment](#): to ensure Londoners have the skills to compete for and sustain London’s jobs;
- [Micro, small and medium sized enterprises](#): to support and grow London’s businesses;
- [Digital creative, science and technology](#): for the capital to be recognised globally as world leading hub; for science, technology and innovation - creating new jobs and growth; and
- [Infrastructure](#): to keep London moving and functioning.

**The Council’s plans for economic growth will need to take all of the above into account.**

**Raising the Participation Age:** From Summer 2013, all young people up until the end of the academic year in which they turn 17 will be required to participate in education or training. From 2015, this requirement will apply until their 18th birthday. This raising of the participation age places new responsibilities on local authorities, including two new duties: to promote the participation of 16 and 17 year olds, and to identify those 16 and 17 year olds who are not participating.

### Priority 2: Deliver regeneration to key areas of the borough

The [National Planning Policy Framework](#) (NPPF) took full effect from 27 March 2013:

- The framework is based on a ‘presumption in favour of sustainable development’. From now, the NPPF takes precedence where the local plan is ‘absent, silent or relevant policies are out-of-date’. An up-to-date adopted local plan is therefore critical for local planning authorities (LPAs) – but 51 per cent do not have one.
- There is a concern that LPAs without a plan cannot demonstrate a 5-year ‘deliverable’ supply of specific housing sites (plus a 5 or 20 per cent buffer) – as set out in the NPPF – and will be vulnerable to applications for housing development on land where the community does not want it, especially on greenfield sites where development costs are lower.
- Robust evidence, especially on housing need and market housing, is vital – planning inspectors are looking for a ‘compelling link between what the evidence states and what the plan says’.
- There remains a tension between the pressure to significantly increase the development of new housing nationally, and localism and the right of communities to shape where they live.

### Priority 3: Tackle the housing challenges

**Housing and the budget: Budget March 2013 announcements**

**Help to Buy:** a commitment to significantly expand the Help to Buy scheme to total £3.5 billion. Help to Buy will comprise of two schemes: ‘equity loan’ where the Government will loan individuals up to

20% of the value of new homes and 'mortgage guarantee' with lenders incentivised to make mortgages available to those with only small deposits. The schemes will be open to existing homeowners and first time buyers.

**Right to Buy:** Further measures designed to encourage more council housing tenants to exercise their right to buy. From 25 March 2013, the cash cap in London will be increased from £75,000 to £100,000. This change will be applied to those tenants with 'live' applications. The eligibility criteria for those tenants who can exercise their right to buy will fall from the 5 years at present to just 3 years of tenancy before being able to purchase. Local government will play a role in informing tenants of the changes to the cap and the eligibility criteria.

**'Build to Rent' and Affordable Homes Guarantee:** Expansion of the Build to Rent fund will provide either equity or loan finance to enable the development of more homes. The budget doubled the affordable homes guarantee, providing an additional £225 million, estimated to enable the delivery of a further 15,000 affordable homes in England by 2015.

**Social rents:** From 2015/16, Government will set out social rent policy providing certainty to social landlords to 2025. Government will take steps towards allowing social landlords to charge market rent to tenants with an income of over £60,000 per annum. A consultation will help examine how this will work in practice; the expectation will be that tenants declare their income.

**Pension investment rules:** Commitment to examine changes to pension investment rules in the near future, to encourage conversion of unused and under occupied commercial space into residential properties, in particular in town centres and high street areas.

#### Priority 4: Improve school standards and outcomes for young people

Revised **statutory guidance on [adoption](#)** will come into effect on 1 July 2013 to support the amendments to the Adoption Agencies Regulations which come into force on that date. The reforms include the introduction of an "adoption passport" showing adopters what support is available to them, and a new duty on local authorities to make this information explicitly clear to potential adopters.

From April 2013, the Government implemented a further **reduction in Early Intervention Grant** funding levels. The Early Intervention Grant has been rolled into general local government funding allocations together with a reduction in resources. It is no longer possible to separately identify funding for children's centres. Funding allocated for the delivery of the two-year old programme moved to the Dedicated School Grant from April 2013.

#### Priority 5: Deliver responsive, high quality services to residents

**Local authority budgets in 2014/15** are set to be cut by a further one per cent, a reduction of £220 million, but the Government has protected local government and police from the one per cent cut to be applied to most other departments in 2013/14. The reduction in 2014/15 comes on top of the two per cent, or £445 million, reduction announced in the 2012 autumn statement.

**The Comprehensive Spending Review 2013** will consider public sector resources from 2015/16 onwards. Downward forecasts of economic growth and lack of progress on deficit reduction will mean that the Council will be facing further rounds of cuts beyond those originally envisaged.

The Government will **further develop community budgets**, outlined in the 2013 budget, facilitated by a multi-agency network.

**Mainstreaming equality in procurement** was [published](#) by the Equality and Human Rights Commission in March 2013. The guidance is intended to support councils in complying with the law

in a proportionate and cost effective way. It explains how incorporating equalities objectives in commissioning and procurement can help buy better outcomes for service users, achieve value for money, and help meet corporate objectives.

The Cabinet Office has published [The Choice Charter](#) setting out government principles to increase choice in public services and what users should receive from their services. Three Choice Frameworks – in [adult social care](#), [early years](#) and education – have also been published with this charter.

## Community Safety

The Home Office has published its response to the [draft Anti-Social Behaviour Bill](#) focusing on better handling of ASB calls from the public; a coordinated approach to high-risk cases; changes to the county courts; and community harm statements.

The Ministry of Justice has consulted on [Transforming Youth Custody: Putting education at the heart of detention](#). The proposals aim to reform and intensify the role of education and skills provision within youth custody. The consultation looks to programmes such as free schools and academies for inspiration and possible involvement, and invites proposals on how to implement a network of Secure Colleges, which is central to the consultation's vision.

The Government has published plans to change the way in which offenders are managed in the community. [Transforming Rehabilitation](#) set out the Justice Secretary's "top priority" – to reduce rates of reoffending and improve value for money. The delivery of offender management services will impact across local authority services and responsibilities. Proposals included:

- Opening up probation services to competition with 'payment by results' in order to reduce rates of reoffending and ensure efficiency savings.
- 16 commissioned contracts across England and Wales with independent providers.

The outcome is awaited of a consultation on [Improving the Code of Practice for Victims of Crime](#) setting out the Government's plans to reform the Victims' Code to give victims clearer entitlements from criminal justice agencies and to better tailor service to individual need.

## Health and social care

The Law Commission report on [Adult Social Care, May 2011](#), recommended a three level structure containing new statute, regulations and a code of practice. It includes safeguarding adults "wherever practicable from abuse and neglect"; and to "use the least restrictive solution where it is necessary to interfere with the individual's rights and freedom of action wherever ... practicable".

[Transforming care: a national response to Winterbourne View Hospital](#) responded to the abuse revealed at Winterbourne View hospital, and set out an action plan to transform care and support for all people with learning disabilities and challenging behaviour.

New criteria in the [Adult social care outcomes framework 2013/14](#) against which councils have to report progress include:

- a measure of how services improve 'people's experience of integrated care'
- effectiveness of 'reablement' services, helping older hospital leavers to readjust to home
- quality of dementia care services
- extent to which care users report having 'as much social contact as they would like'.

The [Care Bill](#), published in May 2013, builds on the draft [Care and Support Bill](#) published last year. All the major elements of the draft bill remain – wellbeing, prevention, carers' rights, choice and personalisation.

This page is intentionally left blank



**Haringey Council**

<b>Report for:</b>	Environment & Housing Scrutiny Panel September 2013	<b>Item Number:</b>	<b>11</b>
--------------------	-----------------------------------------------------	---------------------	-----------

<b>Title:</b>	Waste and Recycling Services: Update on earlier Cabinet Response on the introduction of the new waste and recycling collection system.
---------------	----------------------------------------------------------------------------------------------------------------------------------------

<b>Report Authorised by:</b>	
------------------------------	--

<b>Lead Officer:</b>	Stephen McDonnell, Deputy Director of Operations and Community Safety
----------------------	-----------------------------------------------------------------------

<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decisions:</b>
All	Non Key

## 1. Describe the issue under consideration

1.1 The first report of the Environment and Housing Scrutiny Panel on the introduction of the new waste and recycling service contained a number of recommendations to inform the planned roll-out of the service across Haringey. This report provides an update on the original Cabinet response to the scrutiny recommendations and details a number of additional actions that have been pursued.

## 2. Cabinet Member introduction

2.1 Not applicable.

## 3. Recommendations

3.1 The panel note the update on the actions arising from its original recommendations and the further actions being taken to sustain and increase the council's recycling rate.

## 4. Alternative options considered

4.1 Not applicable.

## 5. Background information

5.1 The implementation of the fortnightly waste collection/weekly recycling collection service provided a major boost to the borough's recycling rate in 2012/13, with this increasing by 5.9 percentage points to 32.2%.



**Haringey Council**

5.2 The Panel undertook a review of recycling arrangements in October 2012 and made a range of recommendations to Cabinet, the majority of which were accepted. An update on the Cabinet response can be found in Appendix A.

5.3 The council is seeking to sustain and take forward the increase achieved last year in the current year and the actions previously reported to you are being supplemented by:

- Food waste recycling trial on estates
- Street cleansing recycling
- Reduced contamination

Officers are also examining the potential for:

- Increased kerbside food waste
- Increased dry recycling from estates/flats
- Street recycling bins
- Parks green waste
- Estates leaf fall
- Textile collections from schools
- Increased electrical item collection

**6. Comments of the Chief Finance Officer and financial implications**

6.1 The majority of the actions arising from the Panel's original recommendations are being implemented at no or minimal costs and thus are being contained within existing resources.

6.2 Where an action has a clear budgetary implication which would incur additional cost outside of the contractual budget envelope, Cabinet would need to agree appropriate budgetary provision.

**7. Head of Legal Services and legal implications**

7.1 The Head of Legal Services notes the contents of the report and advises that there are no specific legal issues.

7.2 The actions will need to be carried out pursuant to the council's Waste Management Contract with Veolia.

**8. Equalities and Community Cohesion Comments**

8.1 Policy and Equality Team comment that there are no specific equalities implications arising from the recommendations and actions proposed in this report as no significant adverse and disproportionate impact is likely on any particular group covered by Section 4 of the Equality Act 2010.

**9. Head of Procurement Comments**

9.1 This report has no procurement implications.

**10. Policy Implications**



**Haringey Council**

10.1 There are no specific policy implications linked to the recommendations noted in this report.

**11. Reasons for Decision**

11.1 This report invites the Panel to note the progress with previous and the new actions being taken to increase recycling in the borough.

**12. Use of Appendices**

12.1 Appendix A: Response to Scrutiny Panel recommendations – August 2013 update

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

13.1 None.

This page is intentionally left blank



**Appendix A: Response to Scrutiny Panel recommendations – August 2013**

<b>Recommendations</b>	<b>Service Response</b>	<b>Update March 2013</b>	<b>Update August 2013</b>
<p>1. Where the successful application of the new waste and recycling collection system is not immediately deliverable (e.g. no room for wheelie bins), a more bespoke system is developed which utilises the full range of available receptacles: bags; boxes; boxes with bags; 120, 240 &amp; 360 litre bins; food waste bins; hessian sacks and community bins and is undertaken in consultation with ward councillors, local residents, residents associations and community groups. This should also include the option of returning to weekly collection of residual waste in exceptional circumstances where other options have been ruled out as unworkable.</p>	<p>Partially agreed.</p> <p>Two key objectives of the waste service are to increase recycling and to ensure, where possible, that waste is stored in containers and does not overspill.</p> <p>We have provided a range of different containers for residents depending on their property. However, it is not possible to provide a completely free choice due to some operational restrictions.</p> <p>It is no longer possible for residents to use the green box for dry recycling as the new service has seen a fundamental change to the way in which recycling is collected. Previously, the green boxes were emptied into a service bin and the service bin was wheeled to the back of the collection vehicle to be lifted into the vehicle. With the introduction of wheeled bins these service bins have been removed. This means</p>	<p>Both Veolia and the council continue to engage with households who may be experiencing difficulties in managing and containing their waste.</p> <p>Following the introduction of phase 3, officers from Veolia’s Outreach Team conducted monitoring to identify properties with side waste and lids raised. The team then visited those properties to engage with households and ensure an appropriate number of containers are provided. As stated previously, based on the individual circumstances this can be smaller/bigger or less/more containers than originally provided.</p>	<p>No further general update. An update on locations previously reporting problems is given at the end of this paper.</p>

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>that if green boxes were still used the collection staff would have to lean over into the back of the vehicle to empty the contents of the box. This is an unacceptable practice from a health and safety perspective. Therefore, recycling must now be presented for collection in the supplied wheelie bin or recycling sacks. Should residents wish to present the sacks in the box they can do so. We have investigated that Southwark still use green boxes for recycling but they still use the service bin method described above and so this does not pose a health and safety issue.</p> <p>Where residents do not have wheelie bins, for example due to step access to the property, then we provide bags to contain both waste and dry recycling.</p> <p>In terms of requests for different containers these are assessed and may require a site visit to ensure that there will still be an increase in recycling and waste contained. For small households (1 or 2</p>		

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>people) whom require a smaller wheelie bin, no site visit is normally required</p> <p>Both Veolia and the council have worked with individual households and multiple households such as HMOs or houses converted in flats to ensure an appropriate number of containers is provided, and this can be smaller/bigger or less/more containers than originally provided.</p> <p>Further work is due to be undertaken on rationalising containers with multiple households in multiple properties, particularly wheelie bins. Different options will be explored with ward councillors, local residents, resident associations and community groups as requested and where resources permit.</p> <p>The current policy is to continue with the existing weekly collection of recycling and fortnightly collection of residual waste. It is still considered that due to the provision of a weekly recycling service there should not be a need</p>		

Recommendations	Service Response	Update March 2013	Update August 2013
	for a weekly collection of residual waste as well.		
<p>2. That there is greater general inclusion of ward councillors by Single Front Line Service during phase 3 of the rollout of the new waste and recycling service. Ward Councillors should be provided with a list of potential problem sites/streets within their ward to enable them to assist in engaging and supporting residents in the development of local waste and recycling collection solutions where one is not immediately apparent.</p>	<p>Agreed</p> <p>Prior to the roll-out ward councillors in the phase three area received a list of HMOs in their ward and were asked to add to this list by sharing their local knowledge. The list had been put together with information from the property survey conducted prior to roll-out as well as information from the Housing Improvement Team (Private sector). Wards members were also invited to accompany the Veolia Outreach Team when undertaking door-knocking in the phase 3 area.</p> <p>Where problems have been identified, either Veolia or Council staff have met with residents and ward members to explore different options and agree a solution. This work on problem locations is continuing.</p> <p>Following the launch on 22<sup>nd</sup> October a weekly progress update</p>	<p>Officers from the Council and Veolia continue to engage with ward councillors as and when issues arise. Work is continuing in regards to previously identified problem locations.</p> <p>In addition, all ward councillors are regularly contacted by the relevant local Neighbourhood Action Team Officer to conduct walkabouts in their ward providing an opportunity to raise issues about specific locations.</p>	<p>No further update.</p>

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>has been circulated to all councillors.</p> <p>Officers from the Council and Veolia continue to engage with residents and councillors where problems arise.</p>		
<p>3. That an information and advice sheet is developed on the bin rationalisation options available (e.g. larger bins, bin sharing, community bins) which is circulated to local residents, residents associations and community groups and published on the Council website. This could be in the form of a 'How to Guide.' This is to be implemented once the new system has bedded down and residents have adjusted to the increase in volume of materials that they are able to recycle and establish volumes required for residual waste.</p> <ul style="list-style-type: none"> <li>It is important to emphasise that the onus</li> </ul>	<p>Agreed</p> <p>The service will explore producing a guide to assist residents where bin rationalisation is an option. The priority for communication prior to the service change concerned how the new service would operate and currently engagement work is focused on re-enforcing this message and encouraging recycling to reduce side waste and overfull bins.</p> <p>The next stage of engagement will continue the emphasis on increasing recycling but also seek to address issues on container provision.</p> <p>The response to recommendation 1 sets out the work that Veolia and the Council have undertaken so far</p>	<p>As highlighted in recommendation one, following the introduction of phase 3 the outreach team's work focused on engaging with households to reduce side waste and encourage recycling.</p> <p>The service is currently focusing on engaging with residents to encourage them to manage and contain their waste. This includes addressing reports of side waste and contamination. These visits will re-enforce how the service works and encourage households to recycle. Where appropriate officers will also make container revisions/orders.</p>	<p>Information is available on our website in regards to bin rationalisation and the options available e.g. option to share bins or larger bins.</p> <p>The council is currently in the process of engaging with properties which are identified as contaminating their dry recycling wheeled bin. These visits re-enforce how the service works and encourage households to recycle. Where appropriate officers will also make container revisions/orders.</p>

Recommendations	Service Response	Update March 2013	Update August 2013
<p>of brokering agreements between residents on bin rationalisation in shared premises should rest with the residents themselves and not the council whose responsibility should be the facilitation of reasonable changes suggested where possible;</p> <ul style="list-style-type: none"> <li>• There should be greater use of social media to facilitate successful bin rationalisation requests.</li> </ul>	<p>with individual households and with households sharing a property to agree provision on containers. In addition, it highlights that there will be circumstances where Veolia/Council can assist with rationalisation of containers for multiple properties.</p> <p>The use of social media will be discussed with Veolia and what other means could be used to promote and publicise rationalisation. However, the Council would still wish to be assured that recycling will increase and waste will be contained through any proposed solution.</p>		
<p>4. To ensure consistency and coordination of approaches within the phase 3 roll-out, that a ward based update is provided to (1) local councillors and officers and (2) local residents and community groups that incorporates:</p> <ul style="list-style-type: none"> <li>• Basic collection information (e.g. collection day);</li> </ul>	<p>Agreed</p> <p>Veolia and the Council produced a range of materials prior to the roll out of the service changes. This included a letter to all households letting them know the changes were coming and the reasons for the change. This was followed up with the delivery of new containers and a leaflet setting out the details of the service changes. In the</p>	No further update.	No further update.

Recommendations	Service Response	Update March 2013	Update August 2013
<ul style="list-style-type: none"> <li>• Veolia help desk number and other key contacts;</li> <li>• Local performance measures (e.g. missed collections, side waste, open lids).</li> </ul>	<p>phase 3 area, all households were door-knocked and the Veolia engagement team used pictorial images of the waste and recycling containers to help engage with residents on the doorstep. All communication included the Veolia call centre contact number.</p> <p>Following the introduction of phase 3 on 22<sup>nd</sup> October, the council has provided weekly updates to all councillors. This provides updates on:</p> <ul style="list-style-type: none"> <li>• Recycling performance</li> <li>• Missed collection</li> <li>• Contact Centre performance</li> </ul> <p>The council and/or Veolia has attended Area Forums, residents' association meetings and held roadshows prior to each phase to outline the changes and discuss any areas of concerns/issues that may arise. Members and residents have been encouraged at these to raise or let Council officers or Veolia know of any problems so that these can be addressed.</p>		
5. That quality assurance and	Agreed	As stated, mechanisms are	A new Veolia Business

Recommendations	Service Response	Update March 2013	Update August 2013
<p>performance monitoring systems are assessed to ensure that there is a robust and effective mechanism to identify and respond to:</p> <ul style="list-style-type: none"> <li>• Missed collections;</li> <li>• Food waste not being collected;</li> <li>• Bins not returned to properties (or left on street);</li> <li>• Detritus left in the street after waste collection;</li> <li>• Broken or missing bin lids.</li> </ul>	<p>Mechanisms are already place to monitor the performance of the contract. In addition to the annual strategic targets, there is also Contract Operational Targets (COTs) which are reported on a monthly basis, for example missed collections and spillages post collections.</p> <p>The Neighbourhood Action Team is currently focusing heavily on monitoring of the new waste collection arrangements to ensure that collections are completed on schedule and that the quality of service is good. This includes monitoring missed collections and bins not put back properly.</p> <p>Veolia have put in place a number of additional crews for a “transitional” period to deal with missed collections. In addition, they have made adjustments to the number of permanent crews for some rounds since 22<sup>nd</sup> October to deal with recurrent problems, mainly due to increased demand for dry and organic recycling.</p>	<p>already place to monitor the performance of the contract. In addition to the annual strategic targets, there is also Contract Operational Targets (COTs) which are reported on a monthly basis, for example missed collections and spillages post collections.</p> <p>The Neighbourhood Action Team continues to monitor to ensure the quality of collections is good. This includes monitoring missed collections and bins not put back properly.</p>	<p>Performance Manager is reviewing the data used to monitor the COTs to ensure they are both robust and readily accessed.</p>



Recommendations	Service Response	Update March 2013	Update August 2013
	<p>Any of the problems listed should be reported to Veolia in the first instance. In addition, all these issues are monitored as part of the contract, which has a penalty feature where there is repeated poor performance.</p>		
<p>6. Where a problem area or street has been identified in the phase 3 roll out, that a lead officer (Veolia or Haringey Council) is identified to:</p> <ul style="list-style-type: none"> <li>• Ensure that service responses are timely, coordinated and seen through to conclusion;</li> <li>• Lead on local engagement;</li> <li>• Provide liaison support between local agencies and Councillors, residents and residents groups to help identify a sustainable solution to identified problems.</li> </ul>	<p>Agreed</p> <p>Every effort is made to ensure that service responses are timely, co-ordinated and seen through to conclusion with a designated officer for dealing with most of the complaints relating to the service changes.</p> <p>Engagement is co-ordinated between Veolia and the Council</p> <p>The local Neighbourhood Action Team Leaders and Officers would liaise with residents, ward Members and resident groups on individual cases to understand local problems. Any follow up actions would be coordinated with the Veolia Outreach and</p>	<p>Engagement activity is ongoing and this is not solely linked to the phase 3 area.</p> <p>The relevant Neighbourhood Action Team Leader and Officer continue to liaise with residents, ward councillors and resident groups on individual cases to understand local problems. Any follow up actions are coordinated with the Veolia Outreach and Operational Teams.</p>	<p>No further update.</p>

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>Operational Teams.</p> <p>Please note, engagement will be ongoing and is not solely linked to the launch of phase 3.</p>		
<p>7. Ensure that there is a consistent level of awareness of the new waste and recycling collection system among local officers (neighbourhood enforcement team, village manager, crew, street cleansers, monitoring officer and Councillors) and that there is training to bring staff up to an acceptable minimum standard in relation to:</p> <ul style="list-style-type: none"> <li>• Consistent messaging from both Council and Veolia staff;</li> <li>• Knowledge of what, where and when materials can be recycled locally;</li> <li>• When collection days are;</li> <li>• Different types of receptacles available;</li> </ul>	<p>Partially Agreed</p> <p>The element that is not agreed is the level of awareness that can be achieved for all the local officers mentioned. If staff are not able to answer a query, they will be able to signpost residents or members to the Veolia Call Centre to provide the information.</p> <p>Staff are briefed on the recycling service provided by the Council/Veolia in terms of the weekly collections and the bulky waste collection but they will not necessarily have comprehensive knowledge of all recycling facilities in the borough. They will also be able to advise how residents can look up their collection day, if they are not able to answer immediately.</p> <p>There has been extensive briefing on the waste service changes to all</p>	No further update	No further update.

Recommendations	Service Response	Update March 2013	Update August 2013
<ul style="list-style-type: none"> <li>• Appropriate signposting to address issues or concerns raised within the locality;</li> <li>• How problems that arise are dealt with and by whom.</li> </ul>	<p>staff mentioned in the recommendation and information provided to Members.</p> <p>The Neighbourhood Action Team has been briefed on the changes to the waste collection service and receives regular updates via their monthly training sessions. This covers the points listed within the recommendations. Furthermore, briefings have been provided to the Single Frontline Business Support Team and the Council's Customer Service Team.</p> <p>With reference to Veolia, members of the Outreach Team have visited each village to discuss the changes with all street cleansing operatives and it is a regular item in monthly management team meetings.</p> <p>Officers from the Council and Veolia have attended many of the Area Forums to present the waste service changes. Weekly updates have also been provided to Members on performance.</p>		

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>Both the Council and Veolia have established procedures for dealing with either service requests (such as my bin has been missed) or more complex problems and these are logged and allocated through the Veolia Call Centre or the Single Frontline Business Support Unit. All Member Enquiries go through the Council's Central Feedback Team.</p>		
<p>8. That there is greater liaison with landlords, letting agents and other managing agents to ensure that those properties which are not adhering to the new waste and recycling collection system are held to account. This should be seen as part of a general shift in emphasis towards holding to account those landlords whose properties are kept below minimum standards.</p>	<p>Agreed</p> <p>There has already been a great deal of work to contact and engage with landlords, letting agents and tenants. A separate Houses in Multiple Occupation Action Plan was developed and implemented to address this issue in both Phases 2 and 3 of the service change.</p> <p>A letter was sent to all landlords and letting agents setting out the waste service changes. Officers attended the Landlord Forum to present the changes and answer questions. An article was included in the Landlords newsletter on the</p>	<p>The service is focusing on engaging with residents to encourage them to manage and contain their waste. This includes addressing reports of side waste and contamination. Monitoring has highlighted that the number of properties contaminating their waste is low- approximately 0.5% of all weekly recycling collections. Officers from Veolia's Outreach Team are currently engaging with the identified properties.</p> <p>Where properties are identified to be a HMO,</p>	<p>The service is currently focusing on those properties who fail to utilise the recycling services fully and contaminate their waste. The process includes 'tagging' the bin to notify the resident(s) that their dry recycling bin is contaminated. In the first instance the bin is cleared and officers from Veolia's Outreach Team visit the property. Should households repeatedly contaminate their bin the onus is on the resident to clear the</p>

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>waste service changes as well.</p> <p>Houses in Multiple Occupation were identified through the property survey and details of licensed HMOs were obtained from the Housing Improvement Team. These premises were targeted for engagement work and all households in phase 3 were door knocked.</p> <p>We have been introducing initiatives to work with Landlords in putting messages across to their tenants about the change of service. For example leaflets that they can give to new tenants and posters that can be placed up in shared hallways inside properties have been distributed to landlords and delivered to houses in multiple occupation. There has been a positive response from some landlords with requests for additional leaflets and posters.</p> <p>The service is developing options in regards to dealing with households who fail to contain and manage their waste. This includes</p>	<p>officers will also write to landlords to outline the changes and encourage them to liaise with their tenants. Posters and leaflets will also be provided. Where necessary land searches will also be conducted. In addition, details of properties which are identified to be part of the Harringay Discretionary Licensing Scheme will be provided to the Housing Improvement Team.</p> <p>Officers will also be attending the Landlords Forum to discuss the Waste Collection Services.</p> <p>The letter for all faith and community groups will be distributed shortly.</p>	<p>bin. If the bin is repeatedly contaminates (3 incidences in a rolling three month period) this may lead to enforcement action. This involves undertaking land searches to indentify letting agents/landlords who will be written to as part of this process.</p>

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>liaison with the Council's Housing Improvement Team and identified landlords – also see response below to recommendation 9.</p> <p>The service will also be writing to community groups to encourage greater involvement in recycling and waste issues.</p>		
<p>9. That there is greater liaison between Single Front Line Service and the Housing Improvement Team (private sector) in which properties with waste and recycling problems are cross referenced against borough wide enforcement data with a view to strategic enforcement of the worst offenders (under Management Regulations within the Housing Act).</p>	<p>Agreed</p> <p>The service is working with the Housing Improvement Team and information has been provided including:</p> <ul style="list-style-type: none"> <li>• information on those properties who, despite officers engaging with, are repeatedly failing to manage and contain their waste</li> <li>• Property survey data</li> </ul> <p>The Housing Improvement Team will prioritise action on those properties where they have the most powers to intervene and seek corrective action by the landlord. These are the HMOs covered by the discretionary licensing scheme which covers the Ladder roads</p>	<p>Liaison with the Housing Improvement Team is ongoing.</p> <p>Where properties are identified for failing to manage their waste details will be provided to the Housing Improvement Team.</p> <p>As part of the ongoing monitoring, HMO's will be identified and landlords will be written to as part of the engagement process.</p>	<p>Liaison with the Housing Improvement Team is ongoing.</p> <p>Where properties are identified for failing to manage their waste details will be provided to the Housing Improvement Team.</p> <p>As noted in point 8, landlords will be identified and written to as part of the engaging process in dealing with properties that continually contaminate their dry recycling wheeled bin.</p>

Recommendations	Service Response	Update March 2013	Update August 2013
	<p>where there are additional licensing conditions.</p> <p>If an additional discretionary licensing scheme is introduced in the future, this would allow for greater control of waste from HMOs in other parts of the borough.</p> <p>The Partnership Tasking Group and Rogue Landlord Action Group both provide a forum for sharing information and agreeing actions to tackle the worst offenders.</p>		
<p>10. That all engagement materials are in plain and simple language and where possible, supported by pictorial illustrations.</p>	<p>Agreed</p> <p>All of the literature supplied to households is picture and symbol-based to make it as understandable as possible for all residents, no matter what their language. However, the literature can be translated upon request.</p>	<p>No further update.</p>	<p>No further update.</p>

**Update on Case Studies- March 2013**

Site	Issue for consideration and action taken	Update-March 2013	Update- August 2013
<p><b><u>Eldon Road, N22</u></b></p>	<p><u>Issue</u></p> <ul style="list-style-type: none"> <li>• Problem of overflowing refuse bins</li> <li>• Too many bins</li> </ul> <p><u>Action taken</u></p> <ul style="list-style-type: none"> <li>• Officers from the Neighbourhood Action Team visited the properties to engage with the households</li> <li>• Poster and leaflets provided</li> <li>• 360 litre refuse and recycling bins were installed</li> <li>• Liaison with landlords</li> </ul>	<p>Following the initial walkabout, officers from the Neighbourhood Action Team have monitored the properties to ensure that waste is contained and managed accordingly. No further problems have been reported.</p> <p>Veolia recently contributed resources to the Safer Neighbourhood Team led 'Street a Week' initiative. This involved providing a collection to households for reusable and recyclable goods and also gave the street a deep clean through litter picking with the aid of the mechanical Hako and Scarab. In addition, officers from the Outreach Team visited households on the road to promote the waste collection services available.</p>	<p>No further problems have been reported.</p>
<p><b><u>Lyndhurst Road, N22</u></b></p>	<p><u>Issue</u></p> <ul style="list-style-type: none"> <li>• Feedback from residents and local ward councillors in regards to the</li> </ul>	<p>Council officers conducted a site visit on the 10th January. Where it was identified that properties where storing their bins on the pavement, letters have sent to the</p>	<p>The local neighbourhood action officer continues to monitor the site to ensure waste is contained and bins stored correctly.</p>



	<p>number of bins on the street</p> <p><u>Action taken</u></p> <ul style="list-style-type: none"> <li>Locals NATs officer re-survey the road to review options available</li> </ul>	<p>households advising them that bins must be stored off the pavement. The letters also advised where adjustments need to be made in order for the bins to be stored accordingly.</p> <p>The Neighbourhood Action Officer continues to monitor the site to ensure collections are made as scheduled and bins stored accordingly.</p> <p>In addition, officers from the Veolia's Outreach Team have visited properties in Lyndhurst Road who have been identified to produce excess waste to offer tips on how to manage and contain their waste.</p>	
<b><u>Cissbury Road, N15</u></b>	<p><b><u>Issues for consideration</u></b></p> <ul style="list-style-type: none"> <li>Limited space within their property boundary</li> <li>Option to deliver smaller bins or recycling sacks</li> <li>Monitoring of side waste and lids raised</li> </ul>	<p>Cissbury Road was part of the phase 3 roll-out. Properties were provided with containers which took consideration of the limited space within property boundaries. Options included providing sacks and smaller bins.</p>	<p>No further update.</p>
<b><u>Milton Avenue and Milton</u></b>		<p>The local Neighbourhood Action Officer continues to monitor the</p>	<p>The local Neighbourhood Action Officer continues to</p>

<p><b><u>Road, N6</u></b></p>		<p>site to ensure collections are made as scheduled and bins returned accordingly.</p> <p>Following on from the consultation undertaken last year, officers will be conducting a further consultation in April. This will seek to ascertain residents' views on the current service provision and containerisation arrangements on Milton Avenue. Officers will engage with the Miltons Residents Association as part of this process.</p>	<p>monitor the site to ensure waste is contained and bins returned accordingly.</p> <p>A further consultation was undertaken in May and officers attended the Miltons Residents Association meeting as part of this process.</p> <p>Despite fact that we distributed over 130 questionnaires to households in Milton Avenue and followed this up with door knocking, we received a very low response rate of only 28 (21%), with only 14 expressing dissatisfaction with the present refuse collection arrangements and 6 with the recycling arrangements.</p> <p>Following consideration of the results it was concluded that they provided insufficient grounds for a</p>
-------------------------------	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

			<p>change in the current collection arrangements. However, in the light of the additional feedback given we are continuing our engagement with residents in problematic properties.</p>
--	--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

This page is intentionally left blank



**Haringey Council**

<b>Report for:</b>	Environment & Housing Scrutiny Panel, 26 <sup>th</sup> September 2013	<b>Item Number:</b>	<b>12</b>
--------------------	-----------------------------------------------------------------------	---------------------	-----------

<b>Title:</b>	Strategic Enforcement (Scoping Report)
---------------	----------------------------------------

<b>Report Authorised by:</b>	Cllr Stuart McNamara, Chair, Environment & Housing Scrutiny Panel
------------------------------	-------------------------------------------------------------------

<b>Lead Officer:</b>	Martin Bradford, Scrutiny Officer, Strategy & Business Intelligence, martin.bradford@haringey.gov.uk
----------------------	------------------------------------------------------------------------------------------------------

<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b>
------------------------------	------------------------------------------

## 1. Describe the issue under consideration

- 1.1 The Environment and Housing Scrutiny Panel agreed to examine the strategic enforcement functions of the Council and its partners. The following provides a scope of the planned work (aims, objectives and work plan) to be discussed and agreed by the panel.

## 2. Cabinet Member Introduction

- 2.1 This is not applicable at this stage. The relevant Cabinet Member will introduce a response to any report or recommendations that result from this work at the appropriate juncture.

## 3. Recommendations

- 3.1 That the Environment & Housing Scrutiny Panel notes and agrees the contents of this scoping report.

## 4. Other options considered

- 4.1 This work stream was selected by the panel after consultation with key stakeholders.

## 5. Background information

- 5.1 Under the agreed terms of reference, the Environment and Housing Scrutiny Panel can assist the Council and the Cabinet in its budgetary and policy framework through conducting in depth analysis of local policy issues.

5.2 In this context, the Environment & Housing scrutiny panel may:

- Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- Conduct research, community and other consultation in the analysis of policy issues and possible options;
- Make recommendations to the Cabinet or relevant nonexecutive Committee arising from the outcome of the scrutiny process.

5.3 Cabinet Members, senior officers and other stakeholders were consulted in the development of an outline work programme for Overview & Scrutiny Committee and Scrutiny Panels. An assessment of the strategic enforcement functions of the Council was agreed to be included within this work programme by the Committee at its meeting on June 17<sup>th</sup> 2013.

## **6. Regulatory and Enforcement functions of the Council.**

6.1 The Council and its partners hold a number of regulatory functions that allow them to control the behaviour of individuals and organisations in the public interest. These regulatory services cover a wide range of areas including:

- Environmental Health (e.g. environmental pollution, food protection, noise, health and safety);
- Fire safety;
- Licensing (e.g. alcohol, entertainment, gambling, street trading );
- Trading Standards (e.g. fair trading, animal health, product safety, metrology);
- Planning (planning conditions and building control).

(A full list of local regulatory functions of the Council and its partners, together with a brief description of their relevant duties is contained in Appendix A.)

6.2 Nationally, over 18,000 officers are employed in delivering regulatory services for the local community for which the net cost of this investment is approximately £1.2billion per annum (Appendix B).

6.3 In addition to regulatory functions, Local Authorities may carry out a number of enforcement actions which may support statutory powers or duties of regulation. Such enforcement action may encompass a wide range of activities including:

- Highways and Parking (e.g. network management and obstruction);
- Local benefits and taxation (e.g. Council Tax and Housing Benefit);
- Anti Social Behaviour; and
- Waste and Recycling.

6.4 A wide range of tools and processes are used to support enforcement action taken by local regulatory and enforced services. These may include:

- Issuing of licenses or permits: which may bind the applicant to certain service standards, principles or behaviours which can be subsequently monitored and enforced;
- Inspections: to ensure compliance with statutory duties and or license conditions;
- Investigations: responding to public or member complaints or intelligence to ensure compliance or adherence to duties, standards or permissions;
- Notices: issuing of legal notifications to both residential or commercial premises outlining breaches, rectifications needed and consequences of non compliance;
- Imposition of conditions; for a license, consent or other formal permission
- Fixed Penalty Notices (FPN): on the spot fines for non compliance (e.g. litter);
- Court Prosecutions.

6.5 Preliminary scoping of this area with enforcement officers has identified a number of issues which may benefit from further scrutiny investigation and assessment:

- How internal services and external agencies work together to deliver coordinated enforcement action (e.g. joint working, shared protocols);
- How information is collected, held and shared across the Council to improve enforcement action;
- How improved compatibility of enforcement IT systems could support effective enforcement action;
- How developing a more coordinated and consistent approach to enforcement will help with local priorities and target setting and be more clearly communicated to local stakeholders.

6.6 With almost 20 individual services involved in a local regulatory or enforcement role, it is important that these services liaise and work together to ensure that any action taken to support enforcement is coordinated, consistent and effective. It is anticipated that the work of the scrutiny panel will assist in this role.

## **7. Aims, objectives and outcomes from scrutiny involvement**

7.1 It is anticipated that the through its work with local regulatory and enforcement services, the EHSP will produce recommendations that:

- Improve coordination, consistency and effectiveness of enforcement functions across the Council;
- Improve public awareness of and engagement with enforcement functions across the Council

7.2 Within these overarching aims, the panel will aim to meet the following objectives:

- Establish baseline data by conducting an audit of enforceable functions across the Council and its partners;
- Identify best enforcement practice and how this can be shared across Council enforcement services
- Identify barriers to effective enforcement and make recommendations as to how these can be overcome;
- Consult with specialist agencies and other local authorities to guide and inform enforcing policy and practice in Haringey;
- Assess local community perceptions of enforcement functions.

- 7.3 It is expected that in meeting the above objectives, the panel may develop recommendations that support the following outcomes:
- The development of an overarching enforcement policy or approach to enforcement across the Council;
  - Establish criteria for enforceable actions (for example, fairness, proportionality, public safety, costs, public interest)
  - Identify how enforcement functions can be supported to work together (e.g. IT systems, protocols, data sharing, partnership working)
  - Ensure that there is an effective process for public involvement for enforcement processes (awareness, engagement and notification)

## 8. The planned work of the Environment and Housing Scrutiny Panel

- 8.1 A range of information gathering methods will be employed to ensure that Members of the panel have access to the necessary evidence to assist them in their assessment of enforcement services. This will include a desk based evidence, formal panel meeting, informal evidence gathering sessions, a review of local policy and performance data and possible site visits.
- 8.2 It is envisaged that the work programme for this work will be in 5 stages. These are summarised in the table below.

Stage	Aim	Purpose / Activity
1	Scoping	<ol style="list-style-type: none"> <li>1. Clarification of Council role in this area</li> <li>2. Informal group meeting with enforcement officers</li> <li>3. Agree scoping with the panel.</li> </ol>
2	Establish baseline data	<ol style="list-style-type: none"> <li>1. Survey of officers with enforcement functions: <ul style="list-style-type: none"> <li>▪ Enforceable functions – statutory / local policy</li> <li>▪ Enforcement data held – enforceable actions</li> <li>▪ Lead officers, staffing and resources</li> <li>▪ Liaison with other services and agencies</li> <li>▪ Data sharing, joint working, IT systems used to support enforcement function</li> <li>▪ Public engagement</li> </ul> </li> <li>2. Individual informal meetings with enforcement officers</li> </ol>
3	Identifying effective enforcement	<ol style="list-style-type: none"> <li>1. Evidence gathering sessions with enforcement officers (internal and external) <ul style="list-style-type: none"> <li>▪ Examples of effective enforcement coordination</li> <li>▪ Barriers to effective enforcement</li> <li>▪ Council support for more effective enforcement</li> </ul> </li> </ol>
4	Comparative policy and practice	<ol style="list-style-type: none"> <li>1. Evidence gathering session with other local authorities <ul style="list-style-type: none"> <li>▪ What can be learnt from their experiences</li> <li>▪ Identify informed/innovative practice</li> </ul> </li> </ol>
5	Effective public engagement within enforcement	<ol style="list-style-type: none"> <li>1. Public survey / evidence gathering session: <ul style="list-style-type: none"> <li>▪ Awareness of what the Council will and will not enforce;</li> <li>▪ How are enforcement policies or approaches communicated to the public?</li> </ul> </li> </ol>



		<ul style="list-style-type: none"> <li>▪ How can stakeholders be involved?</li> <li>▪ How can enforcement successes be communicated to public?</li> </ul>
--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------

8.3 The proposed timeline for the completing the above stages of the panel's work is given below.

July	Aug	Sep	Oct- Dec	Jan	Feb	Mar
Scoping Informal meeting		Officer survey	<b>Evidence gathering:</b> <ul style="list-style-type: none"> <li>▪ enforcement officers</li> <li>▪ other LA's &amp; specialist agencies</li> </ul>	<b>Public consultation:</b> <ul style="list-style-type: none"> <li>▪ Survey</li> <li>▪ Evidence gathering</li> </ul>	Report to panel	Report to OSC

## 9. Comments of the Chief Financial Officer and Financial Implications

9.1 It is assumed that any costs associated with this review can be contained within existing budgets for Scrutiny functions, this would include any costs of consultation events or surveys. If there are any costs associated with the recommendations of these panels these will need to be highlighted at the appropriate time for funding to be identified.

## 10. Head of Legal Services and Legal Implications

10.1 There are no immediate legal implications arising from this report. More detailed legal comments may be provided in a subsequent report making recommendations. An overarching enforcement policy/strategy for the Enforcement Service exists for 2007-2010 and should be updated.

## 11. Equalities and Community Cohesion Comments

11.1 Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It seeks to do this through:

- Helping to articulate the views of members of the local community and their representatives on issues of local concern
- As a means of bringing local concerns to the attention of decision makers and incorporate them into policies and strategies
- Identified and engages with hard to reach groups
- Helping to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward
- The evidence generated by scrutiny involvement helps to identify the kind of services wanted by local people
- It promotes openness and transparency; all meetings are held in public and documents are available to local people.

11.2 A number of engagement processes will be used to support the work of the Environment & Housing Scrutiny Panel and these will seek to include a broad representation from local stakeholders. It is expected that any equalities issues identified within the consultation processes will be highlighted and addressed in the conclusions and recommendations reached by the panel.

## 12. Head of Procurement Comments

12.1 Not applicable.

### **13. Policy Implications**

13.1 It is intended that the work of the Environment and Housing Scrutiny Panel will contribute and add value to the work of the Council and its partners in meeting locally agreed priorities. In this context, it is expected that the work of the Panel may contribute to improved policy and practice in the following corporate priorities:

1. Safety and well being:

- Making Haringey one of the safest boroughs
- Providing a cleaner, greener environment with safer streets.

2. A better council:

- Ensure that the council works in a customer focused way
- Strive for value for money.

### **14. Use of Appendices**

14.1 All appendices are listed at the end of the report:

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

**Appendix A – Local Authority Regulatory Functions -Department for Business, Innovation and Skills (www.bis.gov.uk)**

<b>Function</b>	<b>Authority</b>	<b>Detail</b>
<b>Fire Safety</b>	<b>Fire and Rescue Service</b>	Local fire and rescue authorities are the primary enforcing authority for the Fire Safety Order in their area. The Order applies to all commercial premises and other premises to which the public have access, including the common parts of multi-occupied residential buildings. It does not apply to premises which are used exclusively as domestic dwellings.
<b>Age-Restricted Sales</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating and controlling the sale and supply of goods that have an age restriction associated with them.
<b>Alcohol and Entertainment Licensing</b>	<b>Local Authority</b>	Unitary and district local authorities are licensing authorities in relation to alcohol, entertainment and late night refreshment licensing. This includes issuing and reviewing premises licences and club premises certificates, ensuring that temporary event notices have been given correctly and issuing and renewing personal licences for individuals.
<b>Animal Establishments and Animal Welfare</b>	<b>Local Authority</b>	Unitary and district local authorities are responsible for licensing of animal establishments and regulating the welfare of companion animals
<b>Animal Health</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating the movement, importation and marking of farm animals and the control of animal disease.
<b>Building Control</b>	<b>Local Authority</b>	Unitary and district local authorities are responsible for ensuring the standards set out in the Building Regulations are met. This includes making sure building work complies with the appropriate standards, that the health and safety of people in or about buildings is not compromised and that the welfare and convenience of people with disabilities are catered for satisfactorily.
<b>Consumer Credit</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating the requirements surrounding the way consumer credit license holders conduct business.
<b>Environmental Protection</b>	<b>Local Authority</b>	Unitary and district local authorities, and port health authorities where separate, are responsible for regulating in relation to the control of noise, pollution including the pollution permitting process, statutory nuisance, contaminated land and waste.
<b>Fair Trading</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating fair trading legislation. This covers business operations relating to business-to-consumer transactions, including pricing, description of goods and services, trading practices and intellectual property
<b>Food Safety and Hygiene</b>	<b>Local Authority</b>	Unitary and district local authorities, and port health authorities where separate, are responsible for

	y	regulating the safety and hygiene of food, the controls under which food is manufactured, prepared and sold, and matters of pest control. Unitary and county local authorities are responsible for regulating food hygiene at primary production premises (eg farms) and for the controls under which animal feed is manufactured.
<b>Food Standards</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating the composition and labelling of food and animal feed products
<b>Gambling Licensing</b>	<b>Local Authority</b>	Unitary and district local authorities are licensing authorities in relation to gambling regulations. This includes issuing premises licences, regulating gaming and gaming machines in certain premises, granting permits for prize gaming and registering small society lotteries.
<b>General Licensing</b>	<b>Local Authority</b>	Unitary and district local authorities are responsible for a range of licensing regimes as well as alcohol and gambling, including the licensing of taxis, house-to-house collections, sex establishments, Sunday trading, charity collections, scrap metal dealers and pavement cafes.
<b>Health and Safety</b>	<b>Local Authority</b>	Unitary and district local authorities are responsible for regulating health and safety in certain types of business, for example shops, hotels and restaurants as well as other low risk premises.
<b>Housing</b>	<b>Local Authority</b>	Unitary or district local authorities are responsible for enforcing regulations concerning housing including provisions for area improvement, responsibilities of landlords, compulsory purchase, housing in multiple occupation and licensing of housing
<b>Metrology</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating in relation to the control of weighing and measuring equipment and the sale of goods by quantity
<b>Planning</b>	<b>Local Authority</b>	Unitary and district local authorities are responsible for regulating in relation to planning controls.
<b>Product Safety</b>	<b>Local Authority</b>	Unitary and county local authorities are responsible for regulating the safety and labelling of products used by consumers
<b>Road Traffic</b>	<b>Local Authority</b>	Unitary and county local authorities have some responsibility for regulating the control of overloaded and inappropriately loaded vehicles.
<b>Explosives Licensing</b>	<b>Local Authority/Fire Authority</b>	Unitary and county local authorities, or fire authorities where separate, are responsible for the licensing and storage of explosives including fireworks in certain premises.
<b>Petroleum licensing</b>	<b>Local Authority/Fire Authority</b>	Unitary or county local authorities, or fire authorities where these are separate, are responsible for regulatory activity relating to the licensing and storage of petroleum.

y

**Appendix B - Summary of expenditure & staff with Local Authority Regulatory Services (Data relates to 2010-2011)**

	Expenditure (000)		
	Gross	Income	Net
Alcohol and Entertainment Licensing	78,577	-63,892	14,685
Animal Health	30,934	-9,266	21,668
Animal Welfare – Licensing	18,933	-2,861	16,072
Environmental Protection	164,969	-24,357	140,612
Environmental Protection – Environmental Crime	32,541	-5,668	26,873
Food Safety	123,505	-8,614	114,891
Health, Safety and Welfare	62,069	-4,316	57,753
Infectious Disease Control	9,486	-1,348	8,138
Pest Control	57,386	-22,287	35,099
Port Health	10,271	-5,746	4,525
Private Sector Housing Standards	274,663	-82,438	192,225
Public Health	35,442	-6,503	28,938
Taxi Licensing	60,569	-56,524	4,045
Water Safety	5,583	-938	4,644
Other Regulatory Services	79,985	-34,659	45,327
Trading Standards	197,136	-20,856	176,280
	1,242,049	-350,273	891,776
<b>Staffing</b>			
FTEs	16,977		
Student officers	871		
Contract/Agency Staff	476		

This page is intentionally left blank



**Haringey Council**

<b>Report for:</b>	Environment & Housing Scrutiny Panel 26 <sup>th</sup> September 2013	Item Number:	<b>14</b>
--------------------	----------------------------------------------------------------------------	-----------------	-----------

<b>Title:</b>	Work programme – development and monitoring
---------------	---------------------------------------------

<b>Report Authorised by:</b>	Cllr Stuart McNamara Chair, Environment & Housing Scrutiny Panel
----------------------------------	---------------------------------------------------------------------

<b>Lead Officer:</b>	Martin Bradford, Scrutiny Officer, Strategy & Business Intelligence Martin.bradford@haringey.gov.uk
----------------------	--------------------------------------------------------------------------------------------------------

<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b>
------------------------------	------------------------------------------

**1. Describe the issue under consideration**

- 1.1 This is a report to support discussions by the Environment & Housing Scrutiny Panel in updating and monitoring its 2013/14 work programme.

**2. Cabinet Member Introduction**

- 2.1 Not applicable.

**3. Recommendations**

- 3.1 The panel are requested to:
- 1) To note the work programme report.
  - 2) Consider upcoming Cabinet decisions relevant to this panel and raise any questions as it sees fit.
  - 3) To agree any updates and confirm the future work programme for the remainder of 2013/14.

**4. Other options considered**

- 4.1 Not applicable.

**5. Background information**

- 5.1 The work programme is a fixed item on the agenda of each Environment and Housing Scrutiny Panel meeting to enable members to develop a forward plan of work and to monitor agreed actions.

- 5.2 This report has been produced to support discussions by the Environment & Housing Scrutiny Panel in updating and monitoring its 2013/14 work programme. This being the first meeting of the panel, an overview of the work programme formulation to date has also been included.

Environment & Housing Scrutiny Panel work programme development

- 5.3 Members, residents, community groups and officers from both the Council and its partners were consulted as part of the scrutiny work programme development process. As a result, some indicative priorities were obtained (Appendix A) as well as specific suggestions for in depth review (Appendix B).
- 5.4 Following further discussions with senior officers and relevant Cabinet members, the Environment & Housing Scrutiny Panel agreed a number of projects for its work programme for 2013/14 which were subsequently endorsed by Overview & Scrutiny Committee on June 17<sup>th</sup> 2013. These are summarised below.

Title	Detail
<b>Integrated enforcement</b>	<ul style="list-style-type: none"> <li>▪ An audit of enforceable functions of both the Council and its partners;</li> <li>▪ Establish criteria for enforceable actions (for example, public safety, costs, public interest);</li> <li>▪ Identify how protocols, partnership working, data sharing and information sharing among enforcement services.</li> </ul>
<b>Community engagement with planning and licensing process</b>	<ul style="list-style-type: none"> <li>▪ Provide an assessment of the Statement of Community Involvement (SCI) which is a statutory requirement;</li> <li>▪ Provide comparative assessments of other SCIs from other authorities that may guide and inform policy and practice locally</li> <li>▪ Will contribute to the overall Development Management Improvement Programme</li> </ul>
<b>Performance of Registered Social Landlords</b>	<ul style="list-style-type: none"> <li>▪ Progress report on the implementation of recommendations from a previous scrutiny review (February 2012)</li> <li>▪ Performance of RSLs in respect of repairs and void turnarounds</li> <li>▪ RSLs communication with tenants regarding impact of welfare changes</li> </ul>

Cabinet Member Question and Answer sessions

- 5.5 Under agreed scrutiny protocols, Cabinet Members will be invited to attend relevant scrutiny panels twice each year to discuss issues within their portfolio area. The format of Cabinet Q and A is not prescribed and can be varied according to local agreement between the Chair and Cabinet member. There is an assumption however, that questions will not be submitted (or answers provided) in advance of panel meetings.
- 5.6 Cabinet Members whose portfolio area that is covered by the Environment and Housing Scrutiny Panel are:
- Cabinet Member for the Environment
  - Cabinet Member for Housing.



5.7 Appropriate Cabinet Members have been invited to attend the Environment & Housing Scrutiny Panel and will be scheduled in to the forward plan (as detailed in Appendix C).

#### Budget Scrutiny

5.8 The budget is scrutinised by each Scrutiny Review Panel in their respective areas and subsequent reports produced from their deliberations go to the Overview & Scrutiny Committee for approval. The areas of the budget which are not covered by the scrutiny panels shall also be considered by the main Overview & Scrutiny Committee. As per protocol, the Vice Chair of the Overview & Scrutiny Committee shall be responsible for the co-ordination of the Budget Scrutiny process.

5.9 To allow the OSC to scrutinise the budget in advance of it formally being set and convey those recommendations to the Cabinet, the following timescale is suggested:

<b>26<sup>th</sup> June 2013</b>	Government Spending Review
<b>26<sup>th</sup> September 2013</b>	Financial Planning (Budget) Monitoring: Cabinet 10 <sup>th</sup> September 2013 Budget monitoring of areas under the Environment and Housing Scrutiny Panel will take place at the next meeting
<b>December 2013</b>	Draft Medium Term Financial Plan released
<b>2<sup>nd</sup> December 2013</b>	EHSP to scrutinise MTFP and any budget saving identified in its area of responsibility. Cabinet Members / Snr. officers attend to respond to panel questions
<b>Dec 2013- Jan 2014</b>	Formulation of reports with recommendations by Scrutiny Officers
<b>23<sup>rd</sup> January 2014</b>	Final Budget Scrutiny Report approved by OSC
<b>11<sup>th</sup> February</b>	OSC recommendations from the Budget Scrutiny process, ratified by the OSC, referred to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/ proposals made by the OSC in relation to the budget.
<b>26<sup>th</sup> February</b>	Budget setting at Full Council

#### Performance Monitoring

5.10 A Corporate Performance report is presented to Cabinet in July and it is expected that this will also be considered by relevant panels at the next available meeting in September.

#### Standing items

5.11 There are also a number of standing items for the agenda of scrutiny panels which will feature on all agendas:

- Feedback from area chairs: opportunity for Chairs of Area Committee to relay issues of concern to the panel
- Work programming - monitoring and development.

#### Cabinet Forward Plan

5.12 In considering its future work plan, the Environment and Housing Scrutiny Panel may wish to consider or note the Forward Plan (future decisions taken by the Cabinet). Items or decisions to be taken by Cabinet which may be of relevance to the panel are given below.

Cabinet Date	Item - decision	
15/10/13	Quarter 1 Performance Report.	The report will provide an overview of the Councils performance for Q1 (2013/14)
	Management arrangements for the Housing Service.	Adjustments to the management of Community Housing Services and Homes for Haringey and to the service and functional responsibilities of the two organisations.
	Consultation for Parking in the North Tottenham Area.	A report from the consultation undertaken in 4 wards. The report will summarise community responses and make recommendations.
	Revised house extensions in South Tottenham, - Supplementary Planning Document.	A revised Supplementary Planning Guide to set out and clarify principles for house extensions (particularly in relation to roof extensions and quality of build).
	Declaration of Article for 4 Direction for small houses in multiple occupation in all east Haringey wards.	A report of a consultation on the consultation and to seek Cabinet agreement to make Article for 4 Direction effective from 30 <sup>th</sup> November 2013 in the following wards: Seven Sisters, Tottenham Green, Tottenham Hale, West Green, Bruce Grove, White Hart Lane, Northumberland Park, Woodside, Bounds Green.
	Disposal of Western Road Depot, N22	Disposal of land and building to North London Waste Authority for use as Reuse and Recycling Centre.
	Winter Service Plan 2013/14 review	To approve proposed amendments to the Winter Service Plan for 2013/14.
	Appropriation of former site managers houses,	To seek Cabinet approval for appropriation of former site managers houses (Boyton Road N8, Glendish Road N17, Gladstone Avenue N22 to the Housing Revenue Account (HRA) and land in the HRA to Children and Young Persons.
	20 m.p.h. report	To feedback to members on the responses received in relation to the public consultation on the introduction of a 20 m.p.h. speed limit in the borough.
	Major Works Contractor Framework	The appointment of four contractors to deliver capital works programme through Major Works Framework.

<b>12/11/13</b>	Parking Loyalty Scheme	To seek approval for proposals to support the development of commercial town centres through discounted parking arrangements.
	Housing Investment and Estate Renewal Strategy	Report seeks Cabinet approval on the Housing Investment and Estate Renewal Strategy and to consult on taking forward estate renewal and council new build.

## **6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 The costs of preparing this report have been met from within existing budgets. It is expected that undertaking Scrutiny reviews will largely involve contributions from existing staff and thus can be contained within current budgets, if additional expenditure is required to undertake reviews then appropriate authority should be received before spend takes place.

## **7. Head of Legal Services and Legal Implications**

- 7.1 The Head of Legal Services has been consulted on this report.
- 7.2 Scrutiny panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each panel produces must be approved by the Overview & Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.
- 7.3 There are no other legal implications arising from this report.

## **8. Equalities and Community Cohesion Comments**

- 8.1 Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It seeks to do this through:
- Helping to articulate the views of members of the local community and their representatives on issues of local concern
  - Bringing local concerns to the attention of decision makers and incorporate them into policies and strategies
  - Identifying and engaging with hard to reach groups
  - Helping to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward
  - Generating evidence to help identify the kind of services wanted by local people
  - Promoting openness and transparency; all meetings are held in public and documents are available to local people.
- 8.2 A number of engagement processes will be used to support the work of the Environment & Housing Scrutiny Panel and members will seek to include representation from a broad representation of local stakeholders. It is expected that any equalities issues identified during this process, will be highlighted and addressed in the conclusions and recommendations of individual reports produced by the panel.

## **9. Head of Procurement Comments**

9.1 Not applicable.

## **10. Policy Implications**

10.1 Recommendations for any policy developments arising from the work of the Environment and Housing Scrutiny Panel are agreed by the Overview & Scrutiny Committee before submission to Cabinet for approval.

## **11. Use of Appendices**

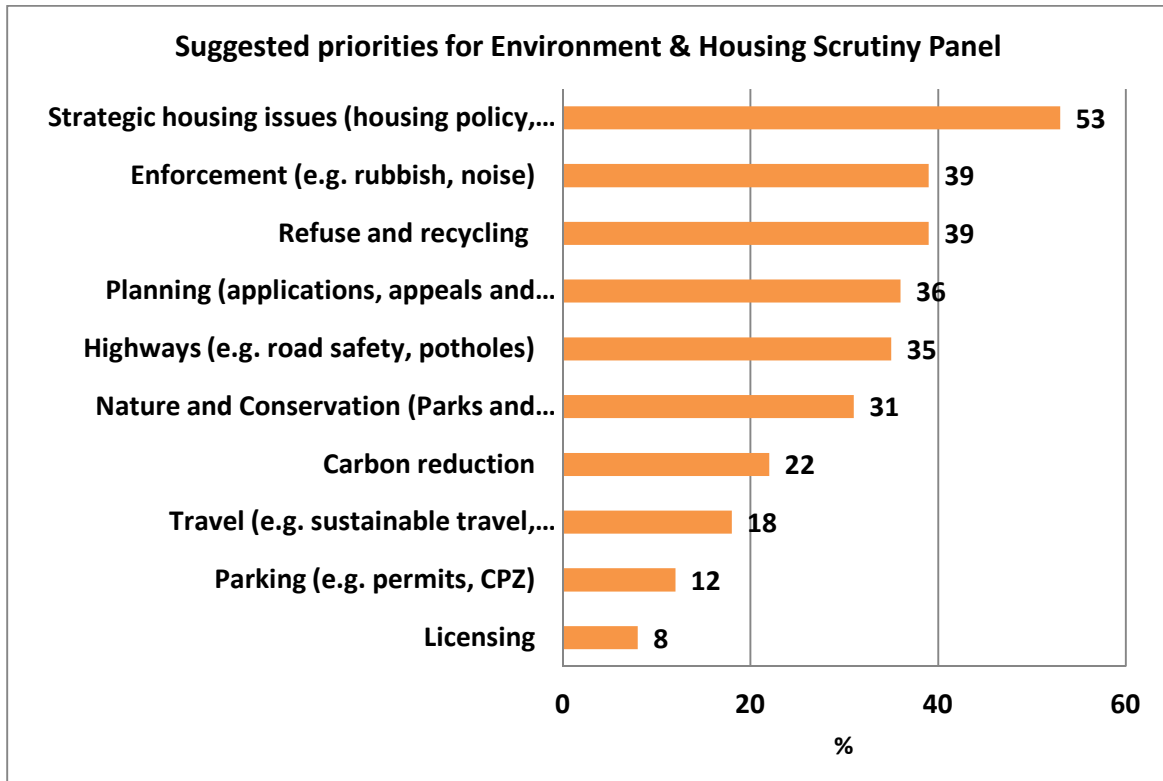
11.1 The following appendices are included:

Appendix A – Suggested Priorities for Environment & Housing Scrutiny Panel

Appendix B – Suggestions for EHSP scrutiny panel

Appendix C – The draft forward plan for the Environment and Housing Scrutiny Panel.

## **12. Local Government (Access to Information) Act 1985**

**Appendix A – Suggested priorities for the Environmental and Housing Scrutiny Panel from the on-line survey**

## Appendix B – Suggestions for Environment & Housing Scrutiny Panel – by area

HOUSING		
Source	Full detail	Summary
A member of a community group or voluntary group (details provided)	Housing & homelessness as it affects every other area of residents' lives	Homelessness
A member of a community group or voluntary group	Increase in access to good quality affordable local housing for young adults with a local connection.	Housing Supply
A local resident (details provided)	Personally speaking, as a Reed Road resident, it would be useful if you look into your gardening services on estates. overall they are good and seem to have improved recently but the approach can be heavy handed, with an emphasis on 'clearing away' greenery, eg mature trees cut down with inadequate consultation, mature jasmine cleared out of flat garden when tenants changed, ivy disguising a concrete wall being removed, etc etc. These not only lead to a significant loss of habitat but reduce the attractiveness and sense of well being in an area. New tree planting that has taken place is welcome, but would have appreciated more consultation on species. To note that upper floor flats are just as affected by the state of a garden as ground floor flats.	Estate management (green environment)
A member of a residents association	Make empty Council building faster available, for them be in need. Not covered for over 3Mths. (e.g.38 Gospatrick Road). Is imported for the living around this houses, let the area down!	Empty housing
A local resident and both a member of a local community group and residents association.	Another is repairs with regards to housing, tenanted or leasehold, is appalling where there s lack of oversight, lack of photographic evidence of the job being done, lack of procedure to get quotes and involve the tenants or leaseholders before the work is done, high cost invoiced, complete lack of accountability. Please, please, please ensure a works clerk signs off and surveyor oversees works to residential dwellings. Repairs workmen should be accountable and be paid a salary, and a bonus AFTER satisfactory work is done and evidenced via photographic evidence (where appropriate) that can be put on a memory stick, disc or flickr website, and given to a supervisor. Repairs cost to the Council as well as to leaseholders is horrendous, along with works that aren't done but invoiced for, bad workmanship, lack of any consultation with residents, and high invoicing. This includes all	Housing repairs service

	property repairs, electrical and drains external and I would hazard a guess, internal tenants' dwellings. V expensive way to run this, but someone is benefitting, not sure who. Further the repairs have around 36% management charge included in the charge given out by HfH! Another issue is void properties, residential or commercial, I m sure you are onto this, but can someone obtain a list of where they are and tackle refurbishing them to provide much needed housing, and cut down the temp accommodation bill.	
A member of a community group or voluntary group	What bothers me a lot is the negligence of private landlords. As long as the rent is being paid, they are happy. As a neighbour of a road full of private tenants I am not happy. The gardens are turning into sycamore forests covered in bindweed and ivy. The encroaching trees block light and will eventually do damage to foundations. The front gardens are very often concreted over to avoid maintenance, thereby adding to excess water run-off in wet periods.	Private rented sector (management)
A local resident and a member of a community group and residents association (details provided)	Private landlords charging high rents; because of housing benefit cuts families are being re-housed into smaller units and landlords of purpose built family homes are maintaining their high rents by dividing these properties into flats or bedsits. This is bad for communities and social cohesion.	Private rented sector (subdivision of properties)
A representative of a local public service	links between housing and health. It's a big agenda nationally and we don't appear to be doing anything locally.	Links between housing and health.
A local resident	The prioritisation process used in the allocation of housing resources. My concern being that long-time Haringey residents should be given priority over people moving into the borough	Allocations policy
A local resident	I would like empty or derelict houses to be looked at in the borough to see if they can be refurbished for social housing	Empty housing
A representative of a local public service	Empty Homes in Haringey - how many are there and what is being put in place to reduce this. ASB	Empty housing
Local Councillor (details provided)	HOUSING ASSOCIATIONS RAISING RENTS IN BREACH OF THEIR LEGAL AGREEMENT WITH THE HOMES AND COMMUNITIES AGENCY WHICH PROVIDED FUNDING TO ENSURE THAT THESE RENT INCREASES COULD BE AVOIDED.	Housing Associations (rents)
<b>LICENSING &amp; PLANNING</b>		
A local resident (details)	a) Licensing b) the function seeks not to engage residents sufficiently (e.g. poor consultation, old fashioned mechanisms like notices in windows) c)	Licensing (community engagement)

provided)	residents often don't realise the potential implications of licenses being granted or that they can recommend restrictions to licenses which could meet the best interests of residents and license-seeker.	
A local resident (details provided)	Building Planning appears to be getting out of control - there is less rigour around planning applications and there needs to be more not less. Also control of builders is a real issue with lots of unpermitted development and breaking the regulations going on. Haringey should adopt a builder's code of practice like Westminster Council and this should be enforced.	Planning (control and regulations)
A member of a community group or voluntary group (details provided)	a) In Conservation Areas b) Planning enforcement (i.e., enforcement where planning conditions have been ignored or broken) and the publication of better guides on good design, area appraisals etc. c) many people welcome and enjoy living in Conservation Areas, but feel frustrated that the council offers so little guidance and support to local residents.	Planning enforcement and Conservation areas
<b>PARKS, GREEN SPACE, NATURE, CONSERVATION</b>		
A member of a community group or voluntary group	The preservation and maintenance of parks and open spaces may seem a strange priority, but when people are under pressure it is particularly important that they have spaces where they can go, meet, let the children play and relax, but such facilities tend to get neglected in difficult times and it takes years to remedy the effects, so please don't let them decay AGAIN, we have been through this before.	Parks (maintenance and well being)
A member of a community group or voluntary group (details provided)	Conservation of open spaces and prevention of land being used for 'luxury, high priced housing' where there is no real need for it. An example of this the Fortis Green Reservoir land where the present plans were opposed by over 500 letters and supported by 19, but the plans were given the 'go ahead' by the council planning committee.	Land development (community consultation)
A local resident and a member of a community group.	HAVE COMPLAINED OM SEVERAL OCCASIONS!!!! BUT AS USUAL NOTHING GETS HEARD OR DONE!!!! SOME THING NEEDS TO BE DONE ABOUT THE CHILDREN'S SWIMMING POOL IN PARK NEAR TO ST THOMAS MOOR SCHOOL - IT'S ALWAYS FULL OF RUBBISH!!!	Parks (pool maintenance)
A local resident and a member of a community group.	The graveyard next to Bruce Castle should be better maintained and policed- the grave stones have been smashed and near the lake i have caught kids burning wreathes and smoking pot.	Cemeteries (maintenance)
A member of a community group or voluntary group	Sustainable upkeep of parks and open spaces for the benefit of all	Parks (maintenance)
A local resident (details	Environment and open spaces: make sure they are preserved and are as good as possible since they are fundamental to our health and well-being.	Parks (maintenance)



provided)		
A local resident (details provided)	Areas such as Stationers Park should be looked at as, since government cuts, there has been a rise in graffiti, litter and, in particular dogs off leads and dog fouling. The latter is a particular concern to me because of health and safety issues associated with dog mess and dogs not in control. This is important to the community because this area is dense with families with young children and this park houses the entrance to Weston Park Primary School. There are new dog control orders but they mean nothing if there is no manpower to enforce them.	Parks (dog control, maintenance)
A local resident (details provided)	The funding of the Allotments Service to make good outstanding repairs. A recent 100% rent increase proposal to raise an additional £60,000 income has been frozen because of objections that the additional income would not be ring fenced for outstanding repairs/improvements to the Borough's 27 allotment sites. Site infrastructure such as security fencing, roadways and water supply is deteriorating due to a lack of investment. Poor security causes many tenants to give up plots. Allotments have a long local social history and are a vital community resource - preserving green space, benefiting the environment and encouraging the production of local and sustainable healthy food.	Allotments
<b>WASTE &amp; RECYCLING</b>		
A local resident and a member of a community group.	I would like to make it clear how inconvenient it is that garbage trucks are picking up rubbish between 8-10am on roads coming off of Lordship Lane. I have had to sit in a queue of 15 cars at that time. I HAVE COMPLAINED ON SEVERAL OCCASIONS!!!! BUT AS USUAL NOTHING GETS HEARD OR DONE!!!! The patch of land/park on great Cambridge road needs a walkers path going round it and more bins for dog refuse residents in the tower garden estate (opp lordship Rec) need to be encouraged to keep front gardens tidy as mattresses and other rubbish prevent this listed estate from looking its best - look at Hampstead Garden Suburb - a similar estate yet absolutely stunning!!!!	Waste & Recycling (front gardens, street access).
A local resident (details provided)	[1] a) How the Council can increase recycling from flats. b) To increase recycling in the borough. c) To lower the borough's carbon footprint	Recycling
A member of a community group or voluntary group (details provided)	Add flexible packaging to the items collected for recycling please.	Recycling
<b>ENVIRONMENTAL PROTETCION, CARBON EMISSIONS</b>		
A member of a community	The most important issue facing us all is global warming. We have set up the 40:20 commission to	Councils 40:20 commitment.

group or voluntary group	reduce carbon emissions in Haringey. The committee should review this regularly to make sure we are on target.	
A member of a community group or voluntary group (details provided)	Improving the energy efficiency of homes and businesses because this is an area where people need help to take action. It will save people money, will contribute to our progress to a low carbon future, will improve health and could create jobs. I am very concerned about our energy future.	Energy Efficiency Homes
A local resident (details provided)	2) An audit of the council's 40:20 campaign.	Councils 40:20 commitment.
A local resident	a) Adaptation to climate change risks to local well-being: the adequacy of Council policies, focusing on adaptation actions in relation to likely extreme weather impacts, and the relation between adaptation and mitigation. (Background: 1) the report by London Councils deals only with risks to council service delivery, not to the risks to wider population; 2) 20:40 initiative is a useful focus on mitigation (ie reducing emissions) but doesn't deal with 'adaptation' actions to ensure the borough remains liveable, safe and resilient to the weather impacts that are already evident let alone the more severe weather events that are increasingly likely to hit us: ie flooding and storms, drought and heat stress. Air pollution and equality: what actions are needed to give the east of the borough air quality no worse than that in the west of the borough -- in the light of the alarming health damage and reduced life expectancies associated with living in more heavily polluted air.	Councils 40:20 commitment
<b>TRANSPORT</b>		
A local Community group	We should like the committee to include Haringey having a 20mph speed limit on all roads. Let us know if we need to present evidence to support the request.	Transport (20mph)

## Appendix C - Environment and Housing Scrutiny Panel – forward plan

<b>Date</b>	<b>Meeting</b>	<b>Item and lead officers</b>
26/09/13	<b>Panel Meeting</b>	<p><b><u>Cabinet Q &amp; A</u></b>            Cllr Bevan – Cabinet Member for Housing</p> <p><b><u>Budget Monitoring</u></b>            Budget Monitoring report on service areas covered by EHSP</p> <p><b><u>Performance Monitoring</u></b>            Report on service performance in areas covered by EHSP</p> <p><b><u>Registered Social Landlords</u></b>            To receive an update on implementation of recommendations from housing provider review (regulation, partnership working, stock transfer)</p> <p><b><u>Waste and recycling</u></b>            Update on Interim Report on Waste and Recycling from December 2012.</p> <p><b><u>Scoping Reports</u></b>            Agree scoping reports for planned work</p>
Oct - Dec	<b>Evidence gathering</b>	<p><b><u>Strategic Enforcement</u></b>            Dedicated sessions:</p> <ul style="list-style-type: none"> <li>▪ Council enforcement officers (x3);</li> <li>▪ Partner enforcement officers;</li> <li>▪ Other local authorities and specialist agencies.</li> </ul>
12/11/13	<b>Panel Meeting</b>	<p><b><u>Community Engagement with Planning and Licensing</u></b>            - Haringey Statement of Community Involvement (Planning Service)            - Other Local Authorities Statement of Community Involvement (Scrutiny Report)</p> <p><b><u>Community Group Presentation</u></b>            Groundwork</p>
2/12/13	<b>Panel Meeting</b>	<p><b><u>Budget Scrutiny</u></b>            Consideration of proposals (savings) arising from MTFP</p>
Jan. 2014 (TBC)	<b>Evidence gathering</b>	<p><b><u>Community Engagement with Planning and Licensing</u></b>            -Meeting with planning officers from other London boroughs (Statement of Community Involvement)</p>
28/1/14 tbc	<b>Panel Meeting</b>	<p><b><u>Cabinet Q &amp; A</u></b>            Cllr Strickland– Cabinet Member for Housing TBC</p>
24/02/14	<b>Panel Meeting</b>	<p><b><u>Cabinet Q &amp; A</u></b>            Cllr Bevan – Cabinet Member for Environment TBC</p>

This page is intentionally left blank