

NOTICE OF MEETING

Cabinet

TUESDAY, 12TH NOVEMBER, 2013 at 18:30 HRS – COUNCIL CHAMBER, CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N2 8LE.

MEMBERS: Councillor Claire Kober (Chair), Councillor John Bevan, Councillor Joe Goldberg, Councillor Joseph Ejiofor, Councillor Alan Strickland, Councillor Bernice Vanier, Councillor Ann Waters and Councillor Richard Watson.

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.

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If you have any queries regarding this, please contact the Principal Committee Coordinator at the meeting (contact details at the bottom of the agenda).

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 21 below. New items of exempt business will be dealt with at Item 26 below).

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 Register of Members' 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 interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

4. MINUTES (PAGES 1 - 16)

To confirm and sign the minutes of the meeting held on 15 October 2013 as a correct record.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at **Item 22 Exclusion of the Press and Public**. No representations with regard to these have been received.

This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

7. ENHANCEMENTS TO LEASEHOLDER PAYMENT OPTIONS FOR SERVICE CHARGES (PAGES 17 - 30)

(Report of the Director of Adult and Housing Services. To be introduced by the Cabinet Member for Regeneration and Housing). The report sets out proposals for enhancements to the payment options available to leaseholders for both major works and the annual service charge and for improved arrangements for the recovery of the costs of collection.

8. CUSTOMER SERVICES TRANSFORMATION PROGRAMME - OUTLINE BUSINESS CASE (PAGES 31 - 76)

(Report of the Assistant Chief Executive. To be introduced by the Cabinet Member for Finance, Employment and Carbon Reduction). The report provides a briefing on the Outline Business Case that has been developed for the Customer Services Transformation Programme.

9. CHILDREN AND YOUNG PEOPLE'S PLAN (PAGES 77 - 116)

(Report of the Interim Director of Children's Services. To be introduced by the Cabinet Member for Children). The report seeks agreement from Cabinet for the new Children and Young People's Plan to be recommended to Full Council for adoption.

10. HARINGEY 54,000 TRANSFORMATION PROGRAMME (PAGES 117 - 164)

(Report of the Director of Strategy and Performance. To be introduced by the Cabinet Member for Children). The report seeks agreement to a proposed strategic direction and framework for engaging a strategic partner to support transformation of Children and Young People's Services and to note the estimated costs for the programme.

11. ADOPTION OF HIGHGATE CONSERVATION AREA CHARACTER APPRAISAL AND MANAGEMENT PLAN (PAGES 165 - 204)

(Report of the Director of Place and Sustainability. To be introduced by the Cabinet Member for Planning and Enforcement). The report seeks approval of the adoption of the draft Highgate Conservation Area Character Appraisal and Management Plan as detailed in the report.

Please note that, due to its size, the full version of Appendix 1 has not been included in the main body of the agenda pack; however, an executive summary is provided. The full version of Appendix 1 can be accessed online by following the link below or a hard copy can be obtained by contacting the Principal Committee Coordinator whose contact details are set out at the end of the agenda.

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=6616>

12. PREVENTION OF SOCIAL HOUSING FRAUD ACT 2013; RIPA 2000 AND BENEFIT FRAUD - DELEGATION OF FUNCTIONS (PAGES 205 - 218)

(Report of the Director of Corporate Resources. To be introduced by the Cabinet Member for Finance, Employment and Carbon Reduction). The report informs Cabinet of the issues relevant to the use of the newly introduced Prevention of Social Housing Fraud Act 2013 and recommends that the relevant departmental scheme of delegations are updated to include appropriate authorisations for nominated officers.

13. ARMED FORCES COMMUNITY COVENANT (PAGES 219 - 230)

(Report of the Director of Strategy and Performance. To be introduced by the Leader of the Council). The report seeks endorsement from Cabinet of the decision recently taken to enter into a Community Covenant with the Armed Forces.

14. MAJOR WORKS CONTRACTOR FRAMEWORK (PAGES 231 - 242)

(Report of the Director of Adult and Housing Services. To be introduced by the Cabinet Member for Regeneration and Housing). The report seeks approval to establish a four year Constructor Partner Framework to undertake major capital works including the delivery and completion of the Decent Homes Programme.

Exempt information pertaining to this report is detailed at Item 24.

15. AWARD OF CONTRACT FOR SOCIAL CARE CASE MANAGEMENT SYSTEM (FRAMEWORKI) (PAGES 243 - 248)

(Report of the Assistant Chief Executive. To be introduced by the Cabinet Member for Finance, Employment and Carbon Reduction). The report seeks approval to award a contract for the provision of a managed services, including support and maintenance, of the Frameworki social care case management system.

16. AWARD OF CONTRACT FOR HOUSING IT SYSTEM (OHMS) (PAGES 249 - 254)

(Report of the Assistant Chief Executive. To be introduced by the Cabinet Member for Finance, Employment and Carbon Reduction). The report seeks agreement to an award of contract for the provision of a managed service, including support and maintenance, of the OHMS Housing Management system.

17. PROPOSAL FOR THE AWARD OF CONTRACT FOR THE HARINGEY HEALTH TRAINER/HEALTH CHAMPION SERVICE (PAGES 255 - 262)

(Report of the Director of Public Health. To be introduced by the Cabinet Member for Health and Adult Services). The report seeks approval for a fourteen month contract for the delivery of the Haringey Health Trainer/Health Champion Service.

Exempt information pertaining to this report is detailed at Item 25.

18. GENITO-URINARY MEDICINE SERVICES - APPROVAL OF EXPENDITURE OF SERVICES (CENTRAL AND NORTH WEST LONDON NHS TRUST) (PAGES 263 - 268)

(Report of the Director of Public Health. To be introduced by the Cabinet Member for Health and Adult Services). The report seeks approval of expenditure for the provision of GUM services accessed by Haringey residents.

19. MINUTES OF OTHER BODIES (PAGES 269 - 280)

To note the minutes of the following:

- Children and Young People's Safeguarding Policy and Practice Advisory Committee – 17 September 2013
- Decision by the Leader – 29 October 2013

20. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 281 - 288)

To note significant and delegated actions taken by Directors since the previous meeting.

21. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 2 above.

22. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Head of Local Democracy and Member Services

Items 23, 24, 25 and 26 allow for the consideration of exempt information in relation to Items 4, 14, 17 and 2 respectively.

RESOLVED:

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraphs 3 and 5, Part 1, schedule 12A of the Local Government Act 1972.

23. EXEMPT CABINET MINUTES (PAGES 289 - 290)

To confirm the exempt minutes of the Cabinet meeting held on 15 October 2013 as a correct record.

24. MAJOR WORKS CONTRACTOR FRAMEWORK (PAGES 291 - 298)

To consider exempt information in relation to Item 14 above.

25. PROPOSAL FOR THE AWARD OF CONTRACT FOR THE HARINGEY HEALTH TRAINER/HEALTH CHAMPION SERVICE (PAGES 299 - 300)

To consider exempt information in relation to Item 17 above.

26. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 2 above.

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**PUBLIC MINUTES OF THE CABINET
TUESDAY, 15 OCTOBER 2013**

Present: Councillor Claire Kober (Chair), Councillor John Bevan, Councillor Joe Goldberg, Councillor Joseph Ejiofor, Councillor Alan Strickland, Councillor Bernice Vanier, Councillor Ann Waters, Councillor Richard Watson.

Also Present: Councillor Jim Jenks, Councillor Lyn Weber.

| MINUTE NO. | SUBJECT/DECISION | ACTION BY |
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| CAB500. | APOLOGIES There were no apologies for absence. | |
| CAB501. | URGENT BUSINESS There were no items of urgent business. | |
| CAB502. | DECLARATIONS OF INTEREST There were no declarations of interest made. | |
| CAB503. | DEPUTATIONS/PETITIONS/QUESTIONS The Leader advised that there was a deputation from Mr Ziari in relation to Item 8: Consultation for Parking in the North Tottenham Area. | |
| CAB504. | NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS There were representations received. | |
| CAB505. | MINUTES RESOLVED: That the minutes of the Cabinet meeting held on 10 September 2013 as a correct record. | |
| CAB506. | QUARTER 1 PERFORMANCE REPORT 2013/2014 Cabinet considered a report, introduced by the Leader of the Council, which provided an overview of performance against the Council's strategic priorities and objectives during the first quarter of 2013/14. In response to a question Cabinet was advised that both the Hornsey Depot and Haringey Heartlands regeneration projects were progressing well and that a planning application for work on the Hornsey Depot site would be considered | |

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| | <p>by the Council's Planning Committee shortly. The Leader noted that these areas continued to be a priority for the Council and requested that an update with respect to these was included within the next performance report.</p> <p>In response to a question in relation to Council Tax collection rates and what action was being taken to improve the collection rates where the Council currently sat in the fourth quartile in comparison with other boroughs, the Leader requested that the Cabinet Member for Finance, Employment and Carbon Reduction responded to Councillor Jenks' question outside the meeting.</p> <p>In response to a suggestion that performance targets were too low and that an additional Performance Indicator should be included to measure the average waiting time for major planning applications to be processed, the Leader requested that officers consider the merits of this outside the meeting and report back to her.</p> <p>RESOLVED:</p> <p>That the report be noted.</p> | |
| <p>CAB507.</p> | <p>CONSULTATION FOR PARKING IN THE NORTH TOTTENHAM AREA</p> <p>Prior to consideration of the report Cabinet received a deputation from Mr Ziari in objection to the proposals set out in the report.</p> <p>Mr Ziari began by noting that approximately five hundred residents had signed a petition in objection to the proposals and that residents had originally been advised that that the report would come to Cabinet on 10 September for consideration. He contended that when the report had been rescheduled to the next Cabinet meeting (on 15 October) residents had not been advised and that communication around the change in date had been poor.</p> <p>Mr Ziari noted that the area affected by the proposals suffered from deprivation and that many of the residents living there were on low incomes or unemployed. Consequently the proposed charges were of concern to many residents including elderly people whose friends or relatives assisted them by helping with shopping and other daily tasks and who therefore needed to park in the area from time to time.</p> <p>In conclusion Mr Ziari argued that the Council's primary consideration should be the impact upon the residents of the area of the proposed charges, rather than businesses and he contended that the financial impact upon residents in the area would be significant.</p> <p>The Leader thanked Mr Ziari for his deputation and apologised for problems he had incurred in relation to the processing of his deputation request noting that there had been failure between officers internally to pass the request onto the correct department.</p> | |

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Cabinet Members put questions to Mr Ziari in relation to the points raised in his deputation. In response to a question regarding the support expressed by many residents for the proposals Mr Ziari acknowledged the positive benefits of the regeneration work such as new jobs and shops and accepted that these would have an impact on parking in the area. However, he rejected the suggestion that people were parking in the area and walking to the tube station.

The Cabinet Member for Environment, Councillor Bevan, thanked Mr Ziari for his deputation and responded to the points he had raised. He began by noting that the proposals supported the major development and regeneration taking place in the area and noted that these would bring new homes, retail premises and jobs, which would increase pressure on the existing traffic infrastructure. Therefore it was important for the Council to consider implementing measures that addressed parking issues that were affecting local residents now and also to build in protection as the demand for parking increased.

Councillor Bevan noted that the Council had considered the content of the petition carefully and noted concerns expressed regarding the cost attached to the proposals. The Controlled Parking Zones (CPZ) permit charges proposed were consistent with CPZs throughout the borough and were based on vehicle emissions. He noted that the Council was not introducing these measures to raise revenue but to ensure that the correct parking infrastructure was in place to support the wider regeneration of the area.

Following his response to Mr Ziari's deputation, Councillor Bevan introduced the report and advised that it provided an overview of the results of consultation undertaken with respect to proposals to protect the area in advance of the completion of Phase 1 of the redevelopment of the stadium. The report also sought approval to go out to statutory consultation on four further proposals.

The Cabinet Member for Regeneration and Housing noted that following lobbying from residents additional streets had been included in the area covered by the proposals and he added that this demonstrated that the approach taken by the Council in responding to resident's requests for the introduction of parking controls.

In conclusion the Leader echoed the point above reiterating that the Council took a demand led approach to the introduction of CPZs and that the proposals put forward in the report were designed to react to concerns expressed by residents and to protect the area against a future increase in parking in the area.

RESOLVED:

That the following proposals be approved:

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Proposal 1: The Introduction of a 'stop and shop' scheme along the High Road

To proceed with statutory consultation on the introduction of a stop and shop scheme with the tariff option set at £1.40 per hour (as detailed in the map of the area detailed in Appendix 2).

Proposal 2: The introduction of a revised core area CPZ with a revised Spurs Match Day (SMD) controls

- a) Proceed to statutory consultation on the introduction of all week parking controls to a revised core area north of Park Lane/Church Road consultation area and bounded by the borough boundary with Enfield to the north, Tariff Road/Worcester Avenue and Park Lane Close to the east and Tenterden Road/Beaufoy Road and the railway line to the west. Please see a map of the relevant area at Appendix 2.
- b) That no further work be undertaken to implement proposals for all week CPZ controls in roads south of Park Lane within the area originally consulted on.

Proposal 3: Revised match day controls outside the core area

Approve the proposal to move forward to statutory consultation on:

- a) Revision of the SMD control operational hours to 12 noon to 8pm, Saturdays, Sundays and Bank Holidays.
- b) Extension of the SMD controls. Please see a map of the relevant area at Appendix 2.
- c) Introduction of an allocation of 24 visitor's permits per day qualifying household in any rolling twelve month period within the SMD controls at a charge of £2.00 per permit.
- d) To reduce the emergency corridor restrictions on week days (including bank holidays) to start from 5pm instead of 11am.
- e) That a phased or review of existing SMD permit eligibility be undertaken and that all new or renewed SMD permits be issued for a maximum period of twelve months and be subject to annual renewal thereafter.
- f) The introduction of an on-street match/event day parking charge to roads where there is no SMD residential parking demand at a band width of between £6 to £10 depending on the proximity to the stadium. A map of the relevant area is included at Appendix 2 of the report.

Proposal 4 – The proposed introduction of a CPZ with match/event day controls in the Tower Gardens and Tottenham Hale areas:

Tower Gardens

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| | <p>a) Approval of the proposal to undertake statutory consultation on the introduction of a CPZ with SMD controls in the western side of Tower Gardens as set out in paragraphs 11.6 and 11.10 of the report.</p> <p>b) For all other roads in the original consultation area it is proposed to undertake statutory consultation on the introduction of match-day only controls.</p> <p><u>Tottenham Hale</u></p> <p>a) Approval of the proposal to undertake statutory consultation on the introduction of a CPZ with SMD controls in the south western area of Tottenham Hale consultation area as set out in paragraph 11.24 of the report.</p> <p>b) For all other roads in the original consultation area it is proposed to undertake statutory consultation for the introduction of match-day only controls. A map of the relevant areas is shown in Appendix 2 of the report.</p> <p>Alternative options considered</p> <p>No alternative options were considered. The introduction of parking controls is central to the whole redevelopment of the area. The Local Authority has a statutory duty to manage its road network, reduce congestion, improve road safety and minimise road traffic collisions. The introduction of parking controls also supports modal shift strategies and helps protect the local environment.</p> <p>Reasons for decision</p> <p>To obtain Cabinet approval with respect to the proposals above.</p> | |
| <p>CAB508.</p> | <p>REVITALISING TOTTENHAM HIGH ROAD AND DELIVERING SKILLS, EMPLOYMENT AND BUSINESS GROWTH</p> <p>Cabinet considered a report, introduced by the Leader of the Council, which set out proposals in relation to the use of 451 to 453 Tottenham High Road and the Council's long term strategy for improving the High Road.</p> <p>The Leader noted that the proposals contained within the report would support work being undertaken to improve employment opportunities for local young people through exposing them to a professional office environment and giving them the chance to learn valuable new skills. The creation of high quality business space in the area supported the Council's objective to establish a thriving High Road with a sustainable mix of high quality local independent retailers and businesses and nationally recognised names.</p> <p>RESOLVED:</p> <p>i. That a virement from the central contingency fund of £181,548 should be made to fund the pilot project.</p> <p>ii. That plans to take a five year lease of the premises at 451 to 453 Tottenham High Road be endorsed and that the key role that this would</p> | |

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be play in delivering positive change to the area be noted.

- iii. That that the financial implications of the longer term proposals for 451 to 453 Tottenham High Road which would form part of a report on the overall Tottenham Regeneration Programme that would be considered at Cabinet on 12 November 2013 be noted.
- iv. That approval be given to the Council, John McAslan and Partners and CHENEL entering into a services contract for the delivery of the twelve month pilot project based on the proposed MOU (the details of which are currently being finalised and the outcome of this will form part of the report being considered at Cabinet on 28 November 2013).
- v. That authority be given to waiving of Contract Standing Orders to tender the services associated with partnership pilot as it is in the Council's overall interests to do so.

Director of
Place and
Sustainabili
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Alternative options considered

The Council could decide to not proceed with this project and to take a non-active role in the uses and offer available on Tottenham High Road, but that is not considered appropriate for a number of reasons.

As stated in section 1 of the report the Council is determined to revitalise Tottenham High Road and make it the heart of business, commercial and community life in Tottenham. This requires a much stronger focus on attracting high quality retailers in the key centres on the High Road (North Tottenham, Seven Sisters and Bruce Grove District Centre) and promoting other high quality uses outside these key centres (leisure and employment generating commercial uses in particular).

Whilst substantial private and public sector investment is happening in, and is planned for, Tottenham, this has yet to result in a more diverse High Road offer. The Council has been clear that it wants to see a mix of high quality independents and nationally recognised businesses choosing to locate on Tottenham High Road. The opportunity the 12 month pilot project presents of a prestigious and high profile business such as John McAslan and Partners (who have been responsible for projects such as the new King's Cross station and the Roundhouse in Camden) locating on Tottenham High Road can be a real game changer for Tottenham. It can send a huge signal of confidence to the local business community and wider investor market that Tottenham is growing and changing and that the area is open for business.

451-453 High Road is located just outside of the designated Bruce Grove District Centre. Whilst currently designated as an A1 (shops) use class, without prejudice to the Council's role as a Local Planning Authority, a proposal for a high quality professional services company (Architects and Urban Design Practice) operating out of a B1 (Business) or A2 (Financial and Professional Services) premises will be not be in rivalry with surrounding commercial premises and can play a key role in lifting the feel and offer of the surrounding

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| | area. | |
| CAB509. | <p>REVISED HOUSE EXTENSIONS IN SOUTH TOTTENHAM SUPPLEMENTARY PLANNING GUIDANCE</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Planning and Enforcement, which sought approval to adopt the Revised House Extensions in South Tottenham Supplementary Planning Document (SPD) in place of the original House Extensions in South Tottenham SPD, which was adopted in October 2010.</p> <p>There was agreement that the adoption of this document would help in controlling unauthorised house extensions whilst balancing this with the need to allow families to expand their homes to accommodate their families.</p> <p>RESOLVED:</p> <p>That approval be given to the adoption of the Revised House Extensions in South Tottenham Supplementary Planning Document (SPD), in place of the original House Extensions in South Tottenham SPD, adopted in October 2010.</p> <p>Alternative options considered</p> <p>The recommended proposals are considered to meet the balance of residents and stakeholder’s concerns over extensions in South Tottenham; of both those that want greater freedom to build larger extensions with fewer restrictions on their use and appearance and those that want stronger restrictions on extensions and fewer extensions built.</p> <p>There are a number of ways in which the Council could have granted greater freedom. It could, for instance, have considered permitting larger extensions, whether single storey or on two or more floors; however, this would have caused significant loss of amenity, particularly daylight, sunlight and privacy to neighbours and have lead to further loss of back garden space, which provides amenity, recreation space, food growing space and wildlife habitats.</p> <p>If the Council had chosen not to insist on greater attention to detail of extensions, evidence from those built so far demonstrates that extensions would be built, which in many cases would not match the original house, increasing the loss of architectural unity and consistency of appearance of streets. This would lead to diminished property values and lack of acceptance of extensions from other residents living in the neighbourhood. It is worth nothing that the guidance reiterates that ‘potential applicants can always discuss particularly peculiar circumstances that lead them to consider extra large extensions acceptable in a pre-application enquiry’.</p> <p>If instead the Council had sought to restrict extensions, there would not be a solution to the problem of overcrowding of large families within the capabilities of home owners to resolve the issue and the clear demand would not be met. This would continue social and health problems associated with overcrowding, further pressure for one off planning applications for extensions</p> | Director of Place and Sustainability |

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| | <p>of all sorts, including rear extensions and the previously popular ‘grossly over scale dormers’, in all likelihood greater construction of extensions without or in contravention of planning permission and causing greater workload on the Council’s planning officers.</p> <p>Alternatively the Council could have elected to not revise the SPD at all. This would have maintained existing restrictions on ‘Type 3’ extensions only being built in pairs, which many residents wanting to build such extensions are finding difficult to follow, the Council’s planning officers are finding it difficult to enforce and considered not to make significant difference to the impact on appearance and neighbour’s amenity compared with single extensions. The absence of greater emphasis on getting the details of extensions to match existing houses would perpetuate the problem of extensions not matching the existing house, which would diminish cross-community neighbourhood consensus in favour of the existing SPD. Some details with additional emphasis in the revised SPD, such as the importance of strengthening foundations and improving fire safety, impact on the safety of residents. Without other revisions the SPD would also lack the increased emphasis that the extensions are not intended to facilitate conversions for flats or Houses in Multiple Occupation (HMOs).</p> <p>Reasons for decision</p> <p>For the detailed reasons given above and in the SPD itself, this revised version of the SPD is considered to improve the guidance on what forms of additional extensions would be acceptable. The proposed revisions have been through a two stage consultation process with all local residents and the organisations that should be consulted and has been modified accordingly. The revised SPD therefore now needs Adopting by the Cabinet for it to come into force in place of the existing SPD.</p> | |
| <p>CAB510.</p> | <p>CONFIRMATION OF AN ARTICLE 4 DIRECTION FOR HOUSES IN MULTIPLE OCCUPATION (HMOS) IN EAST HARINGEY</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Planning and Enforcement, which sought agreement to withdraw permitted development rights for Houses in Multiple Occupation (HMOs) in certain wards within the borough (as detailed in the report).</p> <p>The Leader noted that whilst the withdrawal of permitted development rights would not provide an all encompassing solution to the problems that HMOs presented it would provide the Council with greater leverage in terms of managing HMOs and addressing their impact upon local residents.</p> <p>RESOLVED:</p> <p>i. That confirmation of an Article 4 Direction to remove permitted development rights for changes of use from C3 to C4, be approved, in the following wards:</p> <p>Seven Sisters</p> | <p>Director of Place and Sustainabili ty</p> |

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| | <p>Tottenham Green Tottenham Hale West Green Bruce Grove White Hart Lane Northumberland Park Noel Park Woodside Bounds Green Harringay St Ann's</p> <p>ii. That the Director of Place and Sustainability be authorised to carry out the statutory procedure for preparing and issuing the Article 4 (1) Direction Confirmation Notice.</p> <p>Alternative options considered <u>No Article 4 Direction</u> The use of single family dwellings as small HMOs would continue to be permitted development and would not be subject to Haringey's planning policies. This is likely to result in a continued expansion of small HMOs and the Council would not have the ability to apply planning policy requirements for space and amenity standards.</p> <p><u>Voluntary compliance by developers with the Council's planning policies related to HMOs</u> While there are many good landlords who would comply, in cases where there was low or no co-operation, the use of single family dwellings as small HMOs would continue to be permitted development and would not be subject to Haringey's planning policies. This would mean that in areas of the borough that have been identified as having poor quality HMO's, occupants would be exposed to low standards of accommodation. It would also mean the overall levels of conversion of family housing could not be monitored.</p> <p>Reasons for decision The implementation of an Article 4 Direction supports the presumption in favour of sustainable development as set out in the National Planning Policy Framework (NPPF) by asking for planning applications to be made to change from a family dwelling to a small HMO. Evidence presented in earlier reports regarding retention of family accommodation supports the case for the Article 4.</p> | <p>Director of Place and Sustainability</p> |
| <p>CAB511.</p> | <p>WINTER SERVICE PLAN REVIEW 2013/14</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Environment, which sought approval of the revised Winter Service Plan for 2013/14. This document detailed the Council's policies and operational procedures for dealing with snow and ice on the highway.</p> | |

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| | <p>In response to a question as to why sheltered housing was not listed as a priority area and who was responsible for ensuring that the needs of residents in living in this type of accommodation were met during severe weather conditions, it was noted that Homes for Haringey (HfH) were responsible for making provision for residents living in Local Authority sheltered housing. With regard to the clearing of snow and ice in areas outside estates, between sheltered and good neighbour housing and local facilities such as shops, it was noted that officers would provide as response on the provision made for clearing these areas outside the meeting.</p> <p>The Leader reminded Cabinet that the Winter Service Plan was a rolling document, which was updated annually, enabling it to be adapted and developed as required. Consequently any areas where clarification was required could be updated as part of the ongoing process.</p> <p>RESOLVED:</p> <p>That the Winter Service Plan 2013/14, as detailed in Appendix 1 of the report, be approved and adopted, incorporating the proposed changes to Pavement and Carriageway Priority level, and amendments to the grit bin network, as summarised in section 5 of the report.</p> <p>Alternative options considered</p> <p>The option to incorporate all of the winter service suggestions and feedback to into the Winter Service Plan 2013/14 was considered. This option was not chosen because the plan is designed to deal with snow and ice on a priority basis linked to heightened levels of risk, the need to keep public transport moving footfall levels and the presence of important public buildings. Some feedback and suggestions received could not be given priority because they did not meet at least one of the criteria.</p> <p>Reasons for decision</p> <p>During severe weather it is not practicable for snow and ice on every carriageway and pavement surface to be treated and made safe. Therefore, it is important to explain where we grit, when we grit and why we grit in any given severe weather event and the Winter Service Plan does this. The approval and adoption of the Winter Service Plan provides a mechanism to demonstrate that the policies, priorities and schedules for gritting have been given due consideration and approved at a level appropriate to the importance of the function. It is also designed to minimise the number of accidents related to snow and ice on the highway and forms part of the Council's defence when claims are received for injuries and damage linked to snow and ice.</p> | <p>Director of Place and Sustainabili ty</p> |
| <p>CAB512.</p> | <p>DISPOSAL OF FORMER WESTERN ROAD DEPOT, 20 WESTERN ROAD</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Finance, Employment and Carbon Reduction, which sought approval to authorise the officers to dispose of the Council's freehold interest in the former Western Road Depot to the North London Waste Authority (NLWA) for best</p> | |

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| | <p>consideration.</p> <p>RESOLVED:</p> <p>That the Assistant Director, Property and Capital Projects, be authorised to dispose of the Council's freehold interest in the former Western Road Depot to NLWA for best consideration.</p> <p>Alternative options considered The alternative option is to sell the property on the open market at a value to be determined, but this would still leave NLWA in need of a site to replace Hornsey Depot and would deprive local residents of a Reuse and Recycling Centre, as an alternative site and is unlikely to be acquired and developed within the required timescale.</p> <p>Reasons for decision To enable the relocation of the Reuse and Recycling Centre within the timescale required by the contract for the sale of Hornsey Depot.</p> | <p>Assistant Director Property and Capital Projects</p> |
| <p>CAB513.</p> | <p>PURCHASE OF LONG TERM LEASE - 48-62 STATION ROAD, WOOD GREEN LONDON N22</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Finance, Employment and Carbon Reduction, which sought approval to purchase the long term leasehold interest of 48 to 62, Station Road, Wood Green. The report also sought agreement to delegate authority to the Director of Place and Sustainability and the Cabinet Member for Finance, Employment and Carbon Reduction, to agree the purchase price and final terms of the acquisition.</p> <p>Exempt information pertaining to the report was considered under agenda Item 23.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That the purchase the long leasehold interest of the property known as 48 to 62 Station Road, Wood Green as shown in red (and annotated 'D') on the plan attached to the report, to be held for the same purpose as the freehold interest be agreed. ii. That the purchase price be agreed and that the Director of Place and Sustainability and Cabinet Member for Finance, Employment and Carbon Reduction be given delegated authority to agree the final terms of the acquisition. (Please refer to the exempt part of the report for details of the purchase price). iii. That the addition of the capital cost of the purchase to the Council's Capital Programme be agreed. iv. That the intention to bring back a future paper on options for the regeneration and future civic presence in Wood Green Town Centre be | <p>Director of Place and Sustainability</p> <p>Director of Place and Sustainability</p> |

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| | <p>noted.</p> <p>Alternative options considered Officers appointed BNP Paribas to initially undertake an options appraisal, including a valuation, along with advice on redevelopment of the combined sites 38 to 46 Station Road, 5 River Park Road and the adjacent car park and to lead on negotiations on behalf of the Council. However, their brief was subsequently extended to include 48 to 62 Station Road in the light of the long term leasehold interest becoming available.</p> <p>The BNP Paribas options appraisal demonstrated significant marriage value generated by the Council combining its car park with the proposed scheme by Barton Bridging Finance for the redevelopment of 38 to 46 Station Road. However, with the long leasehold of 48 to 62 Station Road becoming available, they are of the opinion that there is greater business case and opportunity for the Council to combine the car park site together with 48 – 62 Station Road.</p> <p>Reasons for decision Acquisition of the long leasehold for 48 to 62 Station Road enables the Council to complete a contiguous interest in the buildings and sites along the north side of Station Road (as shown on the Ordnance Survey extract attached to the report) which would provide a key component in the wider Wood Green Town Centre regeneration. This acquisition therefore secures and optimises the opportunities for the Council to undertake regeneration of the Wood Green Town Centre area.</p> | |
| <p>CAB514.</p> | <p>PROCUREMENT OF EXTERNAL PROVIDER TO MANAGE THE SUPPORT FUND</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Finance, Employment and Carbon Reduction, which sought approval to an award of contract to manage Haringey's Support Fund to Northgate for a seventeen month period commencing on 4 November 2013.</p> <p>Exempt information pertaining to the report was considered under agenda Item 24.</p> <p>RESOLVED:</p> <p>That approval be given to the award of a contract for the management of Haringey Support Fund, to Northgate for a seventeen month period commencing on 4 November 2013.</p> <p>Alternative options considered Previous to Cabinet on 16 April 2013 other options were considered in relation to the Support Fund, these were discounted in favour of a procured service to manage the administration of the fund with interim arrangements operational until that point.</p> <p>Reasons for decision</p> | <p>Assistant Chief Executive</p> |

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| | <p>Following the procurement process this supplier has been successful in terms of both quality and cost and as such the recommendation is that they are awarded the contract to manage Haringey's Support Fund for the next seventeen months. Further review will then be conducted dependent on whether the Government continues to provide funding for this area.</p> | |
| <p>CAB515.</p> | <p>ENTERING INTO A SECTION 256 FUNDING TRANSFER AGREEMENT WITH THE NHS</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Health and Adult Services, which sought approval to enter into a Section 256 Agreement with NHS England and to approve the associated budget virements.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That authority be given to the Council entering into a Section 256 Agreement with NHS England to receive £4.109m funding transfer from the NHS budget for the purposes of supporting adult health and social care services. ii. That it be noted that as a condition of the funding transfer the Health and Wellbeing Board must agree how the funding will be spent and that the schemes as agreed with Haringey Clinical Commissioning Group and approved by the Health and Wellbeing Board on 8 October, as set out in paragraph 5.3 of the report be noted. iii. That approval be given to the associated budget virements to finalise the allocation of funding to the proposed schemes. <p>Alternative options considered</p> <p>No alternative options are presented as schemes promoting integration are already in place.</p> <p>Reasons for decision</p> <p>Not applicable as the transfer has to be made</p> | <p>Director of Public Health</p> |
| <p>CAB516.</p> | <p>AWARD OF CONTRACT FOR ACTIVE FOR LIFE PHYSICAL ACTIVITY REFERRAL SCHEME</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Health and Adult Services, which sought approval to award a five year contract (with an optional one year extension) for the delivery of the Active for Life (AFL) physical activity referral scheme.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the wavering of tender requirements (CSO 10.01) as allowed under CSO 10.01.1 (a) (contract value of more than £100k) be approved. ii. That the contract be awarded to Fusion Lifestyle for delivery of the | <p>Director of Public Health</p> <p>Director of</p> |

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| | <p>Active for Life physical activity scheme in accordance with CSO 9.07.1 (d) (contract valued at more than £250k).</p> <p>Alternative options considered The option of undertaking a full tender process was considered; however, a waiver of Contract Standing Orders in respect of tendering is recommended on the grounds that it is in the Council's overall interest as allowed under CSO 10.01.2 (d) as described in the report.</p> <p>Reasons for decision Increasing physical activity is a priority for reducing the life expectancy gap in Haringey as outlined in the corporate plan and Health and Wellbeing Strategy. The current Active for Life scheme supports people in the east of the borough to become physically active. Following transfer of this public health service from the NHS to the council, the council seeks to commission the service, with increased capacity to support more people to become physically active and to develop specialist services for clients with strokes and cancers.</p> | Public Health |
| CAB517. | <p>APPROPRIATION OF FORMER SITE MANAGER HOUSES</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Finance, Employment and Carbon Reduction, which sought approval to appropriate the former site manager houses currently held by the Children's Service, to the Housing Revenue Account (HRA) in order to enable the units to be renovated and re-let as permanent affordable social housing, to be managed by Homes for Haringey.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the property known as Caretaker's house, 67a Boyton Road, N8 (shown edged in red on plans attached at Appendix 1 of the report), which was no longer required for the purposes that it is currently held, be approved for appropriation for housing purposes. ii. That that land adjacent to the east of Rowland Hill School, White Hart Lane, N17 (shown in Appendix 1 of the report), which was no longer required for the purpose for which it is currently held, be approved for appropriation for education purposes. <p>Alternative options considered Not appropriate – if the appropriation of the housing was not carried out then these units would continue to be a wasting Council asset.</p> <p>An alternative option is to allow Rowland Hill School to expand on to the recreation ground to the rear of the school. However, the Capital Programme Team determined that due to the unevenness of the ground at this point, construction would be significantly higher as the ground would need to be levelled and additional drainage would be required. In addition, access to a rear facility would be limited through the existing playground. This gives rise to</p> | <p>Director of Place and Sustainability</p> <p>Director of Place and Sustainability</p> |

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| | <p>security issues which would not be in line with Haringey's Safeguarding Children procedures. A facility to the east of the building would allow a managed access of the local community directly from the public highway.</p> <p>Reasons for decision Appropriation of the site to the Housing Revenue Account would make best use of Council assets and secure its future use for housing purposes. Appropriation of the land to Children's Services would enable additional educational resources to be provided for the local community.</p> | |
| CAB518. | <p>MINUTES OF OTHER BODIES</p> <p>RESOLVED:</p> <p>That the minutes of the Decision by the Leader, which took place on September 2013 be noted.</p> | |
| CAB519. | <p>SIGNIFICANT AND DELEGATED ACTIONS</p> <p>RESOLVED:</p> <p>That the report be noted.</p> | |
| CAB520. | <p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of urgent business.</p> | |
| CAB521. | <p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>RESOLVED:</p> <p>That the press and public be excluded from the remainder of the meeting as the items below contained exempt information, as defined under paragraph 3, Part 1, schedule 12A of the Local Government Act 1972.</p> | |
| CAB522. | <p>PURCHASE OF LONG TERM LEASE - 48-62 STATION ROAD, WOOD GREEN LONDON N22</p> <p>Cabinet considered exempt information pertaining to agenda Item 14.</p> | |
| CAB523. | <p>PROCUREMENT OF EXTERNAL PROVIDER TO MANAGE THE SUPPORT FUND</p> <p>Cabinet considered exempt information pertaining to agenda Item 15.</p> | |
| CAB524. | <p>NEW ITEMS OF EXEMPT URGENT BUSINESS</p> <p>There were no new items of exempt urgent business.</p> | |

The meeting closed at 7.45pm.

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COUNCILLOR CLAIRE KOBER

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CHAIR



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| Report for: | Cabinet on 12 November 2013 | Item number | |
| Title: | Enhancements to leaseholders' payment options for service charge invoices | | |
| Report authorised by : | Mun Thong Phung, Director of Adult & Housing Services | | |
| | Signed: | Date: | |
| Lead Officer: | Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail phil.harris@haringey.gov.uk Astrid Kjellberg-Obst Executive Director of Operations Tel: 0208 489 5912 E-mail Astrid.Kjellberg-Obst@homesforharingey.org | | |
| Ward(s) affected: All | Report for: Key Decision | | |

1. Describe the issue under consideration

- 1.1. The current Council's policy for providing flexible payment options to leaseholders for their major works invoices was adopted on 15 August 2008 and subsequently enhanced on 23 February 2010. This policy has proved very effective in enabling leaseholders to pay the Decent Homes invoices with the minimum of disputes and complaints.
- 1.2. The final three years of the Decent Homes programme has been determined and it is apparent from the current phase of works (Year 6 of



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the programme) that the scale of investment will result in invoices for a small number of leaseholders in the region of £25,000 to £40,000. These fall outside the scope of the original flexible payments policy with regard to leaseholders living in their own homes, since the maximum invoice envisaged was approximately £25,000.

- 1.3. This report contains proposals for enhancements to the payment options for both major works and the annual service charge and for improved arrangements for the recovery of the costs of collection. The proposals include new charges for the recovery of the administrative costs of arranging loans and monitoring the monthly payments.

2. Cabinet Member Introduction

- 2.1. Our Decent Homes work will bring significant improvements to thousands of properties across the borough. I recognise that meeting their share of the cost of the improvements delivered through the Decent Homes programme can pose a financial challenge to leaseholders, some of whom can be faced with significant bills.

- 2.2. Officers have identified that in the current phase of Decent Homes work, a small number of leaseholders will be faced with larger invoices than has previously been the case, so we have looked again at our payment policy. We are keen to support leaseholders to be able to manage their repayments effectively and reduce the financial impact of making repayments where we can. This report recommends giving leaseholders with larger bills the option to pay over a longer period, interest free, to allow leaseholders to spread the cost of repayments. Haringey already has generous payment options for leaseholders in comparison to other social housing providers. The changes recommended in this report, will further enhance the flexibilities open to leaseholder to spread payments.

3. Recommendations

It is recommended that Cabinet agree:

- 3.1. That the interest free period available to leaseholders living in their leasehold properties (owner-occupiers) and unable to obtain bank loans should be extended by a further 1 year (interest free) for invoices from £20k to less than £30k and by a further 2 years (interest free) for invoices of £30k and above. An additional 2 years will be available with the payment of interest.



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- 3.2. That where leaseholders receive major works bills in successive years they should have the option to add them together and pay the total in monthly installments where they have already entered into such an agreement and have kept their payments up to date.
- 3.3. That administration charges of £25 annually are applied to cover the cost of monitoring monthly loan arrangements and a one-off charge of £100 is applied for setting up secure loan arrangements of £10,000 and above.
- 3.4. That flexible payment arrangements will be made available for the annual actual service charge, with a prompt payment discount of 2½% for bills over £100 where they are paid in full within 14 days from the date of issue.
- 3.5. That for actual bills from £100 - £500 leaseholders should be allowed to pay in monthly instalments over 6 months and for amounts over £500 they should be allowed to pay in monthly instalments over 12 months, in both cases interest free.
- 3.6. That all the proposals contained in this report should be implemented with effect from 1 December 2013.

4. Alternative options considered

Equity release

- 4.1. In addition to the enhanced payment options, the possibility of an equity release scheme has been considered. Local authorities have been empowered to grant leaseholders the option of granting loans on an equity release basis under Sections 308 and 309 of the Housing & Regeneration Act 2008. This would be a form of mortgage.
- 4.2. Guidance was issued in an Explanatory Memorandum which was laid before Parliament in 2009. Paragraph 7.1 of the guidance states that the new regulations give housing authority landlords discretionary powers for the purpose of assisting their leaseholders in the payment of their service charges to:
 - (a) offer them loans on equity share terms, i.e. wholly or partly interest-free loans, in which instead the lender is entitled on repayment of the loan to a percentage of the market value of the flat;
 - (b) purchase an equitable interest in the flat, so that the housing authority will be entitled to a specific share of the value of the flat when it is sold.



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- 4.3. Paragraph 4.22 of the CLG guidance confirms that all the administrative costs must be recharged to the leaseholder in respect of an arrangement of this nature. Paragraph 4.23 states that where an equity release arrangement is entered into, this should be covered either by a new shared ownership lease or an amendment to the existing lease which would incur additional costs for the leaseholder.
- 4.4. The Council used to grant mortgages to some Right to Buy applicants but this policy was discontinued on the grounds of cost and the administration of the remaining loans was outsourced to an external provider
- 4.5. The only local authority which appears to have actively implemented a policy of this kind is Southwark Council, which informs leaseholders of the two options on its website. Although Ealing has included equity release in its payment options policy, it does not promote it since the administrative costs are too great. Hence no leaseholder in Ealing has taken up this option to date.
- 4.6. Given the considerable administrative costs involved, it is very likely that the private sector can offer better value to leaseholders in this area. Specialist departments in banks can set up the necessary procedures for dealing with relatively large volumes of applications which greatly reduces the administrative costs per unit.
- 4.7. The adoption of an equity release scheme is not recommended on the grounds of the considerable administrative costs involved. These would have to be recharged to the leaseholders themselves and would involve the Council in granting loans with no set date of expiry.

5. Background information

- 5.1. Leaseholders are required under the terms of their lease to pay towards the costs of major works to the roof, the exterior, the foundations and the common parts of the building, regardless of the source of funding. They must also pay their proportion of the costs of providing day to day services (in their annual service charges)
- 5.2. The contributions leaseholders pay the Council in respect of major works comprise a significant source of funds which are recycled as part of the capital works programme. The efficient and timely collection of these



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monies is thus an important aspect of the Council's income collection policy.

- 5.3. By pursuing a policy of offering flexible payment options for major works (similar to other local authorities and ALMOs), the Council has minimised disputes and complaints from leaseholders which has greatly assisted in the process of achieving the cost effective recovery of the Council's rechargeable costs.
- 5.4. Within the current and planned Decent Homes programme it has become apparent that a small number of blocks and estates will require rather more work per dwelling than has been the case to date, resulting in charges to leaseholders in the region of £30k - £40k. Charges at this level were not envisaged when the current policy was drawn up. Although the number of such properties will be very low, it is recommended that the payment options should be further enhanced in order to maintain the consistency of the Council's approach on such matters.
- 5.5. In view of the fact that some leaseholders receive large major works bills in successive years, particularly where internal work (such as lift replacement) is carried out separately from external work, it is proposed to roll up leaseholders bills so they can pay the total amount in monthly instalments. This will only be permitted where they are keeping to a payment arrangement they have already made.
- 5.6. A large volume of Decent Homes work is programmed to be carried out in the remaining three years of the programme as follows:

| Year | Number of leaseholders to be recharged | Total value of the annual Decent Homes programme |
|---------|--|--|
| 2013/14 | 201 | £15,500,000 |
| 2014/15 | 926 | £38,936,766 |
| 2015/16 | 696 | £30,197,734 |
| Total | 1,823 | £84,634,500 |

This spending will be in addition to the normal annual capital programme. Leaseholders will be liable for a significant proportion of these costs.

- 5.7. Whilst the works will enhance the value of leaseholders' properties, it must be acknowledged that very large bills are likely to represent a financial



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burden for them. It is therefore considered necessary to review the payment options to maintain the Council's objectives (with reference to owner occupiers), underpinning the original flexible payment options policy for leaseholders.

- 5.8. Extending flexibility in respect of the payment of very large bills by leaseholders living in their own homes will assist in promoting the sustainability of home ownership in the borough. Furthermore it will tend to reduce the number of disputes and possible challenges through the Leasehold Valuation Tribunal (First-tier Tribunal – Property Chamber, Residential Property). Such matters incur considerable costs for the Council, most of which are not recoverable.
- 5.9. Generally the advance notice given to leaseholders of the estimated cost of major work for their block is relatively short. This gives leaseholders limited time to plan their budgets. Furthermore the estimated cost notified to the leaseholder is occasionally subject to a considerable increase after the scaffolding has been put in place. This is because a detailed survey of the outside of the building and the roof is often only possible when all the exterior elevations have been scaffolded.
- 5.10. It is not envisaged that the enhanced payment options for major works will apply to many properties in view of the eligibility conditions and the nature of the planned works. At present the proposal for the extension of the payment periods may only apply to one block as equivalent levels of expenditure on other blocks are not currently expected. However further possible cases have been identified, largely confined to conservation areas, but more cases may become apparent given the planned volume of expenditure.

Current payment options

- 5.11. **Owner-occupiers.** Leaseholders who live in their properties currently have the following options in relation to large bills:
 - (a) **Discount of 5% for payment in full.** This meets the requirements of leaseholders who have sufficient savings to pay in full or those who want to take out a bank loan or mortgage since they can offset the discount against the cost of their loan.



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- (b) **Interest-free loan of 72 months (6 years) for invoices over £15,000** (payable in monthly instalment secured on the property – there is a charge of £200 for the legal costs)
 - (c) **Combination loan – interest-free and then with interest.** For invoices over £15,000 the first 72 months (6 years) are interest free, the subsequent 24 months (2 years) are at a rate of interest of 7.5% (secured on the property – there is a charge of £200 for the legal costs). Hence the leaseholder has a total of **8 years** to repay the loan.
 - (d) **Right to a secured loan from the Council (mandatory loan).** Anyone with a lease of less than 10 years has the statutory right to receive a loan of this kind. The maximum amount of the loan is £31,000. Interest is charged at 7.5%. The Council may charge a maximum of £130 in respect of its legal and administrative costs.
 - (e) **Discretionary loan from the Council** (secured on the property; interest of 2% above the Base Rate.) This is only for leaseholders living in their leasehold properties and is means tested. There is a loan repayment period of 10 years for amounts over £5,000. There is an administrative fee of £100. It must be secured on the property for which there is a legal fee of £200.
 - (f) **Help from the Department for Work & Pensions (DWP) for leaseholders on benefits.** Generally the DWP will provide assistance to owner occupier leaseholders in receipt of benefits who receive an invoice for Decent Homes works. The Home Ownership Team will refer anyone with payment problems to the Citizens Advice Bureau for help with making a claim to the DWP. An option for leaseholders working is an interest only loan, since the DWP can pay the interest in cases which meet the necessary criteria.
- 5.12. **Subletting.** Leaseholders who sublet their properties can have 36 months (3 years) to pay their major works invoice or they can opt for a discount of 5% for payment in full within 6 weeks of receiving the invoice.
- 5.13. The current payment options already agreed by Cabinet are already the most generous terms for payment of all social housing providers for leaseholders who own their homes and also for leaseholders subletting. Thus at present a leaseholder living in their leasehold property can have up to 8 years (including two years with interest) to repay a major works bill of £15,000 and above. A summary of the current options and proposed enhancements is provided in Appendix A.



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Proposed enhanced payment options

5.14. In order to qualify for an extended loan period the leaseholder will have to demonstrate that their application for mortgage loans has been turned down by two high street lenders. Loans from the Council will also be subject to the conditions referred to in paragraph 5.11 above.

- (a) **Extension of the interest free loan period for bills of £20,000 to £29,999 from 6 years to 7 years** (with another optional 2 years with interest).
- (b) **Extension of the interest free loan period for bills of £30,000 and above from 6 years to 8 years** (with another optional 2 years with interest).

5.15. **Existing 'debt' for major works.** It is proposed that the policy should take account of a leaseholder's outstanding payments in relation to a previous major works invoice where they are subject to any additional recharges for major works. In these cases the Council will offer an extended payment period by rolling up the amount outstanding with the new invoice, providing that the monthly repayments have been kept up to date.

Additional proposals for extending flexibility

5.16. The issue of the final accounts each year often results in supplementary invoices ('actuals'). These are issued in August or September in respect of the previous annual estimated service charge. The invoices can sometimes be quite large. The usual reason for this is that significant amounts of work are carried out on a responsive, day to day basis by Haringey Repairs Service. It is therefore proposed to introduce flexible payment options for the actual invoices as well.

5.17. Further flexibility can be made available to leaseholders in relation to annual charges and prompt payment as follows:

- (i) **Annual actual service charge** – In some cases leaseholders are faced with significant additional bills. These are often on account of day to day, responsive repairs undertaken in their block. It is proposed that:



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- (a) If the additional recharge is from £100 to £500, leaseholders should be allowed to pay in monthly instalments over 6 months interest free.
 - (b) If the bill is more than £500, they should have 12 months to pay in monthly instalments, interest free.
- (ii) **Prompt payment discount** – a discount of 2.5% is proposed if a supplementary invoice for the annual actual account is more than £100 and is paid in full within 14 days from the date of issue. This will enable savings to be made on transaction costs and on the time spent in monitoring monthly repayments. It will also assist in maximising the Council's cash flow.

5.18. Proposals for additional charges and conditions

Alongside the enhanced payment options and additional flexibility, it is proposed that certain charges will apply in future to all loans for major works granted by the Council. These will enable a recovery of all the administrative costs from the recipients of the loans. These are as follows:

- (a) **Annual administration fee of £25.** This will be for the monitoring of the repayment of the loan, provision of statements and dealing with any queries.
- (b) **Set up charge of £100.** This will be for all loans of £10,000 and above and it will be in addition to the standard legal fee of £200 for putting a charge on the property.

Advantages of the proposals

5.19. It is not anticipated that there will be many instances of bills of more than £30k - £40k since the level of expenditure resulting in such bills is only likely to occur in the case of a relatively small number of properties. It is not anticipated that there will be in excess of 100 invoices above this level based on current knowledge.

5.20. Bills in the region of £30k - £40k are more likely to result in challenges at the Leasehold Valuation Tribunal. Any cases taken to the Tribunal incur costs which the Council will not be able to recover. The costs in such cases



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are generally substantial requiring a great deal of case preparation, expert witnesses and sometimes leading counsel. The offer of a longer period to pay will reduce the possibility of leaseholders commencing a challenge.

- 5.21. Where the Council has to undertake recovery action through the courts, past precedents indicate that judges often give defendants quite long periods to pay for large invoices especially where they are at possible risk of becoming homeless. The courts are also very mindful of the fact that leaseholders only receive quite short notice in advance of receiving the large invoices for major works whereas freehold homeowners can plan their maintenance expenditures and budget accordingly.
- 5.22. In a small number of cases there may not be sufficient equity in the leasehold properties which will make it impossible for the Council to obtain the amounts due through court action.
- 5.23. With regard to the enhanced payment options for the actual accounts, the extended instalment periods will not result in much additional income being collected after the end of the financial year. Furthermore, improved options will reduce complaints and queries and reduce the costs of administration.

Consultation

- 5.24. A briefing containing the full details of the enhanced payment options and the additional charges was circulated to all leaseholders on the email circulation list (about 1800) thus reaching over 40% of leaseholders. No comments were received in reply to this email.

The briefing was then presented to a meeting of the Leasehold Panel on Monday the 8 October. At this meeting, some argued strongly that all leaseholders who sublet their properties should not be subject to the limitation of only having 36 months to pay their major works invoices regardless of the size of invoice. They identified the following three main groups of leaseholders who sublet their properties:

- Accidental landlords who have had to move for personal reasons, such as short to medium term contracts abroad.
- Leaseholders who have bought a property as a small private investor.
- Corporate landlords such as housing associations and large private landlords with large property portfolios.



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They took the view that the leaseholders in the first two groups above were quite similar to those who were owner occupiers and should therefore have the same or similar payment options.

With regard to the proposals for the annual actual invoices some leaseholders felt that the option to receive a discount for payment in full of this invoice should be within 21 days (as for major works) rather than the proposed 14 day period. There were no other observations made in relation to the proposals contained in the briefing by those attending the meeting and none were submitted in writing.

Capping of charges

- 5.25. The government's capping proposals do not affect the Council's options with regard to this matter for the reasons given below.
- 5.26. On the 7 October 2013 the government issued a consultation paper on their proposals to update the Mandatory Directions to councils to include in the programmes described in the 1997 Directions all central government funding for repair, maintenance or improvement, including Decent Homes Grant from the 2013 Spending Review. The proposals are to have a £10,000 cap on leaseholder works on homes outside London, and £15,000 on homes within London.
- 5.27. The paper explained that the proposals would cover any central government funding for works of repair, maintenance or improvement, provided by the Secretary of State or the Homes and Communities Agency. The proposals therefore include those councils eligible for the 2015/16 Decent Homes funding announced as part of the Spending Round 2013. The paper confirms this (page 9) as follows: *"these caps are not intended to affect any funding already confirmed, but would affect any allocations made from the 2013 Spending Round Decent Homes funding"*
- 5.28. Hence the cap proposal will not affect the current programme of work planned by Haringey Council. This is because no external funding has been included for the year 2015/16 - it will all be internal to the Council. (*Report for Leader: Housing Capital and Decent Homes Programme 2014-16*, paragraph 6.1)

6 Comments of the Chief Financial Officer and Financial Implications



Haringey Council

- 6.1 The report states that, based on the Decent Homes Programme from 2013/14 to 2015/16, the number of leaseholders likely to be invoiced for capital works is likely to be 1,823. It should be noted that this figure will increase as applications for Right to Buys are processed each year. It is not therefore possible to state with accuracy how many leaseholders will be facing invoices in excess of £20,000. It is also not possible to say whether all leaseholders offered these enhanced terms will take them up. These financial implications are based on the assumption that 60 leaseholders are offered these enhanced terms, 30 of them with bills for £25,000 each and 30 of them with bills for £35,000 each.
- 6.2 The proposed scheme offers an additional interest free year to leaseholders with bills in excess of £25,000 and two additional interest free years for leaseholders with bills in excess of £30,000. The impact of this for the council will be the cost of foregone interest charges in the sum of £62,875.
- 6.3. The introduction of these enhanced payment terms will assist leaseholders in the management of their debt and their ability to hold onto their homes. It will also increase the debt recovery levels for the Council without resorting to legal action.
- 6.4. The enhanced scheme does however propose an additional legal charge of £100 per leaseholder who takes up the scheme. The total generated for the 60 leaseholders would amount to £6,000.
- 6.5. The introduction of a £25 per annum administration fee for these leaseholders would generate a £14,250 contribution towards the running costs of the Home Ownership Team.

7 Head of Legal Services and Legal Implications

- 7.1 The Head of Legal Services confirms there are no legal reasons preventing the Council from providing the enhanced payment options described in the report.

8 Equalities and Community Cohesion Comments

- 8.1 The enhanced flexible payment options will help to advance equality of opportunity between different groups, in particular financially less well off, owner occupiers. The interest free instalment scheme will meet the requirements of people with diverse cultural beliefs as well as the less well



Haringey Council

off. The offer of translations into different languages will ensure that the proposals are accessible to all in line with the Council's policy.

9 Head of Procurement Comments

Not Applicable

10 Policy Implications

The proposed enhancements will enable the Council to better ensure that leaseholders do not suffer financial hardship (which could put their homes at risk) as a result of the high costs of elements of the decent homes programme. This will be in line with the Council's key priorities for ensuring that residents have a decent place to live.

11. Reasons for Decision

A decision is required in order that revised payment options and charges can be introduced to assist leaseholders facing larger than usual bills for works to their homes.

12. Use of Appendices

Appendix A – Current and proposed enhanced payment options for leaseholders - owner-occupiers

13. Local Government (Access to Information) Act 1985

Not applicable



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Appendix A

Current and proposed enhanced major works payment options for leaseholders - owner-occupiers

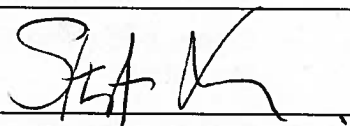
(proposed changes shaded)

| | Invoice amount | Interest free period – monthly instalments | Additional period with interest at Council's borrowing rate 7½% | Total period of loan | Legal fee of £200 | Set up charge of £100 | Annual admin fee |
|-------------|-----------------------------|--|---|----------------------|-------------------|-----------------------|------------------|
| | £ | | | | | | |
| | 0 - 999 | 12 (1 yr) | - | 12 (1 yr) | | | £25 |
| | 1,000 - 2,999 | 24 (2yrs) | - | 24 (2 yrs) | | | £25 |
| | 3,000 - 4,999 | 36 (3 yrs) | - | 36 (3 yrs) | | | £25 |
| | 5,000 - 9,999 | 48 (4 yrs) | 12 | 60 (5 yrs) | | | £25 |
| | 10,000 - 14,999 | 60 (5 yrs) | 24 | 84 (7 yrs) | £200 | £100 | £25 |
| | 15,000 - 19,999 (and above) | 72 (6 yrs) | 24 | 96 (8 yrs) | £200 | £100 | £25 |
| Enhancement | 20,000 - 29,999* | 84 (7 yrs) | 24 | 108 (9 yrs) | £200 | £100 | £25 |
| | 30,000 and above* | 96 (8 yrs) | 24 | 120(10 yrs) | £200 | £100 | £25 |

* In order to qualify for the extended loan period the leaseholder will have to demonstrate that their applications for mortgage loans has been turned down by two high street lenders.



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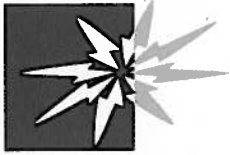
| | | | |
|-----------------------|---|--------------|--|
| Report for: | Cabinet | Item Number: | |
| Title: | Customer Service Transformation Programme Outline Business Case | | |
| Report Authorised by: | Stuart Young, Assistant Chief Executive  | | |
| Lead Officer: | Catherine Galvin | | |
| Ward(s) affected: | Report for Key/Non Key Decisions: Information | | |

1. Describe the issue under consideration

- 1.1 The purpose of this report is to provide Cabinet with a briefing on the Outline Business Case that has been developed for the Customer Services Transformation Programme.
- 1.2 The business case provides options for the future customer service offer. At this stage no key decision is sought.

2. Recommendations

- 2.1 Members are asked to note the report and in particular the options analysis provided at paragraph 3.7 of appendix 1.
- 2.2 Members are asked to note that the meeting of Cabinet scheduled for November 2013 will receive a report with recommendations for creating capital and revenue budgets. The options in the attached business case will feature as proposals in that budget report.



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3. Background information

3.1 The Council's vision for customer service is:

To be a trusted organisation where our customers have confidence that their current and future needs will be met in an efficient and effective way.

3.2 The vision is supported by a set of design principles. These will influence how our services are offered to customers in the future. The principles are:

- Digital becoming the primary channel through which customers interact with the council
- Support all Haringey customers to use the most effective channels according to their needs and encourage opportunities for self-service
- Provide customers with a seamless service especially where more than one council or partner is involved.
- Separating less complex from more complex services to ensure that customers are able to access the council appropriately.
- Developing trust and confidence with customers
- Staff are empowered and enabled with the appropriate training and tools to deliver the redesigned services.
- Using customer insight to design, target and build services around customer needs.

3.3 What will be different for customers? The way that residents contact and transact with the Council will change. We anticipate that:

- Face to face – will decrease as customers use digital and telephone channels. Face to face will support customers' use of self-service, especially those who feel digitally excluded and those with more complex needs that require a discussion.
- Telephone – will still be an important channel but will decrease overall as more contact is dealt with digitally and through automated handling.
- Digital (web/mobile phone) – will increase, replacing both telephone and face to face as the main channel of contact for most services and for customers to complete transactions. In addition, customers will be able to complete more transactions using their mobile devices and smart phones. This encourages wider social inclusion to access other services (public and private) digitally.
- Social media – for now will increase as an emerging and growing channel for communication and consultation rather than to complete transactions. Social media will be used tactically to reach out to customers.



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- Email and post – will reduce significantly as both are replaced by the digital channels. The council will look to minimise all paper based processes and information provision wherever possible.

3.4 The customer should experience these improvements as follow:

- An online customer portal will allow residents to create a personalised account. Using this they complete an array of transactions with us including benefits, payments, updating their details, reporting issues to us, receiving updates and progress on services, etc.
- A new walk in centre will be available, probably based in one of our larger libraries. It will provide targeted support focussed mostly on more complex needs. The centre will operate with Council and partner presence (for example job centre +; CAB; etc). It will also enable those residents who want to transact online but who lack a pc to access.
- Council processes will have changed so that the majority of transactions may be completed in one visit. Those requiring verification will take place using appointments. Once we have information about a resident they will not have to re-present it.
- Phone staff will be co-located with experts in the subject to allow calls to be resolved earlier.
- Where their needs are more complex, residents will experience a more joined-up service across the Council and relevant partners. For example, a housing application, benefits assessment and school place registration could all take place in one visit.

3.5 To deliver the improvements a programme of activity is underway. The programme is structured as follows:

- Shaping Future Service (SFS) - To define and develop the access strategy, operating models and business case for the transformation of Customer Services
- Customer Services Operational (CSO) - To implement key operational improvements to customer service to provide a level of stability to, and increased confidence in the current operations
- Customer Services Development (CSD)- To design and implement future changes to services and access channels
- Culture Change - To develop and implement a programme of culture change both for staff and residents



Haringey Council

3.6 The work is planned to deliver in phases as detailed in the plan at appendix 2.

4. The Outline Business Case

4.1 The attached business case has been prepared by:

- Developing a vision and principles for future customer service;
- Analysing how residents currently access services and how this might change over time;
- Redesigning services in 4 pilot areas: Council Tax, Benefits, Traffic Management, and Complaints. Using the pilots to extrapolate benefits for the Council.
- Researching costs for the provision of IT systems that support a future digital offer.

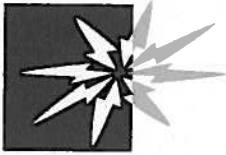
4.2 The business case is, by necessity, comprehensive and in places technical. An Executive Summary is provided at the start of the document which provides a useful overview of the elements of the case.

4.3 The case presents 4 options as follow:

| Options | Financial Benefits to 2018/19 ¹ | Costs to 2018/19 | Payback | Benefit to cost ratio |
|--|--|------------------|----------------------|---|
| Option 1 – Do nothing | £0 | £0 | 0 | 0 |
| Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | £3.58 million | £2 million | 3 years and 1 month | 1.78 (£1.78 back for every £1 invested) |
| Option 3a – Transformation of Customer Services via corporate wide process and technology change - CRM led solution | £8.43 million | £6.37 million | 4 years and 3 months | 1.32 |
| Option 3b – Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution | £9.17 million | £4.43 million | 3 years and 1 month | 2.07 |

4.4 Please note that the figures are illustrative until a final business case and procurement specification is presented in Spring 2014.

¹ This includes 3 FTE pre-agreed savings for Traffic management which this OBC will support and enable



Haringey Council

4.5 The non financial benefits of each option are:

| Options | Main anticipated non - Financial Benefits |
|---|---|
| Option 1 - Do nothing | N/a |
| Option 2 -Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | <ul style="list-style-type: none"> • Increase in first time resolution of enquiries • Increase in customer and staff satisfaction • Increase in % of customers seen at the CSCs within 20 minutes • Increase in % calls answered against calls presented in contact centre |
| Option 3a and 3b - Transformation of Customer Services via corporate wide process and technology change | <ul style="list-style-type: none"> • Increase in first time resolution • Increase in customer and staff satisfaction • Increase in % of customers seen at the CSCs within 20 minutes • Increase in % calls answered against calls presented in contact centre • Increase in % take up of digital channels • Development of key metrics and intelligence information on customer demands and patterns • Average time taken to complete end-to-end service delivery (designated services) • Increased awareness of reasons for contact and root causes of failure demand for the services to allow them to better plan service offerings • Better ward based information regarding use of Council services to support democratic process • Opportunity for greater resident involvement in service design • Higher levels of partner involvement through use of portal technology - improving access to partner services • Improved and more rapid feedback to residents and consumers of the service on raised issues, complaints, applications and service requests |

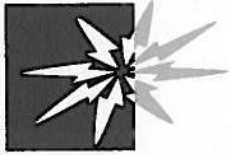
4.6 At the meeting of Cabinet in November 2013 Members will be asked to agree a set of budget proposals. That key decision will include costs for one of the options above. Officers intend carry out a detailed evaluation of options 3a and 3b and based on this, to include a bid within the later budget report.

4.7 At this stage, Members are asked to note the outline business and in particular the options analysis provided at paragraph 3.7 of appendix 1.

5. Comments of the Chief Finance Officer and financial implications

5.1 The case for changing the way the council interacts with it's customers is set out in the attached OBC and all options apart from Option 1 (Do nothing) should deliver on-going savings the Council over the medium term.

5.2 As this is only an OBC, the costs and savings should be treated with caution; in particular, savings have been extrapolated based on in depth analysis of only 4 of the larger areas which may not be representative of smaller services. Equally, the costs of IT investment could well vary by the time of going to the market.



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5.3 The OBC clearly states that the current business case **excludes** any costs or benefits around the proposed new Customer Service Centre facility. Members will need to understand the dependencies between the 2 projects before reaching any decisions.

5.4 The OBC outlines the additional resources required (revenue and capital) to deliver the savings and improvements to customers. These will need to be worked into the Council's overall MTFP to ensure that the required resources can be funded.

6. Head of Legal Services and legal implications

6.1 A number of decisions will flow from the actions outlined in this report, and the legal implications of these decisions will be included in future reports. Generally, as the CST programme develops, the Council should conduct any necessary consultation required as a result of the proposals for change to its service delivery models, and have regard to its Best Value and public sector equalities duties in making its decisions.

7. Equalities and Community Cohesion Comments

7.1 An Equalities Impact Assessment has begun and will form part of the full Business Case.

8. Head of Procurement Comments

8.1 The Customer Services Transformation Programme is currently at the Outline Business Case stage and a number of options are being considered. Once a full Business Case has been approved the competitive tender process will commence.

9. Policy Implication

9.1 The Customer Service Transformation Programme which aims to 'substantially increase customer service satisfaction through improved quality of service' will help to deliver the council's priorities set out in the Corporate Plan.

10. Reasons for Decision

No decision sought as this is being submitted for information

11. Use of Appendices

Appendix 1 has been used to provide a full version of the outline business case

12. Local Government (Access to Information) Act 1985

APPENDIX



Customer Services Transformation

Customer Services Outline Business Case

25 October 2013

DRAFT
V0.4

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EXECUTIVE SUMMARY

This document sets out an Outline Business Case (OBC) for the Customer Services Transformation (CST) programme and specifically to deliver a new interim operating model for Customer Services by August 2015. It seeks to capture and summarise relevant information about the programme, the options and recommendations in delivering the operating design with the aim of securing formal approval for the delivery of the next stage and development of a Full Business Case (FBC) by March 2014.

The interim operating model for Customer Services will deliver a number of operational changes including 100% of in scope Council transactions to be available online, the contact centre delivering all first contact Council services, a new single online portal / contact management platform which drives workflow between the front and back office, and the development of a new multi-service and multiple use Customer Services Centre (CSC)¹ to support face to face contact.

The business case has been produced using the 'Five Case Model' which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and is used extensively within the public sector. The main headlines from the consideration of the each of five main components are:

- **Strategic case** - This OBC supports the key corporate outcome of 'A better Council' by delivering responsive, high quality services and encouraging residents who are able to help themselves to do so. The OBC also supports and enables other Council programmes strategies and initiatives including Haringey 54,000, Tottenham Regeneration, Haringey's emerging digital strategy and the delivery of financial savings / reduction in baseline cost of current service
- **Economic case** – three main options (with a variant for option 3) have been identified and assessed in delivering the interim operating model. This includes understanding costs, benefits strengths, weaknesses, opportunities, threats, risks and sensitivities in each option. Financial benefits and costs remain indicative and will be subject to further validation when completing the FBC, but in summary the analysis suggests:

| Options | Financial Benefits to 2018/19 ² | Costs to 2018/19 | Payback | Benefit to cost ratio |
|--|--|------------------|----------------------|---|
| Option 1 – Do nothing | £0 | £0 | 0 | 0 |
| Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | £3.58 million | £2 million | 3 years and 1 month | 1.78 (£1.78 back for every £1 invested) |
| Option 3a – Transformation of Customer Services via corporate wide process and technology change - CRM led solution | £8.43 million | £6.37 million | 4 years and 3 months | 1.32 |
| Option 3b – Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution | £9.17 million | £4.43 million | 3 years and 1 month | 2.07 |

¹ The business case does not include detailed costs and benefits for development a new Customer Service Centre (CSC) facility and a network of community offices to support face to face customer contact. Implementation of the Customer Services interim operating model for major changes to face to face Council services (incorporating wider property considerations such as regeneration) will be covered by a separate business case.

² This includes 3 FTE pre-agreed savings for Traffic management which this OBC will support and enable

Option 1 represents no significant improvement on the status quo, and is unlikely to offer any progression in terms of customers' perception of Council services and achievement of the Council's aims. Because this option does not support the Council's strategic or financial objectives it could only be considered if all other options were unviable. Option 2 is the cheapest option would provide improved customer service, but would still offer a relatively 'shallow' service to customers. It would provide a platform on which to build, but it is unlikely that a consolidation solution alone would produce the real improvements sought. In short this option has potential to deliver improved customer service, but at an operational cost that would be at best stable in the short term, increasing in the long term.

Options 3 provides the greatest potential benefits from a broad and deep front office, highly skilled staff, single portal to drive self-service transactions, integration into LoB applications, and process automation delivering end to end service improvements. They provide the opportunity for the Council to reduce cost, while providing a strengthened customer service to all and additional support to those who need it most. While these options require the most investment and will be a challenge to the Council, they will deliver significant financial and non-financial benefits which will have a big impact on the perception of the service and will engage the whole Council in the transformation programme. On the basis of the analysis in the OBC, option 3a is more expensive (mainly due to systems investment) and the time taken to achieve benefits is longer, than in option 3b. **However, it is recommended that both options 3a and 3b are taken forward and subject to a more detailed systems options appraisal so that a full functional, technical and commercial assessment can be undertaken.**

- **Financial case** - The main programme capital and revenue costs relate to resources (internal and external), IT, redundancy and accommodation / infrastructure. Some costs incurred for delivery can be met from the budget already identified by the Council for the CST Programme. To date, the Council has agreed a capital funding of £2.05 million for the CST Programme, although to deliver all the costs in the OBC to 2018/19 will require a capital funding bid with associated revenue implications in the financial ranges of £4.22 and £6.06 million
- **Commercial case** – At this stage, the main cost items to deliver the programme that are likely to be procured relate to external programme and project management support and the new IT / portal / contact management platform. Following a procurement exercise in June 2013 for a strategic partner to deliver consultancy (programme, project and transformation support), it was recommended that a decision be taken to appoint Agilisys as the preferred bidder. The contract will commence of October 1st 2013. For the IT platform a procurement exercise should be initiated to determine the product that best meets the Council's requirements
- **Management case** – The main vehicle for delivering the OBC is the CST programme which was initiated in May 2013. This already has in place a portfolio of projects and a well-established governance and delivery structure. A road map has been developed which identifies at a high level the main activities, deliverables and milestones through to 2015 in delivering the OBC.

1 INTRODUCTION

1.1 Background and purpose

Over the next two years Haringey Council has a clear strategic direction and corporate plan 'One Borough, One Future' to ensure that everyone who lives in Haringey has the opportunity to lead a successful and fulfilling life. To deliver this a number of corporate priorities have been agreed including ensuring the Council works in a customer focused way, that is gets the basics right for everyone and strives for excellent value for money in service delivery.

The Council has initiated four corporate transformation programmes and a range of projects and initiatives to deliver the plan. This includes the Customer Services Transformation (CST) programme, which was formally set up in May 2013 following a review of the Residents strategy in order to improve the customer contact experience and to fundamentally change the way in which customers interact with the Council.

An interim Target Operating Model (TOM) has been developed as a means to measure progress towards a final operating model. This interim operating model is to be delivered by August 2015. The interim TOM describes the key high level operating features in terms of channels, processes, people and skills, organisation, technology, performance management and infrastructure.

The purpose of this document is to set out an Outline Business Case (OBC) for the CST programme and specifically to deliver the interim TOM. It seeks to capture and summarise relevant information about the programme, the options and recommendations in delivering the operating design with the aim of securing formal approval for the delivery of the next stage and development of a Full Business Case (FBC).

1.2 Business case overview

The business case has been produced using the 'Five Case Model' which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and is used extensively within the public sector. This is shown in figure 1 over page.

The development of the business case takes place over time and sequentially in relation to the five key components. At each iteration, further detail is provided, resulting in the production of the Strategic Outline Case (SOC); OBC and finally the FBC by March 2014.

A SOC was produced in 2012 which set out the broad case for change primarily in implementing the tiered model of customer contact. As part of the review of the Residents strategy in March 2013, a journey of development and improvement was recommended for Customer Services to provide a clear roadmap for the CST programme and projects. This describes the service offering in terms of:

- Today – a fragmented service underutilising channels with a constant resourcing issue. A traditional channel mix with limited self-service, multiple systems at front door and a struggle to match staffing levels to volume.
- 18-24 months- a more consolidated service that can flex with the changing channel mix that informs and influences service offerings. Greater use of the web and more targeted face to face. Consolidation of Council services and introduction of a common system interface. Staff and services will be thematically grouped around client and transaction types

- 5 years – Digital by Default model that moves from a channel to customer segmented service. A matured face to face model that focuses on hard to reach customer groups. Service flex adaptively to meet demand and are proactively shaped by customer insight. There will be no transactional staffing group and a common system interface across all services.

To deliver the new service offering a phased programme of change was recommended focusing on:

- Stage 1 (May-Oct 2013) – Stabilise and plan. Deliver a stable Customer Services, utilise skills and resources more efficiently, clear strategy and plan for future, delivery of operational improvements / quick wins with largely current technologies
- Stage 2 (Nov 2013-Aug 2015) – Consolidate and optimise. Implement interim operating model, consolidate all contact teams, develop web transactional / CSC offering, implement new technology / common interface, develop and embed customer focused culture
- Stage 3 (Sep 2015 to 2018) – Digital by default. Implement full transformation model, web is primary channel, CSC offering fully remodelled, paper and email almost eliminated, partner delivery model supported.

This document is the OBC to deliver the stage 2 design and interim operating model by August 2015. It covers issues such as the strategic fit with what the Council wants to achieve, the aims and objective of the programme and its constituent parts, the options and benefits that will be achieved, quantified as far as possible at this stage, and the resource and cost implications at a fairly detailed level. Additionally, consideration is given to affordability and the likely available funds and the Council's capacity to deliver the programme.

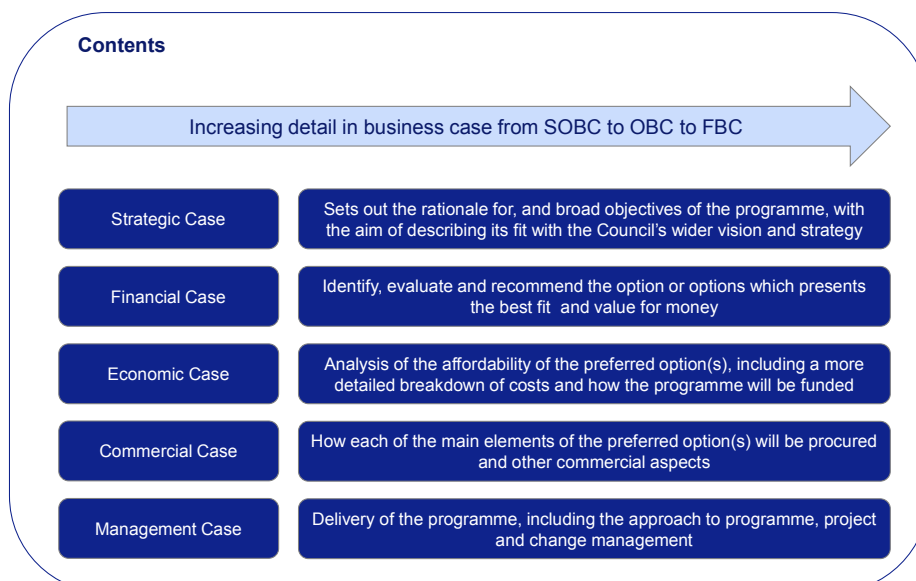
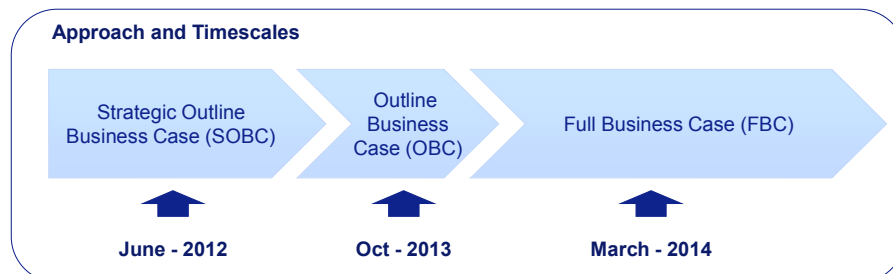


Figure 1: Business case Overview

1.3 Approach to business case development

The steps to developing this Outline Business Case have included:

- Developing a new vision for Customer Services and an access channel strategy covering the period 2013-16
- Defining the interim TOM and design so that a clear understanding of what the end game for Customer Services looks like can be understood – see section 2.4
- Completing an outline design of the operating model in contact handling teams for four service areas, namely Revenues, Benefits, Traffic Management and Complaints. This identified the main process and technology opportunities available and identified potential financial savings that can be realised through more efficient contact handling, channel shift, process re-engineering and process automation
- Using the savings from the four services to extrapolate the total potential saving across the other in scope service areas including Registrars, Libraries, Single Front Line, FOI, Adults Services, Children's Service, Planning and Building Control, Regulatory Services and Housing Services
- Using indicative and existing IT costs provided to the Council based on two alternative scenarios: a Customer Relationship Management (CRM) solution (Microsoft Dynamics) and a Digital Platform solution (Agilisys). These are illustrative at this stage and are used to provide a reasonably accurate indication of cost and timescale for business case purposes; they do not present a detailed costing against an agreed set of business requirements.

1.4 Interim target operating model (TOM)

The interim TOM for Customer Services by August 2015 will be characterised by the following operating features being in place:

- Digital is the growing channel for transactions – the Council has implemented 100% (50% by March 2015 – 100% by August 2015) of in scope Council transactions online. Web / mobile is used for information, transactions and status updates. Post and email have been reduced and face to face is used to support digitally excluded customers to use self-service and with complex needs
- The breadth and depth of enquiries dealt with by Customer Services has increased. Customer Services has become more of a 'process and order fulfilment' function able to process customer requests efficiently and correctly across a range of channels
- Front office is consolidated with a single front door for all agreed Council services. The contact centre delivers 100% of first contact Council services. Customers contact one number or series of golden numbers to access all initial Council services. Some partner delivery is demonstrated, particularly for face to face services
- A single new multi-service and multiple use CSC is in place which may be co-located with an existing library, or provided on an alternative site. The CSC is a vibrant and exciting mixed use community building providing targeted support to customers. The CSC is complimented by a network of smaller community hubs / offices which provide specific face to face services where need is required
- The Council has implemented a single customer portal that allows customers to create an online personalised account (i.e., 'My Haringey' or 'My Account'), complete

automated transactions and view the status of their accounts in Haringey's business applications. Through this account the Council has access to a unified record of customer transactions, which provides valuable insight into resident needs and behaviours. The account is also available to partners. A member portal is available to support complaints and enquiry handling

- Alongside the portal, a contact management platform between the front and back office which is integrated into telephony and LoB applications is in place. This captures key customer transactions independent of the channel (i.e. CSC, contact centre) and drives workflow between the front and back office where transactions are not 'one and done'. The platform provides valuable insight into customer contact demands and patterns which enables the Council to design, target and build services around customer needs
- Processes have been redesigned end to end to include elements of process automation so information does not have to be manually rekeyed from one system to another.
- Staff are multi skilled in the contact centre, but are thematically grouped around client need and transaction type which enables individuals to build skills and knowledge relevant to a particular strand of customer service work. Customer Service staff are supported by better access to back office specialists to ensure high levels of first contact resolution
- Customer service staff can operate in both the contact centre and CSC / community offices so that Customer services can better align resources with demand.

The business case does not include detailed costs and benefits for development a new Customer Service Centre (CSC) facility and a network of community offices to support face to face customer contact. Implementation of the Customer Services interim TOM for major changes to face to face Council services (incorporating wider property considerations such as regeneration) will be covered by a separate business case.

2 STRATEGIC CASE

This section sets out the rationale for, and broad objectives of the programme, with the aim of describing its fit with the Council's wider vision and strategy.

2.1 Why change?

The development of a new vision, strategy and operating model for Customer Service is set within the context of the Council's corporate plan to 2015 called One Borough, One Future. The plan sets out delivery of four key outcomes which are:

1. Outstanding for all: Enabling all Haringey children to thrive
2. Safety and wellbeing for all: A place where everyone feels safe and has a good quality of life
3. Opportunities for all: A successful place for everyone
4. A better Council: Delivering responsive, high quality services, encouraging residents who are able to help themselves

These outcomes will be delivered through a number of key priorities – 12 in total. The CST programme supports delivery of all outcomes, but in particular the outcome to deliver a better Council and priority 10 which includes:

Priority 10: Ensure the whole Council works in a customer focused way by:

- Adopting a strategic approach to prevention and help
- Adopting a 'digital by default' approach where appropriate
- Ensuring that we effectively understand our customers
- Ensuring all Council staff act as ambassadors for the Council and frontline staff act as 'eyes' for the Council as a whole

2.2 Enabling and supporting other Council priorities and projects

Delivery of the OBC enables and supports delivery of other Council (current and future) priorities and projects, namely:

- Haringey 54,000 - CST programme will deliver a new front door for the Council and new enabling self-service technologies which will support a new front door for Children's services
- Tottenham regeneration - CST programme supports digital inclusion for all customers and will encourage wider social inclusion to access other services (public and private) digitally in Tottenham
- Corporate infrastructure / smart working / asset redevelopment - CST programme will release headcount and reduce office space requirements alongside development of a new CSC which is collated with an existing Council or partner asset

- Range of local digital projects – supports Council departments and services in developing their self-service offering
- Balance Council budget and savings - CST programme will deliver financial savings and reduce baseline cost of current service
- Universal Credit (UC) – will transform current means of applying for Housing Benefits and supports move to on line applications only, a key feature of UC.

The OBC also supports other Council current and future strategies including Haringey's emerging Digital strategy which sets out how and why we must drive our services, businesses, citizens and communities to embrace the benefits of going online.

2.3 Drivers for change

The main drivers in developing the interim TOM and business case are:

- **Improving customer experience and channel performance.** Although the Council strives to deliver the best possible customer service, there are key areas for improvement with the current Customer Service operating model. This includes multiple front doors and systems, low levels of process automation and end to end transactions completed online, high volumes of unnecessary (avoidable) contact and duplications between front and back office, mean that the customer experience and performance of our contact centre, CSCs and contact handling teams is not always consistent and good. Delivering the TOM will improve the customer journey by providing a more personalised and efficient contact experience and will provide a real focus to improve channel performance
- **Fully exploiting new digital opportunities and tailoring services to need.** We live in a new digital age whereby advances in technology have made services and information far more accessible in every aspect of individual and community life. Furthermore, major reductions in funding over recent years has placed Haringey Council under significant pressure to 'do more for less'. The TOM provides the opportunity to fully exploit new and more efficient ways customers can contact us, the opportunity for greater digital inclusion in Council and other local services (and facilitates wider social inclusion), to fully enable customers to help themselves, deliver cost savings and target support to those customers who really need it. This is supported by central government strategy and policy, notably the Cabinet Office's Government Digital Strategy published in November 2012 which makes clear that the potential savings from channel shift are significant and the drive to make services 'digital by default'
- **Working in partnership.** Delivering the TOM will greatly enhance our ability to work with partners to ensure a common front door to public services and seamless approach to service delivery in Haringey. In developing a shared vision we will need to work closely with a wide range of partners (public sector, business, community and voluntary sector) to explore opportunities for delivering services in partnership
- **Encourage customers to benefit from more efficient ways to access service.** Customer expectations are rising and when and where services are accessed is changing. Working patterns, use of technology and lifestyles have changed, resulting in different expectations in terms of how local authorities provide access to their services. Rising internet use and customer expectations of accessing public services online and in one visit / transaction present an ongoing opportunity for the Council. Satisfying these needs and expectations must be balanced against the Council's finite resources for delivery.

2.4 CST programme

The CST programme will enable the Council to respond to both the internal and external drivers for change outlined above. Furthermore, the programme represents a coordinated approach to delivering the interim TOM, as outlined above. The main objectives of the CST programme are to:

- Define and develop the access strategy, future operating models and business case for the transformation of Customer services. These will need to be maintained and updated during the lifetime of the CST programme.
- Implement key operational improvements to Customer services to provide a level of stability to, and increased confidence in the operation prior to consolidation, and ensure the benefits of service development are fully realised
- Design and implement future changes to services and access channels in line with the access strategy and operating models agreed
- Define, develop and implement a programme of culture change both internally and externally to support the new customer services vision and future operating models

3 ECONOMIC CASE

The focus of this section is to identify, evaluate and recommend the option or options which presents the best fit for delivering the Council's vision and interim operating model.

3.1 Options considered

The following options have been considered in developing this business case.

Option 1 - Do Nothing

This option represents no change from the status quo and delivers no aspect of the operating model. It would provide limited change to current ways of working, and consequently no benefits (of any substance) for the Council. Whilst the change impact of this option would be the lowest, it represents a high risk course of action when taken over the medium term, as service quality and channel performance are likely to fall (in relative terms).

Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis

This option delivers some aspects of the interim TOM and focuses delivery on the consolidation and transfer of activity to Customer Services and the transformation of the new services through small process changes and economies of scale in managing all front office staff centrally. This option includes:

- Support to deliver key operational improvements in Customer Services prior to consolidation and the organisational changes required to deliver the interim TOM
- Consolidation all contact handling teams for Council services identified in section 1.3 to Customer Services (contact centre and CSCs)
- Delivery of (relatively) small changes to Wood Green CSC to support self-service and the consolidation of contact handling teams. This includes new PC's for self-service, a payment kiosk and cosmetic changes to improve signage, look and feel
- Delivery of (relatively) small technical changes to the Contact Centre including the introduction of an automated switchboard
- Support to deliver internal staff and external customer behaviour change
- Development of the Council's web based offering through the implementation of stand-alone initiatives (i.e. web forms) by departments on a project by project basis.

The main financial benefits delivered would be in Customer services (front office) through better contact handling with some limited channel shift benefits in certain service areas (around 15-25% of the total benefit potential).

Option 3 – Transformation of Customer Services via corporate wide process and technology change

Option 3a - CRM led solution

This option includes the features in option 2 but delivers more aspects of the interim TOM through transformation of Customer services via corporate wide process and technology change. This options includes the Council buying a new Customer Relationship Management (CRM) system integrated with online customer self-service facilities and key Line of Business (LoB) through 'point to point' integration. This options delivers deeper levels of process change in the front and back office through a redesign of end to end processes and the automation of key transactions.

This option includes indicative IT costs (provided in late 2012) in Haringey adopting the Joint Development Partnership (JDP) Solution. Havering, Newham and Waltham Forest have formed the JDP to develop a technical platform to deliver front office transformation, namely a CRM system (Microsoft Dynamics³ and Microsoft SharePoint), integrated with online customer self-service facilities (Microsoft SharePoint) and key LoB application integration capabilities (via Microsoft BizTalk).

This option also includes mainly service specific system enhancements which support delivery of the Customer Services operating model. This includes:

- Introduction of Risk Based Verification (RBV) tool to simplify benefit processing with a real time risk assessment of benefit claims
- Upgrade to the current complaints management system to support self-service and more efficient case management
- A new online appointment booking system.

The main financial benefits in this option will be delivered will be in Customer Services and back office services areas through better contact handling, channel shift, process re-engineering and process automation.

Option 3b – Digital Platform led solution

This option achieves the same business transformation objectives as option 3a, but with a slightly different focus and emphasis through the use of an alternate platform. Option 3b would involve the Council buying a digital platform with end to end self-service transactions and associated contact management to deliver transformational change. This provides a single platform for managing all customer contact via a personalised online 'My Haringey' digital account for customers. Digital platforms have many similarities with CRM systems, the main differences are:

- Availability of online transactional services that are tailored for local authority business processes, potentially enabling a more rapid mobilisation of web and mobile capabilities.
- Lighter weight CRM and process capabilities. Where CRM solutions are designed to capture customer contact via a Customer services agent (contact centre, CSCs, back office fulfilment) and pass off to the back office through workflow, digital platforms are focused on customer completing transactions themselves via self-service and process automation.
- CRM solutions are strong in workflow management, work allocation and scripting of phone calls to give a common standard for handling fairly generic enquiries. Digital platforms try and eliminate as far as possible phone calls and the involvement by front office / back

³ A significant portion of these costs relate to Microsoft product licensing, which might be significantly reduced if the Council enters into an Enterprise Agreement or equivalent with Microsoft.

office staff in the business process. Consequently a digital platform will have less strength in automating and supporting those business processes that need to remain people-led.

- Digital platforms have a potentially faster and lower cost implementation than full CRM solutions.

Indicative IT costs have been used in Haringey adopting the Agilisys Digital Platform which includes a single online portal and a suite of pre-built modules delivering true self-service for a number of key local authority transactions. All of the transactions are available as fully integrated to the LoB applications.

3.2 SWOT analysis

A SWOT analysis for each of the options above are provided on page 17.

3.3 Costs and financial benefits

The main financial benefits for each of the options are derived from a combination of:

- Contact handling – Mainly front office staff savings through **economies of scale** at the Contact Centre and Customer Services Centre (CSCs), multi skilling of agents and improved contact handling. We have assumed a 15% multi-skilling benefit can be delivered against the total potential benefits available across all areas
- Channel shift – Front and back office staff savings through a reduction in **volumes** of face to face enquiries, telephone calls and emails as more transactions are completed online and through a mobile phone. For the purposes of this OBC, we have assumed that up to 61% (using ONS UK online banking statistics as a proxy), will channel shift for those transactions digitally enabled. We believe that this is achievable based on:
 - Recent uptake in web contact and transactions being completed on the Haringey website. Total web visits are up by nearly 13% since last year and 23% across key transactions
 - An estimated 60-80% of customers have access to and / or preference for using the internet and 87% of customers have access to a mobile phone in Haringey⁴
 - Experience from other local authorities (including Hammersmith & Fulham, Islington and Barking & Dagenham) who are experiencing a big uptake in digital channels
 - The introduction of new 4G technologies which will increase the speed and capacity for customers to access a wider range of services on the web via a mobile phone, tablet and laptop.

To achieve this may require the Council to change policies to support channel shift – making it the default channel for transactional services.

- Process re-engineering and automation – Mainly for those transactions digitally enabled, staff savings through a reduction in front and back office processing **time** from reduced re-keying of data, removal of processes, on line validation of customer data, automated integration of transactions into Line of Business (LoB) systems, and reduction in progress chasing contacts.

⁴ Information provided by the Strategy and Business Intelligence Team from Haringey Council,

- Non staff related savings through a reduction in printing and postage costs as paper forms are replaced with digital.

These benefits have been profiled on a service by service basis. For the purposes of calculating financial benefits, although options 3a and 3b offer different types of technical solution, financial benefits have been profiled in the same way, albeit option 3a takes slightly longer to implement and achieve the full benefit potential. This means it is assumed that both solutions can offer the same level of functionality and benefits when the systems have been fully implemented. The main costs for each of the options are derived from a combination of:

- Investment costs to deliver the option⁵, including:
 - Main external and internal programme, project and enabling resources required to deliver the changes
 - IT hardware and software, including third party costs
 - Accommodation / infrastructure costs
 - Training
 - Materials to support internal and external communications, marketing and change in delivering new behaviours and channel shift
- System transition costs. This includes any potential costs for the double handling of systems during implementation.
- New ongoing costs as a result of delivery. This includes any new operational roles and ongoing costs and annual charges to support IT systems (i.e. support and maintenance)
- Contingency. This is to cover the risk of costs rising or unexpected costs appearing. We have set contingency at 5% of total cost

The main assumptions we have used in calculating the costs and benefits are in Appendix 1.

⁵ This does not include any potential staff redundancy costs

| Options | Strengths | Weaknesses | Opportunities | Threats |
|--|---|---|--|--|
| Option 1 – Do nothing | <ul style="list-style-type: none"> No disruption to the service No additional risk of drop in service performance No implementation costs apart from business as usual changes | <ul style="list-style-type: none"> Not deliver TOM No improvements in service performance No cost efficiencies | <ul style="list-style-type: none"> Establish a better baseline in current service performance for transformation in the future | <ul style="list-style-type: none"> Service performance could further reduce. |
| Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | <ul style="list-style-type: none"> Does not involve big IT implementation which could over run Lower implementation costs Enables some performance and productivity improvements to be delivered Speed of implementation ensures perceived benefits are delivered quickly | <ul style="list-style-type: none"> Only partially delivers TOM – not develop single portal Does not full address main drivers for business case Does not deliver end to end process re-design - some cost efficiencies in consolidation | <ul style="list-style-type: none"> Paves the way for option 3 or 4 Change seen as more gradual and possibly more sustaining | <ul style="list-style-type: none"> Would not deliver the full transformation expected by senior management and Members Would not deliver substantial improvements in customer satisfaction |
| Option 3a – Transformation of Customer Services via corporate wide process and technology change - CRM led solution | <ul style="list-style-type: none"> Delivers many / all aspects of the TOM Enables significant performance improvements and efficiencies to be delivered Compiles a single view of all transactions Comprehensive functionality used by many local authorities, particularly in the UK | <ul style="list-style-type: none"> High costs and resource heavy to implement Perception of CRM is not positive in Council Potentially longer timescales to implement CRM solutions are designed to capture customer contact and pass off to the back office. They are process driven, not always customer experience driven Uncertain if this will achieve “digital by default” at acceptable cost and time, and so maximise benefits in the timescales proposed. | <ul style="list-style-type: none"> Enables learning from other local authorities Greater support as seen as more of a ‘traditional’ solution Costs may be lower than provided in 2012 | <ul style="list-style-type: none"> Services cannot support full Business Process Reengineering (BPR) required Longer timescales could delay benefits realisation |
| Option 3b – Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution | <ul style="list-style-type: none"> Delivers many / all aspects of the TOM Enables significant performance improvements and efficiencies to be delivered Single view of transactions. Directly integrates transactions into LoB application Timescales to implement and deliver benefits likely to be less than a CRM solution | <ul style="list-style-type: none"> Digital products still in development and do not provide a full digital solution for all service areas at this stage May require some customisation or complementary software to provide CRM capabilities for transactions that must remain manual. | <ul style="list-style-type: none"> Council can become an early adopter of a digital solution in the UK Provide a platform to share and integrate with partners Can deliver greater savings through higher levels of digital take up | <ul style="list-style-type: none"> Does not deliver planned channel shift benefits Members do not fully support move to self-service |

A breakdown of the main costs and benefits for each option is in Appendix 2. Financial benefits and costs remain indicative and will be subject to further validation when completing the Full Business Case (FBC). In summary:

| Options | Financial Benefits to 2018/19 ⁶ | Costs to 2018/19 | Payback | Benefit to cost ratio |
|--|--|------------------|----------------------|---|
| Option 1 – Do nothing | £0 | £0 | 0 | 0 |
| Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | £3.58 million | £2 million | 3 years and 1 month | 1.78 (£1.78 back for every £1 invested) |
| Option 3a – Transformation of Customer Services via corporate wide process and technology change - CRM led solution | £8.43 million | £6.37 million | 4 years and 3 months | 1.32 |
| Option 3b – Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution | £9.17 million | £4.43 million | 3 years and 1 month | 2.07 |

Benefits shown are cumulative covering the period 2018/19 and represent an annual reduction in the costs of service (Customer Services and other back office services) over 5-6 year period.

3.4 Comparison with current running costs for Customer Services

There is also no consolidated view across all services for the cost of Customer Services activity. Annual running costs for the contact centre (£2,714,000) and CSCs (£2,020,500) are known but this does not include all the additional service contacts in the Council not delivered through these channels. As an additional guide, data published from local authority professional association Socitm⁷ in 2011 from a survey of 200 Councils, shows the average cost of servicing enquiries through three main access channels. This is shown below together with the estimated costs for Haringey using the volume information in 3.2

| Options | Face to face enquiry | Telephone enquiry | Web visit | TOTAL |
|-------------------------------------|----------------------|-------------------|-----------|------------|
| Socitm average cost per transaction | £8.62 | £2.83 | £0.15 | |
| Potential Haringey costs | £2,203,643 | £2,152,223 | £59,769 | £4,415,636 |

This shows the high costs of face to face and telephone contact when compared to the web and the potential for financial savings through channel shift. Given this is a partial picture on volumes and does not provide a full forecast of cost across all channels, it is reasonable to assume that the current annual cost of customer service activity in Haringey is somewhere between £7–£9 million.

⁶ This includes 3 FTE pre-agreed savings for Traffic management which this OBC will support and enable. This does not include Homes for Haringey

⁷ Socitm is the association for ICT and related professionals in the public and third sectors.

Assuming for option 2 that 90% of the benefits are in Customer Services and 10% are in the back office, and a 60/40 split for option 3 (i.e. 60% of benefits will be in Customer Services, 40% will be in the back office) , this will reduce the annual running costs of Customer Services by 2018/19 as follows:

| Options | Estimated current costs for Customer Services | Estimated annual saving by 2018/19 in Customer Services | Estimated future cost for Customer Services by 2018/19 | % reduction in cost of Customer Services | Estimated annual saving by 2018/19 in other back office service areas |
|--|---|---|--|--|---|
| Option 1 – Do nothing | £7-£9 million | 0 | £7-£9 million | 0 | £0 |
| Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | £7-£9 million | £0.72 million | £6.3-£8.3 million | 10% | £0.079 million |
| Option 3a – Transformation of Customer Services via corporate wide process and technology change - CRM led solution | £7-£9 million | £1,51 million | £5.5-£7.5 million | 22% | £1 million |
| Option 3b – Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution | £7-£9 million | £1,51million | £5.5-£7.5 million | 22% | £1 million |

3.5 Non-financial benefits

The options will also deliver a number of non-financial benefits including:

| Options | Main anticipated non - Financial Benefits |
|---|--|
| Option 1 – Do nothing | N/a |
| Option 2 –Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | <ul style="list-style-type: none"> • Increase in first time resolution of enquiries • Increase in customer and staff satisfaction • Increase in % of customers seen at the CSCs within 20 minutes • Increase in % calls answered against calls presented in contact centre |

| Options | Main anticipated non - Financial Benefits |
|---|---|
| Option 3a and 3b – Transformation of Customer Services via corporate wide process and technology change | <ul style="list-style-type: none"> • Increase in first time resolution • Increase in customer and staff satisfaction • Increase in % of customers seen at the CSCs within 20 minutes • Increase in % calls answered against calls presented in contact centre • Increase in % take up of digital channels • Development of key metrics and intelligence information on customer demands and patterns • Average time taken to complete end-to-end service delivery (designated services) • Increased awareness of reasons for contact and root causes of failure demand for the services to allow them to better plan service offerings • Better ward based information regarding use of Council services to support democratic process • Opportunity for greater resident involvement in service design • Higher levels of partner involvement through use of portal technology – improving access to partner services • Improved and more rapid feedback to residents and consumers of the service on raised issues, complaints, applications and service requests |

Some key measures and indicative non-financial targets that both options 2 and 3a / 3b could deliver are shown in the table below. These are illustrative at this stage and will need to be agreed as part of the development of the FBC. A view on whether the options partially or fully delivers the non-financial benefit is also provided.

| Measure | Baseline | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Option 2 | Option 3a / 3b |
|--|----------|---------|---------|---------|---------|---------|----------|----------------|
| First time resolution ⁸ | 77% | 85% | 88% | 90% | 90% | 95% | Full | Full |
| Customer Satisfaction ⁹ | TBA | 65% | 75% | 80% | 85% | 90% | Partial | Full |
| Staff Satisfaction | TBA | 65% | 75% | 80% | 85% | 90% | Partial | Full |
| % of customers seen at the CSCs within 20 minutes ¹⁰ | 70% | 78% | 80% | 82% | 85% | 85% | Partial | Full |
| % calls answered against calls presented in contact centre ¹¹ | 76% | 92% | 93% | 94.5% | 94.9% | 95% | Full | Full |
| % take up of digital channels (as a proportion of the overall initial Council contact) | 22% | 30% | 35% | 45% | 50% | 60% | Partial | Full |

3.6 Risks and sensitivities

The main risk and sensitivities in relation to each option are shown below. Most of the risks in options 3a and 3b are relevant for either option are not specific to a CRM or digital solution.

⁸ KPI agreed without formal definition in place.. Definition currently used is percentage of contact made to customer services that would not require a subsequent contact being made regarding the same issue/episode

⁹ Will be based on surveys undertaken within Customer services through, IVR, exit surveys and call-backs

¹⁰ Figures provided by RBCS KPI's for April 2013

¹¹ Figures provided by RBCS KPI's for April 2013

| Options | Risk Analysis | | | | Sensitivities | |
|--|--|--------|--------|--|---|--|
| | Risk | Prob | Impact | Mitigation | Sensitivities | Impact |
| Option 1 – Do nothing | Service performance does not improve | High | Medium | Adopt options 2-3 | N/a | N/a |
| | Council saving targets not met | High | Medium | Adopt options 2-3 | N/a | N/a |
| Option 2 – Customer Service consolidation with stand-alone web based initiatives delivered on a department by department basis | Cannot deliver planned contact handling multi-skilling benefits through consolidation | Medium | High | Agree with Customer Services and service before consolidation begins | Cannot achieve full 15% multi-skilling benefit. | Impact of only a 5-10% contact handling benefit would be to reduce the financial saving by £1million |
| | Viewed by Members as insufficient to drive change required | Medium | High | Effectively set expectations of stakeholders | | |
| | End to end customer improvement not achieved due to lack of re-engineering | High | high | Increasing MI to provide evidence to services of need to improve | | |
| Option 3a – Transformation of Customer Services via corporate wide process and technology change - CRM led solution | Costs of implementation higher than anticipated | High | Medium | Confirm final pricing before implementation commences. Build in contingency at this stage in cost estimates. We have built in 5% contingency costs. | Costs are 10% higher than anticipated | Cost would increase by £300k |
| | Services unable to support BPR activities due to lack of capacity or other priorities | Low | High | Effective communication and joint planning with early notice of requirements and timescales. Back-filling key resources to sustain service delivery | | |
| | CRM Implementation is delayed or takes longer than planned and financial benefits are not delivered quickly enough | High | High | Agree benefit realisation plan with CRM supplier and services. Monitor and report regularly. | | |
| Option 3b – Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution | Lower than forecast take-up of digital channel | Medium | High | Invest in promotion of digital channel to customers with each service to consider triggers and motivations for each transaction, and devise a strategy to drive take up. | Take up of the online option is half of our assumption of 61% | Impact on the business case would be to reduce the financial savings by up to £3m to 2018/19 |
| | The implementation of Universal Credit reduces the financial benefits the programme can claim for reducing housing benefit | High | High | Monitor progress of Universal credit. Make prudent assumptions as part of development of FBC. | Universal Credit is implemented in the next 2-3 years | Impact on the business case would be to reduce the financial savings by up to £1.5m-2M to 2018/19 |
| | Some CRM capabilities may be required as part of the digital solution increasing costs and timescales to implement | Medium | High | Detailed options appraisal and market test. We have built in 5% contingency costs | Costs are 10% higher than anticipated | Cost would increase by £210k |

In addition, a potential impact on delivery of options 3a and 3b could be that although the systems are designed to reduce contact and the time taken to complete business processes (through automation) there is the potential to increase the volume of contacts and activity in certain service areas. This will need to be fully tested at FBC stage to determine the impact and sensitivity.

3.7 Options analysis and recommendation

Option 1 represents no significant improvement on the status quo, and is unlikely to offer any progression in terms of customers' perception of Council services and achievement of the Council's aims. Because this option does not support the Council's strategic or financial objectives it could only be considered if all other options were unviable.

Option 2 is the cheapest option and would provide improved customer service, but would still offer a relatively 'shallow' service to customers. It would provide a platform on which to build, but it is unlikely that a consolidation solution alone would produce the real improvements sought. This option would improve the range, depth and quality of services in Customer Services, but without a corporate focus on self-service, a key part of the interim TOM would not be fully delivered and the benefits that can be driven from end to end BPR will not be achieved. In short this model has potential to deliver improved customer service, but at an operational cost that would be at best stable in the short term, increasing in the long term.

Options 3 provides the greatest potential benefits from a broad and deep front office, highly skilled staff, single portal to drive self-service transactions, integration into LoB applications, and process automation delivering end to end service improvements. They provide the opportunity for the Council to reduce cost (in the front and back office), while providing a strengthened customer service to all and additional support to those who need it most. While these options require the most investment and will be a challenge to the Council, they will deliver significant financial and non-financial benefits which will have a big impact on the perception of the service and will engage the whole Council in the transformation programme. Re-engineering services end to end alongside a more sophisticated technical implementation will also ensure the Council is able to build capacity which can then be directed into providing increasingly richer and effective front line services.

As the longer term access strategy is 'digital by default' this suggests that any systems investment should be 'CRM light' with the focus being on maximising customer self-service. On the basis of the analysis in the OBC, option 3a is more expensive (mainly due to systems investment) and the time taken to achieve benefits is longer, than in option 3b. **However, it is recommended that both options are taken forward and subject to a more detailed systems options appraisal so that a full functional, technical and commercial assessment can be undertaken.** The programme team propose to distinguish between option 3a and option 3b by undertaking the following activities:

- An assessment and prioritisation of portal / contact management requirements, based on the outline service design activity that has been undertaken already and is continuing between now and the end of calendar 2013
- Determine the most appropriate approach to procure the new technology
- Go to market to select the product(s) that best meets the Council's requirements.

The outcome of this assessment together with the findings of the outline design of the operating model in the other in scope service areas should be taken forward in development of the FBC.

4 FINANCIAL CASE

This section provides a high level analysis of the affordability of the preferred options - 3a and 3b, including a more detailed breakdown of potential costs and details of how the programme will be funded.

4.1 Estimated programme costs

The main programme capital and revenue costs relate to resources (internal and external), IT, training and accommodation / infrastructure. The total programme costs are estimated between £4,226,181 and £6,09,962 to 2018/19 depending on the options. The annual profile of costs are shown over page in table 1 and includes:

- External and internal resources – External resources have been included based on the agreed profile of support to be provided through the transformation partnership (see section 6). This may be refined as the programme progresses. Major internal resources commitments, such as the CST programme sponsor, CST programme manager and programme support have been included as items of cost. Strictly speaking these are not additional cash costs to the Council; rather they are opportunity costs for the officers concerned. Where Council staff may be called upon to contribute some amounts of their time to the programme these have not been separately costed, on the basis that it is reasonable to assume that these activities will be absorbed into day to day activities.
- IT - There are a number of specific IT requirements for the programme. These include the capital costs of new portal / contact management platform, telephony and service specific system enhancements. An estimate has also been made of ongoing ICT revenue costs to support the annual support costs for IT delivery. Some of these costs include additional support required to existing / expanding infrastructure and new support required to new systems being deployed. These requirements and costs will be refined in developing the FBC
- Accommodation / Infrastructure - This includes the costs to develop the self-service offering at Wood Green CSC, the development of the contact centre technology infrastructure as new services are migrated in, and other mainly cosmetic changes and additional furniture requirements in the contact centre and CSC.
- Training / Communication - This includes training of front and back office staff in the new systems and processes and the costs of marketing and communication materials to support behaviour change and the take up of the new digital channels.
- Staff redundancy - An estimate of the main redundancy costs have not been included in the OBC as these will be met centrally from the redundancy reserve.

| Capital Costs | 2013/14 | | 2014/15 | | 2015/16 | | 2016/17 | | 2017/18 | | 2018/19 | | TOTAL RANGE | |
|--|-----------------|-----------------|-------------------|-------------------|-----------------|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-------------------|
| | Range (£) | | Range (£) | | Range (£) | | Range (£) | | Range (£) | | Range (£) | | Option 3b | Option 3a |
| | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a |
| External Resources (Programme and Project) | £413,135 | £413,135 | £635,500 | £635,500 | £135,000 | £303,750 | £0 | £0 | £0 | £0 | £0 | £0 | £1,183,635 | £1,352,385 |
| Internal Resources (Programme and Project) | £133,600 | £133,600 | £328,867 | £438,867 | £111,289 | £340,400 | £0 | £0 | £0 | £0 | £0 | £0 | £573,756 | £912,867 |
| IT Hardware / Software / Telephony | £0 | £0 | £713,500 | £1,909,500 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £713,500 | £1,909,500 |
| Accommodation / Infrastructure | £0 | £0 | £96,360 | £96,360 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £96,360 | £96,360 |
| Sub Total | £546,735 | £546,735 | £1,774,227 | £3,080,227 | £246,289 | £644,150 | £0 | £0 | £0 | £0 | £0 | £0 | £2,567,251 | £4,271,112 |
| Revenue Costs | 2013/14 | | 2014/15 | | 2015/16 | | 2016/17 | | 2017/18 | | 2018/19 | | TOTAL RANGE | |
| | Range (£) | | Range (£) | | Range (£) | | Range (£) | | Range (£) | | Range (£) | | Option 3b | Option 3a |
| | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a | Option 3b | Option 3a |
| Training | £11,250 | £11,250 | £75,000 | £75,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £86,250 | £86,250 |
| Comms / marketing / change materials | £25,000 | £25,000 | £75,000 | £75,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £100,000 | £100,000 |
| New ongoing costs as a result of delivery | £0 | £0 | £0 | £0 | £329,190 | £403,150 | £379,190 | £403,150 | £379,190 | £403,150 | £379,190 | £403,150 | £1,466,760 | £1,612,600 |
| Sub Total | £36,250 | £36,250 | £150,000 | £150,000 | £329,190 | £403,150 | £379,190 | £403,150 | £379,190 | £403,150 | £379,190 | £403,150 | £1,653,010 | £1,798,850 |
| Overall Total | £582,985 | £582,985 | £1,924,227 | £3,230,227 | £575,479 | £1,047,300 | £379,190 | £403,150 | £379,190 | £403,150 | £379,190 | £403,150 | £4,220,261 | £6,069,962 |

Table 1: Summary of annual capital and revenue costs

This does not include any contingency costs.

4.2 Capital and revenue funding

To date, the Council has agreed the following capital funding for the CST Programme (and associated transformation programmes activity) to cover external programme and project support resources:

- £505,000 for 2013/14
- £1,500,000 indicative for 2014/15

Members have agreed to allocate £811,000 up to November 2014 with the option to renew an equivalent amount to November 2015 (total of £1.6 million) for external resources. The capital costs not included in this procurement decision (i.e. internal resources, IT, telephony and infrastructure) have a range of between £1,383,616 and £2,918,727 and are not included in the £1.6 million. It will be necessary to make an additional capital bid of between £978,616 and £2,513,727 to cover the costs in the OBC as shown in the calculation below:

| Funding agreed and required | 2013/14 | 2014/15 | 2015/6 | Total (Range where appropriate) | |
|--|----------|------------|--------|---------------------------------|-------------------|
| Agreed capital funding for CST Programme | £505,000 | £1,500,000 | | £2,005,000 | |
| Less funding agreed for external resources | | | | £1,600,000 | |
| Funding remaining | | | | £405,000 | |
| Additional capital items not included in funding | | | | £1,383,616 | £2,918,727 |
| Additional capital bid required (additional costs less funding remaining) | | | | £978,616 | £2,513,727 |

For additional revenue implications, training, communications and change materials, and the new ongoing costs as a result of delivery (mainly IT support) this equates to a range between £1,653,010 and £1,798,050 to 2018/19. These will be highlighted as part of the capital bid process.

5 COMMERCIAL CASE

This section considers how each of the main elements of the preferred option(s) will be procured and any other commercial aspects.

5.1 Procurement strategy

5.1.1 External Resources

In June 2013, Haringey invited tenders for the provision of consultancy services to assist in the implementation of the CST Programme in accordance with the terms and conditions of the MCAS Framework. An evaluation panel was formed to formally evaluate all submitted bids. The membership for this panel was comprised of senior officers from Customer Services, Transformation, IT and Procurement, and the panel was chaired by the Assistant Chief Executive.

As a result of the evaluation scoring it was recommended that a decision be taken to appoint Agilisys as the preferred bidder. The contract will commence on October 1st 2013.

5.1.2 IT

For the new portal / contact management platform, a more detailed systems options appraisal is required so that a full functional, technical and commercial assessment can be undertaken. Following this, a procurement exercise should be initiated in compliance with the Council's Contract Standing Orders and following advice from the Corporate Procurement Unit. Where appropriate existing framework agreements should be used.

5.1.3 Other items

All other items to be purchased to deliver the OBC will be used undertaken using existing supplier agreements.

6 MANAGEMENT CASE

This section focuses on the delivery of the programme, including the approach to programme, project and change management.

6.1 Programme and change management approach

The strategy for delivering the whole programme is summarised as follows:

- Adopt a programme management approach based on the OGC's best practice guidance (Managing Successful Programmes)
- Use a best practice approach to change management with dedicated resources
- Individual projects will be managed using the principles of PRINCE 2 in a pragmatic and non-bureaucratic manner
- As a general principle, the Council will re-focus existing resources where possible
- Support will be provided on both programme/project management and change management to those managers charged with delivering specific aspects of the programme
- The CST programme will be led and driven by senior managers across the Council
- Programme and project teams will pro-actively manage risks and issues within a consistent process for identifying risk, allocating ownership and monitoring mitigation strategies to ensure that risk is actively managed.

The focus of the change management activity will be on how the impact of the changes brought about by the revised service provision will be managed across all the stakeholders inside and outside the Council. Some change management resources are available within the Council's organisation development area. These resources are limited and will need to be utilised carefully across all areas of the programme.

Similarly we believe that there will be a significant demand on the Council's existing HR and communication team – but subject to review as the programme proceeds and assuming that there is effective re-alignment of priorities, the Council has sufficient trained resources to support these aspects of the programme.

6.2 Project details

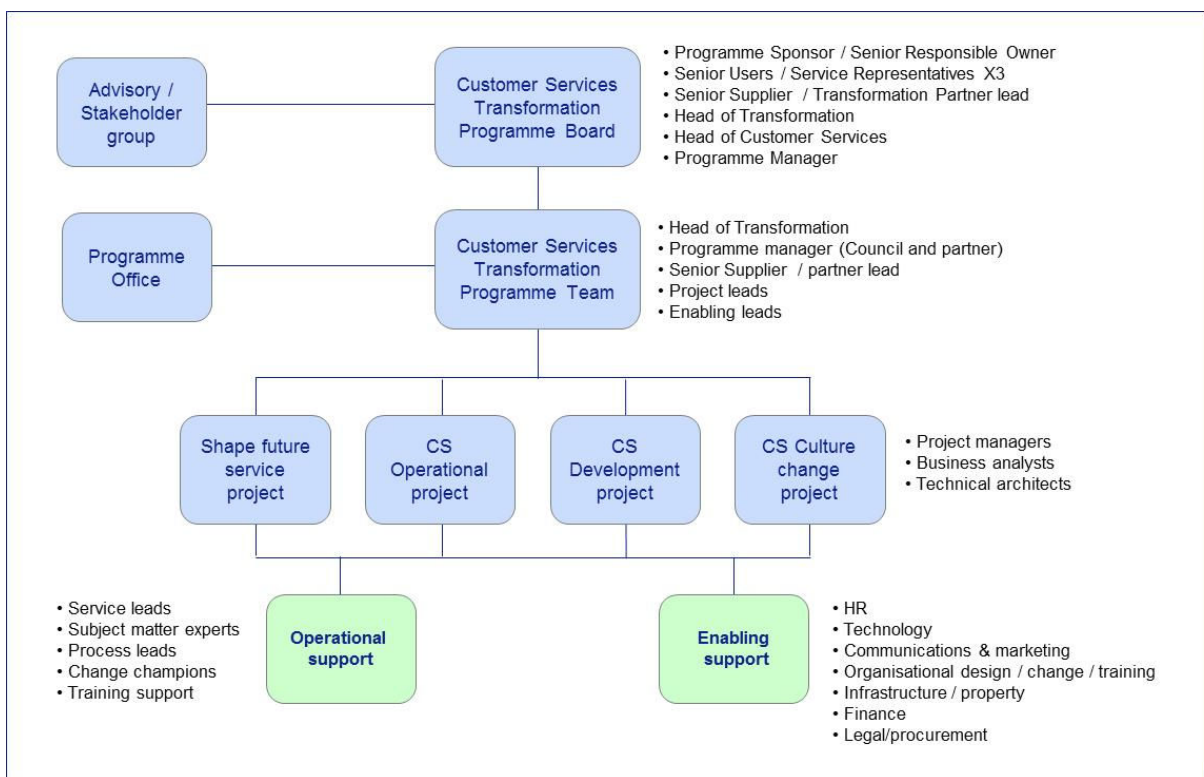
The main vehicle for delivering the customer services vision, strategic objectives, new channel design, operating model and culture / behavioural change is the customer services transformation (CST) programme. The CST programme was set up in May 2013 and is made up four projects:

- Shaping Future Service (SFS) - To define and develop the access strategy, operating models and business case for the transformation of customer services
- Customer Services Operational (CSO) - To implement key operational improvements to customer service to provide a level of stability to, and increased confidence in the operation prior to consolidation

- Customer Services Development (CSD)- To design and implement future changes to services and access channels (technical and non-technical) in line with the access strategy and operating models
- Culture Change - To define, develop and implement a programme of culture change both internally and externally to support the new customer services vision and future operating models

6.3 Governance

The diagram below shows our proposed new governance structure for the programme incorporating the four major projects:



The Customer Services Transformation Programme Board - provide overall direction to the programme setting out what is required, authorising work and monitoring progress. The programme board meet monthly and comprises the following core membership

| Name | Position | Role |
|---------------|--|--------------------------------------|
| Stuart Young | Assistant Chief Executive | Programme Sponsor and Chair |
| Paul Ellicott | Head of Revenues, Benefits & Customer Services | Senior User / Quality Assurance |
| Julia McLure | Acting Head of IT | Senior User / Service representative |

| Name | Position | Role |
|---------------------|-----------------------------------|----------------------------|
| Catherine Galvin | Head of Transformation | Senior Supplier (Haringey) |
| Kieron McQuade | Agilisys Programme lead | Senior Supplier (Agilisys) |
| Andrew Rostom | Programme Manager | CST Programme Manager |
| Katherine Heffernan | Head of Finance; Adults & Housing | Finance enabling lead |

Customer Services Transformation Programme Team – will have day-to-day responsibility for delivering the programme, will focus on reviewing key deliverables from projects ensuing information is shared and linkages are made. The programme team will meet weekly and consist of:

- CST Programme manager
- Agilisys Programme lead
- Project Managers
- Enabling leads

Project boards and teams – at a minimum three project boards will be set up to oversee all project activities. The project boards will meet monthly and comprise sponsor, programme manager, project manager, service representative(s) and senior user (Customer Services representative). The project team will produce all the required deliverables and enable benefits to be delivered.

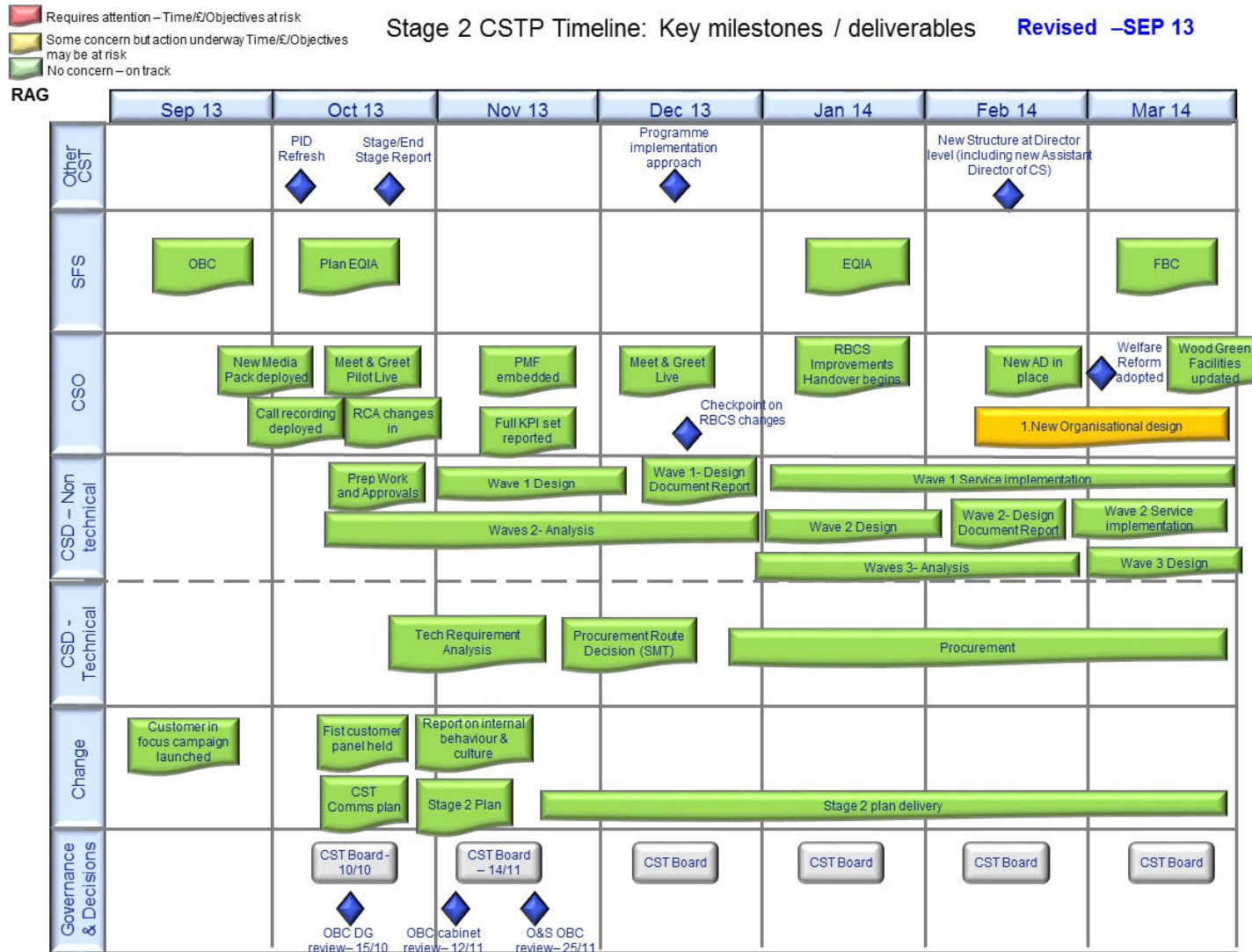
6.4 Benefits management

Benefits Management is a process for identifying, calculating, validating and then tracking financial and non-financial benefits generated by specific projects. As part of the CST implementation, a benefits management process will be put in place to enable the tracking of implementation activity and their associated benefits through their lifecycle.

6.5 Roadmap

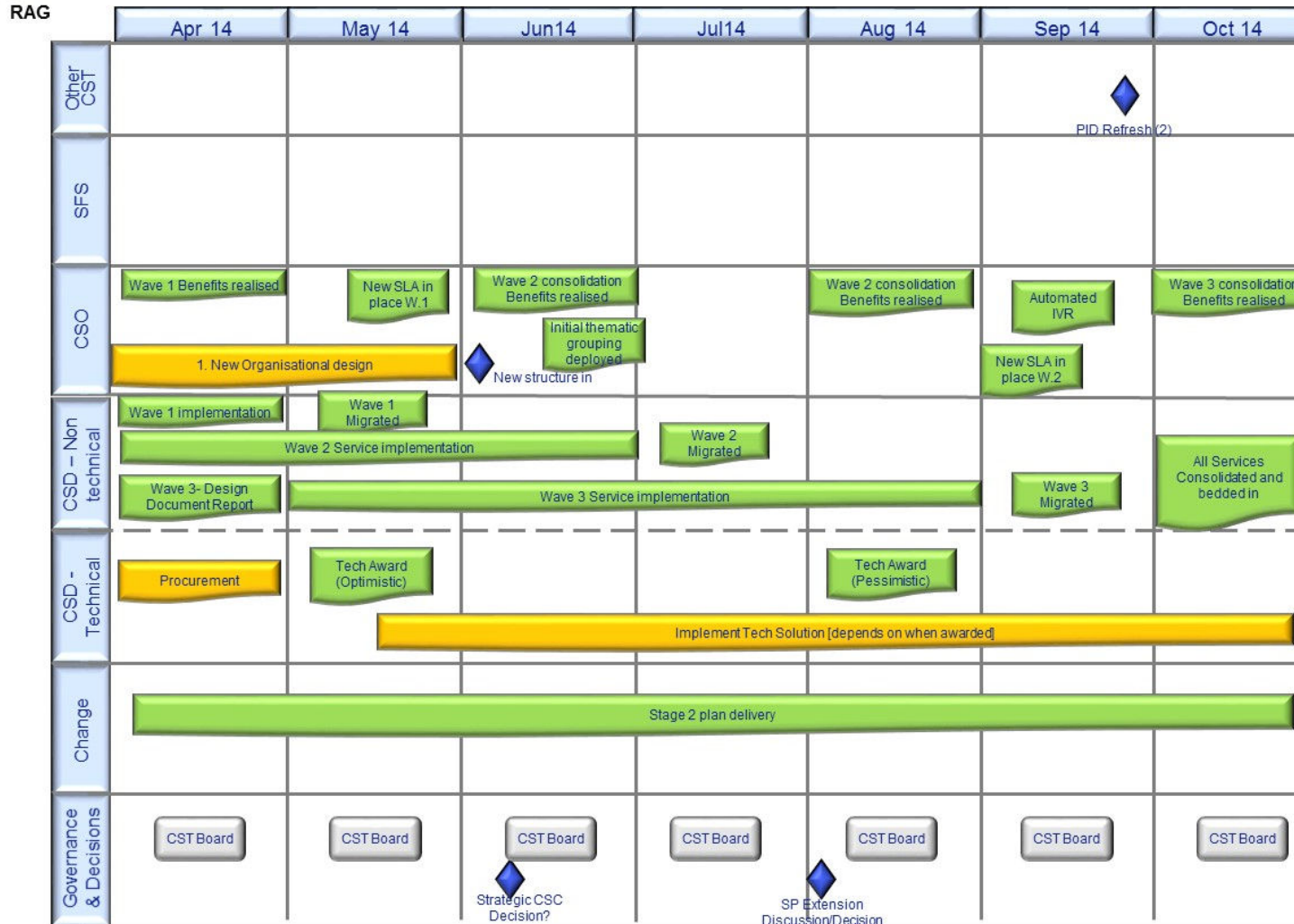
The overall programme plan for transformation is shown on the next page and will provide a baseline to monitor overall progress. This will be updated as the programme progress. This identifies at a high level the main activities by project, deliverables and milestones through to 2015. Individual Gantt charts will be developed for each project to show the detailed activities to deliver all the required outputs and key dependencies.

The main CSD technical and non-technical design and implementation work will be completed by a series of service 'waves' with a number of services per wave. Further details of the overall implementation approach and waves will be defined as part of the programme implementation strategy.



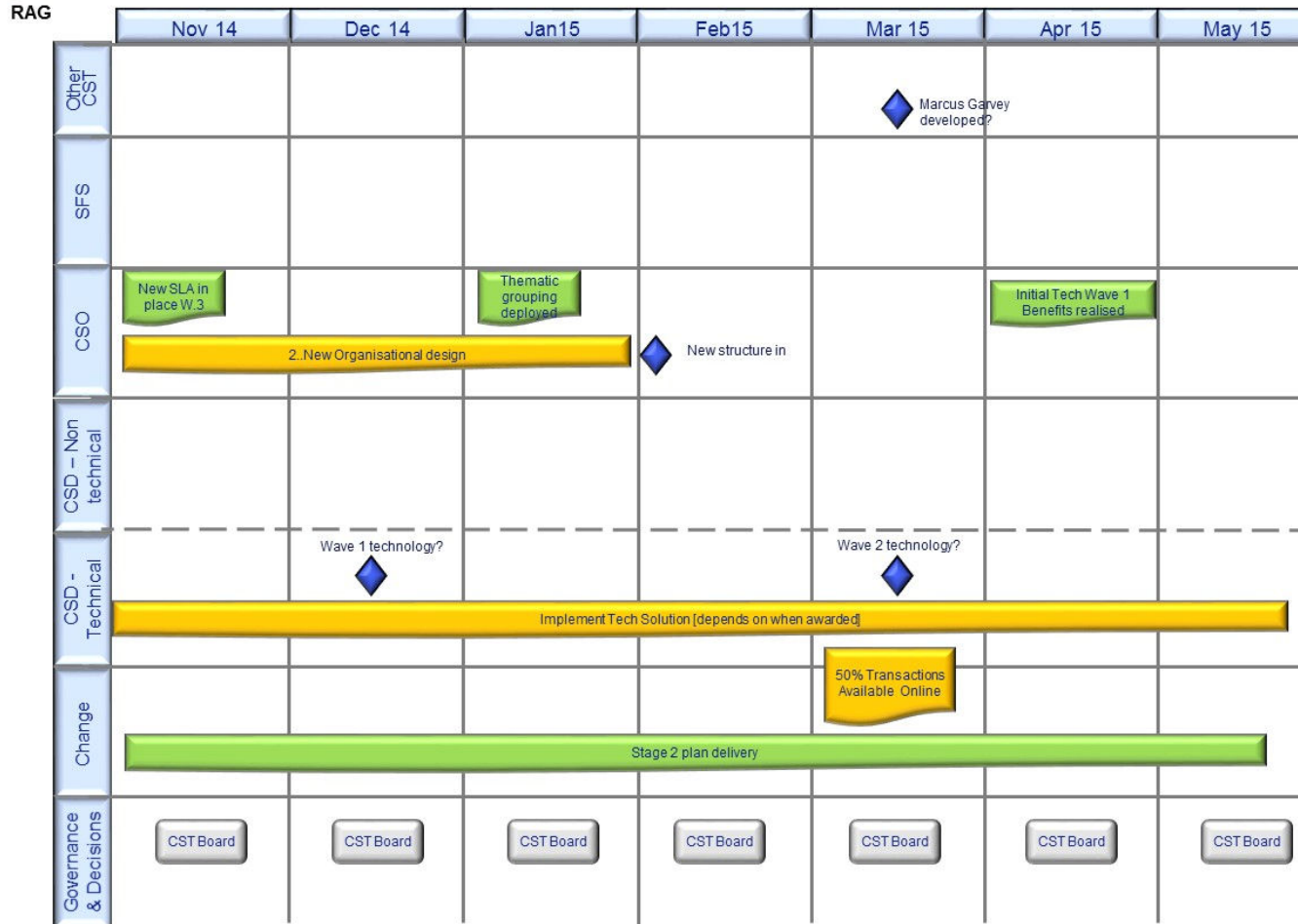
- Requires attention – Time/£/Objectives at risk
- Some concern but action underway Time/£/Objectives may be at risk
- No concern – on track

Stage 2 CSTP Timeline: Key milestones / deliverables Revised – SEP 13



- Requires attention – Time/E/Objectives at risk
- Some concern but action underway Time/E/Objectives may be at risk
- No concern – on track

Stage 2 CSTP Timeline: Key milestones / deliverables Revised – SEP 13



■ Requires attention – Time/£/Objectives at risk
■ Some concern but action underway Time/£/Objectives may be at risk
■ No concern – on track

Stage 2 CSTP Timeline: Key milestones / deliverables Revised – SEP 13

| RAG | Jun 15 | Jul 15 | Aug 15 | Sep 15 | Oct 15 | Nov 15 | Dec 15 |
|------------------------|-------------------------|--|---------------------------------------|-----------|--|-----------|-----------|
| Other CST | | | | | | | |
| SFS | | | | | | | |
| CSO | | Initial Tech Wave 2 Benefits realised | Stage 2 Complete | | Initial Tech Wave 3 Benefits realised | | |
| CSD – Non technical | | | New Org Design | | | | |
| CSD - Technical | Wave 3 technology? ◆ | | 100% Transactions Available Online | | | | |
| Change | | | Tech Implementation in full | | | | |
| Governance & Decisions | CST Board | CST Board | CST Board | CST Board | CST Board | CST Board | CST Board |

APPENDIX 1 – BUSINESS CASE ASSUMPTIONS

| Area of Business Case | Assumption |
|--------------------------------------|---|
| Service benefits | There are two main types of benefits 1) Contact handling and 2) channel shift and process automation. The have been derived from process reviews for Revenue, benefits, complaints and parking. Benefits for other service areas have been estimated based on experience elsewhere |
| Contact handling benefits | Delivered from economies of scale at the Corporate Contact Centre and Customer Services Centre (CSCs), multi skilling of agents, improved call handling |
| Channel shift and process automation | Reduction in volumes of face to face enquiries, telephone calls and emails as more transactions are completed online. A reduction in front and back office processing from reduced re-keying of data, removal of processes, on line validation of customer data, automated integration of transactions into Line of Business (LoB) systems, reduction in progress chasing contacts. |
| Channel Shift Benefits Calculation | Assumption is that from 2014, 61% of customers (correlates to on line UK banking rates) will use digitally enabled transactions instead of other channels. |
| Benefits Realisation | We have assumed the following profiles in modelling benefits across both contact handling and channel shift: - 15% of total benefits at the point of service consolidation - 50% of total benefits within 3-6 months of the delivery of self-service -100% of total benefits within 12-18 months of delivery of self-service |
| Benefits Realisation | We have assumed that for options 3a and 3b will deliver the same level of financial benefits, but option 3a will take 3-6 months longer to deliver. This is due to longer implementation timescales for CRM implementation. |
| IT Costs | For option 3b IT costs include hosting platform by Agilisys. Additional costs will need to be included if Haringey host |
| IT Costs | For option 2, we have assumed that IT costs to support consolidation will be business as usual. No additional costs have been included |
| IT Costs | For option 3a, a significant portion of these costs relate to Microsoft product licensing, which might be significantly reduced if the Council enters into an Enterprise Agreement or equivalent with Microsoft. The full costs have been assumed in the OBC |
| Recruitment costs | No staff recruitment costs are included in the business case |
| Contingency Costs | Contingency assumed as 5% of total cost. |
| Internal resources costs | Costs shown as best estimates at this point in time – they will be refined as the programme develops |

APPENDIX 2 - MAIN COSTS AND FINANCIAL BENEFITS FOR EACH OPTION

| Option 2: Customer Service consolidation with stand-alone web based initiatives on a department by department basis | | | | | | | |
|---|---------------------|--------------------|------------------|-----------------|-----------------|-------------------|-------------------|
| Ongoing Benefits | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total |
| Council Tax | £0 | £67,867 | £123,394 | £123,394 | £123,394 | £123,394 | £561,442 |
| Benefits | £0 | £99,538 | £180,978 | £180,978 | £180,978 | £180,978 | £823,448 |
| Complaints / Members enquiries | £0 | £7,734 | £14,062 | £14,062 | £14,062 | £14,062 | £63,981 |
| Traffic management | £0 | £110,000 | £136,000 | £136,000 | £136,000 | £136,000 | £654,000 |
| Switchboard | £0 | £76,778 | £131,620 | £131,620 | £131,620 | £131,620 | £603,258 |
| Adults Services | £0 | £1,851 | £3,428 | £4,113 | £4,113 | £4,113 | £17,618 |
| Libraries | £0 | £11,105 | £20,566 | £24,679 | £24,679 | £24,679 | £105,707 |
| Children's Social Care | £0 | £1,851 | £3,428 | £4,113 | £4,113 | £4,113 | £17,618 |
| Planning / Building control | £0 | £14,807 | £27,421 | £32,905 | £32,905 | £32,905 | £140,943 |
| Children's Education | £0 | £2,879 | £2,742 | £4,113 | £4,113 | £4,113 | £17,961 |
| Single front line (streets, highways) | £0 | £5,141 | £10,968 | £16,453 | £16,453 | £16,453 | £65,467 |
| Regulatory services (noise, pest control) | £0 | £7,404 | £13,710 | £20,566 | £20,566 | £20,566 | £82,811 |
| Housing services | £0 | £15,013 | £32,905 | £49,358 | £49,358 | £49,358 | £195,990 |
| FOI | £0 | £2,879 | £2,468 | £2,468 | £2,468 | £2,468 | £12,751 |
| Non staff related savings (print and post) | £0 | £0 | £5,000 | £5,000 | £5,000 | £5,000 | £20,000 |
| Management savings | £0 | £0 | £50,000 | £50,000 | £50,000 | £50,000 | £200,000 |
| Total | £0 | £424,847 | £758,688 | £799,820 | £799,820 | £799,820 | £3,582,995 |
| Costs | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total |
| Investment cost to deliver | | | | | | | |
| External Resources (Programme and Project) | £413,135 | £398,710 | £0 | £0 | £0 | £0 | £811,845 |
| Internal Resources (Programme and Project) | £116,933 | £136,422 | £0 | £0 | £0 | £0 | £253,356 |
| IT Hardware / Software / Telephony | £0 | £173,500 | £60,000 | £60,000 | £0 | £0 | £293,500 |
| Accommodation / Infrastructure | £0 | £96,360 | £0 | £0 | £0 | £0 | £96,360 |
| Training | £0 | £30,000 | £0 | £0 | £0 | £0 | £30,000 |
| Comms / marketing / change materials | £20,000 | £40,000 | £0 | £0 | £0 | £0 | £60,000 |
| System Transition Costs | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| New ongoing costs as a result of delivery | £11,250 | £45,000 | £78,150 | £78,150 | £78,150 | £78,150 | £368,850 |
| Contingency | £28,066 | £46,000 | £6,908 | £6,908 | £3,908 | £3,908 | £95,696 |
| Total | £589,384 | £965,992 | £145,058 | £145,058 | £82,058 | £82,058 | £2,009,606 |
| Net Cost/Benefit | £-589,384 | £-541,145 | £613,631 | £654,762 | £717,762 | £717,762 | £1,573,388 |
| Cumulative Net Cost/Benefit | £-589,384 | £-1,130,529 | £-516,898 | £137,864 | £855,626 | £1,573,388 | |
| Payback | 3 years and 1 month | | | | | | |
| Benefits to Cost Ratio | 1.78 | | | | | | |

Option 3A: Transformation of Customer Services via corporate wide process and technology change – CRM led solution

| Ongoing Benefits | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total |
|--|-----------|-----------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| Council Tax | £0 | £67,867 | £203,600 | £431,878 | £493,575 | £493,575 | £1,690,494 |
| Benefits | £0 | £99,538 | £298,613 | £633,421 | £723,910 | £723,910 | £2,479,392 |
| Complaints / Members enquiries | £0 | £7,734 | £23,202 | £49,216 | £56,247 | £56,247 | £192,646 |
| Traffic management | £0 | £110,000 | £162,000 | £236,000 | £256,000 | £256,000 | £1,020,000 |
| Switchboard | £0 | £76,778 | £131,620 | £131,620 | £131,620 | £131,620 | £603,258 |
| Adults Services | £0 | £1,851 | £4,867 | £11,654 | £16,453 | £16,453 | £51,277 |
| Libraries | £0 | £11,105 | £29,203 | £69,923 | £98,715 | £98,715 | £307,662 |
| Children's Social Care | £0 | £1,851 | £4,867 | £11,654 | £16,453 | £16,453 | £51,277 |
| Planning / Building control | £0 | £14,807 | £38,938 | £93,231 | £131,620 | £131,620 | £410,216 |
| Children's Education | £0 | £2,879 | £2,468 | £3,633 | £16,453 | £16,453 | £41,885 |
| Single front line (streets, highways) | £0 | £5,141 | £9,872 | £14,533 | £65,810 | £65,810 | £161,166 |
| Regulatory services (noise, pest control) | £0 | £7,404 | £12,339 | £18,166 | £82,263 | £82,263 | £202,434 |
| Housing services | £0 | £15,013 | £29,615 | £43,599 | £197,430 | £197,430 | £483,087 |
| FOI | £0 | £2,879 | £2,468 | £2,948 | £8,226 | £8,226 | £24,747 |
| Non staff related savings (print and post) | £0 | £0 | £20,000 | £30,000 | £30,000 | £30,000 | £110,000 |
| Management savings | £0 | £0 | £0 | £200,000 | £200,000 | £200,000 | £600,000 |
| Total | £0 | £424,847 | £973,671 | £1,981,477 | £2,524,773 | £2,524,773 | £8,429,541 |

| Costs | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total |
|---|-----------------|-------------------|-------------------|-----------------|-----------------|-----------------|-------------------|
| Investment cost to deliver | | | | | | | |
| External Resources (Programme and Project) | £413,135 | £635,500 | £303,750 | £0 | £0 | £0 | £1,352,385 |
| Internal Resources (Programme and Project) | £133,600 | £438,867 | £340,400 | £0 | £0 | £0 | £912,867 |
| IT Hardware / Software / Telephony | £0 | £1,909,500 | £0 | £0 | £0 | £0 | £1,909,500 |
| Accommodation / Infrastructure | £0 | £96,360 | £0 | £0 | £0 | £0 | £96,360 |
| Training | £11,250 | £75,000 | £0 | £0 | £0 | £0 | £86,250 |
| Communications / marketing / change materials | £25,000 | £75,000 | £0 | £0 | £0 | £0 | £100,000 |
| System Transition Costs | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| New ongoing costs as a result of delivery | £0 | £0 | £403,150 | £403,150 | £403,150 | £403,150 | £1,612,600 |
| Contingency | £29,149 | £161,511 | £52,365 | £20,158 | £20,158 | £20,158 | £303,498 |
| Total | £612,134 | £3,391,738 | £1,099,665 | £423,308 | £423,308 | £423,308 | £6,373,460 |

| | | | | | | | |
|-------------------------|------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| Net Cost/Benefit | -£612,134 | -£2,966,891 | -£125,994 | £1,558,169 | £2,101,466 | £2,101,466 | £2,056,081 |
|-------------------------|------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|

| | | | | | | | |
|------------------------------------|------------------|--------------------|--------------------|--------------------|-----------------|-------------------|--|
| Cumulative Net Cost/Benefit | -£612,134 | -£3,579,025 | -£3,705,020 | -£2,146,850 | -£45,385 | £2,056,081 | |
|------------------------------------|------------------|--------------------|--------------------|--------------------|-----------------|-------------------|--|

| | |
|----------------|----------------------|
| Payback | 4 years and 3 months |
|----------------|----------------------|

| | |
|-------------------------------|------|
| Benefits to Cost Ratio | 1.32 |
|-------------------------------|------|

Option 3B: Transformation of Customer Services via corporate wide process and technology change – Digital Platform led solution

| Ongoing Benefits | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total |
|--|-----------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Council Tax | £0 | £67,867 | £246,788 | £493,575 | £493,575 | £493,575 | £1,795,379 |
| Benefits | £0 | £99,538 | £361,955 | £723,910 | £723,910 | £723,910 | £2,633,223 |
| Complaints / Members enquiries | £0 | £7,734 | £28,124 | £56,247 | £56,247 | £56,247 | £204,598 |
| Traffic management | £0 | £110,000 | £176,000 | £256,000 | £256,000 | £256,000 | £1,054,000 |
| Switchboard | £0 | £76,778 | £131,620 | £131,620 | £131,620 | £131,620 | £603,258 |
| Adults Services | £0 | £1,851 | £6,787 | £14,396 | £16,453 | £16,453 | £55,939 |
| Libraries | £0 | £11,105 | £40,720 | £86,376 | £98,715 | £98,715 | £335,631 |
| Children's Social Care | £0 | £1,851 | £6,787 | £14,396 | £16,453 | £16,453 | £55,939 |
| Planning / Building control | £0 | £14,807 | £54,293 | £115,168 | £131,620 | £131,620 | £447,508 |
| Children's Education | £0 | £1,440 | £5,347 | £12,339 | £16,453 | £16,453 | £52,031 |
| Single front line (streets, highways) | £0 | £5,141 | £21,388 | £49,358 | £65,810 | £65,810 | £207,507 |
| Regulatory services (noise, pest control) | £0 | £7,404 | £26,735 | £61,697 | £82,263 | £82,263 | £260,361 |
| Housing services | £0 | £15,013 | £64,165 | £148,073 | £197,430 | £197,430 | £622,110 |
| FOI | £0 | £2,879 | £6,033 | £10,283 | £8,226 | £8,226 | £35,647 |
| Non staff related savings (print and post) | £0 | £0 | £20,000 | £30,000 | £30,000 | £30,000 | £110,000 |
| Management savings | £0 | £0 | £100,000 | £200,000 | £200,000 | £200,000 | £700,000 |
| Total | £0 | £423,408 | £1,296,740 | £2,403,436 | £2,524,773 | £2,524,773 | £9,173,131 |

| Costs | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total |
|---|-----------------|-------------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| Investment cost to deliver | | | | | | | |
| External Resources (Programme and Project) | £413,135 | £635,500 | £135,000 | £0 | £0 | £0 | £1,183,635 |
| Internal Resources (Programme and Project) | £133,600 | £328,867 | £111,289 | £0 | £0 | £0 | £573,756 |
| IT Hardware / Software / Telephony | £0 | £713,500 | £0 | £0 | £0 | £0 | £713,500 |
| Accommodation / Infrastructure | £0 | £96,360 | £0 | £0 | £0 | £0 | £96,360 |
| Training | £11,250 | £75,000 | £0 | £0 | £0 | £0 | £86,250 |
| Communications / marketing / change materials | £25,000 | £75,000 | £0 | £0 | £0 | £0 | £100,000 |
| System Transition Costs | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| New ongoing costs as a result of delivery | £0 | £0 | £329,190 | £379,190 | £379,190 | £379,190 | £1,466,760 |
| Contingency | £29,149 | £96,211 | £28,774 | £18,960 | £18,960 | £18,960 | £211,013 |
| Total | £612,134 | £2,020,438 | £604,253 | £398,150 | £398,150 | £398,150 | £4,431,274 |

| | | | | | | | |
|------------------------------------|---------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Net Cost/Benefit | -£612,134 | -£1,597,030 | £692,488 | £2,005,287 | £2,126,624 | £2,126,624 | £4,741,857 |
| Cumulative Net Cost/Benefit | -£612,134 | -£2,209,165 | -£1,516,677 | £488,609 | £2,615,233 | £4,741,857 | |
| Payback | 3 years and 1 month | | | | | | |
| Benefits to Cost Ratio | 2.07 | | | | | | |

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Haringey Council

| | Sep 13 | Oct 13 | Nov 13 | Dec 13 | Jan 14 | Feb 14 | Mar 14 |
|------------------------|--|--|---|---|-----------------------------------|--|---|
| Other CST | | PID Refresh | Stage/End Stage Report | | | New Structure at Director level (including new Assistant Director at CS) | |
| SFS | OBC | Plan EQIA | | | EQIA | | |
| CSO | New Media Pack deployed Call recording deployed | Meet & Greet Pilot Live RCA changes in | PMF embedded Full KPI set reported | Meet & Greet Live Checkpoint on RBCS changes | RBCS Improvements Handover begins | New AD in place 1 New Organisational design | Welfare Reform adopted Wood Green Facilities updated |
| CSD - Non technical | | Prep Work and Approvals | Wave 1 Design | Wave 1 - Design Document Report | Wave 2 Design | Wave 1 Service Implementation Wave 2 - Design Document Report | Wave 2 Service Implementation Wave 3 Design |
| CSD - Technical | | Waves 2 - Analysis | | Waves 3 - Analysis | | | |
| Change | Customer in focus campaign launched | Fist customer panel held CST Comms plan | Tech Requirement Analysis Report on internal behaviour & culture | Procurement Route Decision (SMT) | | Procurement | |
| Governance & Decisions | | CST Board - 10/10 | Stage 2 Plan CST Board - 14/11 | | Stage 2 plan delivery | | CST Board |

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Haringey Council

| | | | |
|--------------------|--|-------------------------|--|
| Report for: | Cabinet 12th November 2013 | Item Number: | |
|--------------------|--|-------------------------|--|

| | |
|---------------|---|
| Title: | Children and Young People's Plan |
|---------------|---|

| | |
|----------------------------------|--|
| Report Authorised by: | Lisa Redfern, Interim Director of Children's Services |
|----------------------------------|--|

| | |
|----------------------|--|
| Lead Officer: | <p><i>LISA REDFERN</i></p> <p>Lisa Redfern, Interim Director of Children's Services</p> |
|----------------------|--|

| | |
|--------------------------|--------------------------------|
| Ward(s) affected: | Report for Key decision |
| All | |

1. Describe the issue under consideration

- 1.1 The multi-agency partnership that is Haringey's Children's Trust has been working over recent months to develop a new Children and Young People's Plan (CYPP) for Haringey.
- 1.2 This report explains how the new draft CYPP has been developed and presents it to Cabinet for agreement. If Cabinet agree the Plan it will be endorsed by Full Council on 18th November. The Plan was agreed by the Children's Trust on 24th September 2013..

2. Introduction from Cabinet Member

- 2.1 This new Children and Young People's Plan demonstrates the Children's Trust's multi-agency partnership commitment to and ambition for Haringey's children and young people. It forms the workplan of the Children's Trust over the next three years. We want children, young people and their families to receive the outstanding services that they deserve, and we realise that this can only be achieved by working



Haringey Council

together. Our ambition builds on the improvements that partner agencies have made for children and young people locally since the development of our previous plan. The plan:

- is the high level, strategic document that informs the Children's Trust's work programme, setting out our intentions for improving the life chances for Haringey's children and young people over the next three years, from 2013 to 2016; and
- demonstrates our aspiration to enable the Children's Trust Board to commission services and interventions for children and young people in Haringey which meet the plan's priorities.

2.2 The Plan acknowledges that many successful initiatives for children and young people have taken place in recent years, but also that inequality persists in the borough. The Plan commits us to an early help approach, to recognising families' problems and acting on them before they become a serious issue, and to improving the life chances of the borough's disadvantaged children.

2.3 The plan's outcomes will in the main be delivered through the actions detailed in existing key documents and programmes, for example:

- Haringey 54,000 (the transformation programme for children's services);
- the Clinical Commissioning Group's "Improving the Health and Well Being of people in Haringey";
- Haringey Families First;
- the Child Poverty Strategy;
- the Health and Well-being Strategy;
- the Clinical Strategy for 2013-18 for the Barnet, Enfield and Haringey Mental Health Trust (BEH- MHT);
- the Homelessness Strategy 2012-14; and
- the Jobs for Haringey programme.

It will be important to ensure that these key documents and programmes are closely monitored to determine where there are links between different areas of work and to ensure that these are recognised and maximised.

2.4 I welcome Cabinet members' thoughts and recommend sign off of the new Children and Young People's Plan.

3. Recommendations

3.1 That Cabinet members agree the new Children and Young People's Plan and recommend it to Full Council for noting and endorsement.

4. Alternative options considered

4.1 None.



Haringey Council

5. Background information

5.1 National and local developments since the last Children and Young People's Plan

The Children's Trust received a briefing in January 2013 explaining the need for a new CYPP. While the current CYPP still provides an overall strategic direction, and the Every Child Matters (ECM) outcomes remain sound, priorities regarding children and young people have moved on, both nationally and locally. There has been a proliferation of legislation and initiatives over the past two years affecting children, young people and their families – see Appendix 4 of the draft Plan. In Haringey, as the service offer has been strengthened in the Children and Young People's Service and across the Children's Trust, there has been a greater focus on the contribution of education to the life chances of children, and the role of early help in giving every child the best start in life, alongside continued sustained attention to safeguarding services.

5.2 Locally Haringey has responded to these developments with initiatives such as:

- the Haringey 54,000 programme – the transformation programme for children's services;
- Haringey Families First (our approach to the Troubled Families programme);
- Haringey's Education Commission: Outstanding For All
<http://www.outstandingforall.org.uk/>;
- the award-winning Multi-Agency Safeguarding Hub; and
- projects to reduce teenage pregnancy such as the C-Card scheme and the 4YP service.

5.3 Work in Haringey to provide support to children, young people and families who most need it has continued apace. A range of approaches and work programmes have been developed in Haringey which give greater focus to specific priorities. The new CYPP ensures that we concentrate on issues where there is the greatest need.

5.4 Working in partnership

In Haringey we know that working well with partnership organisations is the best way to provide an effective service to children and young people and their families. **Haringey Children's Trust** was therefore reinstated to provide this and is valuable in leading and promoting cooperation and reinforces the continued need for a strengthened partnership approach to deliver successful outcomes for Haringey's children and young people.

5.5 The Children and Young People's Plan

The new plan, like the previous one, is a partnership document, and sets out the work of the Children's Trust. The plan:

- is a high level, strategic document that informs the Children's Trust's work programme for the period 2013 - 2016;



Haringey Council

- demonstrates our aspiration to enable the Children's Trust Board to commission services and interventions for children and young people in Haringey which meet the plan's priorities;
- is ambitious for all Haringey's children and young people, with a clear statement of direction;
- is influenced by our children and young people and their families;
- is evidence-based: Haringey's Joint Strategic Needs Analysis (JSNA) [Joint Strategic Needs Assessment: Haringey Council](#) provides a strong evidence base for much of our work, and current programmes such as Families First and Haringey 54,000 are based on evidence of need. The Trust will ensure that this approach is used to commission all partnership work;
- has a clear focus with stated outcomes: many public sector organisations are experiencing reduced budgets and a new plan will focus on achieving where improvement is most needed; and
- is owned by senior stakeholders across our partner organisations.

5.6 The draft plan is attached at Appendix A. It focuses on the following five outcomes:

- i. Quality services
- ii. Every child has a healthy start in life
- iii. Thriving families
- iv. Raised educational attainment
- v. Children and young people are safer from the risk of harm.

5.7 **The outcomes will be delivered mainly through existing strategies and work programmes.** Details of these are provided in the draft plan.

5.8 A one page summary of the draft plan is attached at **Appendix B**.

5.9 Development of the new Plan

Phase 1: discussion between partner agencies and development of draft plan
Appendix 3 of the draft CYPP shows how the plan has been developed, taking into account intelligence and data on children, young people and families in Haringey; results of recent consultations; partner priorities and current work programmes.

5.10 Discussion between partners has taken place at:

- The Children's Trust Commissioning Group at a workshop on 19 March 2013
- The Children's Trust Partnership on 23 May 2013
- The Children's Trust Commissioning Group on 16 July 2013
- The Children's Trust Board (former Commissioning Group) on 24 September 2013.

Individual discussion with Children's Trust partners has taken place throughout the development of the Plan. This was to ensure that key agencies' priorities are fully reflected, and that the high level actions included in the plan demonstrate the work of the whole Children's Trust.

5.11 Phase 2: public consultation



Haringey Council

A 'light touch' consultation has been undertaken on the plan itself. The rationale for keeping the consultation 'light touch' is that there has recently been a great deal of consultation with children, young people and their families (including the [Child Poverty Strategy](#), the [Haringey 54,000 programme](#) and the investigations carried out by the [Outstanding for All](#) Commission. See appendix 3 of the Children and Young People's Plan for full list.) These recent consultations have covered the issues that are addressed in the Plan. Officers have been conscious not to repeatedly ask Haringey residents for their opinions on the same subjects.

- 5.12 The draft Plan was published on the Council's website with an open invitation for comments for a period of four weeks; it was circulated to partner organisations through the Children's Trust, the Health and Wellbeing Board, the Community Safety Partnership and the Local Safeguarding Children Board.
- 5.13 Consultation with children and young people took place on 17 September 2013. Representatives from Aspire, the Children in Care Council and Haringey Young Commissioners took part in a workshop to discuss the plan's proposed vision. The young people were clear that they felt strongly that the plan's vision should be 'Haringey is a place where children and young people thrive and achieve'. Their feedback has been incorporated into the plan. They expressed a wish for continued involvement in the delivery of the Plan.
- 5.14 **Phase 3: sign off**
- The Plan was agreed by the Children's Trust on 24 September 2013;
 - It is proposed that Cabinet members sign off the Plan on 12th November 2013; and
 - It is recommended to Cabinet that the Plan is endorsed at Full Council on 18th November 2013.
- 5.15 **Phase 4: Public engagement**
- It is proposed that public engagement regarding the priorities and key actions in the new plan will take place during autumn/winter 2013. This is likely to take the form of a 'charter' or 'promise' to Haringey children, young people and their families. This will enable the Children's Trust to demonstrate to Haringey residents their commitment to high quality services and that the issues they have raised in recent consultations are being addressed.
- 5.16 **Delivery of the Plan**
- Delivery groups will focus on each of the Plan's five outcomes – see page 19 of the attached Plan for further details. Leads from the Children's Trust Board are currently being identified for each outcome.
- 6. Comments of the Chief Finance Officer and financial implications**
- 6.1 As recognised in this report and the draft plan, the financial climate will be a key driver as the austerity programme continues. The plan (and priorities and actions



Haringey Council

within it) will need to recognise the reality of the financial climate today and for the foreseeable future.

- 6.2 The plan will need to be fully costed to ensure that actions to be delivered by Haringey Council are affordable, both in terms of the current funding envelope and the requirement to deliver significant savings in future years. A focus on value for money, improving outcomes at reduced cost, will be required to support delivery.

7. Head of Legal Services and legal implications

- 7.1 The Head of Legal Services has been consulted on this Report.
- 7.2 Under Section 10 of the Children Act 2004, the Council is required to make arrangements to promote cooperation between the Council, each of its partners and such other persons or bodies working with children in its area as the Council considers appropriate. The arrangements are to be made with a view to improving the well-being of children in Haringey so far as relating to- (a) physical and mental health and emotional well-being; (b) protection from harm and neglect; (c) education, training and recreation; (d) the contribution made by them to society; (e) social and economic well-being.
- 7.3 Under Section 12A of the Act, the arrangement made by the Council to cooperate with partners must include arrangements for the establishment of a Children's Trust Board for its area. Pursuant to this requirement, the Council and its partners have established and re-established the Haringey Children's Trust. The draft Children and Young People's Plan (CYPP) 2013 - 2016 sets out the Children's Trust (Council and partners) strategic and overarching plan for services to improve the wellbeing of children and young people in Haringey and in discharge of their statutory duty.
- 7.3. There is no longer a legal requirement for the Children's Trust or the Council to prepare and publish a CYPP. The Government (Department for Education) has advised that local partnerships are free to publish their own strategic plan as they see fit and there is no prescribed format, matters to be dealt with, timing or who to consult during the preparation of the plan. Despite this, in view of the strategic importance of the new CYPP, there has been consultation with partners and the public about the draft plan. The Council should take account of the outcome of the consultation before approving the draft plan.

8. Equalities and Community Cohesion Comments

- 8.1 The Council has a public sector equality duty to ensure that in all its functions, it has due regard to the need to eliminate discrimination, harassment and victimisation; advance equality of opportunity and; foster good relations between groups in the community of Haringey. Like the existing CYPP, the new plan will continue to help the Council meet this duty as it applies to the Children and Young People's Service. The target groups of the new plan will include some of the most disadvantaged and



Haringey Council

vulnerable in Haringey. These groups span across most of the characteristics protected by section 4 of the Equality Act 2010.

- 8.2 As part of meeting the Council's public sector equality duty, a key process in developing the new CYPP is undertaking an equality impact assessment so that its potential impacts on all the relevant protected characteristics are identified and where appropriate, addressed before it is finalised for adoption by the council. An equality impact assessment (EqIA) is underway and can be found on the [CYPP webpage](#). A summary is included in the Plan under Appendix 3. Overall it has been found that the outcomes and priorities in the Plan are likely to reduce the barriers for protected groups of children and young people in relation to: health, child poverty, education and the safeguarding of vulnerable children.
- 8.3 The EqIA will be finalised after further engagement with children, young people and their families has taken place during autumn/winter 2013/14.

9. Head of Procurement Comments

N/A

10. Policy Implications

- 10.1 An updated plan for children and young people is required. As the plan currently stands, it is evidence based, its scope is clearly defined and it will help us to deliver on the Council's main priorities as detailed in the Corporate Plan. It will be important to regularly review the plan as national policy regarding children and young people develops.
- 10.2 The plan's outcomes will be delivered mainly through existing key documents and programmes – for example, Haringey 54,000, Haringey Families First, the Child Poverty Strategy, the Health and Well-being Strategy, and Jobs for Haringey. It will be important to ensure that these key documents and programmes are closely monitored to determine where there are links between different areas of work and to ensure that these are recognised and maximised.

11. Use of Appendices

- Appendix A: Draft Children and Young People's Plan for agreement
- Appendix B: Children and Young People's Plan summary

12. Local Government (Access to Information) Act 1985

N/A

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Haringey's Children and Young People's Plan 2013 – 2016

Appendix A

***Haringey is a place where children
and young people thrive and
achieve***

| Document details | | Haringey's Children and Young People's Plan 2013-16 | |
|-------------------------|--|--|--|
| Authors | Helena Pugh, Kirsty Fox & Liz Marnham, Strategy & Business Intelligence, Haringey Council | | |
| Lead Officer | Lisa Redfern, Director, Children & Young People Services (Interim), Haringey Council | | |
| Version History | | | |
| Version | Change/Reasons for Change | Date | |
| V0.1 | Initial scoping draft | 19 April 2013 | |
| V0.2 | Pre consultation draft | 20 June 2013 | |
| V0.3 | Consultation draft | 12 July – 9 August 2013 | |
| Approval history | | | |
| Version | Approving body | Date | |
| V1.0 | Children's Trust | 24 September 2013 | |
| | Cabinet | 12 November 2013 | |
| | Full Council | 18 November 2013 | |
| Scheduled review date | September 2016 | | |

| | |
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Foreword

We are delighted to introduce the Haringey Children's Trust¹'s Children and Young People's Plan 2013-16. We have set our sights high for children and young people in Haringey: we want them and their families to benefit from outstanding services as we work towards a borough that is a fantastic place in which to be a child. Our ambition builds on the improvements made by partner agencies since the launch of Haringey Children's Trust's previous plan² in 2009.

We achieved record A-Level, GCSE and Key Stages 1 and 2 results this year, and in addition a high proportion of our schools are now rated as good and outstanding – including all secondary schools. We have seen falling teenage pregnancy rates; a reduction in the numbers of young people entering the criminal justice system; a stronger focus on children and families in greatest need of support, and a major regeneration scheme that is offering a once-in-a-lifetime opportunity to improve quality of life for children and families in Tottenham.

But we know that we need to build on this progress and deliver further improvements through effective partnership working. Tackling poverty and inequality is a key priority in Haringey – we will work together to stop disadvantage passing from generation to generation.

¹ See Appendix 1 for a description of Haringey's Children's Trust.

² See Appendix 2 for examples of key achievements from 2009-13.

The Trust is committed to a prevention and early help approach – addressing issues that children and their families face before they develop into more serious problems. Local services are undergoing a transformation through the [Haringey 54,000](#) programme which is changing the relationship with the borough's families, providing help early on when difficulties first arise and ensuring families can access the right services at the right time, as well as working with families with complex needs. This approach will increasingly be reflected across our partnership.

The ambitious work plan developed by Haringey Children's Trust partners will bring us together to promote positive childhood and family life across the borough.

Insert signature

Cllr Ann Waters,

Lead Member for Children
Chair, Haringey Children's Trust

Insert signature

Lisa Redfern,

Director for Children and Young People's Services (Interim),
Haringey Council

1. Introduction

[Haringey Children's Trust](#) is committed to delivering high quality, joined up and inclusive services for children and young people, giving them the opportunity to achieve their potential.

The plan:

- **is the high level, strategic document that informs the Children's Trust's work programme, setting out our intentions for improving the life chances for Haringey's children and young people over the next three years, from 2013 to 2016**
- **demonstrates our aspiration to enable the Children's Trust Board to commission services and interventions for children and young people in Haringey which meet the plan's priorities**

Central to this plan is the Trust's recognition that all the agencies working with children and young people – in the statutory, voluntary and independent sectors - can deliver more by working together with children, young people and their families and in partnership with each other than by working alone. All our work is crucial to delivering high quality services and to the success of this plan.

The location of key services is shown overleaf.

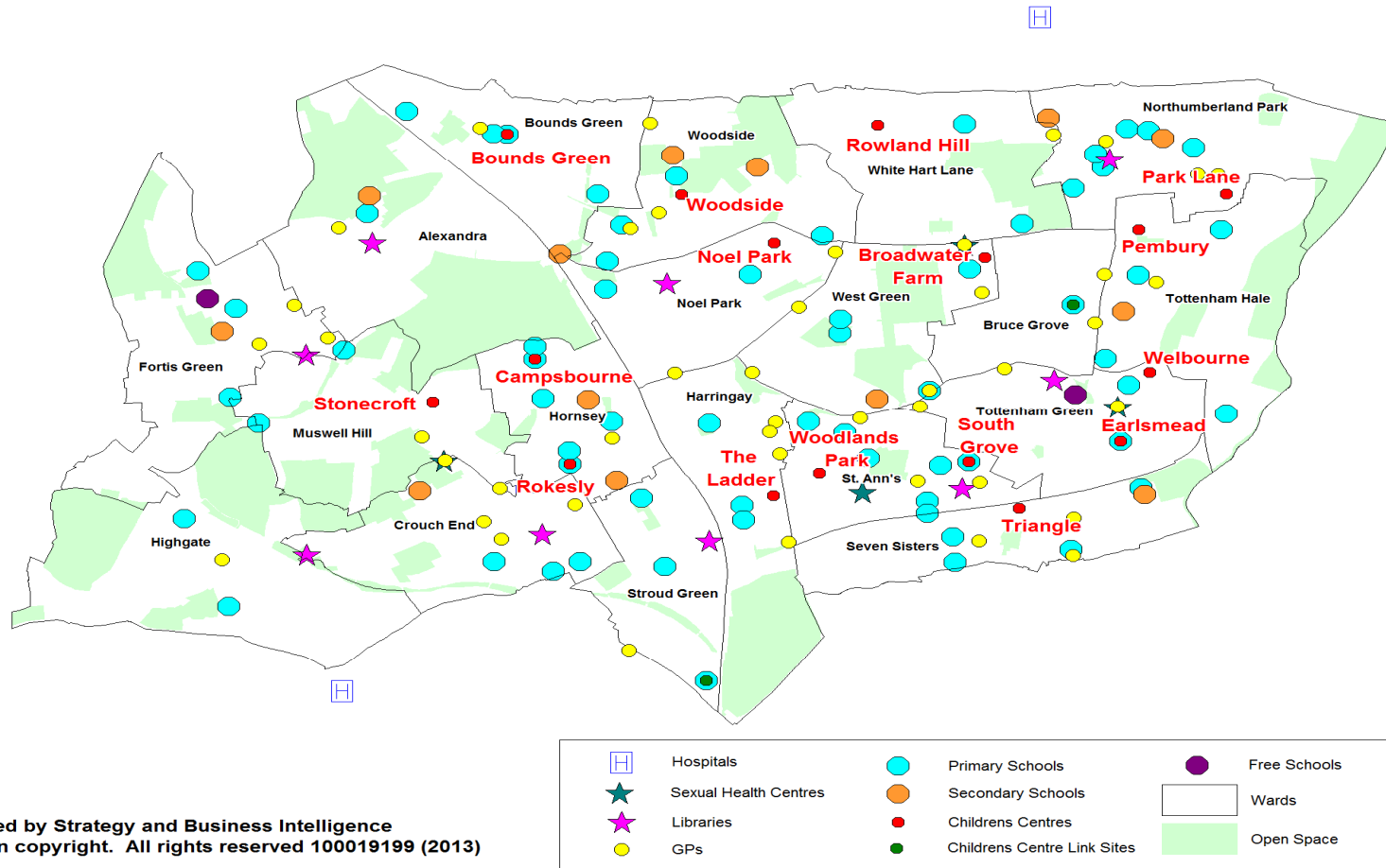
The plan includes activities that Children's Trust organisations will deliver together. It builds on our previous work and two development workshops with Children's Trust members and takes account of both the national context and local issues³.

This plan has been written in the context of the Government's deficit reduction measures, which have led to a decline in public sector funding and an increased need to target funding at and ensure support for those in greatest need. Changes in the economic climate and to the welfare system are likely to impact on levels of child poverty, homelessness and overcrowding. It is estimated that welfare reform will see an increase in demand for local services such as health, housing and access to play areas. In contrast there are new opportunities available to improve outcomes within the borough with funding for the Troubled Families Initiative as well as the Pupil Premium.

For a full picture of all work across the borough to improve the lives of children and young people, this plan should be read alongside other council strategies and the business plans of each organisation.

³ Appendix 3 describes how this plan was developed; Appendix 4 summaries the equalities impact assessment; Appendix 5 summarises the current national context for this plan.

Location of key services in Haringey



2. Haringey's children and young people

Haringey has:

- A young population – 63,600 children aged 0-19 – a quarter of all residents. (2012 Mid Year Estimates ONS)
 - 18,300 aged 0-4 (29%)
 - 16,100 aged 5-9 (25%)
 - 14,900 aged 10-14 (23%)
 - 14,200 aged 15-19 (22%)
- A higher proportion of children and young people live in the east of the borough (56% of 0-19 year olds live in the Tottenham Parliamentary Constituency and 44% live in Hornsey and Wood Green). (2012 Mid Year Estimates ONS)
- One of the most ethnically diverse populations in London; 79.1% of children at Haringey schools are minority ethnic pupils. (Department for Education Jan 2013 Pupil characteristics)
- 51.3% of pupils with a first language other than English. (Department for Education Jan 2013 Pupil characteristics)
- A mobile population – many families move in and out of the borough.

For further needs information about Haringey's children and young people see <http://www.haringey.gov.uk/index/children-families/cyp.htm>.

3. Vision and scope

Vision

Haringey is a place where children and young people thrive and achieve

Our vision is for **all** children and young people to thrive and achieve irrespective of their starting point.

The plan covers:

- All children and young people aged 0 – 19
- Those over 19 receiving services, including those leaving care
- Those aged between 19 and 25 with special needs

To achieve this vision we will focus on addressing the difference in outcomes for children and young people in terms of their educational attainment, health and safety depending on where they live in the borough. The outcomes we are working towards are shown below.

Outcomes

Outcome 1: Quality services

Outcome 2: Every child has a healthy start in life

Outcome 3: Thriving families

Outcome 4: Raised educational attainment

Outcome 5: Children and young people are safer from the risk of harm

4. Principles

The following **principles** will be integral to the way we work.

| Principles | Why we have chosen this |
|--|--|
| <p>Promoting prevention, early help and intervention:</p> <ul style="list-style-type: none"> • Ensuring that universal services provide early advice and support to families to give children and young people the best start in life and try to prevent problems from escalating. • Identifying need and supporting children, young people and families at the earliest possible stage. • Changing our focus to a preventative and early intervention approach, shifting ways of working and resources to support this. | <p>Prevention, early help and intervention both in the early years of a child's life and at any time a problem arises can have a significant positive impact for a child's later life.</p> <p>This approach can help avert emotional and behavioural difficulties; under-attainment at school; truancy and exclusion; criminal behaviour; drug and alcohol misuse; teenage pregnancy, and the need for statutory social care.</p> |
| <p>Reducing inequality:</p> <ul style="list-style-type: none"> • Targeting additional resources as available to tackle issues known to cause inequality - such as child poverty, unemployment and exclusion - before they cause long-term damage to children's life chances. • Ensuring that principles of fairness and social justice guide our priorities and actions. | <p>Living in a low income family affects all aspects of a child's life - from economic and material disadvantages, to health and education, through to the personal and more hidden aspects of poverty associated with shame, sadness and the fear of difference and stigma.</p> <p>Evidence shows that those most affected locally are:</p> <ul style="list-style-type: none"> • those living in deprived parts of the borough • those with special educational needs and disabilities • those living in families where there is domestic violence, substance misuse or mental ill health • those with multiple needs and Looked After Children |

| Principles | Why we have chosen this |
|---|--|
| <p>Developing resilience and community participation:</p> <ul style="list-style-type: none"> • Drawing on strengths within our communities to enable families to find solutions to their own needs wherever possible, and support them to help themselves through problems. • Encouraging children to make the most of their time at school and young people to develop skills for employment, leadership and local decision making and to choose healthy lifestyles. • Involving families in the design of their services. | <p>In our consultation on early help residents told us they want to volunteer to assist others who need more help and we want to build on this social capital.</p> <p>It is good practice to deliver services in an accountable and transparent way.</p> <p>Working in this way will give children, young people and their families the information they need to hold to account those delivering services.</p> |
| <p>Ensuring best use of available resources:</p> <ul style="list-style-type: none"> • Delivering services through a highly skilled and committed workforce, using opportunities to share learning experiences. • Benchmarking outcomes against statistical neighbours and learning from the best. • Exploring opportunities to integrate services where there is a business case to do so. • Releasing capacity by strengthening our early help offer to prevent more costly needs escalating. | <p>Most of our resources are focused on children and young people with the most severe needs.</p> <p>By transferring resources to universal services and meeting lower level needs we can help reduce demand for more costly intensive services.</p> <p>To achieve this, we need a sound evidence-based approach to commissioning services.</p> <p>Those who deliver services to communities on a daily basis have the detailed, local knowledge that can help make them more efficient and effective.</p> |

5. Outcomes

Outcome 1: Quality services

Why this is important

Local families, young people and public services have the power to improve people's quality of life and enhance their opportunities and working together, in partnership we can really improve outcomes for Haringey's children and young people.

It is essential, therefore, that the services that we provide to children, young people and their families are timely, of high quality, efficient and continually improving. We need to demonstrate, through the services that we provide, that we understand the needs of Haringey's children and young people and that we are responsive to them. We need to make sure that we ask children and young people about their experience of using our services, and use this knowledge to improve the ways in which we work, ensuring that services are useful and responsive. We need to make sure that we provide feedback about what we are doing to service users so that they can rely on us and can trust us to do what we say we will.

Priorities

1. Promote early help

- Ensure that children, young people and their families can easily find up to date information about the right services they might need, at the right time such as access to nurseries, childminders, children's centres, health care etc

Priorities

- Ensure that children, young people and their families are involved in planning services that affect their lives
- Refresh the Common Assessment Framework as an Early Help Framework that begins in universal settings and services
- Re-commission youth services to strengthen targeted universal services

2. Enhance partnership working

- Commission services in line with need and jointly wherever it makes sense to do so
- Increase the integration of health and social care services for children with disabilities and special educational needs
- Improve the way we manage and mitigate risk to reduce escalation amongst partners
- Improve our sharing of data and information to ensure that services are continually improved, and families receive good outcomes
- Develop the Children's Partnership as an advisory group meeting twice yearly to involve and engage partners in planning and delivery

3. Strengthen our workforce

- Ensure Haringey has a strong, responsive, accessible, helpful, capable, professional workforce providing a really joined up approach, across health, education, leisure, social care and more specialist support when required
- Provide continuous professional development for our workforce so that they have shared, up-to-date knowledge and skills

Outcome 1: Quality services

Delivery work programmes

- The **council's** [Haringey 54,000](#) programme will help ensure more support is given to families at the right time, so they can bring up their children confidently without resorting to care. The programme aims to change how different agencies– social workers, health practitioners, and the police - work with children and their families, based on an 'Early Help' approach.
- **Haringey Families First** is Haringey's approach to the national [Troubled Families](#) programme - focusing on families who have problems and who cause problems to the community, placing high costs on the public sector. Haringey Families First aims to get children back into school, reduce youth crime and anti-social behaviour and put adults on a path into work.
- **Haringey Probation Service** [priorities](#) include the safeguarding of vulnerable children.
- [Haringey's Clinical Commissioning Group](#) (CCG) is the responsible body for making sure the people of Haringey can access safe, well co-ordinated, high quality health services. The CCG wants '*every child to have the best start in life and realise their full potential*'. The commissioned services will support children and young people, especially the most vulnerable, to live independent and healthy lives.
- The [Barnet, Enfield and Haringey Mental Health Trust](#) (BEHMHT) objectives for 2013-18 are: excellent services and staff, integrated and holistic services, and developing new opportunities. The Trust is focussing on '*developing stronger collaborative partnerships with primary care, acute care and local authorities to address patients' mental and physical health needs*' in 2013-14.
- Haringey **Police** priorities are set for each [Safer Neighbourhoods team](#). They are identified through meeting the community and dealing with those crimes and issues that residents have indicated cause the most concern.

Outcome 2: Every child has a healthy start in life

Why this is important

The [2010 Marmot review](#) identified that a good start in life; a decent home; good nutrition; quality education; sufficient income; healthy habits; a safe neighbourhood and a sense of community and citizenship as crucial to reducing health inequalities. Research shows that by the age of ten a child from a poorer background will have lost any advantage of intelligence indicated at 22 months; whereas a child from an affluent family will have improved his or her cognitive scores as a direct result of an advantaged background. Emotional wellbeing is key to children successfully adapting to adult life and achieving educational success, positive relationships and mental health.

Pregnancy and the first years of life have a critical impact on the life chances of children - and are when parents are most receptive to learning and change. Our biggest health challenges include childhood obesity, with rates in Haringey higher than London and England averages - and higher in the east of the borough than the west. Easy access to low cost, high fat and high sugar food and drink is more likely to lead to obesity. We will work with local fast food outlets to promote healthier choices, and promote healthy eating through children's centres and school initiatives. Haringey also has higher teenage pregnancy rates than other areas, - linked to poverty and low educational attainment - low breastfeeding rates and low take up of immunisation programmes that impact on the health of babies.

What we know about Haringey

- Approximately one in every 200 babies in Haringey dies before they are 1 year old, which is now lower than the London and England average (NHS Information Centre 2009-11)
- Although the number of teenage pregnancies is falling locally, levels remain higher amongst mixed White and Black Caribbean communities, and in the east of the borough. The teenage pregnancy rate was 36.2 per 1000 in 2011, compared to 49.2 per 1000 in 2010.
- Currently only 71.6% of women book early for antenatal care. Black African and young women under 20 tend to book late for maternity care. (Data from quarters 1– 3 2012/13)
- The current breastfeeding rate is 75.4%; the number of mothers who breastfeed is considerably lower in the east compared with the west of the borough. (Data from quarter 3 2012/13)
- Vaccination rates are increasing but are still too low to protect the local population effectively. The current rate for the first MMR vaccination at 2 years is 90.0%. (Data from quarter 4 2012/13)
- Approximately one in every eight children is obese when they start school. By year 6 this increases to one in every four children. There are variations in obesity prevalence based on ethnicity; in reception 11.5% of White British children are obese compared to 18.2% of Black African children. (Data from 2012)
- There are around 2,534 children and young people with mental health problems, with the highest rates in the centre and east of the borough.

Outcome 2: Every child has a healthy start in life

Priorities

4. Reduce infant mortality

- Encourage pregnant women to give up smoking
- Train frontline staff in prevention of sudden unexpected death in infancy
- Increase the number of women seeking early support from ante-natal and post-natal services, especially Black African women
- Promote breastfeeding
- Provide intensive support to young first time mothers through the Family Nurse Partnership
- Raise awareness of the importance of vaccination to increase levels of take up

5. Reduce teenage pregnancy

- Provide targeted, relevant and accessible sex and relationship education to children and young people
- Increase young people's access to contraception

6. Reduce childhood obesity

- Promote a healthy and balanced diet for families
- Reduce barriers to, and increase opportunities for, taking up physical activity amongst children and their families
- Explore ways to limit the number of fast food outlets in the borough, and work with existing outlets to make their food healthier
- Train staff in school and children's centres to recognise child obesity and discuss it sensitively with families

7. Promote the emotional wellbeing of children and young people

- Provide accessible and non-stigmatising mental health services for children, adolescents and their families, in community settings

Delivery strategies and work programmes

- [Haringey's Health and Well-being Strategy](#) 2012-15 and [delivery plans](#)
- [Improving the health and wellbeing of people in Haringey](#): Clinical Commissioning Group (CCG)
- [Barnet, Enfield and Haringey Mental Health Trust Clinical Strategy](#) 2013-18
- The [Healthy Child Programme](#) based at the Whittington and North Middlesex hospitals for the early life stages focuses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, supplemented by advice around health, wellbeing and parenting.
- The [Family Nurse Partnership](#) (FNP) based at the Whittington Hospital – a preventative programme for young first time mothers

Outcome 3: Thriving families

Why this is important

Many families in Haringey are thriving, providing opportunities for their children to lead fulfilling lives. Other families need support to thrive and the impact of deprivation on their daily lives is considerable. The effects of poverty in childhood, including living in a low income family and in poor quality housing, can be felt into adulthood and can affect every part of a child's life - from economic and material disadvantages to impacting negatively on health and education. Some parents need support to fulfil their responsibilities to their children. We know also that we have high incidences of domestic violence in Haringey, which can impact on the emotional wellbeing of the children as well as the adults in a household.

Play and leisure opportunities can help children gain confidence and develop social and emotional skills. Having safe places to 'hang out' and meet with friends is crucial. The threat of an increase in overcrowded households is likely to impact on the range of available places to play and study.

What we know about Haringey

- In 2010 33.6% of children were living in poverty. The highest child poverty rates are in: White Hart Lane, Northumberland Park and Noel Park wards.
- 72.6% of children living in poverty live in lone parent households.
- 87% of children eligible for free school meals live in the east of the borough.
- 52% of adults in Hornsey and Wood Green parliamentary constituency have a certificate of higher education, degree or equivalent compared to 29.3% in Tottenham parliamentary constituency. (2011 Census ONS)
- 18% of residents have no qualifications (18% London). (2011 Census ONS)
- The median weekly wage in Haringey is £551 (London £653). (2012 ONS annual survey of hours and earnings)
- There are 7,388 households that have dependent children and no adults in employment (14.8% in Northumberland Park compared to 1.6% in Crouch End). (2011 Census ONS)
- 10.4% of households are lone parents, Northumberland Park has the most.
- 5,000 under 18 year olds live in temporary accommodation (July 2013).
- 723 children (that we know of) provide unpaid care to family members.
- There are 11,445 households with children living in accommodation classified as overcrowded. (2011 Census ONS)

Outcome 3: Thriving families

Priorities

8. Provide early help to families, in particular those experiencing the impact of poverty and deprivation

- Encourage take up of free school meals
- Develop a better integrated approach to family support through our children's centres
- Facilitate early help services for families of users of mental health services and drug services
- Revise the Common Assessment Framework process to provide children, young people and their families with timely, co-ordinated and effective early help

9. Ensure that parents are supported to find work and maximise their income

- Improve skills, educational levels and employability of parents
- Support and enable people to move from benefits into work through increasing financial literacy/money management skills and awareness of benefits available for working parents
- Maximise the opportunities for employment and training through access to affordable and inclusive good quality child care
- Ensure the provision of quality assured financial advice services
- Increase membership of Haringey's Credit Union

10. Ensure that children and young people have a decent place to live

- Intervene early to tackle and prevent homelessness
- Provide tenancy training for care leavers to prepare them for independent living

Priorities

- Expand the council's stock of supported living schemes to include housing for male care leavers and young people with learning disabilities
- Support and promote Haringey's supported lodgings and mediation scheme
- Always take account of the support needs of homeless families with children on a child protection plan when deciding temporary accommodation placements
- Ensure that children and young people have access to outdoor spaces and leisure opportunities e.g. parks, play workers, library work spaces

Delivery strategies and work programmes:

- [Child Poverty Strategy and delivery plan](#)
- Early Years Action Plan (in development)
- Haringey Families First programme
- Credit Union Collaborative Working Plan (in development)
- [Jobs for Haringey](#) programme including [Haringey Jobs Fund](#)
- [Tottenham Regeneration programme](#)
- [Tottenham Active!](#) (Health improvement programme)
- [Worklife](#)
- [The Family Work and Enterprise Hub](#)
- European Social Fund Families programme (delivered by Reed in Partnership)
- Haringey Adult Learning Service Family Learning Curriculum Plan
- [Homelessness Strategy 2012-14](#)
- Barnet, Enfield & Haringey Mental Health Trust Annual Report 2013-14
- [Haringey Council's Corporate Plan 2013-15](#)

Outcome 4: Raised educational attainment

Why this is important

We want all of the borough's children and young people to do well at school and reach their potential. We want young people to be ambitious about their futures, set goals and achieve their ambitions. Many pupils receive an excellent education, with some schools achieving exceptional results and many seeing considerable improvements in attainment in recent years.

A number of our schools face significant challenges in terms of levels of poverty, diversity and mobility of the school population and the proportion of children with special educational needs, which are often higher than the London average.

The right skills and experiences of training and employment help to promote economic independence for the rest of a young person's life. We will ensure there is a range of educational and training opportunities that meet the needs of our young residents and help them prepare for their futures.

What we know about Haringey⁴

- At the end of July 2013, 75% of primary schools and 100% of secondary schools had an Ofsted rating of good or better.

⁴ The 2013 results are not yet validated and may change slightly over the period to December 2013.

- Attainment at the Early Years Foundation Stage in 2013 is 50% which represents an improvement on 2012 and brings Haringey closer to the national average of 52%.
- Key Stage 1 2013 results (age 5 – 7 years) have improved significantly on 2012. Reading level 2B+ up from 72% to 78%, writing 59% to 64%, maths 71% to 76%.
- Attainment at Key Stage 2 2013 (age 7 – 11 years) has increased from 74% to 75% in combined reading, writing and maths.
- 2013 attainment at GCSE has improved from 58.6% to 63.6% for 5+ A* - C (including English and maths).
- The 2013 Post 16 Level 3 results have improved with the percentage of students obtaining higher grades A* A increasing from 28% to 34% and A* B from 54% to 60%.
- There are significant differences in attainment between ethnic groups and between children eligible for free school meals and those who are not.
- There are significant differences in school exclusion rates between different ethnic groups.
- In 2012, more Haringey children were on 'school action' than the London and national averages ('school action' is provided when there is evidence that a child is not making progress and action is needed to meet learning difficulties).
- There are 1,308 pupils in Haringey schools with a statement of special educational needs - 3.2% of pupils compared to 2.8% nationally. (Special educational needs in England: January 2012/ 2013)

Outcome 4: Raised educational attainment

Priorities

11. Enhance access to and quality of teaching and learning

- Ensure sufficient nursery places for 'vulnerable' two year olds and that children's centres reach families most in need of places⁵
- Improve the quality of all Early Years provision
- Raise the quality of teaching in all schools
- Ensure every school sets an individual and challenging target that will contribute to the borough ambition of exceeding London averages by 2015 for Key Stage 2 and GCSE results
- Create an early warning system for schools categorised by Ofsted as needing intensive or targeted support
- Ensure a range of sufficient local high quality early years, school and post-16 places where they are needed now and in the future
- Prepare for Raising the Participation Age
- Prepare young people for work by ensuring a wide range of accessible learning opportunities

12. Strengthen leadership

- Scope and implement a leadership strategy for schools that identifies talent and plans for succession
- Sustain school improvement through developing school-to-school support and effective local authority School Improvement Advisers
- Review and agree a new governance model for schools
- Review and re-commission core statutory services to schools

13. Empower parents and carers

- Develop an annual scorecard of the borough's schools for parents
- Commission independent information, advice and advocacy for

⁵ This includes two year olds from families whose earnings and benefits fall within the criteria used to determine eligibility for free school meals, and those who are looked after by the local authority.

Priorities

- families about how to support their child's learning
- Create opportunities to engage parents in discussions about education developments

14. Facilitate collaboration and support wider educational opportunities

- Showcase outstanding teaching and learning in the borough to ensure best practice is shared
- Celebrate success of our schools
- Develop a wider range of opportunities for young people aged 16+ who are not in education, employment or training (NEET)
- Establish links with universities, including those from the Russell Group⁶
- Establish links to provide educational, cultural & leisure opportunities

Delivery strategies and work programmes

- [Outstanding For All](#) – Haringey's Education Commission Action Plan
- [Strategy for school improvement](#) – in development
- Early years commissioning framework – in development
- Framework for planning education and training provision – in development
- Raising of the participation age plan⁷

⁶ The Russell Group represents 24 UK universities, which are committed to high quality research, an outstanding teaching and learning experience and strong links with business and the public sector.

⁷ Under the Education and Skills Act 2008, all young people up to age 18 will be required from 2015 to participate in education or training. From summer 2013, this will apply to young people until the end of the academic year in which they turn 17, and from summer 2015 onwards it will apply until their 18th birthday.

Outcome 5: Children and young people are safer from the risk of harm

Why this is important

Most children and young people in Haringey lead safe and secure lives at home, at school and in their communities. Some may experience abuse or bullying, become involved in crime or are victims of crime. Other children experience abuse that makes it necessary for the local authority to intervene to ensure their safety. Abuse of children can have both short and long term effects on their health and life outcomes. Sometimes, children and young people who have experienced abuse become 'looked after' by the local authority which then has a duty to act as a 'good parent' to these children. In Haringey the numbers of 'looked after' children have historically been high over the past few years although they are now reducing.

Domestic and gender-based violence is an issue in the majority of child protection plans in Haringey; 'adult' problems such as mental ill health and substance misuse are linked to domestic violence and have an impact on children.

There are many risk factors for youth offending, including family conflict, low income, poor housing, low achievement, living in a disadvantaged neighbourhood, availability of drugs and high population turnover. Personal factors are known to be hyperactivity and early involvement in substance misuse. The risk factors for youth offending overlap to a large degree with those for educational underachievement, young parenthood, and adolescent mental health problems. Early action to address these risk factors can help to prevent a range of poor life chances.

What we know about Haringey

- 275 children were subject to child protection plans in March 2013 and this figure has been reducing. The vast majority (88%) live east of the railway line, 12% live in the west.
- There were 541 Looked After Children in March 2013, a rate of 94 per 10,000 population, well above the statistical neighbours average of 74 per 10,000.
- Domestic violence (DV) was a concern for 66% of children who had a child protection conference during 2012/13 (345 children). A significant majority of recorded DV offences are in the east of Haringey. (Data for Oct 2011 - Sep 2012.)
- 41% of crime is committed in five wards: Noel Park, Tottenham Green, Northumberland Park, Tottenham Hale and Bruce Grove. (Data for Oct 2011 - Sep 2012.)
- Serious acquisitive crime such as burglary and robbery, and the majority of gun and knife crime, tends to be committed by young men aged 15 to 24. (Data for Oct 2011 - Sep 2012.)
- The number of perpetrators of crime aged 15-17 and, in the case of personal robbery, 10-14 year olds, is disproportionately high. (Data for Oct 2011 - Sep 2012.)
- 58% of those accused of gang-related offences are aged 15-17. The majority of people involved in gangs live in Tottenham and Wood Green. (Data for Oct 2011 - Sep 2012.)
- Youth reoffending increased by 10% in the latest available data (12 months to June 2011) compared to the previous full year. 48% of young offenders reoffend within a year. (Youth Justice Board data)

Outcome 5: Children and young people are safer from the risk of harm

Priorities

15. Safeguard children and young people from abuse and neglect wherever possible, and deal with it appropriately and effectively where it does occur

- Strengthen links between schools and safeguarding services to keep children and young people as safe as possible
- Identify missing, unknown or 'opted out' young people
- Identify and respond to children and young people at risk of sexual exploitation, including gang and group violence
- Review access to social care services to ensure that all children who would benefit from protection planning access it in a timely way and with an initial early help offer where appropriate

16. Reduce the incidence and impact of domestic violence on children and young people

- Improve awareness of domestic violence in communities & schools
- Roll out the identification and referral (IRIS) process to GP surgeries
- Increase provision of safety planning support for high risk victims
- Increase uptake of accredited perpetrator programmes
- Develop understanding of & measurements for wider gender-based offences (e.g. female genital mutilation, forced marriage, sexual crimes)

17. Reduce re-offending (including a focus on 16-24 year olds)

- Establish a co-located and Integrated Offender Management (IOM) team including a focus on youth to reduce reoffending
- Commission forensic services to meet the mental health needs of the cohort
- Commission drug intervention to cover alcohol, cannabis and "club drugs"

Priorities

- Develop and deliver a pre-release programme for young people who have committed violent crime
- Develop a mentoring scheme for 8-12yrs olds who are siblings or relatives of gang members
- Develop a skills programme to enable young people to build the skills to be safe, social and successful in employment
- Assist the resettlement of young people and their families who are at risk of harm from serious, often gang related violence
- Strengthen joint working to enable young people to be more resilient to the pressures of gang related activity and offending behaviour
- Develop focus on intensive individual and family support particularly for those on the edge of care, offending and bullying
- Ensure that young people have a voice so that they can, if they want to, contribute to local, regional and national decision making

Delivery strategies and work programmes

- [Local Safeguarding Children Board](#) Plan
- Haringey Annual Youth Justice Plan
- Corporate Parenting Action Plan
- [Strategy for Young People](#)
- [Community Safety Strategy and delivery plan](#)
- **Multi Agency Safeguarding Hub (MASH) and First Response Multi Agency Team** which co-locates police, health colleagues and social workers, together with support from education and housing.
- ['Safe and Secure'](#) (a scheme which provides a joint framework for Police, local authorities and other key partners to move families at high risk as a result of their being associated with, or targeted by, persons involved in gang activity.)

6. Delivering and monitoring this plan

The Trust will oversee the monitoring of the quality of all children and young people's services offered locally and will work closely with Haringey's other key partnership boards – the [Local Safeguarding Children's Board](#), the [Health and Wellbeing Board](#) and the [Community Safety Partnership](#) as well as children, young people and their families, including through the Children in Care Council and the Youth Council.

The vision and priorities described in this Plan will be delivered through a variety of work programmes and strategies, details of which are provided under each outcome. The outcomes will be monitored and reviewed on a six monthly basis by the Children's Trust and revised annually, to ensure that this Plan is helping to make a difference.

Work to deliver each outcome will be overseen by a member of the Children's Trust and led by existing groups which will act as delivery groups (see table). The Leads will report progress to the Children's Trust. Where there are particular concerns or our service offer is found to have little impact, we will challenge each other to take decisive action. Where services are found to have a positive impact on children's lives, we will explore how we can extend this good practice to other areas of work.

| Outcome | Delivery groups |
|--|---|
| 1. Quality services | <ul style="list-style-type: none"> Children's Trust |
| 2. Every child has a healthy start in life | <ul style="list-style-type: none"> Joint Health and Wellbeing Board and Children's Trust delivery group |
| 3. Thriving families | <ul style="list-style-type: none"> Haringey Families First Steering Group Common Assessment Framework (CAF) Delivery Group |
| 4. Raised educational attainment | <ul style="list-style-type: none"> Outstanding for All Delivery group Raising the Participation Age Partnership School Improvement Partnership Group |
| 5. Children and young people are safe from the risk of harm | <ul style="list-style-type: none"> Local Safeguarding Children Board Community Safety Partnership Domestic Violence Strategic Group |

Appendix 1: Haringey Children’s Trust

Haringey Children's Trust is a partnership that brings together the local organisations responsible for services for children, young people and families in a shared commitment to improving children's lives. It is a formal decision making body that meets six times per year, led by the council. The Children's Trust has statutory membership under the Children Act (2004) and comprises agencies with a significant budget for children and young people. It looks specifically at the strategic planning of services for children, young people and families in Haringey and delivery of commissioning arrangements. The Children's Trust is not a separate organisation in its own right; each partner retains its own responsibilities while working together to join up services to support the wellbeing of all children.

In addition, Haringey has established a Children's Partnership Group, which acts in advisory capacity to the Children's Trust and meets twice a year with the Children's Trust. It has wide, flexible membership including providers and staff across all the partner agencies.

| Membership of the Haringey Children’s Trust | |
|---|--|
| Haringey Council | |
| <ul style="list-style-type: none"> • Lead Member for Children's Services - Chair of Trust • Leader of the Council • Director of Children's Services • Director of Public Health • Deputy Director Commissioning • Deputy Director Prevention and Early Help • Assistant Director Safeguarding • Assistant Director for Schools and Learning | |
| Metropolitan Police Service | |
| Borough Commander | |
| Probation | |
| Assistant Chief Officer | |
| Haringey Clinical Commissioning Group | |
| <ul style="list-style-type: none"> • Head of Children's Commissioning • Lead GP | |
| Schools and Colleges | |
| <ul style="list-style-type: none"> • Head Teacher, Special Schools • Head Teacher, Primary Schools • Head Teacher, Secondary Schools • Principal, College of Haringey, Enfield and North East London (CHENEL) | |
| Local Safeguarding Children Board (ex-officio) | |
| Independent Chair of Local Safeguarding Children's Board (LSCB) | |

Appendix 2: Key achievements 2009-2013

Be healthy

- A steady decline in the infant mortality rate.
- Steady increase in coverage of childhood vaccinations since 2008 and a significant improvement in 2011/12.
- The number of teenage pregnancies is falling.

Stay safe

- The government ended its oversight of children's safeguarding services in 2011, following significant improvements.
- The Multi-Agency Safeguarding Hub (MASH) was established in 2012.

Enjoy and achieve

- In 2013, our students achieved their best ever GCSE and A-level results.
- 70% of Haringey's primary schools and all secondary schools are rated 'good' or 'outstanding' by Ofsted.
- Haringey won the fight for fairer funding following a long campaign by the council, trade unions, schools and local MPs to end an anomaly that has seen the borough miss out on millions of pounds of funding for local schools.

Make a positive contribution

Haringey has:

- A thriving *Youth Council* that meets monthly representing the views of young people.
- *Young Commissioners* aged 13-19 who since January 2012 have contributed to the commissioning of services for young people. They have learnt the skills necessary to articulate their priorities based on the analysis of needs.
- *Aspire* - a youth-led group for young people in care and leaving care. The Leadership Team, comprising young people who have been in care in Haringey, meets weekly to plan events, discuss emerging themes for young people in care with local decision makers, and consult with groups and services who work with young people in care/leaving care and try to represent their voices.

Achieve economic wellbeing

- The proportion of 16 – 19 year olds not in education, employment or training has fallen from 6.8% in 2009/10 to 3.7% in 2012/13.
- The *Jobs for Haringey programme* was launched in April 2012. Of the 221 residents who have since started work, 36% are 16 to 24 year olds. Further development of work skills programmes focussing on young people is under way.

Appendix 3: How we developed this plan

We have taken account of information from a variety of sources in developing this draft plan including:

- Recent **legislative developments** regarding children and young people
 - **Analysis of data** including local performance information, our joint strategic needs assessment and detailed needs assessments
 - **Evidence from a wide range of local initiatives** from organisations working across the borough about current outcomes for children and young people; this includes work programmes such as the Multi-agency Safeguarding Hub (MASH) and Jobs for Haringey
 - Information from **two development workshops** (March and May 2013) with members of the Children's Trust
 - **Feedback from regular meetings**, such as our Youth Council, Children in Care Council and Corporate Parenting Committee
 - **A workshop with young people** to find out their thoughts on the Plan's vision was held on 17th September 2013. The young people included representatives from Aspire, Haringey's Children in Care Council, and the Haringey Young Commissioners (see next page).
 - Feedback from **consultation received through the website** on this document has been incorporated into the plan
- Haringey residents' views and opinions given in **recent consultations** about issues affecting children, young people and their families, including the:
 - Health and Wellbeing Strategy
 - Housing Strategy
 - Drug and alcohol treatment
 - Healthwatch Haringey
 - Sports facilities: Finsbury Park & Lordship Recreation Ground
 - Child Poverty Strategy
 - Strategy for Young People
 - Early Help Policy
 - Outstanding for All, Haringey's Education Commission
 - Haringey's vision for education
 - School admissions criteria
 - Expansion of school places
 - Community Safety Strategy

A **public promise** for children, young people and their parents is being developed and will be consulted on shortly.

Feedback from workshop with young people held on 17th September 2013 is shown below:

Young People's Views on the Children & Young People's Service's VISION
'Haringey is known to be a place where children and young people thrive and achieve'

Haringey is a place where healthy young people receive the support and care, be it educational or emotional, and feel safe in a clean, green welcoming environment.

Haringey IS a place where children and young people thrive and achieve

Haringey. The Place where children and young people thrive and achieve

Clean. Fresh, a happy environment

Aim to achieve

Fulfil their potential

A place of learning

A place to feel free



A place of opportunities

Turning a new leaf

Changing – Rising from the ashes. A rebirth

Young People's Views on the Children & Young People's Service's VISION

'Haringey is known to be a place where children and young people thrive and achieve'

Achievement isn't showcased (i.e. Spirit of London at the O2 is good, but people don't know about it and it isn't local)

Young people have a bad reputation. Using 'Is Known' in the vision makes us look bad.

Safety is a massive issue. Some places are so gloomy and dirty.

We don't think it should be 'Is Known to be' because that means it's not – why are we always focussing on the negative?

It's awkward when you're somewhere and you have to say which borough you're from

Would like a more creative and positive environment (community art etc)

What about using the riots? Nobody wants to talk about the bad things but they should be acknowledged so that we can change

Going from where we are to somewhere new.



Appendix 4: Equalities Impact Assessment Summary

Introduction

An initial Equalities Impact Assessment (EqIA) has been carried out to identify where protected groups of children and young people may be adversely affected by the proposed Children and Young People's Plan outcomes. This EqIA does not constitute an overarching assessment of all issues regarding children and young people in Haringey; its intention is to identify any equalities issues with the outcomes in the plan.

For a snapshot of issues relating to children and young people, please see the [storyboards](#) on the Haringey Council website. Detailed assessments of issues affecting children, young people and their families are shown in the:

- [Child Poverty Needs Assessment](#)
- [Haringey Joint Strategic Needs Assessment – Health of Mothers, Children and Young People](#)
- [Domestic and gender based violence in Haringey: needs assessment](#)
- [Rapid health needs assessment for looked after children in Haringey](#)
- [Roma and Irish Traveller Needs Assessment](#)

Summary data relating to each outcome is included in the Plan.

A number of separate EqIAs have been developed for existing strategies that inform this one (the relevant strategies are listed under each outcome in the Plan). Rather than repeat their data and analysis here, key points are given.

Below is a summary of the key issues raised in the EqIA. Actions to address these issues will be monitored at the Children's Trust and included in the Council's performance reports where appropriate. Where the data does not exist the EqIA will highlight this and make recommendations for remedying this.

Work to deliver each outcome of the Plan will be overseen by a member of the Children's Trust and led by existing groups which will act as delivery groups (see p.19 of the Plan). These delivery groups will ensure that equalities issues that fall within their area of work are addressed. The Children's Trust Board will be responsible for addressing cross-cutting equalities issues.

Overall it has been found that the outcomes and priorities in the Plan are likely to reduce the barriers for protected groups of children and young people in relation to: health, child poverty, education and the safeguarding of vulnerable children.

Further analysis will be undertaken following public consultation on the proposed public promise / charter.

| Issue | Key evidence of likely adverse impact | Action required | Responsible Lead |
|---------------------------------------|---|---|--|
| Data collection and monitoring | <p>Gaps in data have been highlighted in the various needs assessments to which this EqlA refers. More evidence and data would be useful particularly for:</p> <ul style="list-style-type: none"> • young carers • children and young people with disabilities • children and young people in Roma and Irish Traveller communities • children and young people subject to Female Genital Mutilation and forced marriage | <p>Agree how data collection and monitoring of the following protected characteristics across services can be improved in particular in relation to:</p> <ul style="list-style-type: none"> • Religion or Belief • Sexual Orientation | Children's Trust |
| Health | <ul style="list-style-type: none"> • Approximately one in every eight children is obese when they start school. • By year 6 this increases to one in every four children. • There are ethnic variations in obesity prevalence; in 2012 11.5% of White British reception age children were obese compared to 18.2% of Black African children. | <p>Reduce childhood obesity to include targeting Black and Minority Ethnic (BME) children many of whom live in the east of the borough.</p> <p>See Health and Wellbeing Strategy actions</p> | <p>Public Health</p> <p>Health and Wellbeing Board</p> |
| Child poverty | <p>In 2010 33% of children were living in poverty.</p> <ul style="list-style-type: none"> • The highest child poverty rates are in: White Hart Lane, Northumberland Park and Noel Park wards. • 72.6% of children in poverty live in lone parent households. • 87% of children eligible for free school meals live in the east of the borough. • The largest BME groups which are most likely to be on housing benefit (HB) and with children attending Haringey schools are White Irish Travellers, Somalis, Kurdish, Kosovan and Turkish. | <p>See Child Poverty Strategy actions</p> | <p>Families First Steering Group</p> <p>Common Assessment Framework (CAF) Delivery Group</p> |

| Issue | Key evidence of likely adverse impact | Action required | Responsible Lead |
|--|---|--|---|
| Education | <ul style="list-style-type: none"> Only half (51%) of the children living in the most deprived areas of the borough achieved a good level of development in the Early Years Foundation stage compared to 64% children living in other areas. (Income deprivation Affecting Children Index - IDACI) School attendance by Irish Traveller pupils in Haringey is below the national average. There are a significant number of Traveller children missing education (especially Roma). | Actions needed to ensure uptake of free childcare for vulnerable two year olds and to increase uptake of free childcare for 3-4 year olds in Gypsy, Roma and Traveller, Black African, Turkish & Kurdish families. | Children and Young People's Service, Haringey Council |
| | <p>There are significant differences in attainment between:</p> <ul style="list-style-type: none"> ethnic groups children eligible for free schools meals and those who are not | To be included in Outstanding for All action Plan. | Outstanding for All delivery Group |
| | <p>There are significant differences in social exclusion rates between ethnic groups.</p> | To be included in Outstanding for All action Plan. | School Improvement Partnership Group |
| Safeguarding of vulnerable children | <ul style="list-style-type: none"> 275 children were subject to child protection plans in March 2013 and this figure has been reducing. The vast majority (88%) live east of the railway line, 12% live in the west. | Focus on east of borough. | Local Safeguarding Children's Board |
| | <ul style="list-style-type: none"> Domestic violence was a concern for 66% of children who had a child protection conference during 2012/13 (345 children). A significant majority of recorded offences are in the east of Haringey. (Data for Oct 2011 - Sep 2012.) | Focus on east of borough. | Domestic Violence Strategic Group |

Appendix 5: The national context

There has been a proliferation of legislation and initiatives in recent years affecting children, young people and their families.

[Reform of the Early Years Foundation Stage](#): these reforms build on the review by Dame Claire Tickell of the Early Years Foundation Stage. They slim down the curriculum for 0-5 year olds, place a greater focus on getting children ready for school, and allow free childcare entitlement to be more flexible for parents.

[Proposed changes to childcare regulations](#): these set out the government's proposals to increase the supply of high quality, affordable childcare and education.

[The Academies Act 2010](#): the Act aims to make it possible for all publicly funded schools in England to become academies, still publicly funded but with greater autonomy. Free schools were given also approval in the Academies Act 2010

[The Education Act 2011](#): this expands the academies programme to allow 16-19 and alternative provision academies. It allows schools and colleges to be exempted from routine inspection and gives parents of disadvantaged two-year-olds a right to 15 hours free Early Years provision a week. The Act extends the academies and free schools programme further by:

- reforming the procedure for establishing new schools, to give preference to academies and free schools
- establishing academies for 16 to 19 year olds and alternative provision academies for the most vulnerable children

[Proposals to reform Key Stage 4 qualifications](#): the government is consulting on proposals for comprehensive reform of the GCSE qualification, with a specification that they describe as more challenging, more ambitious and more rigorous. In summary, the proposals include:

- Exams at the end of courses to account for final mark in most subjects.
- A*-G grades to be replaced by eight (highest) to one (lowest) grades.
- Two-year courses to become standard, ending modular courses.
- Coursework and assessment to be scrapped in all but science.
- First exams using the new GCSE structure to take place in 2017.
- Simpler 'tiered' exams for less able students to disappear except in science and maths.

The [Pupil Premium](#): this is additional funding given to schools to support disadvantaged pupils and close the attainment gap between them and their peers.

Proposed changes in support and services for children and young people with [Special Educational Needs](#) (SEN): changes will include a new duty for joint commissioning of services between local authorities and health bodies, and a requirement on local authorities to publish a local offer of services for disabled young people and those with SEN.

[Raising the Participation Age](#) (RPA): 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. **Young people currently in Year 11 and below are affected.** RPA does not mean young people must stay in school; they will be able to choose one of the following options post-16:

- full-time education at school, college or home
- an apprenticeship
- part-time education or training if they are employed, self-employed or volunteering full-time (20+ hours per week)

[The Health and Social Care Act 2012](#) covered the:

- Introduction of statutory local Health and Wellbeing Boards to ensure coordination and integration of public health, NHS and social care services.
- Transfer of responsibility for much of public health commissioning to local authorities (at a local level) and Public Health England (a new national body)
- A new independent NHS Board to allocate resources and provide commissioning guidance
- Increase in GPs' powers to commission services
- A strengthened role for the Care Quality Commission
- Monitor, the body that currently regulates NHS foundation trusts, to be developed into an economic regulator to oversee aspects of access and competition in the NHS
- A cut in the number of health bodies, including abolishing Primary Care Trusts and Strategic Health Authorities.

The [Welfare Reform Act 2012](#) reforms welfare to improve work incentives, simplify the benefits system and tackle administrative complexity. In summary it:

- Introduces a single Universal Credit, which will replace six income-related work-based benefits
- Limits the payment of contributory Employment and Support Allowance to a 12-month period
- Caps the total amount of benefit that can be claimed, including specific caps on housing allowance
- Reforms the Social Fund and replaces it with locally based provision delivered by local authorities

The [Troubled Families Initiative](#): through this initiative, local authorities are working to support families to get children back into school, reduce crime and anti-social behaviour, put adults on a path into work, and reduce the costs that 'troubled families' place on the public sector.

The national [Child Poverty Strategy](#) 2011 builds on the [Child Poverty Act 2010](#). It draws on reports by Graham Allen on [early intervention](#), and a report by Frank Field about [Foundation Years: Preventing Poor Children Becoming Poor Adults](#).

Revised [statutory guidance](#) on safeguarding children: including the [Munro report](#) recommendations on child protection.

[Government proposals on adoption](#): these proposals aim to speed up the process for children; to overhaul the service for prospective adopters; and to strengthen local accountability for the timeliness of adoption services.

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Vision:

'Haringey is a place where children and young people thrive and achieve'

| The outcomes we are seeking | Priorities |
|---|---|
| Outcome 1: Quality services | <ol style="list-style-type: none"> 1. Promote early help 2. Enhance partnership working 3. Strengthen our workforce |
| Outcome 2: Every child has a healthy start in life | <ol style="list-style-type: none"> 4. Reduce infant mortality 5. Reduce teenage pregnancy 6. Reduce childhood obesity 7. Promote the emotional wellbeing of children and young people |
| Outcome 3: Thriving families | <ol style="list-style-type: none"> 8. Provide early help to families, in particular those experiencing the impact of poverty and deprivation 9. Ensure that parents are supported to find work and maximise their income 10. Ensure that children and young people have a decent place to live |
| Outcome 4: Raised educational attainment | <ol style="list-style-type: none"> 11. Enhance access to and quality of teaching and learning 12. Strengthen leadership 13. Empower parents and carers 14. Facilitate collaboration and support wider educational opportunities |
| Outcome 5: Children and young people are safer from the risk of harm | <ol style="list-style-type: none"> 15. Safeguard children and young people from abuse and neglect wherever possible, and deal with it appropriately and effectively where it does occur 16. Reduce the incidence and impact of domestic violence on children and young people 17. Reduce re-offending (including a focus on 16-24 year olds) |

Principles underpinning all our priorities

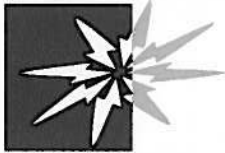
Promoting prevention, early help and intervention: Ensuring that universal services provide early advice and support to families to give children and young people the best start in life and try to prevent problems from escalating; Identifying need and supporting children, young people and families at the earliest possible stage; changing our focus to a preventative and early intervention approach, shifting ways of working and resources to support this.

Reducing inequality: Targeting additional available resources to tackle issues known to cause inequality (child poverty, unemployment and exclusion) before they cause long-term damage to children's life chances; ensuring that principles of fairness and social justice guide our priorities and actions.

Developing resilience and community participation: Drawing on strengths within our communities to enable families to find solutions to their own needs wherever possible, and support them to help themselves through problems; encouraging children to make the most of their time at school and young people to develop skills for employment, leadership and local decision making, to choose healthy lifestyles; involving families in the design of their services.

Ensuring best use of available resources: Delivering services through a highly skilled and committed workforce, using opportunities to share learning experiences; benchmarking outcomes against statistical neighbours and learning from the best; exploring opportunities to integrate services where there is a business case to do so; releasing capacity by strengthening our early help offer to prevent more costly needs escalating.

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Haringey Council

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|--------------------------|--|-----------------|--|
| Report for: | Cabinet 12 November 2013 | Item Number: | |
| Title: | Haringey 54,000 Transformation Programme | | |
| Report Authorised by: | Nick Walkley, Chief Executive and Head of Paid Service | | |
| Lead Officer: | Zina Etheridge, Director of Strategy & Performance <i>Zina Etheridge</i> | | |
| Ward(s) affected: All | Report for Key Decision: | | |

1. Describe the issue under consideration

This paper informs Cabinet Members about the work undertaken to date by the Children & Young People's Service to deliver the Haringey 54,000 programme for transforming children and young people's services. The programme aims to deliver better outcomes for children and young people by refocusing services to provide early help and intervention to prevent escalation of problems, while ensuring robust safeguarding for those children and young people who need it.

The paper and attached appendices outline the rationale and case for change and provide an evaluation of the proposed transformational options in this context. It requests that Cabinet agree the proposed strategic direction and framework for engaging a strategic partner to support transformation of CYPS, as well as to consider and authorise the necessary investment for delivering the programme.

2. Cabinet Member introduction

Delivering our vision of 'Haringey being a place where children and young people are known to thrive and achieve' and our aspirations to become an 'excellent' service means we need to achieve sustainable improvement in outcomes for children, young people and families.



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Building on improvements over the last four years, Haringey's Children and Young People's Service has made considerable progress in recent months, particularly in:

- Achieving educational excellence
- Strengthened safeguarding
- Improving support to the most vulnerable children and young people
- Improved leadership and partnership.

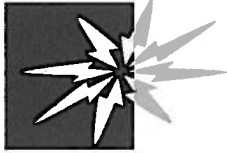
However, the cost of the current model, which focuses substantial resource on acute services is unsustainable and the need for transformation to rebalance resource and support towards more early help and intervention is essential. A number of national and local drivers have been identified which support the need for transformation and together these drivers provide a key opportunity to build a new operating model which is both sustainable and continues to improve the service offer to residents.

The programme has been consolidated to work in phases to ensure a strong focus on rapid delivery, whilst ensuring lessons are learnt and built on the programme as it progresses through each phase.

3. Recommendations

Members are asked to:

1. consider and approve the recommendation in the 'Summary of strategic options for CYPS transformation' paper (in Appendix 1) to adopt a CYPS *Commissioning Model*;
2. agree that Haringey moves to Phase 3 of the transformation programme as set out in the paragraph 5.7 below;
3. approve the allocation of £1.052m (as per paragraph 6.5) from a LACSEG refund to fund phase 2 extension and contribute towards funding phase 3;
4. approve the allocation of £1.946m (as per paragraph 6.5) from the Transformation Reserve to fund phases 3 and 4;
5. approve the procurement of a strategic partner that will enable the delivery of the transformation programme, while supporting and building capacity within the service;
6. note that the award decision, as well as the proposal for allocating funding towards the additional capacity necessary to implement the transformation programme, will be recommended to the Leader of the Council for approval (currently scheduled for 7th January 2014);



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7. agree the proposed changes to the terms of reference and membership of the CYPS Sector-Led Improvement Board set out in paragraph 5.21.

4. Alternative options considered

The option to 'do nothing' was explored and evaluated as not viable, primarily due to the fact that it would not provide a suitable or safe enough platform which will continue to deliver services for the foreseeable future.

5. Background information

- 5.1 The Haringey 54,000 programme was launched in the summer of 2012. Phase 1 of the programme undertook significant work within services and partners to consider how best to improve the outcomes for children, young people and their families and develop proposals for delivery.
- 5.2 **Phase Two (February 2013 to January 2014): preparing for transformation**
The programme has worked with CYPS business units in developing the case for change, identifying and delivering targeted improvement activity, as well as engaging with IMPOWER Consulting to evaluate options that could inform the future direction of the Children and Young People's Service.
- 5.3 Local authorities will have experienced a 43% reduction in central government funding by 2015 and the loss of many key grants that funded preventive services. This also has to be seen in the context of the increasing demand and expectations of our services from local residents and a new Ofsted inspection framework which raises the bar.
- 5.4 The current model of social care, where significant resource is focussed on intervention when things have already gone wrong, is unsustainable – we must do better at preventing so much high level need occurring in the future. The Families First Programme in Haringey has begun to demonstrate the effectiveness of new ways of working in delivering targeted early help intervention. However, the range of early help support services within the Borough is limited and fragmented and these services need to be expanded. Too much of our current expenditure goes into families at the point of breakdown; we need to reverse this by investing more on strengthening families and communities and supporting them to care for their children.
- 5.5 The following service elements are required:
 - o Moving to a system which works with families to help them find their own solutions so that problems do not escalate;



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- Developing an offer of effective early help and support for vulnerable families, coordinating the support of the voluntary, private and public sectors and ensuring that they deliver joined up services;
- Where additional support is required, engaging with other agencies and organisations to commission and secure this help locally;
- Adopting an approach that sees prevention and intervention as a continuum so that it is never deemed too late to positively intervene and prevent the deterioration in an individual child or young person's circumstances;
- With key partners continuing to strengthen safeguarding services, reducing risk to children and young people wherever possible. This will be achieved most effectively by working alongside families building on their strengths and enabling them to make the changes that are required;
- Where children are suffering significant harm, and the changes needed to safeguard their welfare cannot be made within the family, continuing to act decisively in order to protect them; and
- When children and young people cannot live with their birth or extended families, ensuring that there is a sufficient supply of a range of alternative carers that can help enable these children and young people to lead successful lives, as close to their home communities as possible.

5.6 The Programme has been developed around six design principles: built around the family; local; draws on the strengths of the community; inclusive; provides for continuity of relationship; and is sustainable. For each of these design principles corresponding design objectives and evaluation criteria have been used to model options for transforming services. As a result of this analysis, a significant programme of change activity has been developed. In order to meet the joint objectives of building resilience in the service, and in the longer term achieving more transformational service improvements, it is recommended that the Council pursue a staged transformation strategy as outlined in Phases Three and Four.

5.7 Phase Three (January 2014 to March 2015): transformation through commissioning

CYPS believes this will deliver major transformation within the shortest timescale and prepare the way for future service improvement and change. This phase will lay down the essential building blocks of a commissioning organisation, putting in place the internal structures, re-aligning budgets and commissioning a spectrum of services from early help to intensive family support. This will be supported by strengthened leadership to drive the cultural change and approach required. Alongside this, partnership arrangements will be strengthened and links with local communities improved. This will include investing in capacity to grow community support and supporting schools to respond to vulnerable families more effectively. Finally, this phase will deliver £5.017m of savings, as projected by the Council's medium-term financial plan (MFTP), and develop a full business case for the next phase of transformation.



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5.8 Checkpoint (September 2014)

Non-key decision report to Cabinet on:

- o evaluation of the progress made and check-point to understand how far the programme objectives have been met.
- o re-planning the next steps of the programme based on any revised requirements and outline framework for developing a full business case.

5.9 Gateway (March 2015)

Key decision report to Cabinet on:

- o outcomes of Phase 3 delivery and impact on agreed KPIs.
- o full business case and delivery plan for Phase 4.

5.10 Phase Four (April 2015 - March 2016): implementation of new operating model

With the service operating at optimum levels, the Council will have built sufficient resilience to move forward to an innovative operating model for services to children, young people and families. The models that have been considered at this stage are a *Local Model* delivering early help and social care services on a locality basis and a *Family Model*, a scaled-up Families First model where all services are delivered through a Families First structure and services commissioned by a family worker.

5.11 At the March 2015 gateway, a full business case would provide a detailed review and implementation plan for the above models and would offer Cabinet cost/benefit analysis against the Programme's objectives as well as expected longer-term impact on outcomes for children, young people and families.

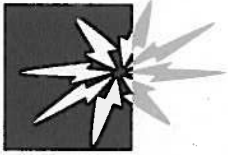
5.12 For the purposes of scoping options for the programme, both models have been evaluated against not only the design objectives but also cost and the time to implement. The summary of that analysis is:

- o The *Local Model*- independently of the *Commissioning Model* does not meet the objectives at this point in time, provides greater implementation risk than other models and meets the lowest rate of re-investment potential. Potential gross re-investment potential over five years £8.1- £8.9 million; and
- o The *Family Model*- independently of the *Commissioning Model*, does not meet the objectives at this point in time, provides some implementation risk and meets a medium rate of re-investment potential compared to the other models. Potential gross re-investment over five years £9.6- £13.7 million.

5.13 Gateway (March 2016)

Key decision report to Cabinet on:

- o outcomes of Phase 4 delivery and impact on agreed KPIs.
- o benefit realisation plan and revised targets for 2016-17.



Haringey Council

5.14 Phase Five (April 2016 - March 2017): embedding transformation

This allows Haringey a year to fine-tune the new operating model once it has become operational. Any minor changes can then be implemented as part of a continuous improvement process. Longer-term impact on outcomes and KPIs will be assessed and inform future planning.

5.15 A strategic partner for Haringey CYPS

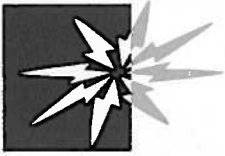
The implementation of the programme will require a fundamental shift in the way services are delivered or commissioned and in the way professionals work together. Everything that we deliver or commission will be explicitly linked to outcomes and agreed priorities. Work that cannot evidence measurable, positive contributions to priorities and positive outcomes for children, young people and families will be reviewed with resources realigned. By introducing a continuous improvement planning and commissioning cycle, Haringey will use a best practice service design approach: clarifying outcomes, defining standards of evidence, systematic commissioning & review of services and their impact on outcomes.

5.16 In order to achieve a solid grounding for that work, additional capability and specialist support is required in order to deliver:

- o The development of systems and processes that support intelligent analysis of need to inform service design, commissioning, delivery and evaluation.
- o Options for improved service efficiency, integration and localisation, both within the directorate and across partner agencies, which would allow resources to refocus on enabling an Early Help approach.
- o Mechanisms to support the cultural shift to proactive services, focused on Early Help, while maintaining high confidence in our corporate parenting and safeguarding roles.
- o The development of the workforce to enable the delivery of services at high standards of care and customer service, increasing the levels of skills and support to staff while maintaining our commitment to effectively managing risk.

5.17 It is recommended that Haringey Council procure an established partner with significant experience of large-scale transformation programmes, who can 'hit the ground running'. The partner will work with Haringey in delivering confident leadership and management across children's services by supplying the Council with an experienced programme management team with a proven track record of improving children's services. Haringey is seeking a genuine partnership rather than just an implementation mechanism for the programme. As such, potential partners will need to explicitly showcase their proposal for discharging such partnership arrangements, including but not limited to:

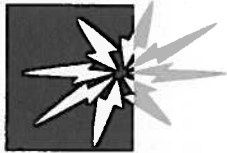
- o Knowledge and skills transfer at every step of the process
- o Collaborative working style – with the partner getting involved in doing, not just telling.



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- o Focused on improving outcomes, with clear accountabilities on both sides, and a clear focus on delivering measurable improvements.
- 5.18 The partner will be responsible for delivering the required improvements laid out in the relevant specification and in the programme plan. Moreover, the partner will contribute to the development of leadership capacity within the Directorate by supporting an intensive programme of mentoring, coaching, training and professional development to support the senior and middle managers within the Directorate as well as by actively managing knowledge transfer and capability development of staff within CYPS.
- 5.19 It is envisaged that the partnership will be based on a **shared risk/reward model**, with the investment elements of the model expected to be front-loaded, while rewards and payments would be closely linked to achievement of specific performance improvements, as those will be defined by the Invitation to Tender and cover the period April 2014 to March 2017.
- 5.20 It is estimated that the programme cost to Haringey for the **3.25 year** contract period (13 quarters, beginning in January 2014 and completing in April 2017) would be approximately **£2.65m**. It is proposed that the partnership allows for a formal interim review point in spring 2015. The continuation of the contract, including any linked schedules, payments and other arrangements will be conditional on successfully meeting requirements up to that point; as well as, on Cabinet's agreement to the full business case for transforming CYPS (as set out in para 5.11).
- 5.21 It is proposed that the existing CYPS Sector-Led Improvement Board (chaired by the Leader of the Council) revises their terms of reference and membership to allow for greater sharing of best practice from other local authorities and to ensure it oversees the strategic partnership arrangements for CYPS as well as provide arbitration for the strategic partnership.
- 5.22 Furthermore, it is proposed that the CYPS Overview & Scrutiny Panel is considered as an additional oversight mechanism reviewing programme objective implementation, allowing for further testing of transformation proposals as part of formal governance arrangements for the programme.
- 5.23 Finally, it is proposed that the membership of the existing programme board for Haringey 54,000 is revised to ensure they include the named responsible individual from the strategic partner, who will be required to meet the board on a monthly basis to discuss progress and requirements. In addition it is proposed that the terms of reference are amended to allow the board to recommend virements within the CYPS base budget to better meet the outcomes outlined in the each of the remaining phases of transformation.

6. Comments of the Chief Finance Officer and financial implications



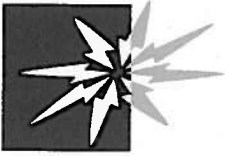
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- 6.1 The CYPS budget for 2013-14, £61.5m, is largely deployed to support responsive services for children and young people with higher levels of need. Based on population growth projections and assuming that similar proportions of children and young people will require higher level, responsive services, service demand will increase at the same time as funding available is reducing and significant savings are required annually to balance the Medium Term Financial Plan (MTFP). Do nothing is not a financially sustainable option.
- 6.2 The current MTFP assumes that CYPS will deliver savings of £5.017m in 2014-15 and that the Council as a whole will have a shortfall of £22.5m in 2015-16. These assumptions are currently being updated to incorporate the implications of Spending Round 2013, but it is now known that the gap will increase. The general consensus is that government spending reductions will continue until at least 2017-18. As stated in paragraph 5.7, phase 3 of Haringey 54,000 will support delivery of £5.017m savings in 2014-15. The contribution of the programme towards challenging budget savings from 2015-16 onwards will need to be established in line with future MTFP requirements.
- 6.3 The options paper identifies indicative re-investment/savings opportunities, which may be achieved over a 5 year period. These indicative savings are based on (i) assumptions around the numbers of children and young people at different thresholds of care and (ii) 2013-14 unit costs of CYPS activity. It is highly likely that a significant percentage of these budget reductions will have to be used to cover required MTFP savings from 2015-16 onwards. This represents a significant challenge and risk.
- 6.4 The total projected cost of the Haringey 54,000 programme is as follows:

| Phase | Projected Cost £'000 |
|--------------------------------|-------------------------|
| 2 (Feb to Oct 13) | 786 |
| 2 Extension (Nov 13 to Dec 13) | 348 |
| 3 (Jan 14 to Mar 15) | 1,514 |
| 4 (Apr 15 to Mar 16) | 1,136 |
| Total | 3,784 |

The programme is currently fully funded up to the end of October 2013. As recognised in the report, the Council would need to invest resources both to continue to implement current improvement projects and to project manage the transformation. The costs of programme management and implementation for phase 2 extension, phase 3 and phase 4 are currently estimated to be:

| Phase | 2013-14 £'000 | 2014-15 £'000 | 2015-16 £'000 |
|-------|------------------|------------------|------------------|
| 2Ext | 348 | 0 | 0 |



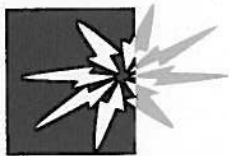
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| | | | |
|-------------------|------------|--------------|--------------|
| 3 | 258 | 1,256 | 0 |
| 4 | 0 | 0 | 1,136 |
| Total | 606 | 1,256 | 1,136 |
| Available Funding | 606 | 446 | 0 |
| GAP | 0 | 810 | 1,136 |

- 6.5 The available funding to support future phases of the programme is the balance of the LACSEG (Local Authority Central Services Education Grant) refund (£1.052k). It is proposed that the additional funding requirements, £810k for phase 3 in 2014-15 and the indicative cost of phase 4 of the programme, £1,136k, totalling £1,946k are met from the Council's Transformation Reserve. This is, of course, one-off funding that will have the impact of reducing the Council's overall level of reserves.
- 6.6 Any changes to the CYPS base budget recommended by the Haringey 54,000 Programme Board will need to be approved within Financial Procedure Rules set out in the Council's Constitution.

7. Head of Legal Services and legal implications

- 7.1 The Head of Legal Services has been consulted on this Report.
- 7.2 The Report and the 'Summary of strategic options for CYPS transformation' paper in Appendix 1 broadly outline the service transformation required to deliver on the Haringey 54000 programme and the options available. Subject to the public law principles of reasonableness, procedural impropriety and illegality, the Council has some discretion in the way it decides to align its services in the discharge of its statutory obligations to children and families. The service options for consideration are within the Council's legal powers either under the Children Act 1989 and 2004 or the general power of competence under the Localism Act 2011.
- 7.3 The Council should ensure that the preferred delivery option or model enables it to effectively discharge its statutory obligations to the children and families in its area. These obligations, some of which are alluded to in the report, are set out principally in the Children Act 1989, Children Act 2004, Adoption and Children Act 2002, Childcare Act 2006, Children and Adoption Act 2006 and the associated Regulation and Statutory Guidance.
- 7.4 The service transformation required is intended to deliver better value for money services for the Council. Under the Local Government Act 1999 (as amended), the Council is under a general duty of best value "to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".



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7.5 The outline of the proposed transformation is such that the obligation to consult service users, carers, partners, voluntary sector, staff and other interested parties about the proposed changes and its implications would apply. The duty to consult also forms part of the Council's best value obligation. The consultation must be meaningful and genuine. This means it must be carried out before a final decision is taken and provide consultees with sufficient information to give an informed response to the consultation. The decision maker must then be provided with a report which allows them to make a fully informed decision having taken account of the feedback to that consultation.

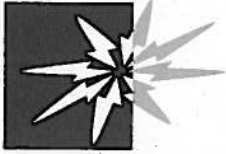
7.6 When deciding on the proposed changes required to effectively discharge its statutory obligation to children and families, the Council must have due regard to the public sector equality duty set out Section 149 of the Equality Act 2010 i.e. the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between persons who share relevant protected characteristics and persons who do not. The duty covers the following protected characteristics: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. Having due regard to advancing equality involves considering the need to: remove or minimise disadvantages suffered by people due to their protected characteristics; meet the needs of people with protected characteristics; and encourage people with protected characteristics to participate in public life or in other activities where their participation is low. To meet the requirements of the Act, an Equalities Impact Assessment should be undertaken once the details of the proposed changes are clear. Before making a decision on the changes, the Council must also take into account the outcome of the Equalities Impact Assessment, in particular, the effect of the changes on people with different protected characteristics.

7.7 The Council must ensure that the procurement of the a strategic partner is undertaken in compliance with the Council's Standing Orders and as necessary the Public Contract Regulations 2006".

8. Equalities and Community Cohesion Comments

8.1 At the heart of the overarching objective underpinning the proposals set out in this report is the need to build on and sustain improvements across the directorate over the last four years in order to better meet the needs of Haringey's children, young people and their families and improve outcomes for them. Children, young people and their families possess several of the characteristics protected by section 4 of the Equality Act 2010 and, as such, are owed public sector equality duty by the Council. As part of fulfilling this duty, a full equality impact assessment of these proposals will be carried out and the findings will be used to inform the final report to Members.

9. Head of Procurement Comments



Haringey Council

9.1 The service transformation required is intended to deliver better value for money services for the Council.

9.2 Central Procurement is supporting the Haringey 54000 Programme and is actively involved in the commissioning of a CYPS strategic Partner. The Partnership arrangements will need to ensure that KPI's, payment terms and interim reviews are well thought out to minimise risk to the Council and enable any performance issues to be managed.

10. Policy Implications

10.1 The Haringey 54,000 transformation programme is one of the council's corporate programmes which will contribute to the delivery of Haringey's Corporate Plan outcomes and Haringey's Children and Young people's Plan vision that '*Haringey is a place where children and young people thrive and achieve*' (to be agreed at this meeting).

10.2 The programme will support one of the council's overarching principles- '*investing in prevention and early help – improving life chances of residents and reducing costs*'. Specifically it will contribute to changing services relationship with the borough's families, providing help early on when difficulties first arise and ensuring families can access the right services at the right time, as well as working with families with complex needs.

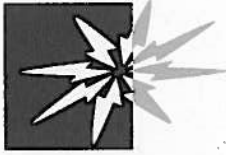
11. Reasons for Decision

11.1 The recommendations set out in this report underpin the plans for the transformation of services to children, young people and families in Haringey.

11.2 The report sets out the proposals of how the transformation of services to children, young people and families in Haringey, will allow redirection of investment in improving services over the next 5 years to bring its performance trajectory to above and beyond that of benchmark authorities.

11.3 The transformation programme, in conjunction with a number of core strategies, aims to measurably improve outcomes for Haringey's children, young people and families over a ten-year period by refocusing services to provide early help and interventions to prevent escalation of problems, while ensuring robust safeguarding to those children and young people who need it. If successfully implemented, Haringey will have more children ready for school, more children prepared for the transition to secondary school, more young people equipped for further education and ready for work, and more young adults prepared to make their full contribution to the community's well-being.

12. Use of Appendices



Haringey Council

Appendix 1: Summary of options appraisal

Appendix 2: Invitation to Tender for CYPS Strategic Partner

13. Local Government (Access to Information) Act 1985

N/A



London Borough of Haringey

Summary of strategic options for CYPS transformation

1. Transformation overview

1.1 Haringey's context

Haringey is an area with a growing number of children and young people where many families experience high levels of stress that are likely to put them in need of some extra help and support to achieve better outcomes for family members. We also know that there are some marked differences in the outcomes between children and young people living in the borough with more children in need living in the east of the borough than the west. Our Joint Strategic Needs Assessment (JSNA) provides us with the data that drives our understanding of the need in our borough.

In 2010 there were approximately 53,800 children and young people aged 0-19 living in Haringey. Population projections predict that this will increase to 66,700 by 2033¹. This would be a 21.7% increase. Haringey is the 5th most ethnically diverse local authority in the country. Nearly half of the residents and nearly 80% of our school population come from Black and minority ethnic (BME) communities; 190 different languages are spoken in our schools. The proportion of children and young people from BME communities varies from 30% in Muswell Hill to 78% in Northumberland Park.

Haringey is the 4th most deprived borough in London and the 13th most deprived in the country. An estimated 21,595 (36.4%) children and young people live in poverty, largely in the east of the borough. 27.5% of primary school, 32.3% of secondary and 40.5% of special school pupils receive free school meals².

Unemployment at local levels is best measured by the number of people claiming job seekers allowance (JSA). In July 2012 6.2 % of people were claiming JSA, with higher rates in the east of the borough and lower in the west. Although the percentage has decreased slightly since July 2011 Haringey's claimant rate is still significantly above those of London and England. Government changes to welfare benefits are expected to place increased stress on family budgets. Infant mortality rates have been falling but are still slightly above the national average. 40% of women booked late for antenatal care, compared to the national average of 20%, and an analysis showed variations in booking rates for different ages and ethnicities. The teenage pregnancy rate is one of the highest in the country.

Educational achievement has been improving but there are still differences between the educational outcomes for pupils in receipt of free school meals and other pupils and between different ethnic groups. We have significant levels of homelessness; nearly 3,000 households are officially in temporary accommodation, the highest in London, and there are 5,075 children and young people in these households. Just over 30% of households live in social housing with high concentrations in the east of the borough. The east of the borough is more densely populated than the west.

The overall picture is one of increasing demand at a time when funding for public services is being reduced and family incomes are under pressure. Health services and schools are seeing increased demand from the growing numbers of births and school age children and young people and increases in numbers of children and young people

¹ The 2010 ONS Sub National Population Projections

² DfE statistics derived from January 2012 Pupil Census

with disabilities. Due to early diagnosis and the advancement in medical science more children and young people with complex health conditions are requiring services.

1.2 Improving services to Children, Young People and Families

Haringey's Children and Young People's Service (CYPS) has been through a period of great challenge in recent times and undergone immense scrutiny – both from within and from external agencies. As the period of recovery has concluded, services to families with children have seen significant improvement, including:

- | | |
|---|--|
| Achieving Educational Excellence | <ul style="list-style-type: none"> ➔ 2013 Haringey's best school results ever at KS1,KS2 and GCSE and A levels now ahead of national averages ➔ Increased proportions of schools at good or outstanding: now all secondary and special schools ➔ Significant improvement at KS1 reported in 2013 ➔ Outstanding for All project plan in place ➔ School to School Support process agreed by Haringey Heads and functioning from 2012 onwards |
| Strengthened Safeguarding | <ul style="list-style-type: none"> ➔ Increased social worker capacity on the front-line ➔ Robust assessment at the front door ➔ Effective joint working with the Police ➔ Strengthening the use of the Common Assessment and rolling out single assessment in line with the Munro recommendations ➔ Haringey Safeguarding Board has good oversight of practice issues through SCR process |
| Vulnerable Children and Young People | <ul style="list-style-type: none"> ➔ Substantially improved adoption service ➔ Reducing length of care proceedings ➔ Revised Permanency Policy ➔ Decision making in child protection is now much quicker ➔ Educational outcomes of LAC exceed national averages ➔ Lead Member and DCS driving improvement through Corporate Parenting Panel and overview of performance in key areas ➔ LMCS and DCS send congratulations cards annually for GCSE and A level outcomes for LAC |
| Leadership and Partnership | <ul style="list-style-type: none"> ➔ Children's Trust re-instated ➔ Health and Well Being Board prioritising "Best start in life for every child" ➔ Haringey Families First (TFI) ➔ Corporate Parenting Advisory Committee active engagement with Aspire. ➔ Refreshed Child Poverty Strategy |

Haringey CYPS is committed to a cycle of strengthening, consolidating, improving and transforming its offer to children, young people and families. The transformation of services to children, young people and families in Haringey, will allow redirection of investment in improving services over the next 5 years to bring its performance

trajectory to above and beyond that of benchmark authorities. This is an ambitious plan but one that is essential to securing the quality of services children and families in Haringey can expect.

1.3 Need for change

The mandate for transformation of services to children, young people and families is shaped by both national and local drivers:

National

- Reduction in funding to Local Government of 43% by 2015.
- Loss of key grants which funded prevention.
- Increased demand and expectations of local services by residents.
- New Ofsted inspection framework raises the bar.
- Current model of social care is unsustainable without getting up-stream on managing demand.
- Families First programme offers opportunity to do things differently.

Local

- A risk-averse culture, too many children are being looked after or dealt with through child protection.
- Limited and fragmented range of early help services – for example the review of children’s centres highlighted further work being needed to reach the right families and achieve value for money.
- The workforce need to be supported to deliver and sustain the culture shift that is required.
- Better value for money needs to be targeted through improved commissioning – reducing the current high social care unit costs.
- The Quality Assurance framework needs strengthening and embedding in line with new Ofsted arrangements.
- Business processes and systems need to modernise.
- Partnership working, though improving requires renewed focus.

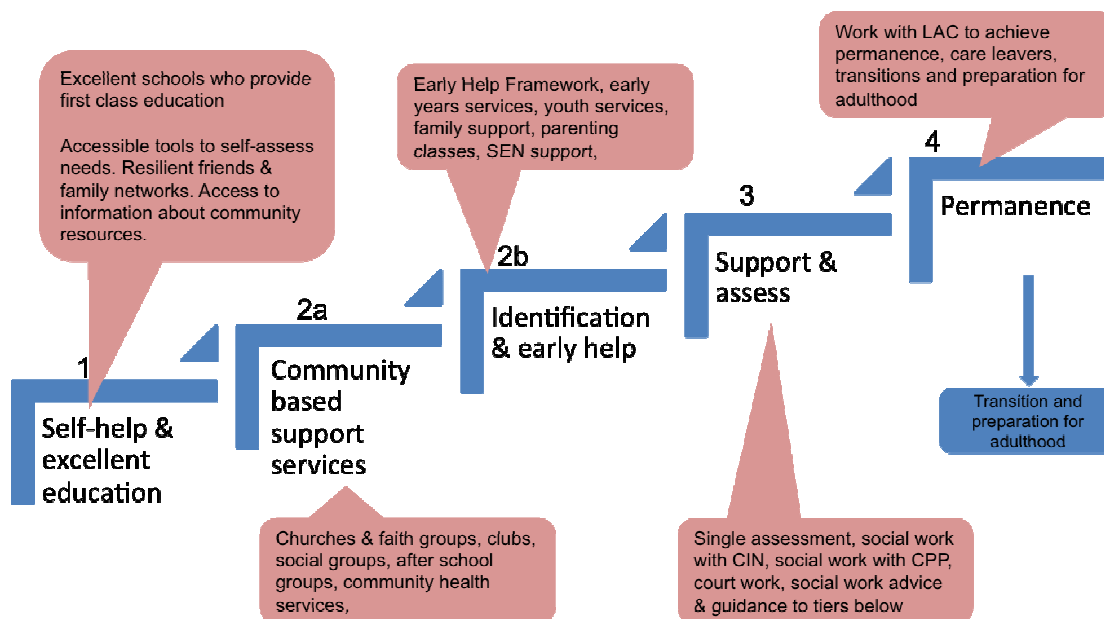
At the same time, the affordability of current model is unsustainable:

- 80% of budget spent on high cost specialist services.
- 21.7% projected increase in population of 0-19 y/o.
- Rising trend of children and young people with complex and challenging needs.
- The cash limit budget for CYPS is £61.3m for 2013-14. This is expected to reduce by approximately 10% per annum for the next three years, to £45.4m.

1.4 Vision for the future

Our vision is that Haringey will be a place where children and young people are known to thrive and achieve. We have high aspirations for our residents and to be known for the richness of our environment for family life. In order to achieve that, the whole system needs to be re-balanced to support families and communities to help themselves.

The proposed CYP&F pathway would refocus in providing a service response at every step:



Therefore, implementation of the transformation programme would mean:

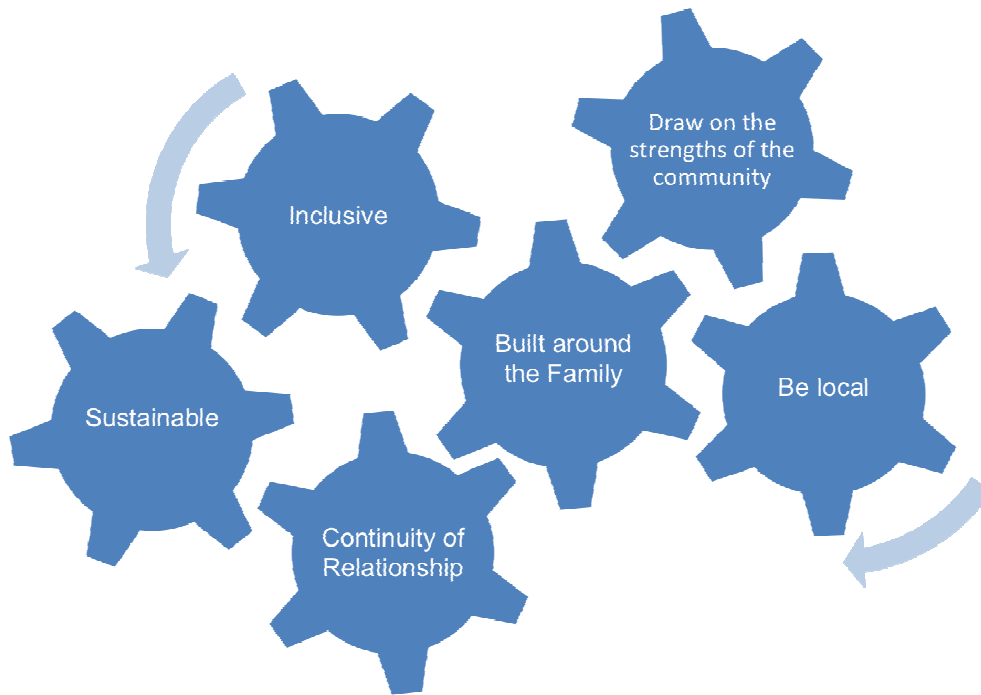
- Move to a system which collaborates with families to help them find their own solutions so that problems and difficulties do not escalate.
- Develop an offer of effective early help and support for vulnerable families, coordinating the support of the voluntary private and public sectors and ensuring that they deliver joined up services.
- Where additional support is required, engage with other agencies and organisations to commission and secure this help locally.
- Adopt an approach that sees prevention and intervention as a continuum so that it is never deemed too late to positively intervene and prevent the deterioration in an individual child or young person's circumstances.
- With key partners continue to strengthen safeguarding services, reducing where possible risks to children. This will be achieved most effectively by working alongside families building on their strengths and enabling them to make the changes that are required.
- Where children are suffering significant harm and the required change cannot be made continue to act decisively in order to protect them.
- When children and young people cannot live with their birth or extended families ensure that there is sufficient supply of a range of alternative carers that can meet their needs as close to their home communities as possible.

1.5 Design principles

The transformation programme, in conjunction with a number of core strategies, aim to measurably improve outcomes for Haringey's children, young people and families over a ten-year period. If successfully implemented, Haringey will have more children ready

for school, more children prepared for the transition to secondary school, more young people equipped for further education and ready for work, and more young adults prepared to make their full contribution to the community's well-being.

To achieve our vision the operating model will be developed based on 6 design principles:



Each principle has assigned objectives, with attached evaluation criteria which have been used to assess different models for transforming CYPS.

| Principle | Objective | Evaluation Mechanism |
|--------------------------------|---|---|
| Built around the family | Families are able to get the help and support when they need it | <ul style="list-style-type: none"> Services will be available in hours that work around family life, including for working parents, and school attending children. Families will find it easy to access information and advice about early help services (not necessarily run by the council) and will be able to either self-help or self-refer for the support they believe they require. |
| | Help and support will be provided that builds on the wider family's strengths. Wherever possible, families will be encouraged to take responsibility for their own improvement and lead the planning and activity to strengthen themselves- e.g. Family Group Conferencing Hidden | <ul style="list-style-type: none"> A range of family and parenting support services (both practical and therapeutic) will be utilised (and procured if lack of sufficiency) by social workers to avoid unnecessary family breakdown. Families will be strengthened and supported by early help services. |

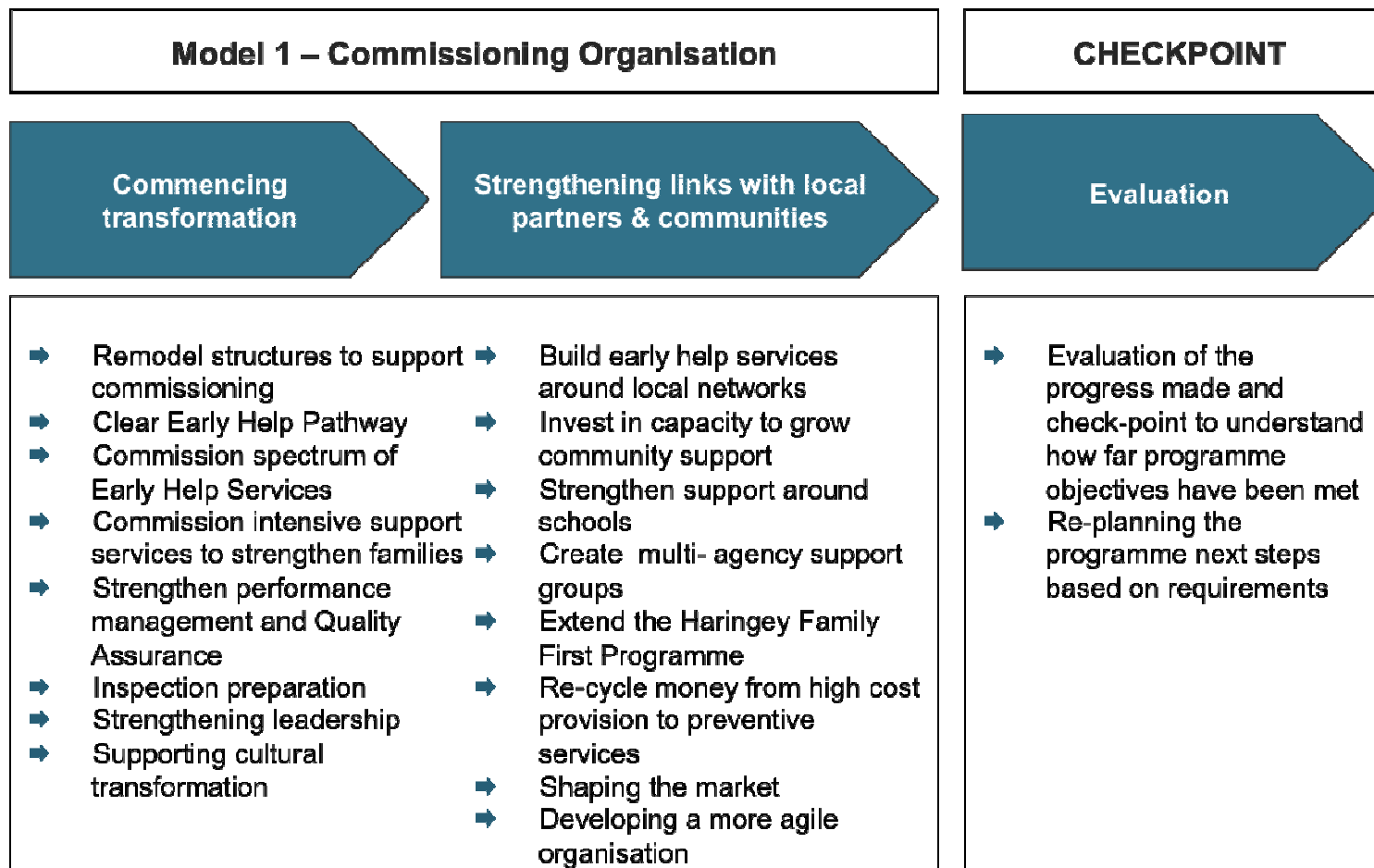
| Principle | Objective | Evaluation Mechanism |
|---|---|---|
| | Insights | |
| | Effectively safeguard children who are in need, including looked after children in line with our Corporate Parenting responsibilities | <ul style="list-style-type: none"> • Children at risk of significant harm will receive timely and effective support to protect them. There will be the right children on a child protection plan and they will have access to a range of services that can quickly assess and then mitigate the risks within the family. • There will be the right number of looked after children and almost all those children will be in family placements close to home. We will only place children in residential care exceptional circumstances. Children will have timely permanence plans. |
| Local | Provide an easily accessible pathway / journey for children, young people and their families (CYP&F) and referring practitioners | <ul style="list-style-type: none"> • Families are able to self-refer through a range of channels and get access to information and guidance as and when they need it. • There is a straightforward and well understood pathway for practitioners to follow to get a child seen by a CYPS colleague. |
| | Operate together, across the spectrum of need, stepping children up and down the intensity of support as needed | <ul style="list-style-type: none"> • Practitioners can identify named colleagues operating at every step of a child's journey, and report that they know their referral is being built on. • Families and children will be supported to access the right level of support and help themselves. • Case audits show children and families moved to a CYPS colleague or partner agency. |
| | Services will be local, multi-agency and where sensible co-located on the front-line so that families are able to be supported seamlessly by a range of practitioners who get to know, understand and trust each other in an area | <ul style="list-style-type: none"> • Other agencies working with the child, young person or family will always be identified and work will be done in collaboration where possible. This will recognise that each agency will have competing priorities. |
| Draw on the strengths of the community | Capacity will be built in the community by commissioning from the VCS and community groups a range of early help support. Volunteering and self help models of support will be encouraged to assist families to | <ul style="list-style-type: none"> • Proportion of early help services commissioned from local groups. • Number of children in those community groups with Early Help Framework. • Number of families volunteering. |

| Principle | Objective | Evaluation Mechanism |
|------------------------------------|---|---|
| | thrive and be sufficient | |
| | Ensure council community provision, e.g. parks and leisure services or regeneration initiatives, form part of a coherent early help offer so families experience a seamless approach and step up and down processes work effectively across the council offer | <ul style="list-style-type: none"> • A mapped Haringey Council early help offer. CYPS staff training other council staff in how to work with, listen to & if necessary refer cyps who are vulnerable. |
| Continuity of relationships | Assess children and their families needs quickly and thoroughly before directing them to the appropriate practitioner who will provide consistent support for as long as is required | <ul style="list-style-type: none"> • The referral gets to the right person quickly. • Case transfers kept to a minimum. • Threshold procedure clear, well understood and working. |
| | CYP&F will tell their story once. Technology will assist in providing a single record which practitioners across CYPS, and to a certain extent other agencies, will use, trust and build on | <ul style="list-style-type: none"> • Families will report telling their story once. A single record will operate across CYPS. • Information about children and families will flow freely across agency boundaries ensuring a holistic view of the family's needs. • Technology, joint training. |
| | Ensure council community provision, e.g. parks and leisure services or regeneration initiatives, form part of a coherent early help offer so families experience a seamless approach and step up and down processes work effectively across the council offer | <ul style="list-style-type: none"> • A mapped Haringey Council early help offer. CYPS staff training other council staff in how to work with, listen to & if necessary refer cyps who are vulnerable. |
| | Haringey is the employer of choice in the region and we will understand what motivates and incentivises staff to perform optimally. Good staff will choose to stay with the council. | <ul style="list-style-type: none"> • Ensure that there is a stable and strong workforce, with staff turnover low and agency use minimised. • Retention rates and internal promotions. • Cross-departmental % vacant posts, £ agency staff, staff survey re morale. • Consistency of worker family relationship. |
| Inclusive | Services will be delivered on an equal and inclusive basis to all communities in line with the corporate 'One Borough' vision | <ul style="list-style-type: none"> • Services are proportionately distributed and commissioning strategies are based on need. The needs of minority groups will be effectively met. |
| | Children and young people's voices are at the heart of service planning | <ul style="list-style-type: none"> • Customers and partners will be consulted on a regular basis through |

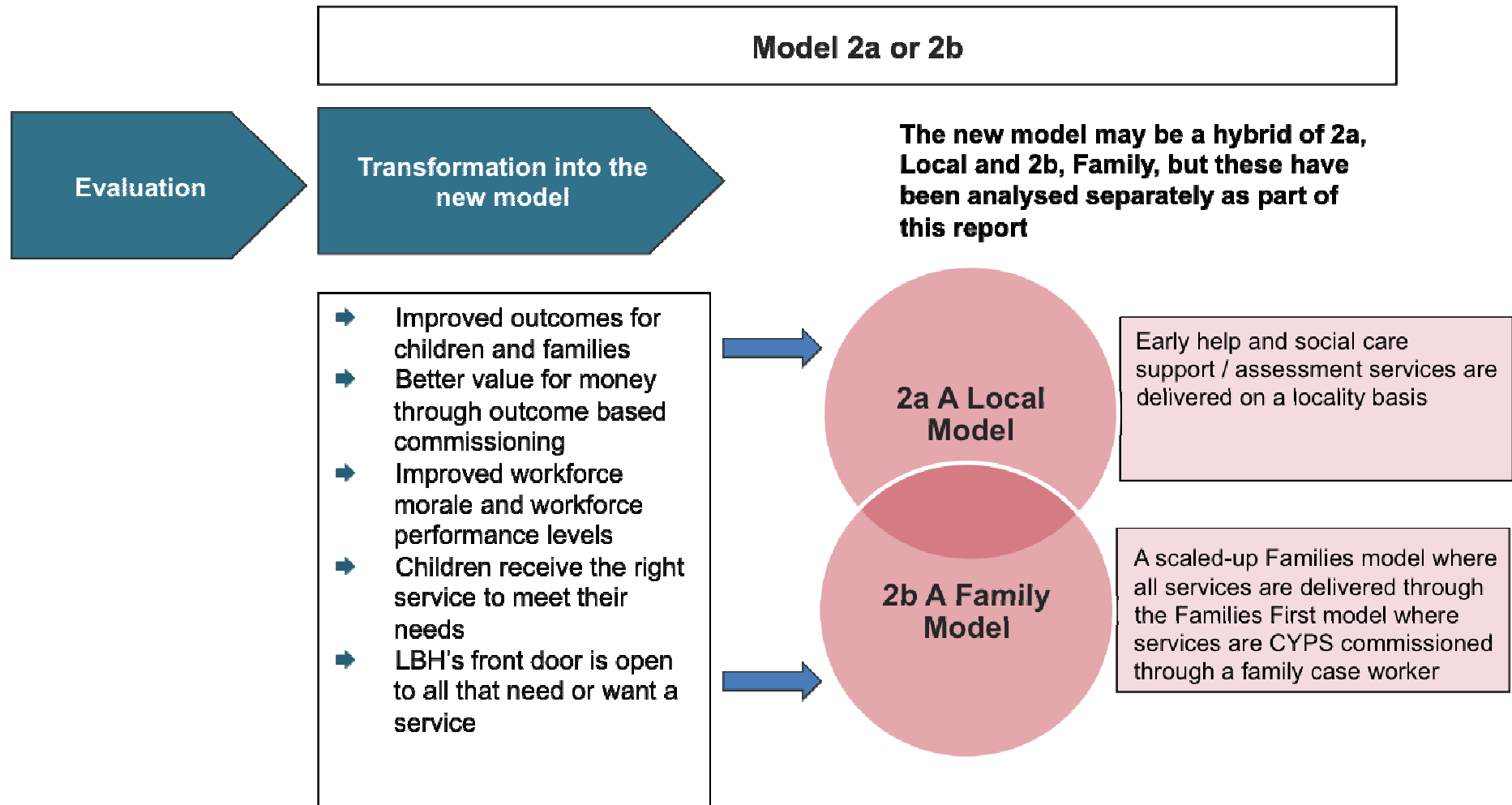
| Principle | Objective | Evaluation Mechanism |
|---|--|--|
| | | a range of mechanisms – focus groups, website, etc. |
| | Work to ensure that every child and families needs are met, including when those needs don't neatly fit into the service community, | <ul style="list-style-type: none"> Commissioning arrangements will be sufficiently flexible to ensure all CYP&F needs are met. |
| Sustainable – building capacity & meeting the challenges of the future | Operate with a unified outcomes-based commissioning framework and a continuous improvement planning cycle that is sustainable | <ul style="list-style-type: none"> An effective commissioning function in place which constantly evaluates the effectiveness of services against cost and outcomes. |
| | Only provide or commission services that are evidence based or breaking new ground and meet the specific needs of Haringey children and families | <ul style="list-style-type: none"> Services will be designed around the evidence base and monitored against the outcomes they achieve for children. Outcomes for each user will be tracked and the range of prevention services reviewed annually to ensure that they remain fit for purpose. Evidence of drawing in funding to the service from a range of entrepreneurial methods. |
| | Invest early on in the child and family's life and in their level of need to prevent need from escalating, and a subsequent reactive rather than proactive service | <ul style="list-style-type: none"> The system will be rebalanced with more families who currently access children social care being supported by a team around the family approach earlier. This will lead to an increased proportion of families receiving early help and targeted services and a reduced demand for children's social care assessment or intervention. The savings in the acute services will be recycled into early help services. The Council will aim to spend no less than 40% of expenditure in the service on early help. |
| | Quality assure every aspect of its work, making sure the right children are in the right part of the system, being supported quickly and effectively | <ul style="list-style-type: none"> We will be able to manage risk well, right from the outset when a child is born or comes into contact with any of our services. |

2. Transformation journey

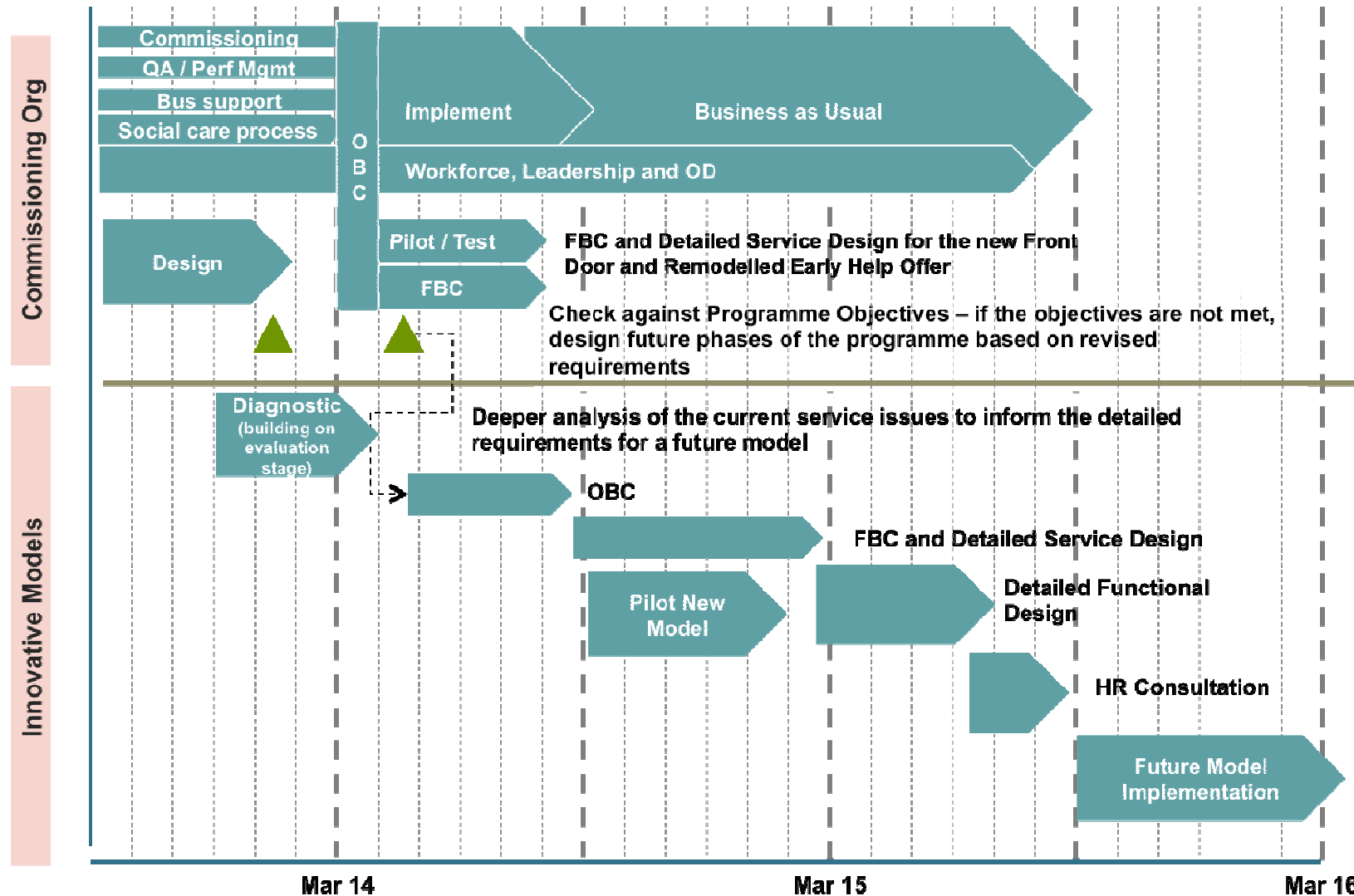
In order to meet the joint objectives of building resilience in the service, and in the longer term achieving more transformational service improvements, we have developed a two-phased programme of activity.



With the service operating at optimum levels, it is envisaged that partnership working and/or closer links to the community will be deepened through two potential innovative operating models:



We are expecting the overall transformation programme delivery to broadly fall in line with this high-level outline:



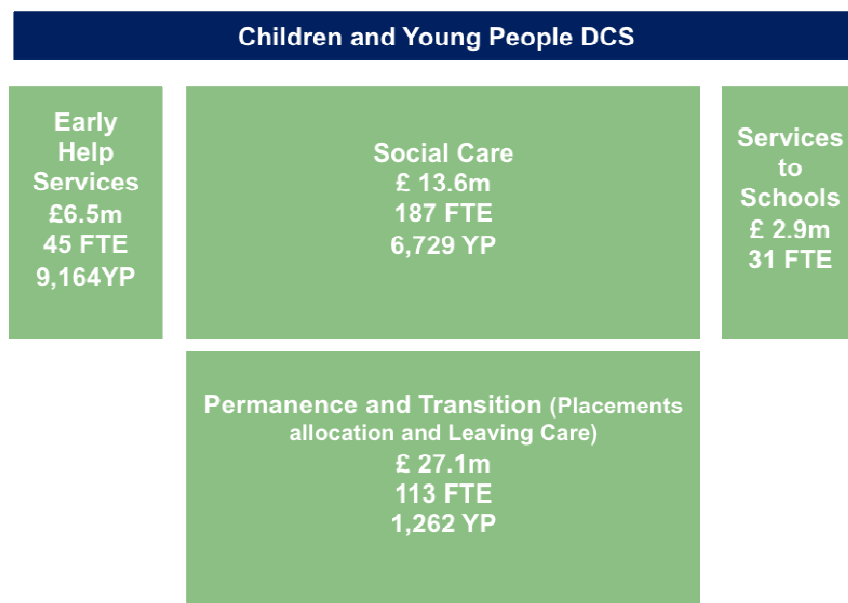
3. Options evaluation

This section will look at conceptual models for CYPS, based on the key high-level activities that need to take place in order to affect positive impact on outcomes. Options are then assessed on how well they meet Haringey’s design principles by exploring the relationship between proposed model and evaluation statements.

3.1 Option 1: Do nothing

This option explores the ‘stay as we are now’ view:

Expenditure is based on the current cost of the service (13/14 Budget)



Summary of Key Benefits: There are no key benefits – although there are no project related investment costs, costs are expected to rise over the longer term if robust business management and service practices are not embedded

| Estimated Re-Investment Potential at Year 5 | Assumptions in the Financial Analysis | |
|---|---------------------------------------|---|
| 0% | Assumption | Detail and Source |
| | None | <ul style="list-style-type: none"> ➔ There are no financial assumptions in this model ➔ It is expected however that costs would rise over the long term |

| Summary of Benefits |
|---|
| <ul style="list-style-type: none"> ➔ No change means no additional investment costs now (although investment will be required at a later date if the current model is not sustainable) |

| Risks / Issues |
|---|
| <ul style="list-style-type: none"> ➔ The current structural model has been costly for the service in the past ➔ CYPS expenditure will continue to be too heavily focussed on tier 3 & 4 ➔ Commissioning of social care placements will still be high cost ➔ The Quality Assurance framework will not be strengthened and embedded ➔ Business processes and systems still need to modernise ➔ New Ofsted requirements will require a change in approach ➔ Staff will continue to feel de-moralised, and there will continue to be an over-reliance on temporary staff and high turnover ➔ Limited and fragmented range of early help services will still exist ➔ High level of assessments leading to no outcome for families ➔ A risk-averse culture, too many children are being looked after or dealt with through child protection ➔ Partnership working will continue to be weak |


The evaluation of the 'Do Nothing' option against the programme objectives is as follows:


Note: Criteria are evaluated relative to other models.

| Principle | Summary of Evaluation Criteria | Model Fit |
|--|---|-----------|
| Built around the family | Services will be available in hours that work around family life. Easy access to information and advice about early help services | |
| | A range of family and parenting support services | |
| | Children at risk of significant harm will receive timely and effective support . There will be the right number of looked after children, close to home and in residential care only in exceptional circumstances | |
| Local | Families are able to self-refer through a range of channels and get access to information and guidance. A straightforward and well understood pathway for practitioners | |
| | Practitioners can identify named colleagues operating at every step | |
| | Other agencies will always be identified and collaborated with | |
| Draw on the strengths of the community | A proportion of early help services commissioned from local groups, a high number of children in those community groups have an EHF | |
| | A mapped Harrogate Council early help offer. CYPS staff training other council staff in how to work with, listen to & if necessary refer cyps who are vulnerable | |

| Model | Cost | Quality | Time | Implementation Risk |
|---------------------|---|---|------|---------------------|
| Commissioning Model |  |  | N/A | N/A |

Key – against Wider Criteria


 Low Long term


 High Short term

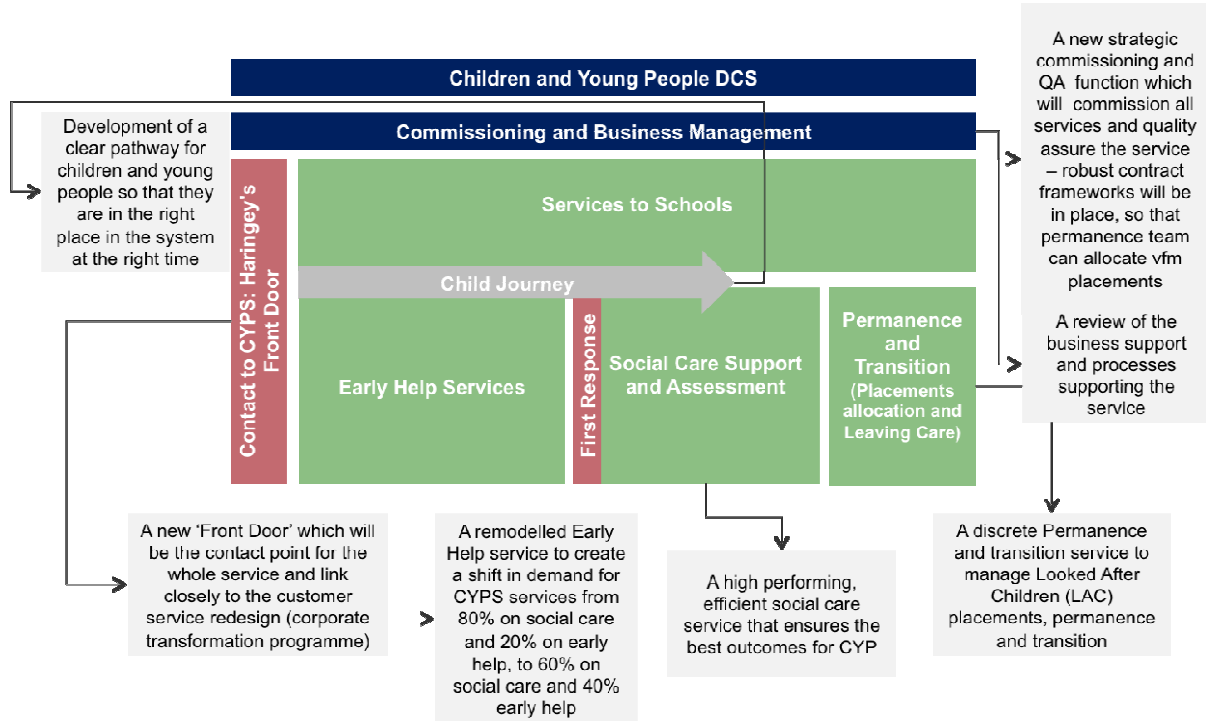
RAG – against Evaluation Criteria: Low Fit High Fit

Note: Criteria are evaluated relative to other models.

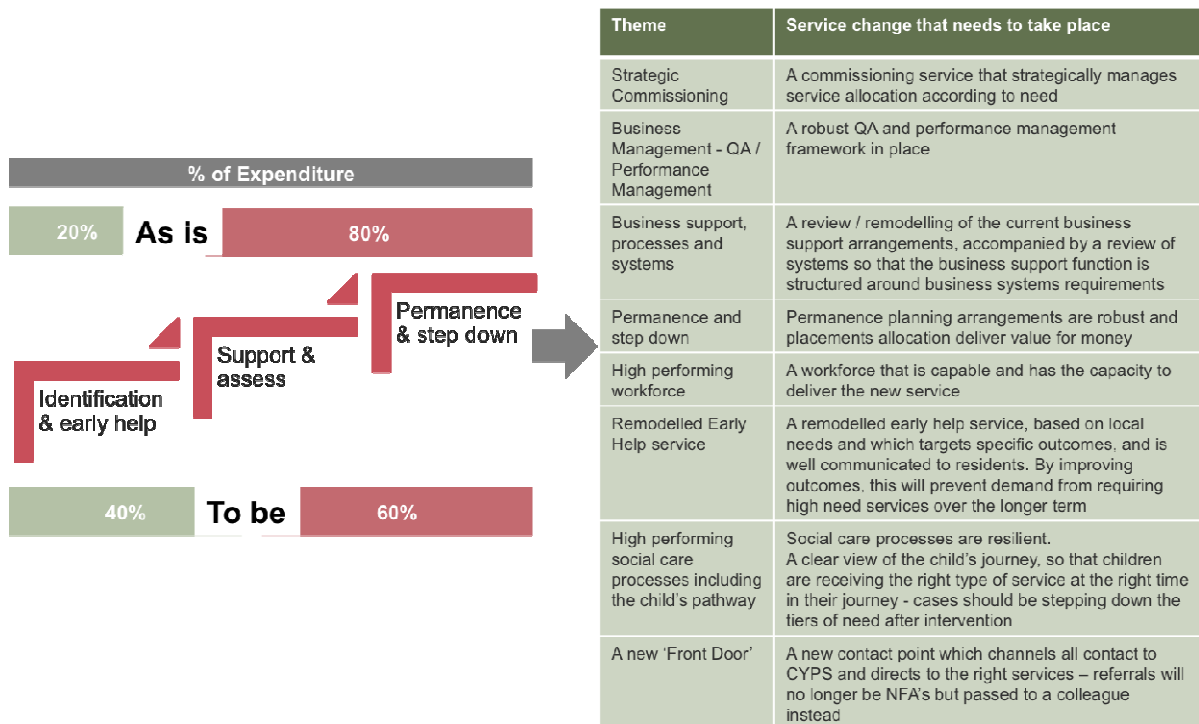
| Principle | Summary of Evaluation Criteria | Fit with Criteria |
|--|--|-------------------|
| Continuity of relationships | The referral gets to the right person quickly, case transfers are kept to a minimum, threshold procedure is well understood and working | |
| | Families will report telling their story once. A single record will operate across CYPS and will flow freely across agency boundaries ensuring a holistic view of the family's needs | |
| | Ensure that there is a stable and strong workforce, with staff turnover low and agency use minimised, cross-departmental % vacant posts, £ agency staff, staff survey re morale | |
| Inclusive | Services are proportionately distributed and commissioning strategies are based on need | |
| | Customers and partners will be consulted on a regular basis | |
| | Commissioning arrangements will be flexible | |
| Sustainable – building capacity & meeting the challenges of the future | An effective commissioning function in place which constantly evaluates the effectiveness of services against cost and outcomes | |
| | Services will be designed around the evidence base and monitored against the outcomes they achieve for children | |
| | The savings in the acute services will be recycled into early help services. The Council will aim to spend no less than 40% of expenditure in the service on early help | |
| | We will be able to manage risk well, right from the outset when a child is born or comes into contact with any of our services | |

3.2 Option 2: Commissioning organisation

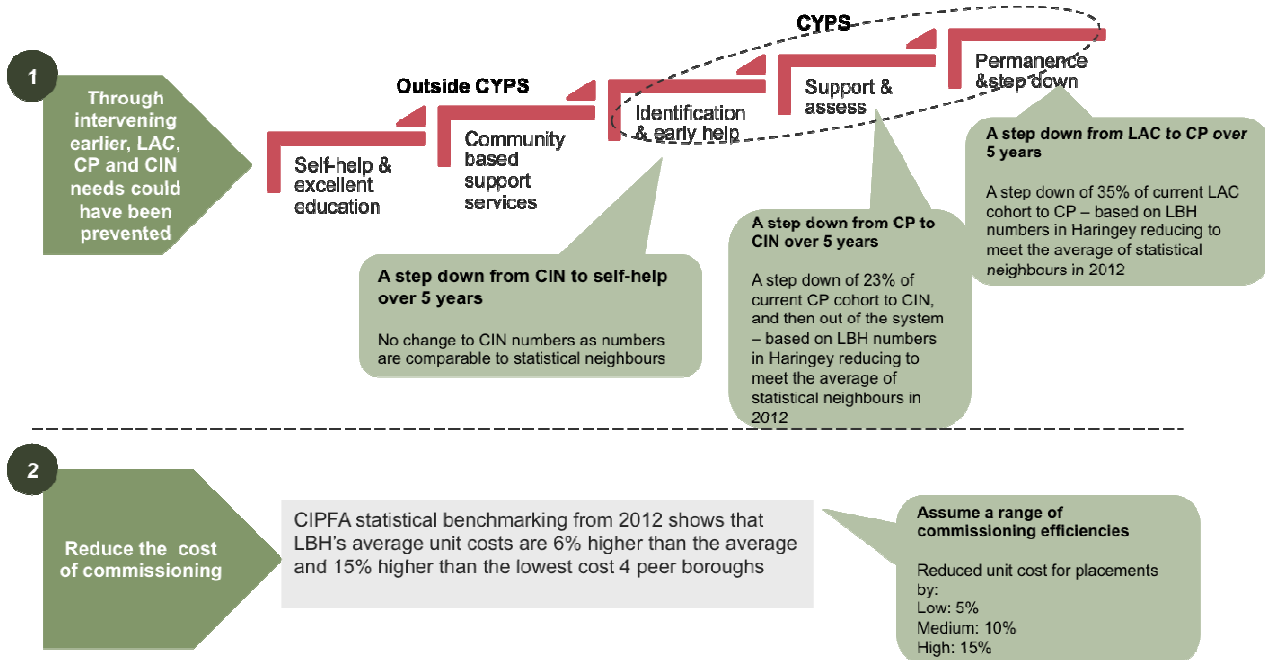
Key features of the commissioning model:



Service changes that will need to take place:



Financial assumptions:



Source: 1. DfE, 2012 CIN / CP / LAC rates per 10,000 of population, using CIPFA nearest neighbours analysis
2. CYPS Performance

Indicative benefits:

Summary : The benefits of the Commissioning CYPS model are that there is resilience built into the system, prior to wider transformation, a new service for early help is developed and embedded which could yield a re-investment potential if managed and tracked well, additionally process efficiencies are likely to be made.

| Estimated Gross Re-Investment Potential at Year 5 |
|--|
| 14% - 16% (low to high scenarios) £8.5m - £9.7m |

| Assumptions in the Financial Analysis | |
|---------------------------------------|---|
| Assumption | Detail and Source |
| LAC step down CP | ➔ 35% reduction in LAC over 5 years |
| CP step down to CIN | ➔ 23% reduction in CP over 5 years |
| CIN step into Tier 2 | ➔ Same number of CP as above leave the social care system into Early Help |
| Phased over 5 years | ➔ No change in year 1, gradual phasing up to year 5 |
| Process efficiencies | ➔ Commissioning efficiencies over a range |

Models exclude investment as it is difficult to scope the investment required in Early Help without a needs analysis – **it is expected that efficiencies from reduced demand would be required to fund a remodelled early help offer**

| Summary of Benefits |
|---|
| <ul style="list-style-type: none"> ➔ Improved outcomes for CYP as a remodelled early help service will reduce need in the cohort over time ➔ Better value for money through outcome based commissioning and remodelled business support ➔ Improved workforce morale and workforce performance levels ➔ Improved management grip of staff and performance ➔ Confidence that children are receiving the right service to meet their needs ➔ Confidence that LBH's front door is open to all that need or want a service |

| Risks / Issues | Mitigations |
|--|---|
| <ul style="list-style-type: none"> ➔ That the service steps down cases when they are not ready ➔ That the assumptions in this scenario are unrealistic | <ul style="list-style-type: none"> ➔ The step down model described here is demand led i.e. when the child needs a lower level service, the case can be stepped down ➔ The assumptions require further verification once we are clear on the nature of demand as this model is currently assumption based on national and peer data – proper benefits tracking then needs to accompany any financial modelling |

The evaluation of the ‘Commissioning model’ option against the programme objectives is as follows:

Note: Criteria are evaluated relative to other models.

| Principle | Summary of Evaluation Criteria | Model Fit |
|--|--|-----------|
| Built around the family | Services will be available in hours that work around family life. Easy access to information and advice about early help services | |
| | A range of family and parenting support services | |
| | Children at risk of significant harm will receive timely and effective support. There will be the right number of looked after children, close to home and in residential care only in exceptional circumstances | |
| Local | Families are able to self-refer through a range of channels and get access to information and guidance. A straightforward and well understood pathway for practitioners | |
| | Practitioners can identify named colleagues operating at every step | |
| | Other agencies will always be identified and collaborated with | |
| Draw on the strengths of the community | A proportion of early help services commissioned from local groups, a high number of children in those community groups have an EHF | |
| | A mapped Haringey Council early help offer. CYPS staff training other council staff in how to work with, listen to & if necessary refer cyps who are vulnerable | |

| Model | Cost | Quality | Time | Implementation Risk |
|---------------------|------|---------|------|---------------------|
| Commissioning Model | | | | |

Key – against Wider Criteria

Low
Long term

High
Short term

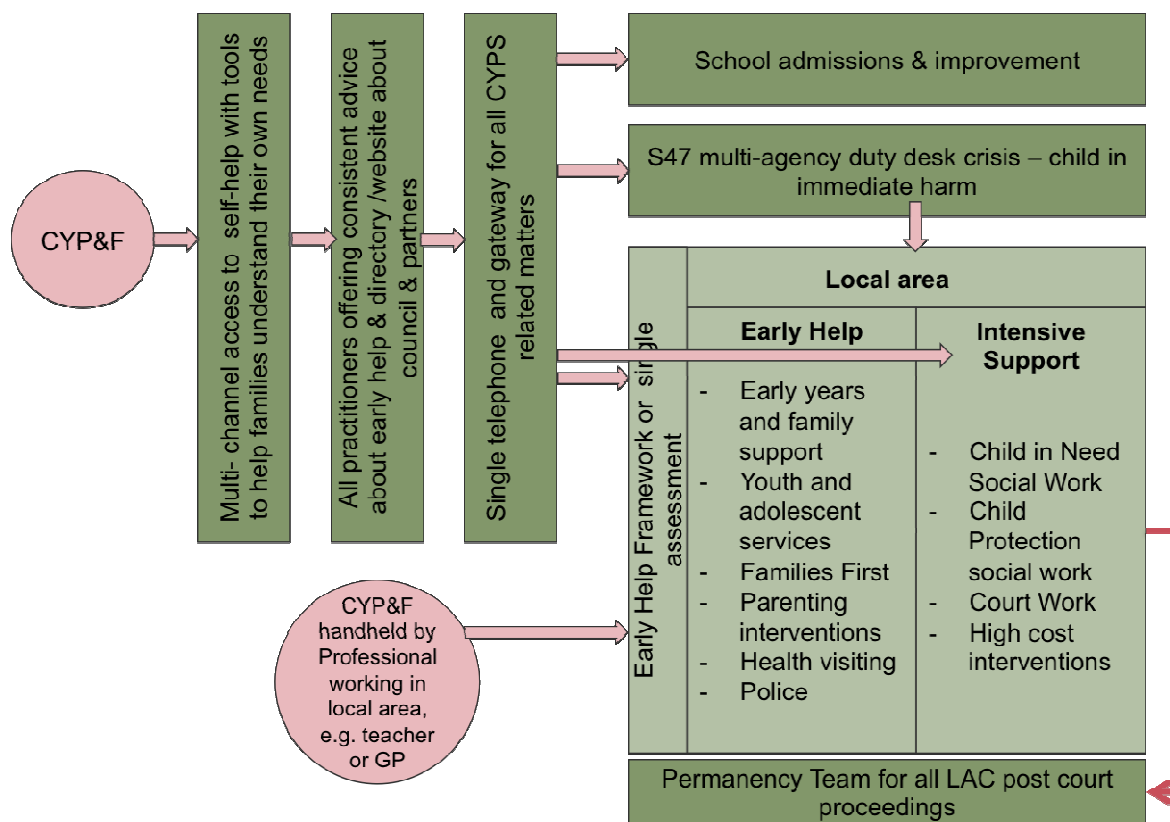
RAG – against Evaluation Criteria: Low Fit High Fit

Note: Criteria are evaluated relative to other models.

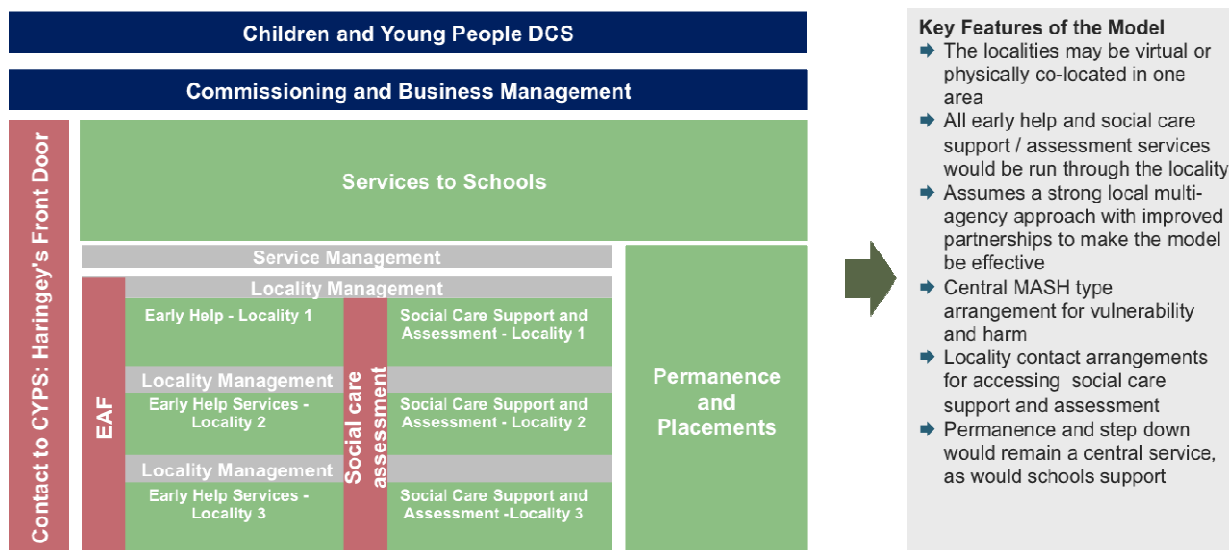
| Principle | Summary of Evaluation Criteria | Fit with Criteria |
|--|--|-------------------|
| Continuity of relationships | The referral gets to the right person quickly, case transfers are kept to a minimum, threshold procedure is well understood and working | |
| | Families will report telling their story once. A single record will operate across CYPS and will flow freely across agency boundaries ensuring a holistic view of the family's needs | |
| | Ensure that there is a stable and strong workforce, with staff turnover low and agency use minimised, cross-departmental % vacant posts, £ agency staff, staff survey re morale | |
| Inclusive | Services are proportionately distributed and commissioning strategies are based on need | |
| | Customers and partners will be consulted on a regular basis | |
| | Commissioning arrangements will be flexible | |
| Sustainable – building the capacity & meeting the challenges of the future | An effective commissioning function in place which constantly evaluates the effectiveness of services against cost and outcomes | |
| | Services will be designed around the evidence base and monitored against the outcomes they achieve for children | |
| | The savings in the acute services will be recycled into early help services. The Council will aim to spend no less than 40% of expenditure in the service on early help | |
| | We will be able to manage risk well, right from the outset when a child is born or comes into contact with any of our services | |

3.3 Option 3: Developing a 'Local' CYPS service

Potential pathway and key features of the model:



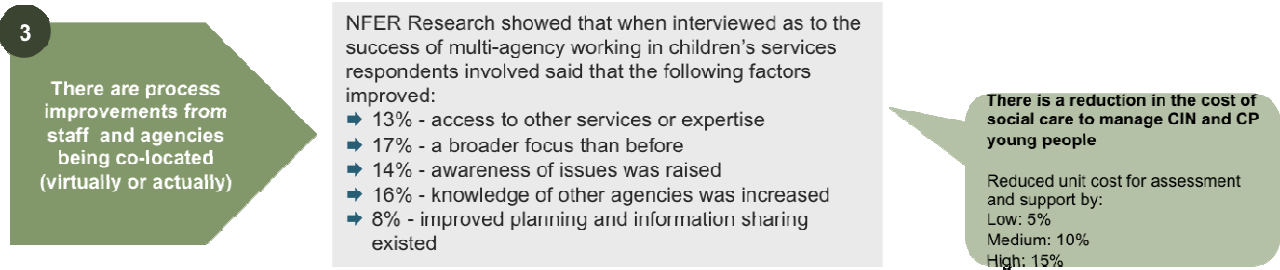
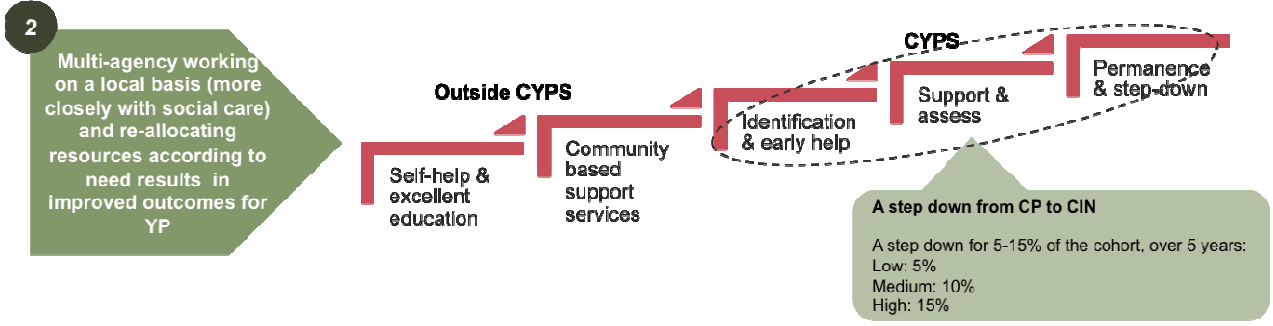
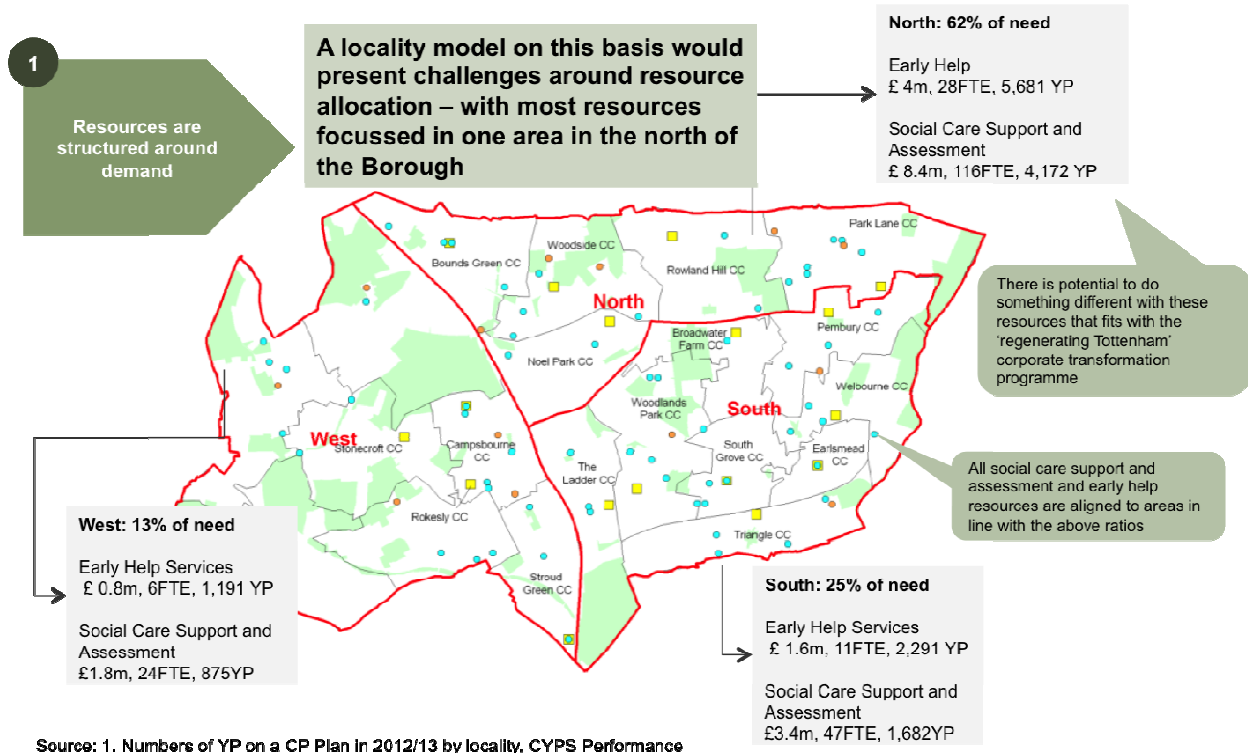
In addition to the early help and commissioning assumptions, this model assumes that staff are structured around several localities



- Key Features of the Model**
- The localities may be virtual or physically co-located in one area
 - All early help and social care support / assessment services would be run through the locality
 - Assumes a strong local multi-agency approach with improved partnerships to make the model be effective
 - Central MASH type arrangement for vulnerability and harm
 - Locality contact arrangements for accessing social care support and assessment
 - Permanence and step down would remain a central service, as would schools support

It should be noted that there is very little quantitative data which is publicly available on the merits of multi-agency working on a locality basis – if the Council wishes to explore this further, it is recommended that discussions with other local authorities that are tracking the benefits takes place

Assumptions for the model:



Source: 1. and 2. Assumption. based on a qualitative survey, 'Multi-agency working: a detailed study, National Foundation for Educational Research, 2002

Indicative benefits:

Summary: The local model will allocate resources around need, and facilitate closer working with agencies. However, the local model is a structural solution which will need to be underpinned by a new way of working to support the change.

Estimated Gross Re-Investment Potential at Year 5 (Including the Commissioning CYPs Model)
13% - 15% (based on low to high scenarios)
£8.1m - £8.9m

Models exclude investment as it is difficult to scope the investment required in Early Help without a needs analysis – **it is expected that efficiencies from reduced demand would be required to fund a remodelled early help offer**

| Assumptions in the Financial Analysis | |
|---------------------------------------|--|
| Assumption | Detail and Source |
| CP step down to CIN | ➔ Over a 5 year period |
| Process efficiencies | ➔ CIN / CP planning reduction in staffing unit cost over a range |
| Phased over 5 years | ➔ No change in year 1, gradual phasing up to year 5 |

| Summary of Benefits | Risks / Issues | Mitigations |
|--|--|--|
| <ul style="list-style-type: none"> ➔ Resources are focussed where the need exists and will be tasked with managing the need safely as well as improving outcomes ➔ The intervention will likely be better communicated to the customer as agencies will more joined up – the customer experience may be improved ➔ Less travel will be associated with social work ➔ Community buildings may be better utilised ➔ A community budget approach with partners could provide savings for partners and incentivise partners to be engaged ➔ There are likely to be more complex management arrangements ➔ There may be resourcing challenges with greater flexibility required than currently | <ul style="list-style-type: none"> ➔ That the service is structurally localised but staff are not localised and do not work with agencies and families in a local way – without these changes, the model will only duplicate and add complication and cost to the service ➔ The risk of duplication in the service ➔ Dis-economies of scale and small teams ➔ The focus of resources in the high need areas becomes part of the model, and not a temporary solution, thus exacerbating the need further. Allocation of resources will need to be flexible and reactive to change | <ul style="list-style-type: none"> ➔ The model needs to be accompanied by strong management and clear direction as to the purpose for the change ➔ If strong service management on a service and locality basis is not present, the model will be duplicating functions ➔ Benefits tracking needs to be in place so that the North team in particular is measured on outcomes – need should reduce over time if focussed resources are placed there |

The evaluation of the 'Local model' option against the programme objectives is as follows:

Note: Criteria are evaluated relative to other models. This model is evaluated independently of Model 1 to highlight the difference

| Principle | Summary of Evaluation Criteria | Model Fit |
|--|--|-----------|
| Built around the family | Services will be available in hours that work around family life. Easy access to information and advice about early help services | High Fit |
| | A range of family and parenting support services | Low Fit |
| | Children at risk of significant harm will receive timely and effective support. There will be the right number of looked after children, close to home and in residential care only in exceptional circumstances | High Fit |
| Local | Families are able to self-refer through a range of channels and get access to information and guidance. A straightforward and well understood pathway for practitioners | High Fit |
| | Practitioners can identify named colleagues operating at every step | High Fit |
| | Other agencies will always be identified and collaborated with | High Fit |
| Draw on the strengths of the community | A proportion of early help services commissioned from local groups, a high number of children in those community groups have an EHF | High Fit |
| | A mapped Haringey Council early help offer. CYPS staff training other council staff in how to work with, listen to & if necessary refer cyps who are vulnerable | Low Fit |

| Model | Cost | Quality | Time | Implementation Risk |
|-------------|------|---------|------|---------------------|
| Local Model | | | | |

Criteria are evaluated relative to the other 2 models

Key – against Wider Criteria

Low Long term
 High Short term
 High Short term

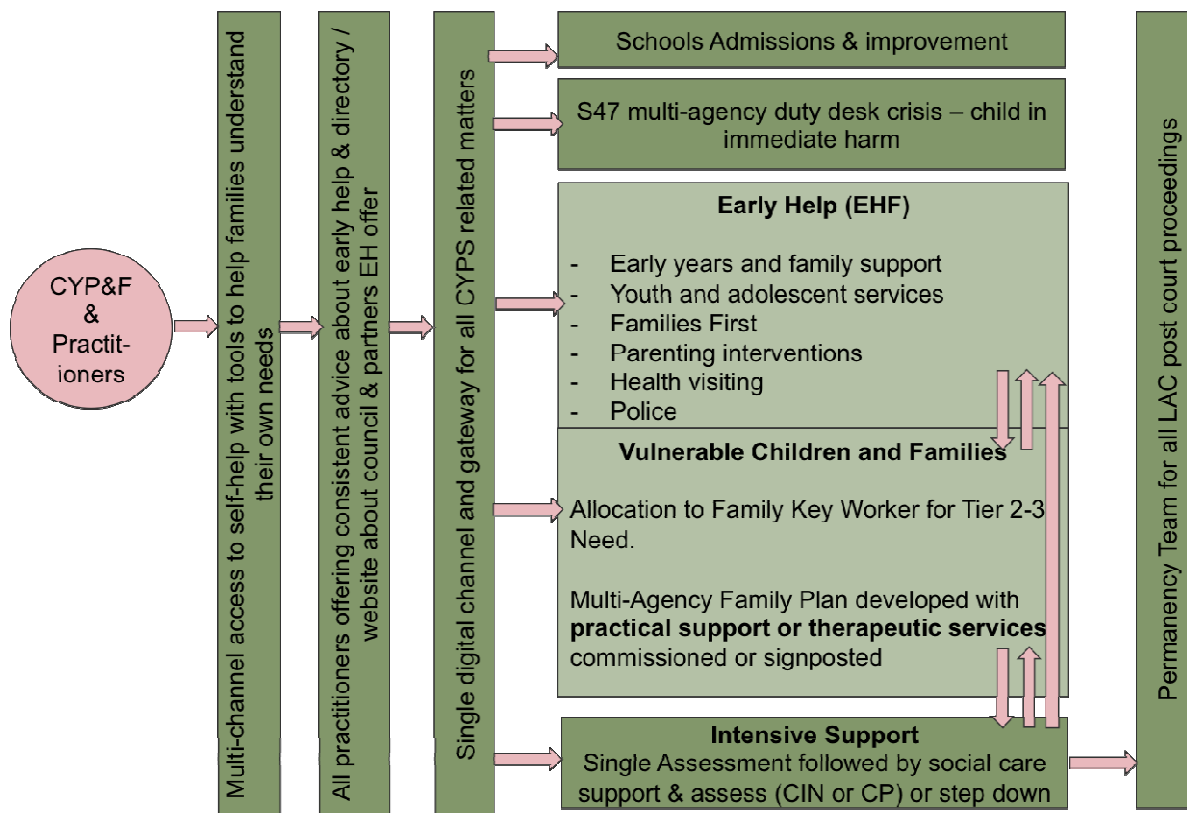
RAG – against Evaluation Criteria: Low Fit High Fit

Note: Criteria are evaluated relative to other models. This model is evaluated independently of Model 1 to highlight the difference

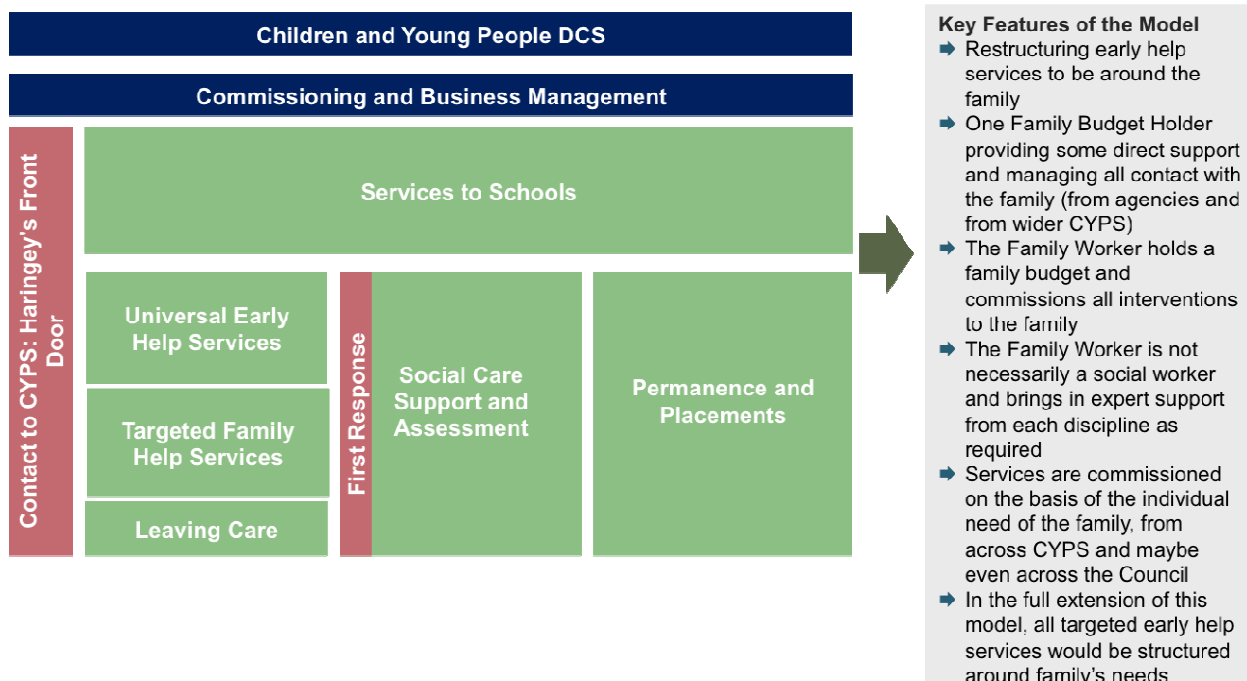
| Principle | Summary of Evaluation Criteria | Fit with Criteria |
|--|--|-------------------|
| Continuity of relationships | The referral gets to the right person quickly, case transfers are kept to a minimum, threshold procedure is well understood and working | High Fit |
| | Families will report telling their story once. A single record will operate across CYPS and will flow freely across agency boundaries ensuring a holistic view of the family's needs | High Fit |
| | Ensure that there is a stable and strong workforce, with staff turnover low and agency use minimised. cross-departmental % vacant posts, £ agency staff, staff survey re morale | High Fit |
| Inclusive | Services are proportionately distributed and commissioning strategies are based on need | High Fit |
| | Customers and partners will be consulted on a regular basis | High Fit |
| | Commissioning arrangements will be flexible | High Fit |
| Sustainable – building capacity & meeting the challenges of the future | An effective commissioning function in place which constantly evaluates the effectiveness of services against cost and outcomes | Low Fit |
| | Services will be designed around the evidence base and monitored against the outcomes they achieve for children | Low Fit |
| | The savings in the acute services will be recycled into early help services. The Council will aim to spend no less than 40% of expenditure in the service on early help | Low Fit |
| | We will be able to manage risk well, right from the outset when a child is born or comes into contact with any of our services | Low Fit |

3.4 Option 4: Service around the family

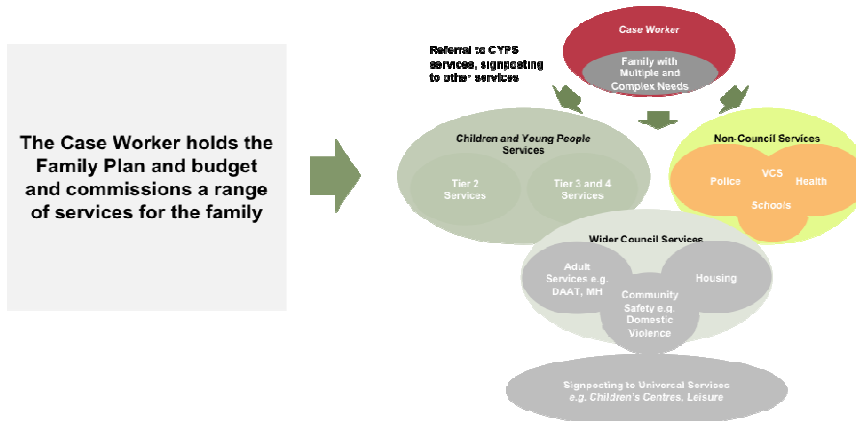
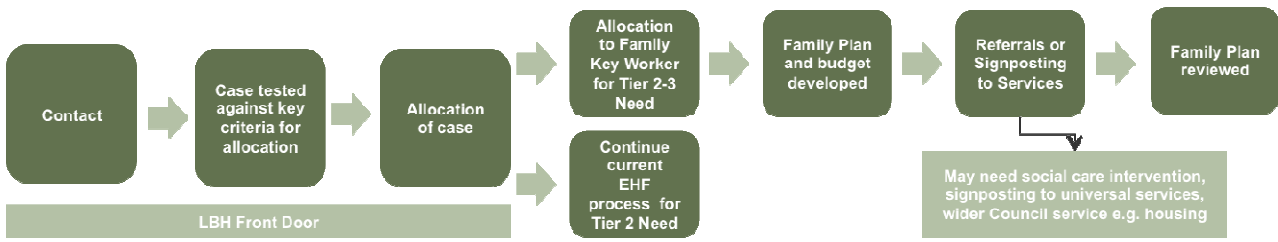
Potential pathway and key features of the model:



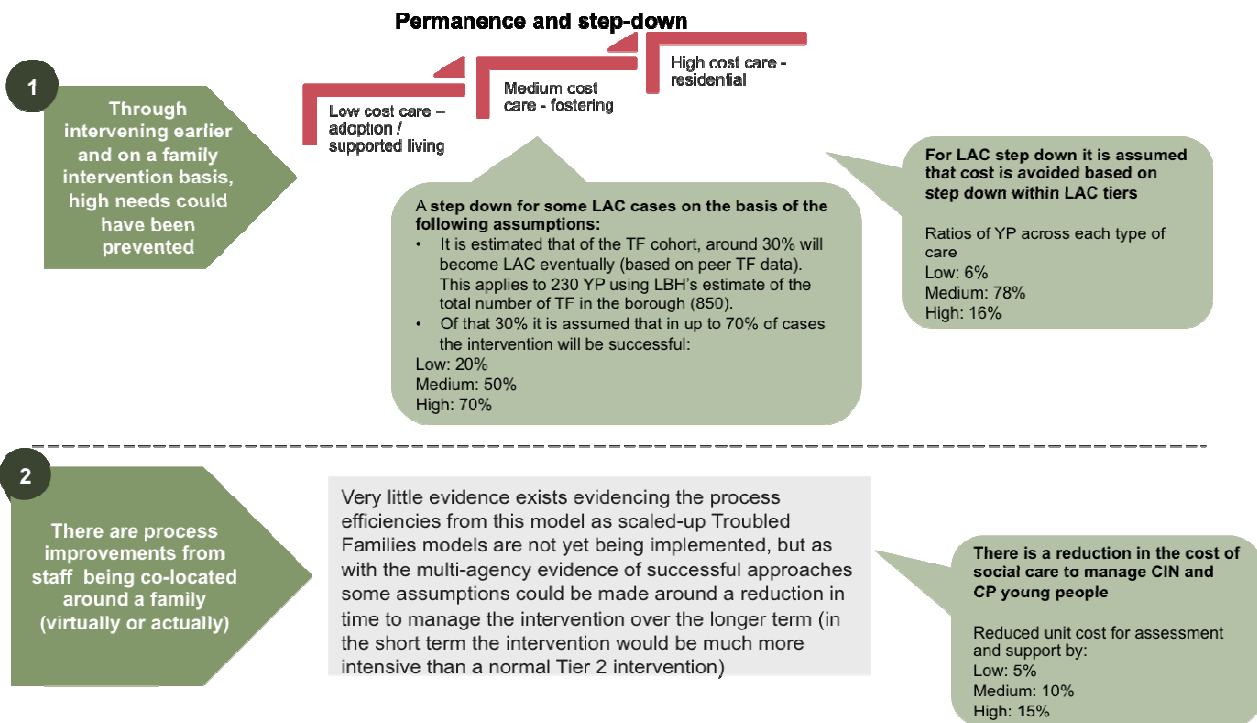
A family-centred intervention focussed on early help, but which may need to refer into social care – modelled on the Troubled Families initiative, but extended to a wider set of criteria



The model would select families at the Front Door (would need to include an early assessment hub) that meet an agreed set of criteria for a focussed family intervention. The family intervention would be managed through means of a plan and be surrounded by an appropriate governance arrangement to exit the family and step down



Assumptions:



Source: 1. iMPower assumptions based on working with other London Boroughs on a family-focussed prevention strategy LBH Placements data

Indicative benefits:

Summary : The model will allow for better allocation of CYPS resources as they will be targeted against needs, and improved outcomes for the family as they intervention should be targeted better, and the relationship / communication with the family will be clearer

| Estimated Gross Re-Investment Potential at Year 5 – Incremental to the Commissioning CYPS Model | Assumptions in the Financial Analysis | |
|--|---|--|
| | Assumption | Detail |
| 16-20 % (based on low to high scenarios) £9.6m - £13.7m | A step down for LAC cases – avoided demand | ➔ Demand reduced through LAC tiers based on actual data from a Troubled Families programme at another London Borough |
| Models exclude investment as it is difficult to scope the investment required in Early Help without a needs analysis – it is expected that efficiencies from reduced demand would be required to fund a remodelled early help offer | A process improvement from working closely with the family | ➔ Assumption, same as locality assumption |
| | Phased over 5 years | ➔ No change in year 1, gradual phasing up to year 5 |

| Benefits | Risks / Issues | Mitigations |
|--|---|---|
| <ul style="list-style-type: none"> ➔ Better outcomes for the family – they are now dealing with one individual that they are more likely to develop a trusting relationship with; ➔ Process efficiencies for the Council – all interventions are directed through one individual; ➔ High cost specialist practitioners are brought in only as and when needed for a specific intervention; ➔ Allows for better use of partner resources. | <ul style="list-style-type: none"> ➔ The family budget holder model will need to be accompanied by a culture change and training – the trainer will need to be professionally respected to carry the Family Plan ➔ Requires Tier 2 budgets to be much more flexible - creating financial complexity | <ul style="list-style-type: none"> ➔ Will require training around what the role is and how it fits into the organisation ➔ Will need to be accompanied by a change in financial management internally through training / performance management– services will be commissioned according to family need, not supply |

The evaluation of the ‘family model’ option against the programme objectives is as follows:

Note: Criteria are evaluated relative to other models. This model is evaluated independently of Model 1 to highlight the difference

| Principle | Summary of Evaluation Criteria | Model Fit |
|--|---|-----------|
| Built around the family | Services will be available in hours that work around family life. Easy access to information and advice about early help services | High Fit |
| | A range of family and parenting support services | High Fit |
| | Children at risk of significant harm will receive timely and effective support . There will be the right number of looked after children, close to home and in residential care only in exceptional circumstances | Low Fit |
| Local | Families are able to self-refer through a range of channels and get access to information and guidance. A straightforward and well understood pathway for practitioners | High Fit |
| | Practitioners can identify named colleagues operating at every step | High Fit |
| | Other agencies will always be identified and collaborated with | High Fit |
| Draw on the strengths of the community | A proportion of early help services commissioned from local groups, a high number of children in those community groups have an Early Help Framework | Low Fit |
| | A mapped Haringey Council early help offer. CYPS staff training other council staff in how to work with, listen to & if necessary refer cyps who are vulnerable | High Fit |

| Model | Cost | Quality | Time | Implementation Risk |
|---|------|---------|------|---------------------|
| Family Model | | | | |
| Criteria are evaluated relative to the other 2 models | | | | |

Key – against Wider Criteria

Low Long term
 High Short term
 High Short term

RAG – against Evaluation Criteria: Low Fit High Fit

Note: Criteria are evaluated relative to other models. This model is evaluated independently of Model 1 to highlight the difference

| Principle | Summary of Evaluation Criteria | Fit with Criteria |
|--|--|-------------------|
| Continuity of relationships | The referral gets to the right person quickly, case transfers are kept to a minimum, threshold procedure is well understood and working | High Fit |
| | Families will report telling their story once. A single record will operate across CYPS and will flow freely across agency boundaries ensuring a holistic view of the family's needs | High Fit |
| | Ensure that there is a stable and strong workforce, with staff turnover low and agency use minimised, cross-departmental % vacant posts, £ agency staff, staff survey re morale | Low Fit |
| Inclusive | Services are proportionately distributed and commissioning strategies are based on need | Low Fit |
| | Customers and partners will be consulted on a regular basis | Low Fit |
| | Commissioning arrangements will be flexible | High Fit |
| Sustainable – building the capacity & meeting the challenges of the future | An effective commissioning function in place which constantly evaluates the effectiveness of services against cost and outcomes | High Fit |
| | Services will be designed around the evidence base and monitored against the outcomes they achieve for children | High Fit |
| | The savings in the acute services will be recycled into early help services. The Council will aim to spend no less than 40% of expenditure in the service on early help | High Fit |
| | We will be able to manage risk well, right from the outset when a child is born or comes into contact with any of our services | Low Fit |

4. Recommendation

The analysis of models within this report shows the following in summary format:

- ➔ **Do Nothing is not an option** – it does not meet the Programme’s objectives
- ➔ **Commissioning CYPS** – meets the objectives, provides some implementation risk and meets the highest rate of re-investment potential based on current analysis
- ➔ **Local** – Independently of Commissioning CYPS, does not meet the objectives at this point in time, provides greater implementation risk than other models and meets the lowest rate of re-investment potential
- ➔ **Family** - Independently of Commissioning CYPS, does not meet the objectives at this point in time, provides some implementation risk and meets a medium rate of re-investment potential compared to the other models

Whilst Local and Family do not meet the Programme’s objectives at this point in time, it is envisaged, that once the activity under the Commissioning model is completed, both models will support CYPS to meet its objectives in their entirety. The analysis within this report shows that the service is not ready to move to a Family or Local model without undergoing the activity as part of the Commissioning model first, which will establish some solid building blocks in the service before to embarking on a much more innovative change programme.

It is therefore recommended that the Haringey Council progresses on a phased approach, which will meet most of the CYPS objectives through a CYPS Commissioning model (Phase 3 of transformation between January 2014 and March 2015); and then proceed to meet the wider objectives through a more innovative model (Local or Family) as part of a fourth transformation phase, between April 2015 and March 2016.

Key principles that will need to be maintained through the process to ensure that the Programme continues to meet the CYPS objectives set are that:

- ➔ The Programme objectives are now set and are not substantially modified through the process
- ➔ There is a baseline, Outline Business Case (OBC) for each model, from which to measure success
- ➔ A detailed Full Business Case (FBC) will define exactly what the model future will look like and whether implementation should proceed and will be considered by Cabinet
- ➔ At each decision point, there is a checkpoint against the business case to ensure that objectives continue to be met (for example, gateway points at each stage).



LONDON BOROUGH OF HARINGEY

INVITATION TO TENDER FOR “CYPS STRATEGIC PARTNER”

1. INTRODUCTION

- 1.1. Haringey Council is undertaking a competition process under the Government Procurement Service’s Consultancy ONE framework.
- 1.2. Haringey Council is inviting bids from suitably skilled and experienced organisations to work with the local authority and its partners in transforming services to children, young people and families in the borough.
- 1.3. The top scoring bidders will be invited for a short clarification meeting on the 20th December 2013. Bidders must ensure that all key resources featured in their proposals are available to attend these meetings.
- 1.4. The transformation programme for Haringey’s services to children, young people and families is a key priority for the authority and our strategic partners. The programme has completed its conceptualisation phase and is envisaged to be complete by March 2017.
- 1.5. The contract will run for 3.25 years (13 quarters) with an option to extend for a further period of up to 12 months (subject to quarterly review meetings), in accordance with the Terms and Conditions of the Contract. The proposed contract commencement date is the 13th January 2014.
- 1.6. The work outlined in the Invitation to Tender will be formally reviewed in terms of effectiveness and value for money as part of a detailed planned and costed full business case, which is currently scheduled for Cabinet consideration in March 2015.
- 1.7. Following approval of the full business case and any supporting documentation by Cabinet, the relevant work packages of this bid and any approved shared risk/rewards models will be called in to cover Phase 4 (April 2015 to March 2016) and Phase 5 (April 2016 to March 2017) of transformation.



2. DEFINING THE NEED

- 2.1. Delivering our vision of ‘Haringey being a place where children and young people are known to thrive and achieve’ and our aspirations to become an ‘excellent’ service is predicated in achieving sustainable improvement in outcomes for children, young people and families.
- 2.2. Building on improvements over the last four years, Haringey’s Children and Young People’s Service has made considerable progress in recent months across the directorate in order to better meet the needs of children, young people and their families

in:

- Achieving educational excellence
 - Strengthened safeguarding
 - Improving support to the most vulnerable children and young people
 - Improved leadership and partnership.
- 2.3. However, the service recognises that, whilst this progress is positive, the affordability of the current model to continue this work is unsustainable and the need for transformation is essential. A number of national and local drivers have been identified which support the need for transformation and together these drivers provide a key opportunity for the directorate to build a new operating model which is both sustainable and continues to improve the service offer to residents.
- 2.4. Haringey 54,000 - a significant transformational change programme which is the enabling mechanism to deliver the required outcomes for our children, young people and families within the available programme - has developed a set of clear design principles which underpin the vision 'Haringey is known to be a place where children and young people thrive and achieve':
- Be local
 - Built around the family
 - Draw on the strengths of the community
 - Continuity of relationships
 - Inclusive
 - Sustainable.
- 2.5. The Haringey 54,000 programme was launched in the summer of 2012 and has undertaken significant work to consider how best to improve the outcomes for children, young people and their families and develop proposals for delivery.
- 2.6. **Phase Two (February 2013 to January 2014): preparing for transformation**
The programme has worked with CYPS business units in developing the case for change, identifying and delivering targeted improvement activity, as well as engaging with iMPower Consulting to evaluate options that could inform the future direction of the Children and Young People's Service.
- 2.7. Local authorities will have experienced a 43% reduction in central government funding by 2015 and the loss of many key grants that funded preventive services. This also has to be seen in the context of the increasing demand and expectations of our services from local residents and a new Ofsted inspection framework which raises the bar.
- 2.8. The current model of social care is unsustainable without getting up-stream on managing demand, and the Families First Programme in Haringey has begun to demonstrate the effectiveness of new ways of working. The range of early help support services within the Borough is limited and fragmented and these services need to be expanded to support a system that is less risk averse. Too much of our current expenditure goes into families at the point of break-down and we need to reverse this by spending much more on strengthening families and communities and supporting them to care for their children.
- 2.9. The whole system needs to be re-balanced to support families and communities to help themselves by putting in place the following service elements:
- Moving to a system which collaborates with families to help them find their own

- solutions so that problems and difficulties do not escalate;
 - Developing an offer of effective early help and support for vulnerable families, coordinating the support of the voluntary private and public sectors and ensuring that they deliver joined up services;
 - Where additional support is required, engaging with other agencies and organisations to commission and secure this help locally;
 - Adopting an approach that sees prevention and intervention as a continuum so that it is never deemed too late to positively intervene and prevent the deterioration in an individual child or young person's circumstances;
 - With key partners continuing to strengthen safeguarding services, reducing risks to children and young people wherever possible. This will be achieved most effectively by working alongside families building on their strengths and enabling them to make the changes that are required;
 - Where children are suffering significant harm, and the changes need to safeguard their welfare cannot be made within the family, continuing to act decisively in order to protect them; and
 - When children and young people cannot live with their birth or extended families, ensuring that there is a sufficient supply of a range of alternative carers that can help enable these children and young people to lead successful lives, as close to their home communities as possible.
- 2.10. In addition to the strong focus on children's social care, early help and intervention services for vulnerable children and their families, the CYPS Transformation agenda will also drive the next phase in a programme of developments across a range of related service areas including:
- Special Educational Needs and Disabilities (SEND)
 - Early Years
 - Children's Centres
 - Targeted Youth support
 - Alternative Education for excluded pupils, those at risk of exclusion and behaviour support.
- 2.11. It is the intention that the Strategic Partnership will generate improved outcomes for children and young people in Haringey by:
- Creating greater capacity within these service areas for early intervention and prevention and achieve a consequent reduction in demand for high-need/high cost services
 - Addressing changes to delivery models in line with national reform agendas and statutory requirements
 - Strengthened commissioning frameworks.
- 2.12. Schools are pivotal to these agendas and to improving outcomes for children and young people. Within the rapidly changing educational landscape and increasing autonomy of schools, the Local Authority will continue to hold statutory accountability for a range of educational functions. Whilst, these key statutory service accountabilities will sit outside the direct scope of the new Strategic Partnership service transformation arrangements, consideration will need to be given to sustaining robust and effective LA/School relationships, so that school-based aspects of these agendas can be realised. Head Teachers and Governors will have opportunities to engage with this Strategic Partnership transformational programme through the established framework of partnership forum within the borough, together with the development of improved LA/School commissioning frameworks.
- 2.13. The Programme has been driven by six design principles: built around the family; local; draws on the strengths of the community; inclusive; provides for continuity of relationship; and is sustainable. For each of these design principles corresponding

design objectives and evaluation criteria have been used to model options for transforming services. As a result of this analysis, a significant programme of change activity has been developed. In order to meet the joint objectives of building resilience in the service, and in the longer term achieving more transformational service improvements, it is recommended that the Council pursue a staged transformation strategy as outlined in Phases Three and Four.

2.14. Phase Three (January 2014 to March 2015): transformation through commissioning

CYPS believes this will deliver major transformation within the shortest timescale and prepare the way for future service improvement and change. This phase will lay down the essential building blocks of a commissioning organisation (*commissioning model*), putting in place the internal structures, re-aligning budgets and commissioning a spectrum of services from early help to intensive family support. This will be supported by strengthened leadership to drive the cultural change and approach required. Alongside this, work will be done to strengthen partnership arrangements and build up links with local communities. This will include investing in capacity to grow community support and supporting schools to respond to vulnerable families more effectively. Finally, this phase will deliver £5.017m of savings, as projected by the Council's medium-term financial plan (MTFP), and develop a full business case for the next phase of transformation.

2.15. Checkpoint (September 2014)

Non-key decision report to Cabinet on:

- evaluation of the progress made and check-point to understand how far the programme objectives have been met.
- re-planning the next steps of the programme based on any revised requirements and outline framework for developing a full business case.

2.16. Gateway (March 2014)

Key decision report to Cabinet on:

- outcomes of Phase 3 delivery and impact on agreed KPIs.
- full business case and delivery plan for Phase 4.

2.17. Phase Four (April 2015 - March 2016): implementation of new operating model

With the service operating at optimum levels, the Council will have built sufficient resilience to move forward to an innovative operating model for services to children, young people and families. The models that have been considered at this stage are a *Local Model* delivering early help and social care services on a locality basis and a *Family Model*, a scaled-up Families First model where all services are delivered through a Families First structure and services commissioned by a family worker.

2.18. At the March 2015 gateway, a full business case would provide a detailed review and implementation plan for the above models and would offer Cabinet cost/benefit analysis against Programme's objectives as well as expected longer-term impact on outcomes for children, young people and families.

2.19. For the purposes of scoping options for the programme, both models have been evaluated against the design objectives but also on cost and the time to implement. The summary of that analysis is:

- The *Local Model*– independently of the *Commissioning Model* does not meet the objectives at this point in time, provides greater implementation risk than other models and meets the lowest rate of re-investment potential. Potential gross re-investment potential over five years £8.1- £8.9 million; and
- The *Family Model* - independently of the *Commissioning Model*, does not meet

the objectives at this point in time, provides some implementation risk and meets a medium rate of re-investment potential compared to the other models. Potential gross re-investment potential over five years £9.6- £13.7 million.

2.20. Gateway (March 2016)

Key decision report to Cabinet on:

- outcomes of Phase 4 delivery and impact on agreed KPIs.
- benefit realisation plan and revised targets for 2016-17.

2.21. Phase Five (April 2016 - March 2017): embedding transformation

This allows Haringey a year to fine-tune the new operating model once it has become operational. Any minor changes can then be implemented as part of a continuous improvement process. Longer-term impact on outcomes and KPIs will be assessed and inform future planning, while achievement of programme objectives (as well as assigned KPI targets) will trigger final payments for this contract.

2.22. A strategic partner for Haringey CYPS

The implementation of the programme will require a fundamental shift in the way services are delivered or commissioned and on the way professionals work together to meet local needs. Everything that we deliver or commission will be explicitly linked to outcomes and agreed priorities. Work that cannot evidence measurable, positive contributions to priorities and positive outcomes for children, young people and families will be reviewed with resources realigned. By introducing a continuous improvement planning and commissioning cycle, Haringey will use best practice service design approach: clarifying outcomes, defining standards of evidence, systematic commissioning & review of services and their impact on outcomes.

2.23. In order to achieve a solid grounding for that work, additional capability and specialist support is required in order to explore:

- The development of systems and processes that support intelligent analysis of need in order to inform service design, commissioning, delivery and evaluation.
- Options for improved service efficiency, integration and localisation, both within the directorate and across partner agencies, which would allow resources to refocus on enabling an Early Help approach.
- Mechanisms to support the cultural shift to proactive services, focused on Early Help, while maintaining high confidence in our corporate parenting and safeguarding roles.
- The development of the workforce to enable the delivery of services at high standards of care and customer service, increasing the levels of skills and support to staff while maintaining our commitment to effectively managing risk.

2.24. Haringey Council is looking for an established partner with significant experience of large-scale transformation programmes, who can ‘hit the ground running’. The partner will work with Haringey in delivering confident leadership and management across children’s services by supplying the Council with an experienced programme management team with a proven track record of improving children’s services. However, Haringey is seeking for a genuine partnership rather than just an implementation mechanism for the programme. As such, potential partners will need to explicitly showcase their proposal for discharging such partnership arrangements, including but not limited to:

- Knowledge and skills transfer at every step of the process
- Collaborative working style – with the partner getting involved in doing, not just telling the local authority what to do.
- Focused on improving outcomes, with clear accountabilities on both sides.

2.25. The partner will be responsible for delivering the required improvements laid out in the

relevant specification and in the programme plan. Moreover, the partner will contribute in the development of leadership capacity within the Directorate by supporting an intensive programme of mentoring, coaching, training and professional development to support the senior and middle managers within the Directorate as well as by actively managing knowledge transfer and capability development of staff within CYPS.

- 2.26. It is expected that the partnership will be based on a **shared risk/reward model**, with the investment elements of the model expected to be front-loaded, while rewards and payments would be closely linked to achievement of specific performance improvements, as those will be defined by the Invitation to Tender and cover the period April 2014 to March 2017.
- 2.27. Haringey is estimating the overall cost for the **3.25 year** contract period (13 quarters, beginning in January 2014 and completing in April 2017) to be approximately **£2.5m**. It is proposed that the partnership allows for a formal **interim review point** in spring 2015. The continuation of the contract, including any linked schedules, payments and other arrangements will be conditional on successfully meeting requirements up to that point; as well as, to the successful representation to Cabinet of the next steps as part of detailed planning and costing of the full business case for transforming CYPS.
- 2.28. The existing CYPS Sector-Led Improvement Board (chaired by the Leader of the Council) will revise their terms of reference and membership to allow for greater sharing of best practice from other local authorities and to ensure it oversees the strategic partnership arrangements for CYPS as well as provide arbitration for the strategic partnership.
- 2.29. Furthermore, the CYPS Overview & Scrutiny Panel will provide an additional oversight mechanism reviewing programme objective implementation, allowing for further testing of transformation proposals as part of formal governance arrangements for the programme. Moreover, the Council's Intelligent Client Function will ensure proactive performance and contract management, as well as, critically assess the quality of programme deliverables and provide Members with additional assurance on quality and sustainability of transformation.
- 2.30. It is proposed that the membership of the existing programme board for Haringey 54,000 are revised to ensure they include the named responsible individual from the strategic partner, who will be required to meet the board on a monthly basis to discuss progress and requirements. In addition it is proposed that the terms of reference are amended to allow the board to direct the CYPS base budget to better meet the outcomes outlined in the each of the remaining phases of transformation.
- 2.31. Finally, in terms of the overall governance arrangements, in progressing the transformation of children and young people services through a Strategic Partnership, the Council will continue to have full regard to the statutory framework governing Children's Services. The Council will continue to discharge the education and children's social services statutory functions through the roles of the Director of Children's Services (DCS) and the Lead Member for Children's Services (LMCS) as set out in section 18 (2) of the Children's Act 2004. In addition, the DCS and LMCS will have " an integrated children's services brief " and "provide a clear and unambiguous line of local accountability" in line with the DfE 'Statutory Guidance for Children's Services Chiefs' (updated 5 August 2013).



3. SERVICE SPECIFICATION

3.1. Please see CYPS Strategic Partner Specification (Schedule 1)



4. EVALUATION CRITERIA

4.1. Please submit completed Method Statement (Schedule 2), Pricing Schedule (Schedule 3) and Partnership Proposal (Schedule 4) along with any additional supporting documents.

4.2. The successful Provider shall commit to complying with all the requirements listed in the specification. Failure to do so will result in exclusion from the evaluation process.

4.3. Bidders should ensure that they understand the evaluation criteria fully, as the submitted documentation will be assessed against pre-determined scores and weightings to ascertain the most economically advantageous tender (MEAT).

4.4. All bids will be evaluated against Quality and Price as follows:

- Quality (Method Statement) – 60% weighting (600 points)
- Price (Pricing Schedule) – 40% weighting (400 points)

4.5. The Quality and Price scores will be added together to determine a total score per bid. The highest scoring bidders (those that have achieved a score of 70% and over on Quality) will be asked to participate in a ‘Finalists presentation & clarification session’, which will also be scored and contribute to the final overall score for each bidder.

4.6. Cabinet will make the decision on awarding this contact. The highest overall score bid will then form the basis for the service’s award recommendation to Cabinet.

4.7. Quality

4.7.1. Quality will be assessed based on the bidders’ responses to the method statement requirement.

4.7.2. Each quality criterion will be evaluated as contained in the Method Statement documents attached.

4.8. Price

4.8.1. Bidders shall submit the completed and signed Pricing Schedule along with their Method Statements.

4.8.2. The total bid price will be scored as follows: each quote price will be divided by the lowest priced bid and the resulting ratio will be multiplied by the price weighting (400 points) to give a price score for each Bidder.

For example:

| Organisation | Price | Evaluation Method | Scores |
|--------------|----------|--|------------|
| A | £100,000 | $(100000/100000) = 1 \times 400 = 400$ | 400 points |
| B | £125,000 | $(100000/125000) = 0.8 \times 400 = 320$ | 320 points |
| C | £160,000 | $(100000/160000) = 0.625 \times 400 = 250$ | 250 points |

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5. TIMETABLE AND ADMINISTRATION ARRANGEMENTS

- 5.1. Set out below is the proposed procurement timetable. This is intended as a guide and whilst the Council does not intend to depart from the timetable it reserves the right to do so at any stage.

| DATE | STAGE |
|--------------------------------|---|
| 16 th October 2013 | Invitation to pre-procurement briefings |
| 25 th October 2013 | Pre-procurement briefings with suppliers |
| 12 th November 2013 | Cabinet decision to procure |
| 20 th November 2013 | Call-in period on Cabinet decision ends |
| 22 nd November 2013 | Invitation to Tender issued |
| 29 th November 2013 | 14:00 GMT deadline for bidders' clarification questions |
| 03 rd December 2013 | Response to clarification questions published |
| 13 th December 2013 | 14:00 GMT deadline for submission of bids |
| 16 th December 2013 | Selection panel |
| 20 th December 2013 | Finalists presentation & clarification session |
| 30 th December 2013 | Award recommendation report (draft) |
| 07 th January 2014 | Award report signed |
| 20 th January 2014 | Call-in period on Cabinet decision ends |
| 27 th January 2014 | Strategic partnership in place |

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6. QUERIES RELATING TO BIDS

- 6.1. All requests for clarification about the requirements or the process of this procurement exercise shall be made in accordance with the above timetable.
- 6.2. The Council will answer all requests for clarification as quickly as possible, but cannot guarantee a minimum response time. The Council has designated a specific window of time to deal with clarification requests from the potential Bidders.
- 6.3. Clarification requests should be submitted via email to the mailbox at the email address cputenders@haringey.gov.uk. **The closing date for requests is 14:00, Friday 29th November 2013.**
- 6.4. Please use "ITT – CYPS Strategic Partner" as your subject title when requesting clarification(s).

- 6.5. In order to ensure equality of treatment of Bidders, the Council intends to publish the questions for clarification raised by Bidders together with the Council's responses (but not the source of the questions) to all Bidders.

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Please return your bids and all supporting documentation along with all supporting documents via email at cputenders@haringey.gov.uk, by 14:00 GMT, Friday 13th December 2013. Please use "ITT – CYPS Strategic Partner" as your subject title.

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List of Schedules

- ▶ Schedule 1 Specification
- ▶ Schedule 2 Method statement
- ▶ Schedule 3 Pricing schedule
- ▶ Schedule 4 Partnership proposal (incl. risk/reward model)

List of Appendices

- ▶ Appendix 1 H54k Cabinet report
- ▶ Appendix 2 H54k Transformation programme outline
- ▶ Appendix 3 Haringey CYPS performance monitor
- ▶ Appendix 4 Haringey CYPS 2013-14 budget & 2014-15 MTFP savings
- ▶ Appendix 5 Haringey CYPS establishment overview & HR metrics

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Haringey Council

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|--|--|-------------------------|--|
| Report for: | Cabinet 12th November 2013 | Item Number: | |
| Title: | Adoption of Highgate Conservation Area Character Appraisal and Management Plan | | |
| Report Authorised by: | Lyn Garner, Director of Place and Sustainability | | |
| Lead Officer: | Nairita Chakraborty, Principal Conservation Officer 020 8489 2841 mailto : nairita.chakraborty@haringey.gov.uk | | |
| Ward(s) affected: Highgate, Crouch End. | Report for Key/Non Key Decisions: Non key | | |

1 Describe the issue under consideration

- 1.1 This report seeks member's approval for the adoption of the draft Highgate Conservation Area Character Appraisal and Management Plan, attached at Appendix 1. Cabinet approved the draft Appraisal on 18th October 2012 for public consultation. The Appraisal has been revised following comments received during the consultation undertaken between 16th December 2012 and 11th January 2013 and now includes a Management Plan. Appendix 2 contains details of the comments received and their recommended outcome.

2 Cabinet Member introduction

- 2.1 In response to the statutory requirements of the Planning (Listed Buildings and Conservation Areas) Act 1990 and the National Planning Policy, the Council has a rolling programme of Conservation Area Appraisals and is currently undertaking the Highgate Conservation Area Character Appraisal.
- 2.2 The Council consulted residents and members on the draft Character appraisal during December 2012 and January 2013. All the consultation comments have been reviewed and this report contains a summary of the responses, along with a fully updated Appraisal. In total, there were 28 responses, including statutory consultees and residents. The key issues highlighted in the consultation were the visual presentation of the document, lack of detailed maps and Management Plan.



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- 2.3 The document has been updated to include more streetscape analysis with lots of graphics such as photographs and maps. The document also includes a Management Plan and Design Guide. Whilst not a statutory planning guidance, it is hoped that the guide would give design parameters for future alterations and extensions to the individual properties.

3 Recommendation

- 3.1 That Cabinet approves the adoption and publication of the Highgate Conservation Area Appraisal and Management Plan.

4 Alternative options considered

- 4.1 The Planning (Listed Buildings and Conservation Areas) Act 1990, National Planning Policy Framework (NPPF) and guidance from English Heritage require local planning authorities to prepare character appraisals to set out the special significance of conservation areas and opportunities for their enhancement. This appraisal has been written in response to these statutory requirements and no other alternatives were considered.

5 Background Information

- 5.1 The National Planning Policy Framework (NPPF) issued by the Government in March 2012 requires local planning authorities to set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment. In this regard, character appraisals are primary guidance which define the special character of conservation areas, and identify what is of special architectural and historic interest within them.
- 5.2 The Council's strategy for the conservation and enjoyment of the historic environment takes into account the desirability of new development that makes a positive contribution to local character and distinctiveness. This position is reflected in the Council's adopted UDP and the Local Plan Strategic Policies. An adopted character appraisal provides a sound basis, defensible on appeal, to implement the Council's approved development plan policies and to inform development management decisions.
- 5.3 There are 29 conservation areas in Haringey, designated over a period of 45 years, of which 13 have adopted character appraisals. Highgate conservation area was the first conservation area to be designated in Haringey, on 21 December 1967, in recognition of its special historic and architectural interest.
- 5.4 At the Cabinet meeting of 18th October 2012, Members approved the draft appraisal for the Highgate Conservation Area for public consultation. During 16th December 2012 to 11th January 2013, a four week consultation exercise



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was carried out. Officers notified all consultees on the Council's required database, and issued a press notice. Paper copies of the draft appraisal were also issued to The Highgate Society, Highgate Conservation Area Advisory Committee (CAAC), and to the Highgate Library. The document was also published on the Council's website, accompanied by an electronic feedback form to facilitate responses to the Council.

- 5.4 Consultees also included Highgate School, the Joint Conservation Area Advisory Committee (CAAC), London Boroughs of Camden, Barnet and Islington, Natural England and English Heritage.

Response to Consultation

- 5.5 There was an overwhelming response to the consultation process with 28 comments in total received from individual residents as well as local groups and statutory consultees. A detailed table including the comments and officer's response is contained in Appendix 2 of this report. The consultation indicated that the Appraisal required the following additional information:

1. Local assessment and streetscape analysis
2. Visual presentation and illustrations
3. Management Plan and guidance on design of future alterations
4. Changes to sub-area boundaries
5. Assessment of the quality of street environment

- 5.6 The revised document has been prepared in close consultation with Highgate CAAC and the Highgate Society.

Consideration of responses

- 5.7 The revised document now includes several illustrations and detailed maps showing townscape analysis to indicate key views, landmark buildings, positive contributors and opportunity sites.
- 5.8 The boundaries of sub-areas 1 and 2 have been revised to ensure that the Highgate school site remains in sub-area 1. Sub-areas have also been revised to co-ordinate with plot boundaries and road layout.
- 5.9 Following the consultation, a Management Plan and Design Guide has been included in the last chapter, to provide guidance to residents, developers and members of public on the type and quality of design and development considered to be appropriate in the Highgate Conservation Area. It is hoped that these guidelines would provide consistency in the standard of design and development which meets the needs of the residents and ensures the conservation of the historic and architectural character of Highgate.



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5.10 The Management Plan, however, is considered to be part of the evidence base and does not have the status of a Supplementary Planning Guidance. It is hoped that the Plan would inform the emerging Development Management Plan Document. The newly constituted Highgate Neighbourhood Plan has also indicated that the Plan would form the basis for the Highgate Neighbourhood Plan currently under preparation.

6 Comments of the Chief Finance Officer and financial implications

6.1 Any costs associated with publication of the adopted character appraisal will be contained within existing approved budgets for Planning Policy.

7 Head of Legal Services and legal implications

7.1 Local planning authorities are under a duty to formulate and publish proposals for the enhancement of conservation areas under section 71 Planning (Listed Buildings and Conservation Areas) Act 1990. The formulation and publication of proposals for conservation areas is not governed by any procedural requirements compared to that regulating other areas of the development process. There is no requirement for a public local inquiry to consider objections. The only requirement is for a public meeting for consideration of the proposals. However it is common practice for local authorities to incorporate conservation area designations and enhancement proposals into the planning process.

7.2 The legal basis for conservation area character appraisals is not only section 71 but also Haringey's adopted Local Plan. This appraisal will be used to support the conservation policies of Haringey's Local Plan.

8 Equalities and Community Cohesion comments

n/a

9 Head of Procurement Comments:

n/a

10 Policy Implication

10.1 The character appraisal fulfils the Council's duties to provide clarity and guidance for the implementation of policies contained within the Council's UDP and emerging Local Plan, the London Plan and the National Planning Policy Framework (NPPF).

10.2 In reference to the Council's key themes in the use of resources:



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- Value for Money – the Appraisal does not have significant value for money implications, in that it is not costing significant money.
- Property Assets – the Appraisal and Management Plan would apply to private properties and households as well as Council owned assets.
- Risk management – the greater clarity of the guidance should lead to some reduction in the number of planning appeals and enforcement cases.
- Staff/ Workforce – by increasing clarity of what is required for residents and developers, there should be a reduction in the workload on the planning department.

11 Reason for decision

Council is required to prepare Conservation Area Appraisals as part of their statutory requirement to protect and enhance conservation areas and as part of the National Planning Policy Framework to provide specific policies to be included in the Local Plan. The adoption of this Appraisal would be in accordance with the relevant statutory and policy requirements.

12 Use of Appendices

- 12.1 Appendix 1: Highgate Conservation Area Character Appraisal and Management Plan
- 12.2 Appendix 2: Consultation responses

13 Local Government (Access to Information) Act 1985

- The Planning (Listed Buildings and Conservation) Act 1990
- National Planning Policy Framework (NPPF), March, 2012;
- Understanding Place: Conservation Area Designation, Appraisal and Management, English Heritage, March 2011.

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APPENDIX 1

Executive summary

Highgate Conservation Area Character Appraisal

1.1 Introduction

- 1.1.1 Highgate was designated as a conservation area on 21 December 1967. The original conservation area boundary included the village core and the Bishopswood area, the Gaskell Estate, together with the area bounded by Southwood Lane, Jacksons Lane, the central part of Archway Road, Muswell Hill Road, and Wood Lane up to Queen's Wood.
- 1.1.2 The conservation area is divided between the London Boroughs of Camden and Haringey. The Camden side includes part of Highgate Village, Fitzroy Park, Waterlow Park, Highgate Cemeteries and Whittington Hospital.
- 1.1.3 The conservation area boundary was extended on the eastern side on 27 September 1990, to include the upper and lower parts of the Archway sub area, together with the Miltons and Shepherd's Hill sub-areas. The final relatively small boundary extension was on the eastern side to include part of Stanhope Road in the Shepherd's Hill sub area on 29 November 1994.

1.2 Purpose of the Appraisal

- 1.2.1 The purpose of this character appraisal is to provide a description of the significance of Highgate Village Conservation Area, in terms of its architectural and historic interest. It seeks to increase public awareness and involvement in the preservation and enhancement of the area. It also provides a framework for future planning decisions within the area and an opportunity to identify potential for its improvement.

1.3 Statement of Significance

- 1.3.1 The character of the Highgate Village conservation area is formed by the relationship of its historic pattern of development, its high percentage of buildings of architectural merit, its topography, its green open spaces and distant views.
- 1.3.2 The village itself is a fine grained traditional settlement crowning one of the twin hills to the north of London. Highgate's proximity to London, combined with the benefits of its elevated position, providing clean air, spring water and open spaces, has ensured that

from its earliest beginnings in about the fourteenth century, it has been a very popular place to live or visit.

- 1.3.3 The early village High Street is characterised by its seventeenth, eighteenth and nineteenth century small-scale terrace houses and traditional shop frontages. Buildings here have a relatively fine grain pattern of late medieval burgage plot sizes and their Georgian frontages may conceal the existence of earlier structures behind. Pond Square, on the Camden side, remains the heart of the village. Here, large and fashionable historic houses from the seventeenth, eighteenth, nineteenth and twentieth centuries cluster around the historic core.
- 1.3.4 Archway Road, the nineteenth century route to the north, fronted by late Victorian and Edwardian retail parades of diverse independent shops, with flats over appears more urban than the village core.
- 1.3.5 The adjacent high quality residential areas of Victorian, Edwardian and early twentieth century terrace housing off Archway Road such as the Cholmeleys, the Miltons, and Shepherd's Hill are fine examples of planned development of their period.
- 1.3.6 Further diversity is apparent in the large imposing detached houses of the Bishops Sub-Area, laid out within generous large plots, with landscaped front and rear gardens and mature trees, some of which back onto Highgate Golf Club.
- 1.3.7 The eclectic mix of earlier buildings and fine examples of 20th Century buildings by renowned architects such as the High Point 1 & 2 by Berthold Lubetkin further add to the architectural diversity of the area.
- 1.3.8 The setting of the conservation area is enhanced by a wealth of open spaces and green surroundings such as Highgate Wood, Queen's wood, Hampstead Heath and Highgate Cemetery. Within Haringey's side of the designated area, Highgate Bowl and Highgate Golf Course are major open spaces that provide a marked contrast to the fine grained development of the Village, maintaining the connection to its agricultural past.
- 1.3.9 From various parts of the conservation area, there are long distance views to Central London, the Olympic Park and Alexandra Palace forming an attractive backdrop.

1.4 Problems and Pressures

- 1.4.1 The conservation area is facing unprecedented pressure for residential development, often involving the demolition of existing single family dwellings to create luxury residences of high specification with potentially inappropriate scale and design for the character of the area.

- 1.4.2 In the Bishops area there has been intense pressure for complete demolition and re-development of houses. In recent years many original houses have been replaced with modern, contemporary, or new 'reproduction' style ones. It is now evident that some of these replacement houses are too big, too wide, and too deep, and together with their large basements are over scaled compared to the size of the original houses, leaving little opportunity for any planting or landscaping on the side boundary and the characteristic visual gaps between houses. The effect of this is eroding the special early twentieth architectural and historic interest of the conservation area.
- 1.4.3 Within the village itself, both Highgate School and Channing School are facing considerable pressure for new school buildings and facilities, as well as the refurbishment of their existing historic school buildings.
- 1.4.4 Incremental changes to the architectural features, materials and details of domestic properties have been a primary cause of change to the character and appearance of the residential streets within Highgate conservation area. In particular the removal or alteration of timber sash windows, timber panelled front doors (often with stained glass panels), decorative timber porches and brackets, chimney stacks and pots, ridge tiles and finials and decorative plasterwork are amongst the most important noticeable changes that can diminish the quality, richness and visual cohesion of the house frontages. Much of the development that has occurred does not, however, fall within the remit of planning control as single dwelling houses have permitted development rights.

1.5 Management Plan

- 1.5.1 The Appraisal includes as its final chapter, a Management Plan and Design Guide, to provide guidance to residents, developers and members of public on the type and quality of design and development considered to be appropriate in the Highgate Conservation Area. This should be read in conjunction with the previous chapters describing the various sub-areas of the Conservation Area.
- 1.5.2 It is hoped that these guidelines would provide consistency in the standard of design and development which meets the needs of the residents and ensures the conservation of the historic and architectural character of Highgate.

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APPENDIX 2: CONSULTATION RESPONSES

Highgate Conservation Area (no. 1) Character Appraisal

Public consultation - 16 December 2012 to 11 January 2013

Consultation comments, Council response and actions

September 2013

Prepared by: Nairita Chakraborty, Principal Conservation Officer

The consultation was widely publicised: details were included in Haringey's consultation calendar on the website, emails were sent to a large number of consultees on the Planning Policy consultation database and hard copies were sent direct to groups and individuals.

The character appraisal consultation questionnaire included nine questions. Questions 1 to 7 asked if consultees thought there were any factual errors in the seven sub areas: no. 1 the Village Core, no. 2 Highgate Bowl, no. 3 Archway, no. 4 Miltons, no. 5 Shepherd's, no. 6 Gaskells and no. 7 Bishops.

Question 8 asked if consultees agreed that the existing boundaries of the Highgate conservation area should remain unchanged.

Question 9 asked if consultees would like to see any improvements to the public domain in the Highgate conservation area.

Responses by individuals/residents: 23.

Responses by statutory consultees: 2. English Heritage (provided comments) and Natural England (no comments).

Responses by borough groups: 3. Comments were provided jointly by the Highgate Society and the Highgate Conservation Area Advisory Committee, the Joint Conservation Areas Advisory Committee and Highgate School.

Total number of consultees: 28.

Key below: Highgate CAAC = Highgate Conservation Area Advisory Committee, for review and comment. Note that the content of the seven sub area sections was prepared by members of the Highgate CAAC.

Summary of responses:

1. The comments indicated some factual errors indicated in the report, relating to addresses or description of the buildings.
2. General response from individual residents included comments regarding the harm caused by parking issues, traffic congestions, replacement of historic lamps, pot holes, dog fouling and location of bins within front gardens and entrances.
3. Concerns were also raised regarding the incremental effect of paving of front gardens for parking on the conservation area.
4. There were also concerns regarding the vacant shops along Archway Road that, in their opinion, detracted from the conservation area.
5. There were some requests regarding the consideration of the conservation area boundary and possible extensions.
6. Comments were also received regarding the future development management within the conservation area and the need for consistent development control policies.
7. Some suggestions included more landscaping and re-instatement of cobblestones.
8. There were concerns raised regarding the structure of the questionnaire and the consultation methodology.

English Heritage comments included the need for a Supplementary Planning Document to address the management issues raised in the Appraisal. They also suggested the need to include key views within each sub-areas. Further clarification on how the document related to the National Planning Policy Framework was also suggested.

Comments were also received from the Chair of the Joint CAAC. These included the lack of illustrations, detailed maps and a development management strategy that could guide future planning applications and public realm improvements.

Highgate School commented on the Appraisal and suggested some minor alterations to the text. They also suggested that the boundary of sub-area 1 (Highgate Village) is revised to include the school sites currently under sub-area 2 (The Bowl).

The Highgate CAAC and the Highgate Society have worked very closely with the Council's conservation officer to re-write large sections of the appraisal that were indicated to be too descriptive.

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-----|---|--------------|--|---|---|
| 1 | INDIVIDUAL CONSULTEEES Mrs Sydney Charles | Q4 (Miltons) | <p>Various issues relating to identification of buildings: 6.79 mentions Southwood Avenue and 'Kingsley Place', but should say Southwood Lane and Kingsley Place. 6.80 has the same errors 6.83 discusses the former Southwood Hospital, previously The Limes. The homes there are currently identified by numbers 70-82 (though I have docs that show that Southwood Park was 74 Southwood Lane prior to construction). 6.83 implies that the 'blocked gateway' in 'locally listed wall' is part of the 'Hospital' site. In fact the unused gate, that says 'Southwood Court' above it, adjacent to the plaque with the damaged coat of arms' is part of the wall of Southwood Park estate, mentioned in the following paragraph. However the wall and gate are not mentioned in any of the appendices listing listed items and cannot be found on the Haringey 'Register of local listed buildings of merit' - so is presumably not listed. 6.84 covers Southwood Park and mentions a Victorian pointed arch once providing access to Southwood Court. This may be the same feature as covered in the previous para, but I have the 1963 Southwood Park plans that show that this was for pedestrian access. The vehicular access at that time was further down Southwood Lane and a wall was built at that time to remove access from Southwood Lane. 7.40 Southwood Park was included by Pevsner as Brutalist blocks in the manner of Louis Kahn. As well as the two entrances to the lower blocks mentioned there is a long drive up to the tall blocks with an Porters Lodge (not designed by Douglas Stephen and Partners) at the main entrance on Southwood Lawn Rd. The Statutory listed buildings mention Southwood Hospital as 58-64 even, but 6.83 mentioned number 70, and the highest number is 82.</p> | Refer to Highgate CAAC for review and comment. Draft to be amended, as appropriate. | A lot of these have been corrected in consultation with the Highgate CAAC |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-----|--------------------|-----------------|---|--|--|
| 2.1 | Dr Michael Mottram | Q6 (Gaskell) | Various issues relating to identification of buildings: If this applies: point 6.134 refers to 123/125 and 127/129 are two semi detached Edwardian cottages. This is incorrect. 123/125 are well preserved Georgian workers' cottages as are 127/129, but the latter pair have been updated. | See officer comments in response to 1. | See officer comments in response to 1. |
| 2.2 | Dr Michael Mottram | Q8 | Boundaries: Boundaries should be expanded to include whole village. | Council is not undertaking boundary review at present. | N/A |
| 2.3 | Dr Michael Mottram | Q9 | Traffic issues: Traffic calming is appalling. Vehicles regularly ignore pedestrian lights on crossings and speed up and down North Hill at over 50mph. | This is beyond the remit of the conservation area character appraisal and will be forwarded to LB Haringey Highways. | N/A |
| 3.1 | Susan B Chinn | Q1 | Correction: Name of United Reformed Church needs correcting. | Noted. | Draft will be corrected. |
| 3.2 | Susan B Chinn | Q9 | Style of lamps: Heritage style lamp standards | See officer comments in response to 2.3. | N/A |
| 4 | Adam Garfunkel | Q3 | Correction: Correction to number of listed buildings. Paragraph 8.58 on page 67 of the draft appraisal says there are 2 Grade 2 listed buildings but then lists 3. | Noted. | Draft will be checked and corrected. |
| 5.1 | Francis Oeser | Q9 | Bus stand: Remove bus stand beside Pond Square, off the High Street. | See officer comments in response to 2.3. | N/A |
| 5.2 | Francis Oeser | Q9 | Parking: CONGRATULATIONS on your parking policy in Highgate High Street. Short stays help us oldies a great deal! (Camden side is a disaster). | Noted. | N/A |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-----|-------------------|------------------------|---|---|---|
| 5.3 | Francis Oeser | Direct general comment | Development Management: There is always the problem of FLEXIBILITY in Planning. For instance, Highpoint (where I live) was certainly an intrusion into low-rise residential development in 1936, yet these days fits well into North Hill and contributes in a variety of ways to Highgate village. Sometimes 'unacceptable' development does turn out OK and it's a risk worth taking. I do hope you have the staff and the management structure to support 'risky' decisions about planning matters. This is as important as prudent ones, surely? You and we should not be ruled by the backward-looking 'thinkers' (and speakers) trying to manage development in the village – a necessary if unintended consequence of community involvement. | Haringey's Local Plan (adopted in March 2013), SP11 Design, notes that all development shall 'Be of the highest standard of design that respects its local context and character and historic significance, to contribute to the creation and enhancement of Haringey's sense of place and identity.' | N/A |
| 6.1 | Oliver Gandy | Q9 | Wheelite bins: Wheely bins look hideous, although they are necessary. | No action necessary. | N/A |
| 6.2 | Oliver Gandy | Q9 | Dog fouling: Dog poo continues to be problematic. | This is beyond the remit of the conservation area character appraisal and will be forwarded to LB Haringey Street Enforcement. | N/A |
| 6.3 | Oliver Gandy | Q9 | Pot holes: Pot holes continue to be problematic. | See officer comments in response to 2.3. | N/A |
| 7 | Ronald Ostwald | Q9 | Development Management: A more robust response from the planning department when dealing with developers who flout the objectives of a conservation area. | Noted | A chapter on Management has been included |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|------|----------------------|----------|---|---|---------|
| 8 | Christopher Riley | Q9 | Lamp posts: Old lamp posts replaced with heritage style posts. | See officer comments in response to 2.3. | N/A |
| 9.1 | Nick Clements | Q9 | Lamp posts and tree planters: Lamp posts and tree planters in street need attention, | See officer comments in response to 2.3. | N/A |
| 9.2 | Nick Clements | | Bins: Some sort of facility to keep bins off the streets. | This is beyond the remit of the conservation area character appraisal and will be forwarded to LB Haringey Waste and Recycling. | N/A |
| 9.3 | Nick Clements | Q9 | Dumping: A lot of dumping in the Miltons. | See officer comments in response to 6.2. | N/A |
| 10.1 | Jill Gavaghan | Q9 | Bins: Fortnightly change to fortnightly waste collections has led to a huge amount of bin clutter. | See officer comments in response to 9.2. | N/A |
| 10.2 | Jill Gavaghan | | Roads, street lighting and investment: Roads and street lighting in Miltons area not maintained. No investment in this area. | See officer comments in response to 2.3. | N/A |
| 11.1 | Marika Shoshan | Q3 | Street clutter: Archway road is messy, has a cluttered and unsafe feel. Messy roads due to bins on the street. | See officer comments in response to 9.2. | N/A |
| 11.2 | Marika Shoshan | Q4 | Road surface and lanterns: Archway Road surface very bad and lanterns need replacing. | See officer comments in response to 9.2. | N/A |
| 12 | Boris Bronfentrinker | Q9 | Lamp posts: Replacement heritage style lamp posts in the Miltons area. | See officer comments in response to 9.2. | N/A |
| 13 | L Potter | N/A | N/A (No comments were made). | N/A | N/A |
| 14.1 | Luba Chmil | Q9 | Lamps: Replacement heritage lamps. | See officer comments in response to 9.2. | N/A |
| 14.2 | Luba Chmil | | Bin collections: Need more frequent bin collections. | See officer comments in response to 9.2. | NA |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|------|-------------------|----------|--|--|---------|
| 14.3 | Luba Chmil | | Windows: Force residents in Miltons sub area to reinstate sash windows to street frontages. | This is beyond the remit of the conservation area character appraisal. The Council has no powers to oblige residents to change windows, unless they are in breach of planning consents. | N/A |
| 15.1 | Denise Green | Q3 | Boundaries of conservation area: Include garages and land to rear of properties in conservation area. | Council is not undertaking boundary review at present. | N/A |
| 15.2 | Denise Green | | Tree removal: Trees removed without permission. | This is beyond the remit of the conservation area character appraisal. For trees, breaches of consent should be reported to Planning Enforcement. No details of the trees were provided, so no further action is possible. | N/A |
| 15.3 | Denise Green | Q8 | Boundaries of conservation area: Include garages and land to rear of properties in conservation area. | See officer comments in response to 1. | N/A |
| 15.4 | Denise Green | Q9 | Development Management: Lack of consistency in DM control. Unauthorised extension to a locally listed building. | See officer comments in response to 7. No details were provided about the unauthorised extension, so no further action is possible. | N/A |
| 16 | Lucy Bradshaw | N/A | N/A (No comments were made) | N/A | N/A |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|------|-------------------|----------|--|---|---------|
| 17.1 | Henriette Maren | Q8 | Boundaries of conservation area: Conservation area should be extended. | Council is not undertaking boundary review at present. | N/A |
| 17.2 | Henriette Maren | Q9 | Planting: More green planting where possible. | See officer comments in response to 2.3. | N/A |
| 17.3 | Henriette Maren | Q9 | Parking meters: More parking meters. | This is beyond the remit of the conservation area character appraisal and will be forwarded to LB Haringey Parking. | N/A |
| 17.4 | Henriette Maren | Q9 | Farmers' market: A farmers' market on Pond Square. | This is beyond the remit of the conservation area character appraisal. Application to hold events may require a licence. Information on licensing can be found on the Council's website, www.haringey.gov.uk . | N/A |
| 18.1 | John Batten | Q9 | Street furniture: Street furniture de-cluttering as proposed. | See officer comments in response to 2.3. | N/A |
| 18.2 | John Batten | Q9 | Lorry controls: Lorry controls on Hornsey Lane. | See officer comments in response to 2.3. | N/A |
| 19.1 | Tony Rybacki | Q3 | Addition: Add details of new homes on Tile Lane, of architectural interest. | See officer comments in response to 1. | N/A |

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|------|-------------------|----------|---|---|--|
| 19.2 | Tony Rybacki | Q9 | <p>Cobblestones: Cobblestones should be restored and more used. Structure of questionnaire limited. Appraisal skewed towards historic buildings.</p> | <p>Refer issue of cobblestones to LB Haringey Highways. Questionnaire was designed to be easy to complete.</p> | <p>These have been identified in public realm sections of the Appraisal</p> |
| 19.3 | Tony Rybacki | Q9 | <p>Questionnaire: Structure of questionnaire limited.</p> | <p>The structure of the questionnaire was carefully considered, to give consultees the opportunity to make comments, within the limits of what is covered in a character appraisal.</p> | <p>N/A</p> |
| 19.4 | Tony Rybacki | Q9 | <p>Historic buildings focus: Appraisal skewed towards historic buildings.</p> | <p>The content of the seven sub area sections was prepared by members of the Highgate CAAC, in conjunction with the former conservation officer, Mortimer MacSweeney.</p> | <p>The Appraisal has been re-written as per guidance given by English Heritage. Each sub-area includes an analysis of public realm, key views and trees and landscaping.</p> |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|------|-------------------|----------|--|---|---|
| 20.1 | J. McLeod | Q9 | Vacant shops: Empty shops on Archway Road detract from conservation area. | Noted | A chapter on Management has been included |
| 20.2 | J. McLeod | Q9 | Refuse collection: Refuse collection complaints. | See officer's comments in response to 9.2 | N/A |
| 21 | Jill Boswell | Q9 | Paving over front gardens: Residents should not be able to pave over front gardens. Concern about impact of new basements upon water table. | Noted, however both these are within permitted development rights | A chapter on Management has been included |
| 22.1 | Chris Mason | Q9 | Streetscape maintenance: Haringey streetscape should be as well maintained as Camden. | See officer comments in response to 2.3. | N/A |
| 22.2 | Chris Mason | Q9 | Consultation process: This is a shockingly restricting and very bad consultation method designed to minimise input. | The consultation method has followed Haringey's procedures and has allowed consultees the opportunity to provide comments. The Highgate CAAC has been extensively engaged with, during the whole process. | N/A |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
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| 23 | Alan Poole | Q1 | <p>Corrections and additions: Highgate High Street, Highgate Hill, North Road, Castle Yard, Southwood Lane, North Hill Avenue, Baker's Lane, part of North Grove, Bramalea Close, Hillcrest. NO MENTION OF NORTH HILL</p> <p>6.13 The Gatehouse and Highgate School stand at a level of 129.7m on the top of Highgate Hill. At this point, North Hill turns south east into the High Street, NORTH ROAD YES BUT NOT NORTH HILL</p> <p>6.131 The streetscape continues..... The Kingdom Hall of the Jehovah's Witnesses, is a plain nineteenth century former chapel. It is followed by no. 35, a Victorian villa, with an unusual double width front bay. Nos. 37 and 39 date from the late 1970s and are on the site of a former builder's yard the office of which was 41: this has a plaque claiming that a building dated 1690 was refurbished in 1926. It appears from the street to be a 1920s house with a reproduction Tudor frontage.</p> <p>THEN APPEARS A PICTURE DESCRIBED AS 47 and 48 North Hill WHEREAS IT SHOULD SAY 43 TO 51 OR MAYBE 47 AND 49 (DEFINITELY NOT 48 AS THIS IS THE ODD NUMBER SIDE OF THE STREET)</p> | See officer comments in response to 1. | A lot of these have been corrected in consultation with the Highgate CAAC |

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| 23 cont. | Alan Poole | | <p>6.132 Nos. 43 and 47 to 57(odd) are all grade II listed and have group significance. No. 43 (incorporating no.45) is a two storey cottage dating from the early eighteenth century. It is clad with red facing brickwork and is two windows wide to its parapet level. Nos. 47 and 49 are an early eighteenth pair of town houses. They are three storeys with a basement and are clad in red facing brickwork. All the sash windows are segmental headed. They have matching Georgian doorcases, with cast iron front railings and steps to the front doors. 43 DOES NOT HAVE A BASEMENT, 45 (3 STOREY) WAS THOUGHT TO BE SERVANTS QUARTERS OF 47. No. 45 HAS REMAINS OF DOORWAYS THROUGH TO 47 ON GROUND AND FIRST FLOORS.</p> <p>6.231 No.51 is an early eighteenth century house with alterations. It is three storeys high and has a stuccoed frontage. It features a trellised canopy with a hipped lead roof over a first floor terrace with a front wrought iron balcony above a projecting ground floor. ACCORDING TO PEVSNER 51 WAS A PROJECTING WING OF 47 & 49 (45 WAS THE OTHER) SO NUMBER 51 SHOULD BE INCORPORATED INTO 6.132 AS IT IS PART OF THAT GROUP. TO SUPPORT THIS IT HAS MATCHING BRICKWORK WITH THE GROUP.</p> | See officer comments in response to 1. | A lot of these have been corrected in consultation with the Highgate CAAC |

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| 24 | STATUTORY CONSULTTEES Natural England | | No comments made. | N/A | N/A |
| 25.1 | English Heritage | | Management plan: We note that this document is intended to provide only an appraisal of the conservation area's character (section 1.5) Following the adoption of this character appraisal it will therefore be crucial to address the management issues it raises through the production of SPDs containing management strategies and policies, as proposed in paragraph 1.5 of the document. We look forward to reviewing these in due course. | Noted | A chapter on Management has been included |
| 25.2 | English Heritage | | Views: We welcome the identification of views in each sub area. It would be useful if these could be marked on the plans provided at the start of each sub area description. | Noted | Townscape analysis maps included |
| 25.3 | English Heritage | | Section 13 - National Planning Policy Framework: (Page 122). For clarity we suggest setting out the relationship between the character appraisal and the National Planning Policy Framework (NPPF). In particular, under paragraph 137 local authorities have a duty to 'look for opportunities for new development within conservation areas...to enhance or better reveal their significance'. Under paragraph 138 elements that positively contribute to the conservation area's character warrant greater protection over those that don't. | Noted | The relevant section has been re-written |
| 25.4 | English Heritage | | Section 14: We welcome this summary of the key planning issues which face the conservation area. A key issue for many conservation areas which isn't discussed here is the possible impacts of renewable energy and energy efficiency infrastructure on the conservation area, for example, the application of solar panels or double glazing could affect its character and appearance. It might be useful for any such issues to be recognised in the character appraisal in order that they can be addressed in future management strategies | Noted | Included in the Management Plan |

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| 25.5 | English Heritage | | <p>Involvement of conservation officer: We hope that these comments prove useful in finalising the draft character appraisal for the Highgate conservation area. English Heritage would strongly advise that the local authority's conservation staff are involved throughout the preparation and implementation of the appraisal, as they are often best placed to advise on: local historic environment issues and priorities; sources of data and consideration of options relating to the historic environment.</p> | Noted | The conservation officer has had extensive meetings with the consultees and most of the document has been re-written keeping in mind the current issues in historic environment. |
| 25.6 | English Heritage | | <p>Future advice from English Heritage: Finally, it must be noted that this advice is based on the information provided by you and for the avoidance of doubt does not affect our obligation to advise you on, and potentially object to any specific development proposal which may subsequently arise from this or later versions of the draft character appraisal and which may have adverse effects on the historic environment.</p> | Noted. | N/A |

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| 26.1 | BOROUGH GROUP CONSULTTEES Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>I write in my strategic role as I have seen the consultation draft of the above and frankly, I am appalled.</p> <p>As you know the embryonic Highgate Neighbourhood Forum was encouraged to assist with the development of a part finished draft that when completed would assist greatly in the work of (possibly) developing a Neighbourhood Plan (NP) if the forum were to be created (which it now has). I understand it was the lack of an appraisal noted during the Highgate Bowl Inquiry that actually caused the work to start.</p> | Noted | N/A |
| 26.2 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>I was at a meeting with the Neighbourhood Forum convenor about 10 months ago when a number of people arrived to join it, fresh from another meeting with one of your staff at the time and they were clutching the 2005 English Heritage (EH) guide on how to do appraisals. The group offered labour and time to assist in completing the work. This was done enthusiastically, but I hear from various people that a lot of the input was ignored and the draft publication went out without including a lot of this hard-won work. 'Completing' the appraisal was notionally given high priority, as it was seen to be the essential part of the evidence base for a Neighbourhood Plan. It is, of course, needed to identify where change the community and, particularly the Neighbourhood Forum, may want and can best take place. In a sensitive area, this is best done on the back of an appraisal, so change is directed towards the sites that detract and avoid the sites that contribute to a well-loved and historic area.</p> | Noted | All comments incorporated |

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| 26.3 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>It is well known that your predecessors commissioned a 'batch' of appraisals about ten years ago from Nathaniel Litchfield (NL). They were all 'wordy and academic' in the descriptions but were 'light' on analysis and any material that would assist in the future management of the area. Not all have progressed to adoption and some are still 'on the shelf'. It is suspected that this started life as one of the batch, or was drafted to the same format. About three years after that batch was drafted, EH produced two booklets; the first on how to draft appraisals and how then to progress, using the second, to the second document for an area, which would be a Management Plan. Slimming down of advice has happened, not only with the NPPF but, ahead of that, EH had undertaken a similar task with its guidance and combined appraisal techniques and management issues into one, slimmer booklet called 'Understanding Place: Conservation Area Designation, Appraisal and Management'. This is current guidance although anything produced between 2005 and 2011 should have been based on the best practice in the slightly fuller, earlier versions. It now expects, in Part 3, an approach to managing change and regeneration strategies to be included in the document.</p> | Noted | The entire document has been re-written following English Heritage guidance and a Management Plan has been incorporated. |

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| 26.4 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>The appraisal was brought forward for the purposes of being an evidence base for a Neighbourhood Plan that might be produced by the Neighbourhood Forum, the clustering of buildings of merit and the detractors (the potential redevelopment locations) are not presented graphically. I have received a lame excuse, when I questioned whether there was a print error, that the mapping person could not map them. If that is the case you should dismiss the mapping person and employ someone competent. Mapping is the bread-and-butter of a planning department and if it can't be done, the situation needs to be managed better. If management failed to commission the work and not to order the restructuring of work to comply with best practice – now at least seven years old, then it is the manager responsible that should be re-trained, retired or dismissed.</p> <p>Haringey has, unfortunately, not modernised and has stuck to the old and outdated Nathaniel Litchfield formula that it should have ditched years ago. Thus the Highgate appraisal can be summarised as 'old format with poor graphics'.</p> | Noted | Only positive contributors have been incorporated. Detractors have been described in the text. |

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| 26.5 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>Community involvement is also expected by EH at every stage. Highgate appear to have contributed more than EH probably ever expected, but I am concerned that both the need identified by the community and input from it have, to date, been partly ignored. I worry that the 54 pages of corrections that are on their way to you after hours of diligent proof reading and research, may be swatted away as a nuisance. That was my experience with another conservation area three years ago. It does make a mockery of the logo on the front cover "Get involved – Have your say" – there is a remark going round that the next line should be added to say ".... and as usual, we will ignore it". I do hope that you can start a cultural change to actually work with the volunteer labour that has already toiled hard to make it a more sound document.</p> <p>Turning to the EH guidance; 'Understanding Place' (for short), this sets out the benefits and purpose. Perversely, in a sentence designed to constrain input, your web site stresses what it sees as the purpose of appraisal and casts it very much more narrowly requesting factual correction and address errors!</p> | Noted | All comments and where applicable incorporated |
| 26.6 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>Paragraph 2.1.5 of Understanding Place is particularly important, but the Council's document is severely lacking in graphical presentation. Not mapping the 'merit' and 'detracting' buildings makes it virtually useless for Neighbourhood Plan purposes. Other graphical devices such as illustrating viewpoints and vistas in diagrams are also not present. The EH guidance suggests that appraisals should not be long but it should then progress to management of the area (leading to conservation techniques and enhancement where these are possible).</p> | Noted | Extensive photos and maps have been incorporated |

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| 26.7 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | I see very little of what EH suggests, indeed it is effectively a short local history and then a long-winded catalogue of buildings (102 pages out of 140). Whilst this is useful reference material, it is not analysis of townscape character, an assessment of public realm, trees, advertising, artefacts of interest (such as Borough of Hornsey ironwork). The building descriptions, one-by-one, are paragraphs that could form a learned appendix. What is even more worrying that local people have corrected it, and the corrections are so extensive that they run, as noted, to 54 pages. | Noted | The entire document has been re-written following English Heritage guidance and a Management Plan has been incorporated. |
| 26.8 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | Section 14 is derisory and should be a significant part of an appraisal. Section 15 is similarly scant with the important matter of shopfronts in an historic village given four standard paragraphs. The Forum has been critical in the differences between management in Camden (generally regarded as good) and in Haringey where there is a muddle of inappropriate or utilitarian paving materials, street clutter and patching. The former Borough of Hornsey commissioned interesting lamp columns, polygonal bollards with a BH logo and other ironwork and there is a tradition of granite setted crossovers with ribbons of granite for prams to traverse more smoothly. These are identified briefly in an appendix right at the back – almost in passing and easily missed. | The Appraisal has been re | written as per guidance given by English Heritage. Each sub |

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| 26.8 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>I am most impressed with the extent and detail of the observations from the community to correct the many inaccuracies. Having that detail is useful for reference and I will not decay its worth, but I do worry that the point of appraising an area gets lost if there is no framework for future management; if the faults in an area are not analysed and the essential 'best bits' brought to the fore in a succinct overview. The descriptive detail should be put to appendices on each sub-area so the character assessments are not swamped.</p> | <p>An appraisal is a technical document and should include the architectural descriptions of important buildings.</p> | N/A |
| 26.9 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>Boundary review is expected, but this is dismissed in two sentences, but reference back to Crouch End appraisal noted that the boundary was ragged at Stanhope Road. Now the Forum boundary runs down the middle of this road, following an old ward boundary at that point, and also the parking zone boundaries, if nowhere else there would appear to be a case for rationalisation here. On Archway Road there are some modern warehouses and an ugly garage and at Shepherd's Hill there are some modern blocks of flats that do not warrant designation, so if NPPF guidance is followed, the boundary in at least three places should be reconsidered.</p> <p>Thus I have to conclude that the work has not resulted in the sort of document the Forum will need and in its own right it is not sound or fit for purpose when compared with the content and output expected by English Heritage and the NPPF. From the strategic point of view this is not new, as I have criticised the similar format for Crouch End and Hillside.</p> | <p>The Council does not wish to undertake boundary review at this stage.</p> | N/A |

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| 26.10 | Chris Mason, Chair of Joint Conservation Area Advisory Committee (JCAC) | | <p>I strongly urge the Management Team of your Directorate to get a grip of the mapping and presentation issues and commission revision to this work to keep the good work but make it accessible by having a main section that is succinct and effective. It should not hold back from criticising poor public realm management. Its aim should be to steer work to a better result in the long run. It is noted that it was rushed by a member of staff heading for retirement and the new, temporary replacement was in no position to influence change, so responsibility for this poor work must rest with the management above, ultimately, I fear, stopping at your door.</p> <p>I suggest that the changes will be sufficiently extensive that it will need a further period of (re) consultation to avoid challenge. Better to get it right than to live with the consequences of an inadequate methodology.</p> | Noted | Extensive photos and maps included |
| 27.1 | Highgate School | | <p>Paragraphs 2.2.22 <i>Comment:</i> Replace in second sentence "Dyne House five storey Highgate School arts block in a" with "Dyne House, the Highgate School five storey and basement teaching building with auditorium, in a" . <i>Reason:</i> In order to correct factual errors and to clarify the history of the building.</p> | To be considered and the text amended, as appropriate. | Draft will be amended to reflect this request. |

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| 27.2 | Highgate School | | <p>Map of Highgate Conservation Sub-Areas</p> <p><i>Comment:</i> As confirmed in the telephone call with Gwyn Jones, one of the School's Capital Projects Managers, I understand that this map is being redrawn in accordance with the comments in our previous letter of 11 January 2013 so that the whole of Dyne House, the teaching building, old gymnasium used as a drama studio and the redundant open air swimming pool at the rear of Dyne House now all form part of sub-area 1 Village Core and not sub-area 2 Highgate Bowl. To assist and for clarification, I attach a large scale OS map showing in red the detailed area of change.</p> <p><i>Reason:</i> The boundary of the Highgate Bowl sub-area has been drawn running through Dyne House, splitting the school auditorium and recital room from the rest of the building. This line runs through the curtilage of Dyne House and then isolates the associated existing built development at the rear that comprises part of this site. The boundary should be redrawn at the edge of the Parade Ground to define the core area of the Highgate Bowl to reflect its character as "largely open land" and appropriately exclude built development more closely associated with Southwood Lane and the Village Core sub-area</p> <p>1. Importantly, this would accord with Supplementary Planning Guidance 3.5: Highgate Bowl Area – in Highgate Conservation Area (June 1999), which only includes the Parade Ground at the rear of Dyne House as part of the Highgate Bowl, the western edge of which is otherwise defined by the drama studio and gymnasium building (SPG 3.5-page 8 site 9) which are excluded from the identified area.</p> | Agreed. | Draft will be amended to reflect this request. |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
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| 27.3 | Highgate School | | <p>Page 33 <i>Comment:</i> Delete 'High' from title of second photograph. Title should read "Highgate School, c1905". <i>Reason:</i> In order to correct error.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.4 | Highgate School | | <p>Paragraphs 4.4.3 <i>Comment:</i> Replace in first sentence "through 1948 memorial gates" with "through 1947 memorial gates" <i>Reason:</i> In order to correct factual error and to align with the 1947 date already in Paragraph 4.4.41.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.5 | Highgate School | | <p>Paragraphs 4.4.4 <i>Comment:</i> Recommend in first sentence "the imposing "Big School" hall was part of" with" the imposing "Big School" hall, also restored in 2013, was part of". <i>Reason:</i> In order to clarify that both the Chapel and "Big School" were restored in 2013.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.6 | Highgate School | | <p>Paragraphs 4.4.42 <i>Comment:</i> Replace at end of second sentence "and again during the 1980s" with "and in the Edwardian period, 1928 and again in 1983". <i>Reason:</i> In order to correct factual errors and clarify the history of the development of the School along North Road.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.7 | Highgate School | | <p>Paragraphs 4.4.43 <i>Comment:</i> Replace in first sentence "constructed (2013)" with "constructed (2012)". <i>Reason:</i> In order to correct factual error.</p> | Agreed. | Draft will be amended to reflect this request. |

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| 27.8 | Highgate School | | <p>Paragraph 4.4.86 <i>Comment:</i> Replace in the first sentence “interrupted by Dyne House a five storey brick and concrete block designed in 1967 by Ansell & Bailey” with “interrupted by Highgate School’s Dyne House, a five storey and basement teaching building with auditorium, constructed in brick and concrete and designed in 1965/66 by Ansell & Bailey and opened in 1967”. <i>Reason:</i> In order to correct factual error, clarify the history of the building and align the opening date of 1967 with paragraph 2.2.23.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.9 | Highgate School | | <p>Paragraph 4.4.87 <i>Comment:</i> Replace second sentence, “The building is currently in use as a Highgate School library” with “The building was formerly in use as the Highgate School library”. <i>Reason:</i> New library was opened in September 2013 within Big School.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.10 | Highgate School | | <p>Page 56 <i>Comment:</i> Replace the title on the top photograph “Rowlands Close, Southwood Lane”, with “Dyne House, Southwood Lane”. <i>Reason:</i> In order to correct factual error</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.11 | Highgate School | | <p>Paragraph 4.4.97 <i>Comment:</i> In first sentence, replace “Highgate School Hall” with “Highgate ‘big school’ hall”. <i>Reason:</i> In order to align with terminology in paragraph 4.4.4.</p> | Agreed. | Draft will be amended to reflect this request. |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
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| 27.12 | Highgate School | | <p>Paragraph 4.5.4 <i>Comment:</i> In second sentence, remove reference to front 'garden' to Dyne House. Final section of sentence should read: "...opened only by the entrance gates to Highgate School and the front to Dyne House." <i>Reason:</i> In order to correct factual error.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.13 | Highgate School | | <p>Heading to paragraphs 5.4.23 and 5.4.24 <i>Comment:</i> Replace the heading "Buildings and Land behind Dyne House (part of Highgate School)" with "Land adjacent to Kingsley Place (part of Highgate School)" <i>Reason:</i> The revision to the boundary of sub-area 1 and 2 so that all of Dyne House and the buildings at the rear of it are in sub-area 1 Village Core, results in no buildings being included in this part of the sub-area and the reference to Dyne House being confusing.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.13 cont. | Highgate School | | <p>Paragraph 5.4.23 <i>Comment:</i> Change second sentence to read: "It is known as the Parade Ground, having been used by the school cadet corps for that purpose, and is now....." <i>Reason:</i> In order to correct factual error.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.14 | Highgate School | | <p>Paragraph 5.4.24 <i>Comment:</i> This paragraph should be deleted. <i>Reason:</i> The revision to the boundary of Sub-area 1 and 2 results in this paragraph being irrelevant.</p> | Agreed. | Draft will be amended to reflect this request. |

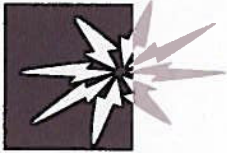
| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-------------|-------------------|----------|---|--|--|
| 27.14 | Highgate School | | <p>Paragraph 10.4.10 <i>Comment:</i> Replace in the final sentence "Caenwood Hall a small former gymnasium now used for other purposes" with "Caenwood Hall a small former swimming pool now used for various educational purposes" <i>Reason:</i>. In order to correct a factual error and clarify the history of the building.</p> | Agreed. | Draft will be amended to reflect this request. |
| 27.14 cont. | Highgate School | | <p>Paragraph 10.4.32 <i>Comment:</i> Replace in the third sentence "These have a somewhat industrial appearance and are not well maintained." with "These have a somewhat industrial appearance and the cladding and roofing materials are weathering badly due to their age." <i>Reason:</i> The buildings are fully maintained, but the cladding and roofing materials used are now old and weathering badly. <i>Comment:</i> Remove the final sentence "The Junior School is under threat of demolition..... open leafy character of road" <i>Reason:</i> In order to correct a factual error as Planning Approval for a new Junior School was granted on 20 February 2013. See also the following paragraph.</p> | The maintenance includes cladding and all exterior materials | Corrected where appropriate |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-------|-------------------|----------|--|--|---|
| 27.15 | Highgate School | | <p>Paragraph 10.4.33 <i>Comment:</i> Replace the third and fourth sentence "Beyond this lie a number of school buildings of varying merit. Cholmeley House is an attractive.....and a good example of its style." with "Planning Approval was granted on the 20 February 2013 for the replacement of Cholmeley House with a contemporary style new Junior School which will link into the adjoining Ingleholme which will be restored and refurbished as part of the project." <i>Reason:</i> In order to correct a factual error as noted in the paragraph above. <i>Comment:</i> Replace the fifth sentence "The pair of Victorian villas beyond this now known as the Mills Centre.....are of considerable interest in red brick." with "Further north along the road is the interesting red brick building now known as the Mills Centre. It was purpose built for the School in 1880 as a combined Head Master's House and Boarding House. After the Head Master moved and later boarding ceased it had a number of educational uses and then was repaired, restored and extended in 2004/2005 for teaching and other use." <i>Reason:.</i> In order to correct a factual error and clarify the history of the building.</p> | <p>Cannot include planning details. Description of Mills centre need not include details or staff members</p> | <p>Corrected where appropriate</p> |
| 27.16 | Highgate School | | <p>Page 140 <i>Comment:</i> Replace the title on the third photo down "Field House, Bishopswood Road" with "Grindal House, Highgate Preparatory School" <i>Reason:.</i> In order to correct a factual error.</p> | <p>Agreed.</p> | <p>Draft will be amended to reflect this request.</p> |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-------|-------------------|----------|---|-------------------------------------|--|
| 27.17 | Highgate School | | <p>Paragraph 10.9 1 <i>Comment:</i> Replace the fifth bullet point “Poorly designed non-residential buildings including the sports buildings in Bishopswood Road and the Highgate School Armory in Broadlands Road” with “Poorly designed non-residential buildings including the School sports buildings along Bishopswood Road and the School two storey educational building adjacent to no 24 Broadlands Road.” <i>Reason:</i>. In order to remove for security reasons any reference to the building being an armory for which the MOD have responsibilities.</p> | Agreed. | Draft will be amended to reflect this request. |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-------|-------------------|----------|--|-------------------------------------|--|
| 27.18 | Highgate School | | <p>Generally</p> <p>In the original document we received there were a number of drawings and schedules related to Listed buildings within the conservation area. For example, the map originally on Page 20 showed the statutory listed buildings in sub-area 1. This map indicated that the Highgate School Chapel on North Road, the Old School Building on North Road/Southwood Lane and all the adjoining school buildings on the site immediately to the north (enclosing Science and Garner Quads) are all statutory listed buildings. This is incorrect. The National Heritage List for England (English Heritage) specifically indicates in the relevant list entries (2 December 1994) that it is only the Highgate School Chapel and Old School Building (known as Big School) which are listed at Grade II, with no reference to other adjoining school buildings to the north. Other school buildings should not, therefore, be indicated as listed buildings on the map.</p> <p><i>Note:</i> The adjacent Sir John Woollaston's Almshouses at 13-37 Southwood Lane are statutory listed buildings in their own right (19 March 1951).</p> <p>We would appreciate confirmation that this map, if it is going to form part of this revised document, has been amended to show that only the School buildings listed in National Heritage List for England are shaded as statutory listed buildings.</p> <p>As an aside, I note reference to a Haringey Council produced 'Streetscape Manual' (paragraph 11.5.2) – I would be grateful if you could advise as to how I could obtain a copy of this document.</p> | Agreed. | Draft will be amended to reflect this request. |

| No. | Name of consultee | Question | Area of comments/details of comments | Officer comments and agreed actions | Outcome |
|-----|------------------------------------|----------|---|--|----------------------|
| 28 | Highgate CAAC and Highgate Society | | The comments provided by the Highgate Society include a report that was omitted from the draft consultation document and other points. It is too large to summarise here – please see the published data. | The character appraisal will be amended to include the data, as appropriate, including further consultation with the Highgate Society. | Draft to be amended. |



Haringey Council

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|-------------|-----------------------------|----------------|--|
| Report for: | Cabinet 12 November 2013 | Item number | |
|-------------|-----------------------------|----------------|--|

| | |
|--------|--|
| Title: | Prevention of Social Housing Fraud Act 2013; RIPA 2000 and Benefit Fraud - delegation of functions |
|--------|--|

| | |
|------------------------|--|
| Report authorised by : | Director of Corporate Resources <i>J. Power 4/11/13</i> |
|------------------------|--|

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|---------------|--|
| Lead Officer: | Anne Woods, Head of Audit and Risk Management Tel: 020 8489 5973 Email: anne.woods@haringey.gov.uk |
|---------------|--|

| | |
|-----------------------|------------------------------|
| Ward(s) affected: ALL | Report for: Non-Key Decision |
|-----------------------|------------------------------|

1. Describe the issue under consideration

1.1 To inform Cabinet about issues relevant to the use of the newly introduced Prevention of Social Housing Fraud Act 2013.

1.2 To recommend relevant departmental scheme of delegations are updated for various counter-fraud activities to include appropriate authorisations for nominated officers.

2. Cabinet Member for Finance and Carbon Reduction Introduction

2.1 The Prevention of Social Housing Fraud Act 2013 created the new criminal offence of unlawful subletting by assured and secure tenants in social housing. The rationale behind the Act is to ensure that social housing is occupied by those in the greatest housing need.

2.2 The Council needs to use the powers within this Act to maximise the effectiveness of its counter-fraud strategies and make social housing available to those applicants in most need. I am satisfied that the Council would benefit from the powers afforded to it under the Act and on that basis I recommend that Cabinet to approve its use.

2.3 Relevant updates to the various departmental schemes of delegation are also in accordance with respective statutory requirements and are recommended for approval.



Haringey Council

3. Recommendations

3.1 The Cabinet notes the enactment of the Prevention of Social Housing Fraud Act 2013 and agrees its use by the Council as part of its overall counter-fraud strategy;

3.2 The Cabinet approve the following delegations to officers and consequent changes to the Constitution (at Appendix E Officer Scheme of Delegation) as set out at Appendix 1 to this report:

- (a) delegated authority to the Head of Audit and Risk Management to institute fraud prosecutions under the Prevention of Social Housing Fraud Act 2013;
- (b) delegated authority to the Head of Audit and Risk Management to authorise all action to recover overpayments and monies lost through fraudulent claims in relation to Housing Benefit and the Council Tax Reduction Scheme including powers to impose administrative penalties, to prosecute and to bring proceedings in relation to fraudulent claims; and
- (c) delegated authority to the Assistant Director for Operational Services and Community Safety to be permitted to authorise the obtaining of communications data under s.21-25 of RIPA 2000 prior to judicial approval.

4. Other options considered

4.1 Not applicable.

5. Background Information - The Prevention of Social Housing Fraud Act 2013

5.1 The Prevention of Social Housing Fraud Act 2013, covering England and Wales, received Royal Assent on 31 January 2013 and was brought fully into force in England on 15 October 2013 (The Prevention of Social Housing Fraud Act 2013 (Commencement) (England) Order 2013 SI 2013/2622).

5.2 There are various different types of tenancy fraud (including obtaining a tenancy through false statement and unauthorised assignment). The Prevention of Social Housing Fraud Act 2013 is primarily concerned with strengthening the powers of social landlords to tackle tenants who sublet the whole of their dwellings for a profit. Current estimates put the number of unlawfully sublet social housing dwellings at around 98,000 at a total cost to social landlords of over £900m. The Audit Commission reports that social housing fraud is the single largest category of fraud loss in local government, in terms of value.



Haringey Council

5.3 The Prevention of Social Housing Fraud Act:

- creates new criminal offences of unlawful subletting by assured and secure tenants in social housing;
- gives local authorities powers to prosecute in cases of unlawful subletting;
- enables courts to order the recovery of any profit made from unlawful subletting from tenants; and
- provides that assured tenants who unlawfully sublet the whole of their dwelling cannot subsequently regain their security of tenure.

5.4 Under the Act, the authority to prosecute rests with local authorities and legal proceedings cannot be brought under this legislation by other social landlords, including arms length management organisations. The Council will need to consider the impact of this on existing investigation and legal resources if the local authority were required to act on behalf of housing associations.

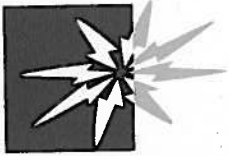
5.5 It is therefore proposed that the operational responsibility for investigation and prosecution of cases in respect of social housing fraud rests with the Head of Audit and Risk Management.

6. RIPA and Benefit Fraud update

6.1 A report on the use and implementation of the Regulation of Investigatory Powers Act 2000 (RIPA) was provided to Cabinet on 10 September 2013 and a list of officers was approved to authorise directed surveillance and the use of covert intelligence under s.28 and S.29 of RIPA 2000 prior to judicial approval.

6.2 These sections of RIPA relate specifically to the use of directed surveillance. The Council also has the facility under s. 21-25 of RIPA to apply for certain types of communications data: the 'who, when and where' of communications, such as a telephone billing or subscriber details. All applications must be authorised by a Justice of the Peace before they can take effect. This requirement applies to all areas of RIPA, including communications data and the relevant sections of the Act were omitted from the September Cabinet report. Approval is now sought for delegated authority to the Assistant Director for Operational Services and Community Safety to be permitted to authorise the obtaining of communications to cover this aspect of RIPA. The officer nominated has been trained in the use and application of RIPA.

6.3 The operational responsibility for investigation and prosecution of cases in respect of fraudulent benefit claims rests with the Head of Audit and Risk Management. Previously this was with the Head of Revenues, Benefits and Customer Services and Cabinet are requested to approve the Head of Audit and Risk Management to be permitted to authorise, under delegated



Haringey Council

authority, all action to recover overpayments and monies lost through fraudulent claims in relation to Housing Benefit and the Council Tax Reduction Scheme including powers to impose administrative penalties, to prosecute and to bring proceedings in relation to fraudulent claims.

7. Comments of the Chief Financial Officer and Financial Implications

7.1 There are no direct financial implications arising from this report if operational procedures remain the same. The work within internal audit and other departments to undertake and manage social housing fraud prosecutions in accordance with statutory requirements for Council-owned properties can be contained and managed within the relevant revenue budgets.

7.2 If the Council was requested to take on additional responsibility for the prosecution of cases for other social landlords' properties, the resources required to complete this work would need to be evaluated.

8. Legal Implications

8.1 The functions under these Acts are executive and any delegations to officers must be approved by the Cabinet as set out at Part 4 Section F paragraph 1.5 and Part 3 Section E paragraph 6.04 of the Constitution. These changes should be reported to the Full Council for noting only.

8.2 There are no specific legal implications arising out of this report.

9. Equalities and Community Cohesion Comments

9.1 There are no direct equality implications arising out of this report.

10. Head of Procurement Comments

10.1 Not applicable.

11. Policy Implications

11.1 There are no direct implications for the Council's existing policies, priorities and strategies.

12. Reasons for Decision

12.1 Cabinet approval is required for the delegations to officers to enable the Council to effectively carry out its counter-fraud functions.

13. Use of Appendices

13.1 Appendix 1 – Constitutional changes

14. Local Government (Access to Information) Act 1985

14.1 Not applicable

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

Section 3 Directorate of Corporate Resources – Scheme of Delegation to Officers

To the Director of Corporate Resources

All the Financial, Legal, Information and Communication Technologies, Benefits and Local Taxation, Customer Services, Audit and Procurement functions of the Council except matters which are:

- (i) Key Decisions,
- (ii) Expressly reserved to the Cabinet or Cabinet Committee within its terms of reference
- (iii) Included on the Forward Plan
- (iv) Expressly reserved to full Council within its terms of reference
- (v) Expressly reserved to a non-executive Committee or Sub-Committee within its terms of reference
- (vi) Expressly excluded from the scheme of delegation to officers under paragraphs 4.01 and 4.02 of Part 3 Section E of the Constitution. Such an exclusion will not apply where the power to set fees or charges is specifically delegated in the statutory or non-statutory delegations listed below.

Without prejudice to the generality of the delegation above, there are included in this delegation to the Director all the statutory and non-statutory functions delegated to the designated officers below. The Director has authority to exercise the powers delegated to all officers reporting to him/her and Assistant Directors, the Chief Financial Officer and the Heads of Service have the same authority in relation to all officers reporting to them.

Schedule of abbreviations used for designated officers

| | |
|---|-------------------|
| Director of Corporate Resources | DCR |
| Head of Legal Services | HLS |
| Assistant Director Finance | ADF |
| Chief Financial Officer | CFO |
| Head of Corporate Finance | HCF |
| Head of Corporate Procurement | HProc |
| Head of Benefits & Local Taxation & Customer Services | HBLTCS |
| <i>Head of Audit & Risk Management</i> | <i>HRM</i> |
| Risk & Insurance Manager | RIM |
| Pensions Manager | PM |

In the event that any of the designated officer posts above are renamed or the duties varied, then the powers delegated to that post in this section of the scheme will continue to be delegated to the post that substantially fills the duties of the original post.

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

Those delegated powers, where prior consultation with, or instructions from, a Member or Member body are required before officers can exercise the powers, are shown with an asterisk * in the right hand column

Non-statutory delegations

| Insurance Matters | |
|---|----------------------------|
| Power to arrange insurance cover within the financial limits for officers under Contract Procedure Rules or beyond those financial limits in accordance with Cabinet/Committee instructions | CFO* RIM* |
| Power to negotiate, to agree or reject and to pay claims against the Council, whether or not covered by insurance, in consultation with legal advisers and the relevant Service managers | CFO RIM |
| Power to exercise discretion, in consultation with legal advisers and the relevant Service managers, to make ex gratia payments, without admitting liability. | CFO RIM |

| Salaries, Wages, Pensions, Compensations etc. | |
|---|-------------------------|
| Power to make salary payments or to approve and control any alternative arrangements | CFO |
| Power to approve the terms of release of people aged 55 or over and made redundant or retired early with a claim on the pension scheme provided this is within the limits of Council policies and the decision applies to officers below Deputy Chief Officer level. This includes decisions on voluntary early retirement, early payment of deferred benefits, waiver of actuarial reductions on compassionate grounds, awards of increased membership on early retirement on efficiency grounds and reductions of contributions after 40 years service. Decisions which are outside Council policies or apply to Chief Officers or Deputy Chief Officers are referred to the Corporate Committee. | CFO |
| All administering authority decisions which do not incur costs in excess of those costs already funded and are consistent with existing policies | CFO PM |
| Authority to meet pensions fund managers, AVC scheme providers, custodians and other specialist external advisors on a regular basis for the purposes of performance monitoring and reporting findings back to the Corporate Committee on a quarterly basis | CFO |
| Power to agree the admission and terms of admission and the cessation of other bodies into the Council's Pension Scheme in consultation with the Chair of the Corporate Committee | CFO* |

| Payment of Accounts etc. | |
|---|------------|
| Power to deal with or approve alternative arrangements for dealing with all certified expenditure matters | CFO |
| Power to approve the draft Council's Accounts and Accounting Policies by 30 June each year. | CFO |
| Power to approve the draft Pension Fund Accounts by 30 June each year | CFO |

| Other Financial Matters | |
|--|------------|
| Power to exercise the functions of the duly authorised representative of the | CFO |

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

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|---|----------------------|
| Council as the corporate member of Alexandra Palace Trading Limited | |
| Power to select the managers of the Council's internal funds and negotiate management fees | CFO |
| Power to make financial arrangements for the leasing of vehicles and equipment | CFO |
| Power to manage the authority's loan debt in accordance with all relevant legislation and guidance | CFO |
| Power to respond to annual expenditure proposals submitted by the following bodies (if applicable):- Greater London Authority London Pension Fund Authority Lee Valley Regional Park Authority North London Waste Authority London Councils Greater London Magistrates Courts Authority Environment Agency | CFO |
| Power to authorise all action to recover overpayments and monies lost through fraudulent claims in relation to Housing Benefit and <u>the</u> Council Tax Benefit <u>Reduction Scheme</u> including powers to impose administrative penalties, to prosecute and to bring civil proceedings in relation to fraudulent claims | HBLTCS <u>HRM</u> |
| Power to manage Council borrowings and investments within limits set by the Council | CFO |
| Authority to manage the Capital Programme flexibly and to make adjustments to the phasing of approved projects within the limits of available capital resources | CFO |
| Authority in consultation with the Assistant Chief Executive- Policy, Partnerships, Performance and Communication and the appropriate Cabinet Member to approve the submission of bids to the European Social Fund | CFO* |
| Power to certify grant claims and statutory returns to Government and European Union bodies where this certification is required from, or on behalf of, the Chief Financial Officer | CFO HCF |
| Power to remove contractors from Selective Tendering Lists when they have ceased trading or have requested to be removed. Power to suspend any contractor from the Lists in cases of serious breach of contract or unsatisfactory service delivery pending final decision by the relevant Director for contracts valued at £250,000 (two hundred and fifty thousand) or less and by the Cabinet for contracts valued over £250,000 (two hundred and fifty thousand). | HProc |

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| Legal Matters | |
| Power to authenticate any notice, order, assent, demand or other document or copy document, which the Council are authorised or required by, or under, any Act or any instrument made thereunder, to give, make or issue | HLS |
| Power to obtain particulars of occupiers of, and other persons interested in, land and of persons authorised to manage or arrange for the letting of land | HLS |

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

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| Power, notwithstanding delegations to other officers/services, to authorise, institute, defend, compromise, or adjourn any form of legal proceedings or statutory procedure and to make or defend any appeal in criminal or civil proceedings where such action is desirable to protect the Council's interests | HLS |
| Power to authorise other officers to represent the Council in civil or criminal proceedings | HLS |
| Power to issue or serve any statutory notice on instructions from a designated officer who has delegated power to issue or serve such a notice | HLS |
| Powers to take any action or sign any document under the Land Registration Rules, including the release of mortgages or charges, in order to carry out authorised instructions from other Services | HLS |

Statutory delegations

The statutory delegations listed in the Schedule below include all local authority functions (whether expressed as a power, duty, discretion or otherwise) under the sections/parts of the Acts listed in the left hand column. These include any related Schedules, or the whole Act if so stated, and all subordinate legislation arising under the listed Acts. The fact that certain subordinate legislation is expressly listed and other subordinate legislation is not listed does not affect the generality of this delegation. The statutory delegations include all subsequent legislative amendments and additions to the listed provisions. Except where a power is expressly stated to be a "Limited Delegation", the delegations are not limited, conditioned or qualified in any way by the descriptions of the powers in the middle column which are for information only.

With the exception of the statutory powers that are shown in the right hand column as delegated to specified officers "only", all the powers listed below are delegated to each Service Manager, Group Manager and Team Leader reporting to the specified Head of Service, Assistant Director or the Director.

Schedule of Statutory Delegations

| | | |
|---|---|------|
| Law of Property Act 1925 | | |
| Sections 115 & 120 | Power to sign receipt on discharge of mortgage | HLS |
| London Building Acts 1939 | | |
| Sections 6 & 11 | Powers to name streets and to number buildings in streets | HLS |
| Marriage Acts 1949 and 1994 | | |
| The whole Acts and Regulations made under these Acts including The Marriages (Approved Premises) Regulations 1995 (S.I. 1995/510) | Limited Delegation: Power to determine applications for approval of premises for ceremonies and to impose conditions and power to recommend the scale of fees for applications for the approval of premises for civil marriages/civil partnerships and for the attendance of the Superintendent Registrar, Registrar of Marriages or their | HLS* |

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

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| | deputies at ceremonies, such fees to recover all the Council's costs and to be approved by the relevant Cabinet Member | |
| Attachment of Earnings Act 1971 | | |
| Sections 3 & 4 | Powers to apply to Court for attachment of earnings orders and administration orders in respect of debtors | HLS |
| Sections 7, 9 & 15 | Powers to secure compliance with orders served on the Council in respect of Council employees and to notify Court of change of employees' earnings or of employment | CFO |
| Local Government Act 1972 | | |
| Sections 114, 119, 140, 146, 148 & 168 | Powers to take security from officers, to make payments to deceased officers' estates, to insure Members against accidents, to transfer securities on the alteration of the name or area of the Council, to keep the General Rate Fund Account and to make financial returns to the Secretary of State | CFO |
| Sections 222 & 223 | <ul style="list-style-type: none"> • Power, when considered expedient for the promotion or protection of the interests of Borough residents, to (i) prosecute, defend or appear in any legal proceedings and to institute civil proceedings in the Council's name, and (ii) to make representations in the interests of the inhabitants in Council's name at any public inquiry under any legislation • Power to authorise any officer to prosecute, defend or appear on the Council's behalf in Magistrates Court proceedings | HLS only |
| Local Government Superannuation Act 1972 | | |
| Sections 7 and 12 and all Local Government Superannuation Regulations under the Act including S.I. 1997/1612 | Functions relating to the Pension Scheme including the maintenance, management, investment and valuation of the Pension Fund and arrangements with respect to membership, contributions, benefits and payments under the Scheme | CFO PM |
| Greater London Council | | |

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

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| (General Powers) Act 1973 | | |
| Sections 26, 27 & 28 | Powers in relation to the recovery of non-domestic rates from certain owners, tenants and lodgers, including charging on land, charging interest and enforcing charges | CFO HBL TCS |
| Greater London Council (General Powers) Act 1974 | | |
| Section 16 | Power to enter into agreements affecting land | HLS |
| Local Land Charges Act 1975 | | |
| Whole Act | All functions relating to local land charges | HLS |
| Local Government (Miscellaneous Provisions) Act 1976 | | |
| Sections 16 & 29 | Powers to serve requisitions for information and to apply for the repayment of unclaimed compensation paid into Court | HLS |
| Local Government Finance Act 1988 | | |
| Part III | Functions in relation to non-domestic rating | CFO HBL TCS |
| Sections 114, 114A & 115(6) | Duty to report to the Council or Cabinet in the event of an unlawful decision or expenditure and power to authorise entering into certain agreements incurring expenditure during a prohibition period | CFO only |
| Social Security Contribution and Benefits Act 1992 Social Security Administration Act 1992 Housing Act 1996 Social Security Act 1998 | | |
| The provisions of the Acts and all Regulations under the Acts relating to Housing Benefit and Council Tax Benefit including the Housing Benefit Regulations 2006 and the Council Tax Benefit Regulations 2006 | Power to operate a Housing Benefit and a Council Tax Benefit Scheme including functions relating to handling claims, assessing entitlements, making payments, recovery of over-payments and obtaining information | HBL TCS |
| <u>Social Security Administration Act 1992</u> | | |
| <u>Part VI</u> | <u>Power to authorise action to recover</u> | <u>HRM</u> |

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

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| | <u>overpayments and monies lost through fraudulent claims in relation to Housing Benefit including powers to impose administrative penalties, to prosecute and to bring civil proceedings in relation to fraudulent claims</u> | |
| Local Government Finance Act 1992 | | |
| <u>Section 13A</u> <u>Schedule 1A</u> | <u>Power to operate a Council Tax Reduction Scheme including functions relating to handling claims, assessing entitlements, making payments, recovery of over-payments and obtaining information</u> | HBL TCS |
| Sections 33 and 34 | Limited Delegation: Power to determine the Council Tax Base, i.e. Item T or item TP in consultation with the Cabinet Member | * CFO only |
| Sections 16, 17 & 65 and Schedules 2, 3, 4 & 4A | Powers to respond to notices from aggrieved persons, to serve completion notices in respect of buildings and in relation to the administration and collection of Council Tax, civil penalties and the enforcement and the recovery of sums due and the duty to consult persons or bodies representing those subject to non-domestic rates about the Council's expenditure proposals | CFO HBL TCS |
| All Regulations under the Act including the Council Tax (Administration and Enforcement) Regulations 1992 <u>and the Council Tax Support Schemes (Prescribed Requirements) (England) Regulations 2012</u> | Functions in relation to the administration and enforcement of Council Tax <u>and the Council Tax Reduction Scheme</u> including requests for information, demand notices, liability orders and proceedings to enforce payment | CFO HBL TCS |
| <u>Regulations under the Act including the Council Tax Reduction Schemes (Detection of Fraud and Enforcement) (England) Regulations 2013</u> | <u>Functions in relation to the recovery of overpayments and monies lost through fraudulent claims in relation to the Council Tax Reduction Scheme including powers to impose administrative penalties, to prosecute and to bring civil proceedings in relation to fraudulent claims</u> | HRM |
| <u>Regulation of Investigatory Powers Act 2000</u> | | |
| <u>Sections 28 and 29</u> | <u>Power to authorise directed surveillance</u> | CFO |

APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
Section 3 – Directorate of Corporate Resources

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| | <i>or the conduct and use of a covert human intelligence source for the purpose of preventing or detecting crime</i> | ADF only |
| Local Government Act 2003 | | |
| Sections 14, 25 & 27 | Powers to supply information requested by the Secretary of State and to report to the Council on (i) the robustness of estimates for the purpose of budget calculations and the adequacy of proposed financial reserves and (ii) the inadequacy of a controlled reserve | CFO only |
| Licensing Act 2003 | | |
| Section 181 | Limited Delegation: In consultation with the Chair of the Regulatory Committee, power to make arrangements to deal with cases under the Act remitted by the Magistrates Court to the Council for decision | HLS* only |
| Gambling Act 2005 | | |
| Section 207 | Limited Delegation: In consultation with the Chair of the Regulatory Committee, power to make arrangements to deal with cases under the Act remitted by the Magistrates Court to the Council for decision | HLS* only |
| Fraud Act 2006 | | |
| Sections 1 to 16 | All powers to enforce against and prosecute any offence under this Act relating to the Directorate's functions | HBL TCS HRM |
| Commons Act 2006 | | |
| Section 1 | Keeping a register of common land and town and village greens | HLS |
| <u>Prevention of Social Housing Fraud Act 2013</u> | | |
| <u>Whole Act</u> | <i>All powers to enforce against and prosecute any offence under this Act</i> | HRM |

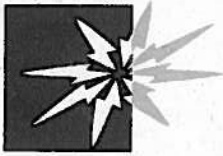
APPENDIX E – SCHEME OF DELEGATION TO OFFICERS
 Section 4 – Directorate of **Place and Sustainability**

Section 4 - Directorate of Place and Sustainability - Scheme of Delegation to Officers

Statutory delegations

Schedule of Statutory delegations

| | | |
|--|--|---|
| Regulation of Investigatory Powers Act 2000 | | |
| <u>Section 21-25</u> | <u>Power to authorise the obtaining and disclosure of communications data</u> | <u>DDOSCS</u> |
| Sections 28 and 29 | Power to authorise directed surveillance or the conduct and use of a covert human intelligence source for the purpose of preventing or detecting crime | <u>DP&S DDOSCS</u> <u>HCS AD-SF</u> <u>HNS</u> <u>Only</u> |
| | | |



Haringey Council

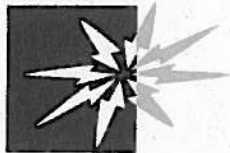
| | | | |
|------------------------------|--|---------------------|--|
| Report for: | Cabinet | Item Number: | |
| Title: | Armed Forces Community Covenant | | |
| Report Authorised by: | Zina Etheridge, Director of Strategy and Performance <i>Z. Etheridge</i> | | |
| Lead Officer: | Eve Pelekanos, Head of Strategy and Business Intelligence | | |
| Ward(s) affected: | Report for Key/Non Key Decisions: | | |
| All | Non Key | | |

1. Describe the issue under consideration

- 1.1 To inform Cabinet that following a Leader Decision, the council, in partnership with partner organisations signed a local Armed Forces Community Covenant on 7 November 2013.
- 1.2 At the time of writing it was expected that the following organisations together with the council would be joint signatories to the Covenant:
- The Metropolitan Police
 - The London Fire Brigade
 - Haringey Clinical Commissioning Group (CCG)
 - Haringey Association of Voluntary and Community Organisations (HAVCO)
 - The British Army
 - The Royal Navy
 - The Royal Air Force
 - Greater London Reserve Forces and Cadets Association

2. Cabinet Member introduction

- 2.1 Some service personnel and their families need greater support in accessing local public services. For example, families may move frequently around the country, and in doing so children may miss school admissions dates. For some health matters, moving to a different health authority may mean that particular treatments are harder to access. Some veterans may experience homelessness, unemployment or mental illness for which support from local agencies is needed.



Haringey Council

2.2 I am committed to helping service and ex-service personnel and their families access the support they need. An Armed Forces Community Covenant is a demonstration of this commitment, and I support this initiative wholeheartedly.

3. Recommendations

3.1 It is recommended that Cabinet:

- a) Note the Armed Forces Community Covenant as approved by the Leader of the Council on 29 October 2013 as set out at Appendix 1;
- b) Recommends to Full Council meeting on 18 November that the Armed Forces Community Covenant be endorsed;
- c) Note that a Community Covenant Delivery Plan will be produced in partnership with the signatories to the covenant that will be reported back to Cabinet when complete.

4. Alternative options considered

4.1 Not applicable

5. Background information

5.1 The national Armed Forces Community Covenant initiative was launched by the government in May 2011. A Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community.

5.2 The Community Covenant is designed as a **statement of intent. It is not a legal contract.** The Covenant aims to:

- d) encourage local communities to support the armed forces community in their areas and to nurture public understanding and awareness among the public of issues affecting the armed forces community
- e) recognise and remember the sacrifices faced by the armed forces community
- f) encourage activities which help to integrate the armed forces community into local life
- g) to encourage the armed forces community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement

5.3 A covenant should set out what the local area seeks to achieve on particular issues and, where possible, will be signed by representatives from all parts of the community, in particular public service providers. It is for the local area to decide on the issues it wants to support, depending on the need of the local armed forces community.

5.4 Most covenants pledge to provide civic support in the following areas (wording used in covenants):

- h) Adult support to cadet forces
- i) Enabling recruitment



Haringey Council

- j) Allowing work and training
 - k) Housing
 - l) School transition for service children
 - m) Medical and welfare pathways
 - n) Veterans
 - o) Post operational home-coming parades and support to residents
- 5.5 Most pledge to provide military support in the following areas (wording used in covenants):
- p) Aid in civil emergencies as permitted by legislation
 - q) Periodic access to our estate and its facilities
 - r) Representation at celebrations, commemorations and parades
 - s) Sign Service Presentation teams
 - t) Sharing with partner organisations

Armed Forces in Haringey

5.6 There is no category for the Armed Forces in the Census 2011 list. From Ministry of Defence (MOD) data:

- u) Based on a count done by the Ministry of Defence in January 2013, there are 10 Army officers living in Haringey, and no Navy and no Air Force officers (rounded to the nearest 10 by the MOD).
- v) As at March 2011 80 people living in Haringey were in receipt of payment under the War Pensions Scheme (numbers rounded by MOD)
- w) As at July 2011, 85 people living in Haringey were in receipt of payment under the Armed Forces Pension Scheme (numbers rounded by MOD)

NB. Individuals can be in receipt of payments under more than one pension scheme simultaneously so it is not possible to assess the exact number of those in receipt of a pension living in Haringey.

- 5.7 However, research conducted by the Royal British Legion in 2005 indicates a veteran population of around 3,700.
- 5.8 Even considering this, the number of Armed Services personnel in Haringey is low, as it is in many London boroughs. Some boroughs, however, have much larger numbers, due to the location of barracks – e.g. Westminster, Hillingdon, Hounslow.
- 6. Comments of the Chief Finance Officer and financial implications**
- 6.1 As the current level of service / ex-service personnel living in the borough is low, the financial impact on the council of continuing with the existing provisions or indeed agreeing to any of the possible new proposals looks to be low. However, it must be borne in mind, that numbers could increase which could then lead to higher financial costs to the council which would be difficult to control if the Covenant amended existing policies.
- 7. Head of Legal Services and legal implications**



Haringey Council

- 7.1 The adoption of an Armed Forces Covenant is not an express statutory function and as such there is no formal route for the decision either by the Cabinet or the Full Council. Reporting the adoption of the covenant to the Cabinet and Full Council assists in demonstrating cross-party commitment to its terms.

There are no specific legal implications arising from the recommendations in the report.

8. Equalities and Community Cohesion Comments

- 8.1 This report has no specific implications for the council's public sector equality duty as Armed Forces personnel as a group are not a protected characteristic within the meaning of the Equality Act 2010.

9. Head of Procurement Comments

- 9.1 N/A

10. Policy Implications

- 10.1 The policy implications of signing up to a covenant would depend upon the specific areas of support which the council and partners offered to the local armed services community.

11. Use of Appendices

Appendix A: Haringey Community Covenant



Community Covenant

AN ARMED FORCES COMMUNITY COVENANT

BETWEEN

THE LONDON BOROUGH OF HARINGEY, REPRESENTATIVES OF THE
PUBLIC, CHARITABLE AND VOLUNTARY SECTORS, THE CIVILIAN
COMMUNITY OF HARINGEY

AND

THE ARMED FORCES COMMUNITY IN THE **LONDON BOROUGH OF
HARINGEY**

**We, the undersigned, agree to work and act together to
honour the Armed Forces Community Covenant.**

Signatories

(This page will be updated following confirmation of signatories)

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| Signed: |
| Name: |
| Position Held: |

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| Signed: |
| Name: |
| Position Held: |

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SECTION 1: PARTICIPANTS

1.1 This Armed Forces Community Covenant is made between:

The serving and former members of the Armed Forces and their families
working and residing in **the London Borough of Haringey**

And

The civilian community of the London Borough of Haringey

SECTION 2: PRINCIPLES OF THE ARMED FORCES COMMUNITY COVENANT

- 2.1 The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level.
- 2.2 The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in Haringey and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel their families and widow(er)s in Haringey.
- 2.3 For Haringey Council and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work on other initiatives such as the Welfare Pathway.
- 2.4 For the Armed Forces community, the Community Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces community to help their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

Aims of the Community Covenant

- 3.1 The Armed Forces Community Covenant complements the principles of the Armed Forces Covenant which defines the enduring, general principles that should govern the relationship between the Nation, the Government and the Armed Forces community
- 3.2 It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at a local level.

- 3.3 The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

SECTION 4: MEASURES

- 4.1 The Armed Forces will work together with Haringey Council and partners through the London Borough of Haringey Armed Forces Community Covenant Working Group in order to achieve the general aims identified at Section 3 above. Specifically, the signatories to this covenant agreed to:
- 4.1.1 Work with the armed forces to explore how service and ex-service personnel, and their families can be better supported across a range of services including, housing, employment, education and health.
 - 4.1.2 Explore opportunities for raising awareness and celebrating the contribution that the armed forces make to Haringey and the country as a whole, and ensure armed services representation at appropriate community events across the borough.
 - 4.1.3 Engage with the armed services to establish baseline data for the number of service and ex-service personnel in the borough.

CONTACT PERSONNEL AND TELEPHONE NUMBERS

MOD DCDS (Pers&Trg) Covenant Team

Email address: covenant-mailbox@mod.uk
Address: DCDS (Pers) Covenant Team
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London
SW1A 2HB

In-Service representative(s)

Contact Name: Martin French
Title: Civil Engagement Manager
Telephone: 020 7414 2024
Email: martin.french822@mod.uk

Address: HQ London District
Horse Guards
Whitehall
London
SW1A 2AX

Haringey Council

Contact Name: Nick Walkley
Title: Chief Executive
Telephone: 0208 356 2648
Email: nick.walkley@haringey.gov.uk

Address: Haringey Council
River Park House
225 High Road
Wood Green
N22 8HQ

THE ARMED FORCES COVENANT

An Enduring Covenant Between

The People of the United Kingdom
Her Majesty's Government

and

All those who serve or have served in the Armed Forces of
the Crown

and their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

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Haringey Council

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| Report for: | Cabinet on 12 November 2013 | Item number | |
|--------------------|------------------------------------|--------------------|--|

| | |
|---------------|---|
| Title: | Major Capital Works Contractor Framework |
|---------------|---|

| | |
|-------------------------------|--|
| Report authorised by : | Mun Thong Phung, Director of Adult & Housing Services |
| | Signed: _____ Date: _____ |

| | |
|-----------------------|---|
| Lead Officers: | <p>Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail phil.harris@haringey.gov.uk</p> <p>Nick Dudman Interim Executive Director of Property Services Tel: 0208 489 3272 E-mail nick.dudman@homesforharingey.org</p> |
|-----------------------|---|

| | |
|----------------------------|---------------------------------|
| Wards affected: All | Report for: Key Decision |
|----------------------------|---------------------------------|

1. Describe the issue under consideration

- 1.1 This report seeks approval to establish a four year Constructor Partner Framework to undertake major capital works including the delivery and completion of the Decent Homes Programme. The Framework will expire in 2017/18 but the call-off arrangements allow for works to be carried out up until 2019/20.
- 1.2 The recommended Constructor partners were chosen by a competitive tender process that complied with both the Public Contracts Regulations 2006 (as amended) (the "Procurement Regulations") and the Council's Contract Standing Orders.



Haringey Council

2. Cabinet Member Introduction

- 2.1 Improving the Council's stock is a high priority, and it is important that work continues to ensure that the stock complies with required standards and that the grant funding allocated to Haringey by the Greater London Authority can be secured.
- 2.2 I welcome and support the award of this framework agreement as a means of delivering the Decent Homes Programme and achieving the GLA targets for 2014/16.

3. Recommendations

- 3.1 That Cabinet approves the award of the Framework Agreement to the four Constructors named in paragraph 3.6 below based on the Most Economically Advantageous Tender, to deliver the Decent Homes and Capital Works programmes.
- 3.2 That the 1st and 2nd ranked Constructors, Keepmoat Regeneration (Apollo) Ltd (Note: Apollo completed the Form of Tender as Apollo Property Services Group Ltd T/A Keepmoat but they have since changed their name to Keepmoat Regeneration (Apollo) Ltd) and Mulalley and Co Ltd respectively are appointed to deliver the first two years of the Framework, 2014/15 and 2015/16.
- 3.3 That the 3rd and 4th ranked Constructors, Wates Construction Ltd and Mears Ltd respectively be held in reserve for the first two years of the programme.
- 3.4 That a mini tender exercise be carried out after two years and again after four years of the Framework Agreement to enable all the four Constructors to tender for works beyond the first two years of the Framework.
- 3.5 That the approval of the individual Agreed Maximum Price (AMP) for the contracts let under this Framework for the first two years (2014/15 and 2015/16), up to the value of £6.5m, and any necessary subsequent adjustments to the programme (due to the availability of funding, wider stock investment priorities and/or other unforeseen issues that affect delivery) is delegated to the Director of Adult & Housing Services, after consultation with the Cabinet Members for Regeneration and Housing and for Finance, Employment and Carbon Reduction.
- 3.6 That the following four Constructors are awarded a place on the Framework Agreement for Major Capital Works Contractor Framework (Housing) for four years:



Haringey Council

Keepmoat Regeneration (Apollo) Ltd
Mulalley and Co Ltd
Wates Construction Ltd
Mears Ltd

(refer to paragraphs 5.2 to 5.12 for full details).

4 Alternative options considered

- 4.1 Consideration was given to extending the Decent Homes Framework which expired in December 2012, but this was not possible as to do so would be a breach of the Procurement Regulations. Consideration was also given to using the Council's existing Major Works Framework but it was not Section 20 compliant and would not allow the cost of works to leaseholders' property to be recovered.

5. Background information

- 5.1 One of the key priorities in Haringey is to increase the number of homes which comply with the Government's Decent Homes Standard and the slightly enhanced "Haringey standard". In February 2007 Cabinet Procurement Sub Committee approved the award of Framework Agreements to four Decent Homes Constructor Partners to deliver the planned programme. These original frameworks expired at the end of the 2012/13 programme and temporary arrangements were put in place to enable work to continue during 2013/14. The new framework that has now been procured will enable Homes for Haringey as agent for the council to complete the delivery of the Decent Homes Programme. The framework can also be used for other major Housing capital works as approved by the Council and will provide the Authority with the flexibility to provide non Decent Homes type work such as Mechanical & Electrical works not generally covered under Decent Homes programmes. The procurement strategy for inclusion of non-Decent Homes type work under a Major Capital Works framework was agreed by the Council 18 months ago.
- 5.2 The Council intends to enter into an overarching Framework Agreement ("the Framework") with four constructors to deliver the Council's Major Capital Works programme including Decent Homes work to the Haringey housing stock. The Framework will run for four consecutive years from around January 2014 to around March 2018. The expected capital spend is £40 million in year one (2014/15) and £34m in year two (2015/16). The planned works include works to roofs, windows and doors, planned preventative maintenance, kitchens & bathrooms, mechanical and electrical works, statutory housing health and safety rating system (HHSRS) works and energy efficiency works.



Haringey Council

- 5.3 After entering into the Framework with the four constructors, Haringey intends that the programme of work will be let in two year stages as “call off” contracts. Those contracts will take the form of the Project Partnering Contract PPC2000 (“the Partnering contract”). It is intended that the work for the first two year stage will be awarded to the two highest scoring constructors from the procurement process for the Framework.
- 5.4 At the end of the first two year stage (around March 2016) there will be a mini-competition between all the Framework constructors for the next two year programme of works. It is intended to award the work to the two highest scoring bidders. This will involve the four Framework constructors providing preliminaries, overheads and profits based on specific work value bandings.
- 5.5 It is intended to conduct a final stage mini tender towards end of the four year Framework period (prior to March 2018) with PPC2000 Partnering call off contracts being awarded for a further two years.
- 5.6 The Council is not obliged to use any of the Framework constructors to do works under Partnering Agreements. Entering into Partnering Agreements either by way of call off or mini tender will be at the complete discretion of the Council, none of the constructors appointed to the Framework will be automatically entitled to work. It is assumed that planned mini-tenders in 2016 and 2018 will ensure that the constructors are more competitive in terms of price because of the possibility that work may be awarded to another Framework constructor following mini tender competition.
- 5.7 The Constructors will deliver the Major Capital Works programme via the Supply Chain Management Group (SCMG) process and utilise the SCMG Work Package Schedule of Rates to build up the annual programme AMPs.
- 5.8 The SCMG is a consortium procurement group operated by the London Boroughs of Haringey, Hackney, Newham and Lambeth in order to obtain competitive prices for construction work through volume purchase which has been used successfully in previous years for the delivery of Decent Homes work.
- 5.9 There are potential savings from using the SCMG approach on those elements which make up the bulk of our expenditure on Decent Homes type works (kitchens, bathrooms, roofs, windows, scaffolding and heating).
- 5.10 SCMG costs showed overall savings of between 6% and 26% when applied to a sample block of 30 flats having internal and external Decent Homes works carried out.



Haringey Council

5.11 SCMG is not just about price, although obtaining the best price for the quality of materials or services required is obviously a high priority. The approach also recognises that non-cashable benefits which leave an asset management, local training and employment and environmental sustainability legacy must be part of the outcomes required by partners.

5.12 The key features of the approach of SCMG are as follows:

- Differs from many other consortia in that it does not procure goods or services, it provides a process with major benefits for the Client.
- Working with Constructor partners, the process improves upon tendered costs and/or non-cashable benefits offered by the supply chains.
- The process does not affect the contractual relationship between the Client and the Constructor, nor between the Constructor and the Supply-Chain. The Constructor remains responsible for the supply chain appointments and management.
- The process is not affected by procurement legislation or by statutory leaseholder consultation requirements; these issues have been addressed by the individual Clients in appointing the main Constructors.
- The process is a method of delivering a Partnering contract which emphasises an open and honest relationship between all partners, without the need for expensive and time-consuming validation processes.
- The process emphasises the role and responsibilities of the Supply Chain, under the management of the Constructor, in delivering the project.
- The process recognises that the bulk of the work in specifying, costing and implementing the required works are carried out by the supply chain and it is in this area that the bulk of cost savings and long-term non-cashable benefits can be obtained.
- It does not require all partners to adopt the same goods or services. Clearly there are volume savings to be had where all SCMG members adopt the same materials or services but such a situation is not likely to exist initially, bearing in mind the commitments and strategic views of the individual partners. The process will have significant benefits however, without all of the potential volume savings.



Haringey Council

- It is a means of making the post-tender construction procurement process transparent and to the benefit of all partners.
- It enables Clients to maximise the long term benefits of investment in their area by means of:
 - Extended and robust guarantees on materials supplied
 - After-care arrangements to maintain the life of products
 - Access to data on-line, which will assist in future maintenance
 - Local training and employment opportunities
 - Simplified basket of rates approach
 - Simplified costing matrices to agree AMPs
 - Web-based IT solutions provided by supply chain members
 - Common contract management processes, resulting in less disputes and speedier settlement of Final Accounts
 - Training for Client staff, Constructor and Supply-Chain staff in operating the process
 - Benchmarking other group members and peers
 - Regular audit of the application of the process by partners to ensure compliance and maintain credibility and probity
- It will deliver the benefits claimed by the introduction, maintenance and development of common systems and procedures for all partners;
- When properly enforced and managed by partners the adherence to the process will lead to greater cost certainty, improved KPIs and the likelihood of more work being carried out within the same budget.

Procurement Process

- 5.13 The procurement followed an EU compliant tender process and complies with the Council's Contract Standing Orders (the "CSOs). A contract notice was published on 26 April 2013 in the Official Journal of the European Union (OJEU).
- 5.14 Tenders were invited on the basis of all the Constructors using the same SCMG supply chain work package schedule of rates, so that cost competition was based on preliminaries, overheads and profit for evaluation purposes. All the Constructors submitted a tender return and the tenders received were for preliminaries, overheads and profit alone.
- 5.15 Tendering Constructors submitted their preliminaries, overheads and profit percentage costs based upon 12 value bandings between £1m and £40m (2014/15) and £1m to £37m (2015/16).
- 5.16 They were calculated as % Value of Work within each work package banding. The anticipated optimum work value allocation for the 2014/15



Haringey Council

Major Capital Works programme was in the region of between £19m-£22m and for 2015/16 £16m-£19m for each Constructor and this included all works packages/work types delivered by means of a traditional D&B contract.

- 5.17 The Constructors total preliminaries costs were derived from the % preliminaries applied against the total derived (for the purposes of the evaluation) work package values. These figures formed the basis of the price evaluation and Constructor ranking.
- 5.18 Homes for Haringey awarded maximum marks to the lowest price obtained from the Preliminaries, Overheads and Profit assessment with marks then allocated to other bidders on a pro-rata basis based on 60% of the total price score available.
- 5.19 All tenders are open for acceptance for a period of six months from the tender return time and date of noon on 6 August 2013.
- 5.20 A quality assessment was conducted by an Evaluation Panel. The Qualitative submission was based on 5 Method Statements related to Decent Homes delivery and included in the Invitation to Tender (ITT) tender documents as part of the Qualitative Delivery Proposals (QDP). Each question was offered a score between 0 (for question not answered) to 5 (excellent) together with a weighted score.
- 5.21 The tenders were assessed based on weightings of 40% for quality and 60% for cost.
- 5.22 All of the 10 Constructors invited to tender submitted a tender.

Leaseholder Implications and consultation

- 5.23 The Council is obliged to consult leaseholders in accordance with the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003 (“the Regulations”). The Regulations require the Council to send three notices to leaseholders before works are undertaken. The first Notice advising of the Council’s intention to enter into the agreement was issued on 1 February 2013 before the OJEU advertisement was published.
- 5.24 Under the terms of their leases the lessees are required to make a contribution towards the cost of maintaining in good condition the main structure, the common parts and common services of the building. Such contributions are recovered by the freeholder through the lessee’s service charge account.



Haringey Council

- 5.25 In accordance with the Regulations, Notifications of Landlord's Proposal ('second consultation Notices') have been issued to leaseholders by the Homes for Haringey Home Ownership Team.
- 5.26 The second consultation Notice informs leaseholders that the Council is proposing to enter into four Framework Agreements (Long Term Qualifying Agreements, LTQAs) and invites them to inspect the proposals and make observations. The statutory consultation period under the second notices ended on 24 October 2013. The Council is required to have regard to those observations in making its decision to award the Framework Contracts. Copies of those observations are included in the Exempt part of this report.
- 5.27 The third Notice will be issued on the completion of the design when the costs are known for the works to their block as described in their lease. It provides the leaseholder with 30 days to make observations about the works. Homes for Haringey will give due regard to the comments received and respond before the works are carried out.
- 5.28 The charges to leaseholders are limited to the estimates contained in their Offer Notices. Invoices for these works are included within the annual Certificate of Actual Services Charge that is sent to every leaseholder after the end of the financial year. Each invoice will be calculated on the basis of the final account cost of the works or the amount paid to the Constructor. The invoice will be payable interest free over a period of up to six years, depending on the amount invoiced and whether the leaseholder lives in the property. For longer periods interest is chargeable, currently at 7.46%.
- 5.29 Under the terms of the lease, leaseholders are advised of the total service charges payable as part of the annual Certificate of Actual Services Charge that is sent to every leaseholder after the end of the financial year. Final invoices will be calculated on the basis of the final account cost of the works or the amount paid to the Constructor.

6. Comments of the Chief Financial Officer and Financial Implications

- 6.1 The report seeks to approve the award of Framework Agreement to the four contractors named in paragraph 3.6. They will deliver the Decent Homes and Major Works Programmes to run up to 2017/18 with the opportunity to use call-off arrangements that allow works to be carried out up to 2019/20.
- 6.2 Tenders were evaluated using the Most Economically Advantageous Tender (MEAT) criteria. The tenders were weighted 40% based on quality and 60% based on price. The procurement process was conducted in



Haringey Council

compliance with European Union tender requirements and the Council's Contract Standing Orders.

- 6.3 The 1st and 2nd ranked Constructors were Keepmoat Regeneration (Apollo) Ltd and Mulalley and Co Ltd respectively. It is proposed that the two Constructors are appointed to deliver the first two years of the framework in 2014/15 and 2015/16.
- 6.4 The costs involved in the work are not known exactly as this is a framework agreement. The approval of the individual contracts let under this framework agreement will be on the basis of the Agreed Maximum Price (AMP).
- 6.5 There is £70.9m of capital programme funding for 2014-15 and 2015-16 in the currently approved programme (this includes £4.5m leaseholder contributions). Future year programmes have yet to be agreed but there is a reasonable expectation that capital funding will continue to be available from the HRA to fund Major Works.
- 6.6 Leaseholders will be liable for their share of charges falling due as a result of Major Works and Decent Homes Works carried out. The appropriate notices to date have been served to leaseholders. Under current arrangements leaseholders will be able to repay amounts falling due interest free over a period of up to six years and with interest at a rate of 7.46% for longer periods. A report is due to be presented elsewhere on the agenda that will consider enhancing repayments options.

7. Head of Legal Services and Legal Implications

- 7.1 The Framework which this report relates to has been procured in compliance with the CSOs, and the Procurement Regulations, and an OJEU tendering process using the Restricted Procedure has been followed.
- 7.2 The report recommends award of the Framework to the Constructors listed in paragraph 3.6 above. These Constructors have been selected based on the most economic tenders submitted, in accordance with the CSOs and Regulation 30(a) of the Procurement Regulations.
- 7.3 As the total estimated value of the call-off contracts to be awarded under the Framework will exceed £250,000 the award may only be approved by Cabinet in accordance with CSO 9.07.1(d).
- 7.4 The award of the Framework is a key decision and the Directorate has confirmed that it has been included on the Forward Plan.



Haringey Council

7.5 The Head of Legal Services is satisfied that the leaseholder statutory consultation conducted to date has been carried out in accordance with the requirements of the relevant Regulations.

7.6 Please see additional legal comments in Appendix A of the report.

8. Equalities and Community Cohesion Comments

8.1 Homes for Haringey's Asset Management Strategy, 2010-17 covers all investment in the Council's housing stock, including the Decent Homes Programme.

8.2 In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy.

8.3 The findings have been incorporated into Homes for Haringey's planning processes for delivering improvement programmes. This includes ensuring that all residents receive a standard of work that is consistent with the improvement policy, and that consideration of specific language and other needs are identified and addressed when drawing up the programmes of work.

8.4 The proposed works will benefit all residents living in these dwellings and visitors to the blocks.

8.5 The tender and selection process for this contract was carried out in line with the Council's procurement policy and guidelines which have equalities considerations at all the key stages.

9. Head of Procurement Comments

9.1 The requirement for a framework agreement to procure the Major Works Contractors Framework programme is necessary, as there is no other framework which is compliant in respect of Leaseholder Consultation. The current procurement is necessary to ensure that the programme of works is met.

9.2 The framework agreement has been advertised in the EU using a restricted procurement process and has been evaluated on the basis of 60% price and 40% quality.

9.3 The Head of Procurement notes the proposed recommended Constructors and that a Section 20 notification process is taking place for this work.



Haringey Council

10. Policy Implications

10.1 Homes for Haringey has in place an Asset Management Strategy and Environmental Sustainability Strategy which provides a strategic framework for the delivery of the Decent Homes Programme.

10.2 The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.

10.3 These improvement programmes will contribute to the achievement of Council Priorities:

- Improving the environmental performance of council housing stock;
- Providing a cleaner and greener environment for residents;
- Providing decent homes and improving well-being; and
- Delivering cost effective services.

11. Reasons for decision

11.1 A decision is required in order that Decent Homes and other Major capital Works can be delivered. The delivery of the Decent Homes Programme is a central element to the Council's Asset Management Strategy and the best method of delivering the programme and achieving the best value for money to the Council is via partnered frameworks.

11.2 The framework contracts proposed in this report will ensure that the remaining Decent Homes Programme 2014/16 can be delivered to target.

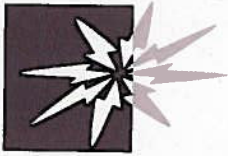
12. Use of Appendices

12.1 Appendix A is the exempt part of the report.

13. Local Government (Access to Information) Act 1985

13.1 This report contains exempt and non exempt information. Exempt information is contained in Appendix A of this report and is **NOT FOR PUBLICATION**. The exempt information is under the following categories (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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Haringey Council

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|-------------|----------------------------|--------------|--|
| Report for: | Cabinet – 12 November 2013 | Item Number: | |
|-------------|----------------------------|--------------|--|

| | |
|--------|---|
| Title: | Award of Contract for Social Care Case Management System (Frameworki) |
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| | |
|-----------------------|---|
| Report Authorised by: | <i>J. Parker</i> 1/11/13 Stuart Young, Assistant Chief Executive |
|-----------------------|---|

| | |
|---------------|--|
| Lead Officer: | David Hatley, Head of Supplier Management, IT Services Sarah Barter, Head of Systems Development Frameworki |
|---------------|--|

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

1. Describe the issue under consideration
 - 1.1 The Council manages its social care cases for Adults and Children with the Frameworki IT system supplied by Corelogic.
 - 1.2 The existing contract will expire in 2014 and this report looks at the approach to the contract whilst considering value for money and security of supply.
2. Cabinet Member introduction
 - 2.1 The Frameworki IT system is key to the management of social care cases in the Council and as such is an important part of both the legislative changes being made and changes to the way the Council works. The negotiation has reduced the cost to the Council significantly which will assist the Council in meeting budget targets.
 - 2.2 I support the recommendations in this report.



Haringey Council

3. Recommendations

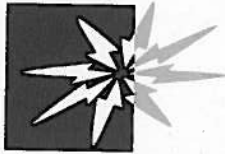
- 3.1 That Cabinet award a contract for a period of three years , with an option for a further 2 years, to Corelogic Limited for the provision of a managed service, including support and maintenance, of the Frameworki social care case management system.
- 3.2 The cost will be £228,623 per annum representing a total of £685,869 for the initial 3 years of the contract. This represents an annual saving of £80,303 equivalent to in excess of £240,000 for the initial three years and over £400,000 over the course of the contract.

4. Alternative options considered

- 4.1 Do nothing. This is not an option as the existing contract will expire.
- 4.2 **Undertake a competitive tender.** The Frameworki system is proprietary software from Corelogic and as such it is not possible to tender for the support and maintenance of that system. Any tender would require that the complete system is tendered and replaced if necessary.
- 4.3 To undertake a tender requires a major investment in resource to specify the Council's requirements and to run and evaluate the tender. In changing a system, the Council would need to procure new licenses, new hardware, train all staff and run a parallel system to ensure confidence in migration.
- 4.4. In view of the planned changes to the provision of Social Care and Council processes, outlined in paragraph 5 below, any procurement now may be premature.

5. Background information

- 5.1 Haringey Council uses Framework-i case management system from Corelogic to manage children's and adults social care casework activities. The Framework-i system is used by approx 900 social care/health and other staff and carries records on all current and historic cases. It is critical to the operation of the Adults and Childrens Services.
- 5.2 The contract was let in 2004 for a managed service whereby Corelogic provide the system hardware, perpetual licences and ongoing support of the system with the hardware hosted in the Council's data centres. The contract was for 7 years with an option to extend for a further 3 years which was exercised in 2011.



Haringey Council

5.3 Haringey went live with Frameworki in 2005, migrating data from the legacy system and training all social care staff to use the system. Since then purchasing and payments have gone live with an interface from Frameworki to SAP to avoid double entry. Over time access has also been extended to adults and childrens social care and to teams within education, health, customer services, youth offending, vulnerable adults and housing.

5.4 There are currently 5 major projects in development in Frameworki

1) Mosaic

Major upgrade to Frameworki which will help Haringey to meet Munro recommendations to enable family based recording. Haringey are part of an 'early adopters' group working with 14 other authorities and Corelogic to ensure the development of the new version of the system is designed to support social work practices in Children's and Adults and deliver significant efficiencies in time spent recording case work. As an early adopter Haringey has invested £40,000 which represents the cost of the finished product and has 1 full time project manager post funded for the duration of the project from April 2013 – April 2015.

2) Zero Based Review (ZBR)

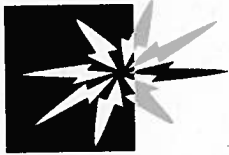
The Department of Health are replacing the RAP statutory return with the ZBR with effect from April 2014. The changes brought in by the new statutory return are extensive and effect social care as well as financial recording. Major development of Frameworki is required in order to meet the ZBR reporting requirements.

3) Haringey 54,000

Haringey 54,000 is a priority programme for the Council that will redesign the structures, services and the way that Childrens Services work. Most streams of the project will require significant changes to processes and team structures on Frameworki. Some parts are expected to be live in Frameworki by April 2014.

4) Child Protection Information System (CPIS)

Implementation of the national Child Protection Information System in conjunction with the NHS. Frameworki will be adapted in order to enable relevant child protection information to be shared.



Haringey Council

5) Finance Assessments on FWi

Moving activity currently done on the finance assessment system (OCC) on to FWi allowing OCC to be decommissioned at a saving to the council of £10,000 per annum.

- 5.5 At the time of the Frameworki extension of contract in 2011, the Council negotiated a £40,000 per annum reduction in the annual charge and extended the provision of licenses to a wider user base, which had previously been a chargeable exercise. In 2012, the cost was further reduced by 15% of the annual charge equivalent to some £55,000 per annum. The ongoing fee from 2012 to-date is £308,926.
- 5.6 The performance of Corelogic in providing a managed service for Frameworki has been satisfactory over the course of the contract and when there has been a drop in performance or issues these have been resolved and where necessary service credits have been applied.
- 5.7 As Frameworki is proprietary software to Corelogic they were requested to provide terms for a contract for 5 years to follow on from the existing contract. This will enable the Council to continue the projects noted above whilst continuing to manage social care cases electronically. The negotiations were based on achieving value for money for the Authority and taking account of system efficiencies outlined in 5.1 – 5.5 above.
- 5.8 The cost from contract renewal in 2014 will be £228,623 per annum representing a total of £685,869 for the three year contract. This compares to the existing charge of £308,926 per annum (thus saving £80,303 pa and £240,909 over three years).

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

- 6.1 The Chief Finance Officer confirms that the budget to pay for this contract sits within the IT revenue budget and confirms that should Members award the contract as recommended in this report, the Council will achieve an annual saving against current budget provision of circa £80k which equates to circa £240k over the proposed 3 years, increasing to c.£400k should the option to extend for a further 2 years be taken.
- 6.2 This saving will support the delivery of a balanced IT budget for 14/15 and beyond.



Haringey Council

7. Head of Legal Services and legal implications

- 7.1 The services to which this report relates are priority services and therefore subject to the Public Contracts Regulations 2006 (the Regulations) which includes requirements in respect of European tendering.
- 7.2 One of the approved tender processes set out in the Regulations is the negotiated procedure. Under Regulation 14 (iii) of the Regulations, a Contracting Authority may use the negotiated procedure without publication of a notice where for technical or artistic reasons, the contract may only be awarded to a particular economic operator.
- 7.3 Contract Standing Orders also allow the submission of a bid from an individual contractor where the services relate to a proprietary product and for technical or artistic reasons, the contract may only be awarded to a particular contractor.
- 7.3 The Council's IT Services department has followed this approach and negotiated with the existing contractor, Corelogic Ltd, who have submitted a bid for a contract for a five year term.
- 7.4 Because of the value of the contract, it may only be awarded by Cabinet in accordance with CSO 9.07.1 (d).
- 7.5 The contract to which this report relates is a Key Decision, and IT Services has confirmed that it has been included in the Forward Plan in accordance with CSO 3.01 (d).
- 7.6 The Head of Legal Services confirms that there are no reasons preventing Members from approving the recommendations in this report.

8. Equalities and Community Cohesion Comments

- 8.1 There are no equality implications in the procurement.

9. Head of Procurement Comments

- 9.1 Frameworki is a proprietary system which is licensed to the Council by Corelogic and hence there are no other providers of this particular system.
- 9.2 Whilst other systems may be available in the market and capable of supporting the Council's care and health services; switching costs would be significant.



Haringey Council

9.3 : Also there are currently 5 major projects in development in FWi that are intended to enhance Council care services. It would therefore not be in the Council's interest to disrupt these developments as a consequence of carrying out a competitive procurement exercise.

9.4 In this case, single supplier negotiations (as permitted in Public Contract Regulations 2006) have proved beneficial to the Council and resulted in an annual saving of circa 25%.

9.5 It is therefore in the Council's overall best interests to conclude negotiations with Corelogic and award a contract on a 5 year basis, commencing in 2014.

10. Policy Implication

Priority 10. Ensure the whole council works in a customer focussed way.

Priority 11. Get the basics right for everyone.

Priority 12. Strive for excellent value for money.

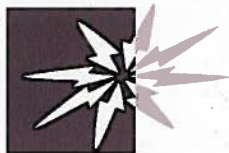
11. Reasons for Decision

11.1 The product supplied is reliable and is being developed further to meet the changes being imposed on the Council and its required method of operation. This approach provides value for money for the Council as well as ensuring the continuation of the service to Adults and Children's front line officers. The opportunity has been taken to review, clarify and update the contractual terms and conditions.

12. Use of Appendices

None

13. Local Government (Access to Information) Act 1985



Haringey Council

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|-----------------------|---|--------------|--|
| Report for: | Cabinet – 12 November 2013 | Item Number: | |
| Title: | Award of Contract for Housing IT System (OHMS) | | |
| Report Authorised by: | <i>J. Pater 11/11/13</i> to/ Stuart Young, Assistant Chief Executive | | |
| Lead Officer: | David Hatley, Head of Supplier Management, IT Services | | |
| Ward(s) affected: | Report for Key/Non Key Decisions: | | |
| All | Key | | |

1. Describe the issue under consideration

- 1.1 The Council utilises the OHMS housing management system to manage its housing stock including repairs and maintenance.
- 1.2 The proposal is for the council to enter into a three year contract to achieve value for money, secure the cost with the incumbent provider and to provide additional benefits as listed under paragraph 5.
- 1.3 This will enable the Council to fully develop its strategy following the Welfare Reforms for Housing and the Customer Services Transformation Program.

2. Cabinet Member introduction

- 2.1 The award of a contract as outlined in this report will provide an improved service provision to the Council in the management of its housing stock. The additional services incorporated within the contract provide value for money and benefits in terms of business continuity.
- 2.2 I support the recommendations in this report.



Haringey Council

3. Recommendations

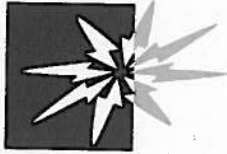
- 3.1 That Cabinet award a contract for a period of three years to Northgate Information Solutions Limited for the provision of a managed service, including support and maintenance, of the OHMS Housing Management system.
- 3.2 The cost will be £295,000 per annum representing a total of £885,000 for the life of the contract.

4. Alternative options considered

- 4.1 **Do nothing.** The current cost of the contract from Northgate is £291,000 per annum, representing a total cost of £873,000 over the equivalent three year period. This charge has reduced significantly over the last 2 years following negotiation saving £210k over the period.
- 4.2 The existing contract attracts inflation which is currently running at 3.1% for Retail Price Increase at July 2013. In addition, the Council will need to replace the ageing server at a cost of approximately £70-80,000.
- 4.3 **Undertake a competitive tender.** The OHMS system is proprietary software for Northgate and as such it is not possible to tender for the support and maintenance of that particular system. Any tender would require that the complete system is tendered and replaced if necessary.
- 4.4 In view of the planned Welfare Reforms, which are expected to run from 2013/14 to 2017, and the Council's Customer Services Transformation Program any procurement now may be premature.
- 4.5 To undertake a tender requires a major investment in resource to specify the Council's requirements and to run and evaluate the tender. In changing a system, the Council would need to procure new licenses, new hardware, train all staff and run a parallel system to ensure confidence in migration. Anticipated switching costs could potentially be significant.

5. Background information

- 5.1 The Council uses an IT system to manage its housing stock including repairs and maintenance. This system is used primarily by Homes for Haringey but also by Community Housing Services with a total of 630 users.
- 5.2 The system is known as OHMS and is supplied by Northgate Information Solutions Limited, who bought the business from the developers of the system,



Haringey Council

Anite. The system includes additional services for scheduling and managing repairs utilising software called Task and Opti-Time.

- 5.3 The OHMS software is proprietary to Northgate which means that it can only be supported, developed and maintained by them.
- 5.4 OHMS has been in place at the Council for many years and has been developed and bespoke to meet the needs of both the Council and Homes for Haringey. Northgate have confirmed to the market that they will continue to support and develop OHMS and they have no plans to stop promoting it.
- 5.5 The system is hosted in the Haringey data centre on a server that is old and beyond the time of its expected use. The server will need replacing in the short term at a potential cost of £70-80,000 as it will no longer be possible to upgrade the software due to the age of the server.
- 5.6 A Housing IT Strategy (2011-2016) was developed by Community Housing Services which included a soft market test of alternative system suppliers. This identified potential savings in the annual support and maintenance charges but a detailed business case found that the cost of change, including the implementation cost, meant that the return on investment was unsatisfactory especially when considered against Welfare Reforms and Customer Services Transformation Program.
- 5.7 The Welfare Reforms are expected to have a major impact on the way the Council manages its housing stock and the subsequent system requirements. To seek to change the system at this point in time would add additional cost and resource to the Council when the outcomes are not yet known. In addition, the Council is developing a Customer Services Transformation Strategy that will impact on this service but to what extent is not yet known.
- 5.8 On this basis Northgate were asked to provide a proposal for a 3 year contract which would provide value for money and give security to the Council. Their proposal agrees to fix the price for 3 years with the following benefits:
 - No inflationary increases for the 3 year period. (RPI currently running at 3.1%). This represents a saving of approximately £27,000 over the period.
 - The provision of a new server at no additional cost. (Saving approximately £70,000).
 - Hosting of the system in a Northgate data centre.
 - Provision of a new Housing Options module in OHMS.
 - Disaster recovery capability via triangulated data centres.
 - Service reporting and service reviews.
- 5.9 The annual cost of the managed service for OHMS will be £295,000 which over the life of the contract will equate to £885,000.



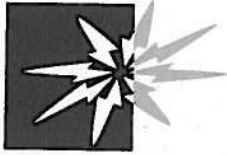
Haringey Council

6. Comments of the Chief Finance Officer and financial implications

- 6.1 The Chief Finance Officer confirms that the budget to meet the costs of the current contract exist within the IT services revenue budget. The recommendation proposes to award the contract at £4k pa higher than the existing figure; the service have confirmed that the shortfall will be met from elsewhere within the IT budget.
- 6.2 Given the likely changes required in the future, this recommendation should provide stability in cost and service provision in the short to medium term and will enable the Council to avoid potentially abortive costs and make a more comprehensive investment decision at a more appropriate time.

7. Head of Legal Services and legal implications

- 7.1 The services to which this report relates are priority services and therefore subject to the Public Contracts Regulations 2006 (the Regulations) which includes European tendering requirements.
- 7.2 One of the approved tender processes set out in the Regulations is the negotiated procedure. Under Regulation 14 (1) (a) (iii) of the Regulations, a Contracting Authority may use the negotiated procedure without publication of a notice where for technical or artistic reasons, the contract may only be awarded to a particular economic operator.
- 7.3 Contract Standing Orders also allow the submission of a bid from an individual contractor where the services relate to a proprietary product and for technical or artistic reasons, the contract may only be awarded to a particular contractor.
- 7.4 The Council's IT Services department has followed this approach and invited the existing contractor, Northgate Information Solutions Ltd to bid.
- 7.5 Because of the value of the contract, it may only be awarded by Cabinet in accordance with CSO 9.07.1 (d).
- 7.6 The contract to which this report relates is a Key Decision, and IT Services has confirmed that it has been included in the Forward Plan in accordance with CSO 3.01 (d).
- 7.7 The Head of Legal Services confirms that there are no reasons preventing Members from approving the recommendations in this report.



Haringey Council

8. Equalities and Community Cohesion Comments

8.1 There are no equality implications in the procurement.

9. Head of Procurement Comments

9.1 The Council has previously invested time and resources in jointly developing the OHMS system and we therefore have a unique insight and strong assurances of its suitability and value towards delivering business critical services to residents within the Borough.

9.2 A soft market analysis demonstrated insufficient benefit to switching software systems and especially at a time of Welfare Reforms which are fundamental and critical to Council services.

9.3 Whilst the annual cost of support will increase by £4k, the Council gains significantly more value from a server upgrade (thus avoiding £70k cost), new modules and no inflationary increases over the life of the contract.

9.4 It is therefore not in the Councils overall best interests to re-tender this system and the Head of Procurement supports the recommendations for reasons explained within this report.

10. Policy Implication

10.1 Priority 5. Provide a cleaner, greener environment.

Priority 10. Ensure the whole council works in a customer focussed way.

Priority 11. Get the basics right for everyone.

Priority 12. Strive for excellent value for money.

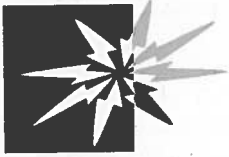
11. Reasons for Decision

11.1 The recommendations in this report will provide value for money for the Council in providing new hardware and a disaster recovery service within the contract cost. The exercise has enabled the Council to update terms and conditions to reflect current approaches and will ensure services are provided for a further 3 years.

12. Use of Appendices

12.1 None

13. Local Government (Access to Information) Act 1985



Haringey Council



Haringey Council

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| Report for: | Cabinet 12 th November 2013 | Item number | |
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| | |
|---------------|--|
| Title: | Proposal for the Award of Contract for the Haringey Health Trainer/Health Champion Service |
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| Report authorised by : | Dr Jeanelle de Gruchy (Director of Public Health) |
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|----------------------|--|
| Lead Officer: | Dr. Fiona Wright (Assistant Director of Public Health) |
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|---|--------------------------------|
| Ward(s) affected: east Haringey | Report for Key Decision |
|---|--------------------------------|

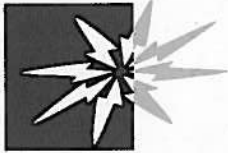
1. **Describe the Issue Under Consideration**
 - 1.1 This report seeks Cabinet approval to award a 14 month contract (with an option of two one-year extensions) for the delivery of the Haringey Health Trainer/Health Champion service.
2. **Cabinet Member Introduction**
 - 2.1 This programme supports the priority in the Corporate Plan¹ and Outcome 2 of the Health and Wellbeing Strategy (2012-2015) to reduce the life expectancy gap in men between east and west Haringey.
 - 2.2 The Health Trainer/Champion Service provides personalised one-to-one support for people who want to make lifestyle changes to improve

¹ 1.Outstanding for all – enabling all Haringey Children to thrive

2.Safety and well-being for all: A place where everyone feels safe and has a good quality of life

3.Opportunities for all: A successful place for everyone

4. A Better Council: Delivering responsive, high quality services



Haringey Council

their health. The service targets residents from deprived communities and Black, Asian and Minority Ethnic groups (BAME), focusing on the east of the borough, to prevent ill health in those most at risk and tackle health inequalities. The service also raises awareness about signs and symptoms of long-term conditions that contribute to the life expectancy gap, such as diabetes and cancer, and signposts the local community to a range of health and wellbeing services.

I am delighted that we now have the opportunity to expand this programme, to increase its impact and strengthen the provision of services for people who wish to adopt healthier lifestyles. I therefore recommend to my Cabinet colleagues that this report is approved.

3. Recommendations

- 3.1 To agree the award of contract to the successful tenderer for delivery of the Haringey Health Trainer/ Champion service in accordance with Contract Standing Order (CSO) 09.07.1(d) to Enfield Council for an initial term of 14 months (with an option of two one-year extensions)

4. Alternative Options Considered

No other viable options were identified due to the fact that the NHS contract with the current provider expired on 31st March 2013. This was a contract transferred from the NHS to the council on 1st April 2013. An award and waiver to January 31st 2014 was agreed to facilitate a full tender process to be undertaken.

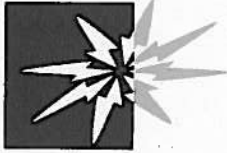
5. Background Information

- 5.1 Reducing the life expectancy gap between the east and west of Haringey is a priority within Haringey's Corporate Plan and also Outcome 2 of the Health and Wellbeing Strategy (2012-2015). The strategy highlights the need to prevent people from becoming ill by addressing key lifestyle risk factors such as smoking, physical inactivity and diet and nutrition. It also identifies the importance of encouraging early diagnosis and management of major diseases, especially cardiovascular disease and cancer that have a large impact on the life expectancy gap.

- 5.2 Overview of the current Health Trainer and Health Champion services

Health Trainers

Haringey Public Health Directorate commissions the current Health Trainer/Champion service from Enfield Council. The Haringey Health Trainer Service has been established since 2009, when it was provided



Haringey Council

by NHS Haringey. In 2011 NHS Haringey public health directorate then commissioned the service from NHS Enfield. On 1st April 2013 this contract was transferred from the Haringey NHS to the Haringey council. The provider of the service then also transferred from Enfield NHS to Enfield Council.

The service aims to tackle health inequalities by:

- reducing smoking
- reducing obesity (promoting healthier eating and increasing physical activity)
- reducing alcohol misuse

The Health Trainer Service provides personalised advice, motivation and support to clients who wish to adopt healthier lifestyles. In Haringey, health trainers are recruited from the local community and trained to deliver sessions of one-to-one advice and support to residents to help them to make behaviour changes. Their role also involves signposting to other services e.g. Improving Access to Psychological Therapies and stop smoking services. Health trainers are employed in a paid capacity.

Health trainers use evidence-based techniques and the service model has been developed from best practice guidance. Referrals have increased annually.

Key outcomes achieved are:-

- 1088 referrals to the Health Trainer Service in 2012-2013
- 86% of those referred to the service attended the first session
- 80% of the service users were from deprived areas
- 85% of service users were from BAME groups
- 80% of service users achieved goals in their personal health plan

Health Champions

The Haringey community health champions service evolved from a number of individual health champion projects based upon short term funding. Enfield's public health directorate have been commissioned to manage the health champions service since April 2012.

The current model (April 2013 onwards) is informed by a review of best practice and the local service. The service comprises a number of health champions who promote key lifestyle messages (stop smoking, physical activity, healthy eating, alcohol awareness and mental health). They also signpost people to services such as general practice, NHS health checks, health trainer service, stop smoking service and mental health services. In addition, a smaller number of champions also focus on raising awareness of specific conditions, such as, diabetes,



Haringey Council

common cancers (breast, bowel and lung) and cardiovascular disease. The champions are provided with training and supported in opportunities for career development such as to become a health trainer.

The service currently has fifteen active champions. For the three month period from July – September 2013, champions have engaged in conversations about healthy lifestyles with 424 Haringey residents.

5.3 The new service model

The new contract continues with the same evidence-based models for health trainers and health champions to target health inequalities. The health trainer and health champion services were historically separate services, with the health champion service reliant on time- limited external funds and different providers. The new contract brings them together as one service, enabling more efficient working. For example, health champions raise awareness of the health trainer service. Under the new contract the service is expanded and the capacity is increased. The health champion service is strengthened with a dedicated coordinator and a stronger focus on men's health.

Key Performance Indicators

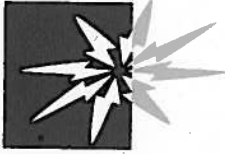
The new contract includes Key Performance Indicators (KPIs) for each component of the programme. These are based upon the historical activity of the current service and current level of investment. KPI thresholds will increase incrementally during the contract.

KPIs for the Health Trainers service include:

- 5 additional venues in the east of the borough
- increased availability of appointments (target to recruit 10 new health trainers)
- targeting of key groups e.g. males (target at least 45%), BAME groups (target at least 65%)
- increased referrals (200 per month for the first 6 months then 300 a month for the remaining 8 months).

KPIs for Health Champions service include:

- maintain a minimum of 30 health champions
- number of monthly health champion service contacts, ie conversations about healthy lifestyles with residents (700 for the first 6 months then 1100 for the remaining 8 months)
- total number of contacts signposted to health services (at least 50%).



Haringey Council

5.4 Contractual Issues

Contract Value

The current funding for the 14 month period is £456k with the option to extend, at a yearly figure of approximately £295k subject to ongoing funding being available.

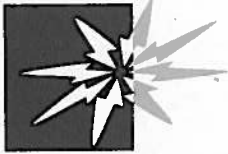
| | |
|--|------------|
| Feb. 2014 – March 31 st 2015 | £456,000 |
| April 2015 - March 31 st 2016 | £295,000 |
| April 2016 - March 31 st 2017 | £295,000 |
| Total contract value | £1,046,000 |

Transition and Contract Management

Contract management is outlined in the contract. KPIs are included within the service specification and will be monitored through contract monitoring meetings and reports. Monitoring meetings will be held monthly for the first three months in order to ensure a smooth transition and quarterly thereafter.

6. Procurement Process and Tender Evaluation

- 6.1 This service is a Part B residual service and therefore it was not necessary to advertise this requirement in the Official Journal of the European Union (OJEU). The E-tendering process was used to procure this service.
- 6.2 The procurement process started on 10th July 2013 with a contract notice being placed on Delta ESourcing system, Haringey website, CompeteFor portal. In addition the advert was circulated by Haringey Association of Voluntary and Community Organisations (HAVCO) inviting organisations to attend a Meet the Buyer event on 24th July 2013 and the Invitation to Tender documents available on Delta ESourcing system on 1st August 2013.
- 6.3 The deadline for submitting tenders was 29th August 2013. Three tenders were received. The tenders were evaluated using the Most Economically Advantageous Tender (MEAT) which included a split of 60% quality and 40% price.
- 6.4 The tender evaluations were undertaken by specialist officers with relevant expertise in the fields of health and safety, equalities, finance, safeguarding. Council officers from public health evaluated the quality method statements and finance officers evaluated price submissions.



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- 6.5 The table below details the outcome of the tender and respective scores of the tenderers.

Health Trainer/Champion Service

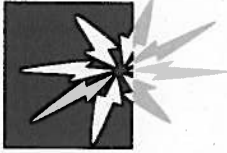
| Tenderers | Quality scores out of 600 | Cost scores | Total MEAT Score | Contract price over 3 years |
|-----------------|---------------------------|-------------|------------------|-----------------------------|
| Enfield Council | 475 | 395 | 870 | £1031,976.00 |
| Company A | 410 | 400 | 810 | £1020,136.00 |
| Company B | 349 | 399 | 748 | £1022,000.00 |

7. Comments of the Chief Financial Officer and financial Implications

- 7.1 The Service has current and planned budget provision into 2014/15 of £456,000 which is sufficient to fund the proposed initial 14 month contract with the recommended bidder.
- 7.2 The total contract price from the recommended bidder is £1,031,976 but only if the contract is extended by two years after 2014/15. However the level of public health grant cannot be guaranteed for years beyond 2014/15 and it is noted that any extension to the initial contract value of £456,000 is optional and at the discretion of the service.
- 7.3 The recommended tender is not the lowest price bid but has scored significantly higher than others on the quality evaluation. It is noted that the difference in price between the recommended tender and the next bid is only one percent. The combined price and quality scores indicates that the recommended bidder is deemed to bring the greatest benefit to the Council in accordance with the principles of Most Economically Advantageous Tender (MEAT) under which the tenders were evaluated (Para 6.3).

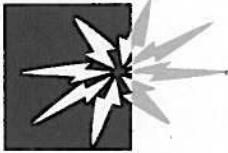
8. Head of Legal Services and Legal Implications

- 8.1 The services to which the report relates are not priority services under the Public Contracts Regulations 2006. It was not therefore necessary to follow a European tendering exercise.



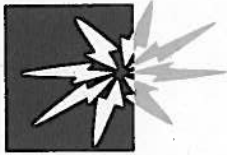
Haringey Council

- 8.2 The Council's Public Health Directorate has followed an open tender process in accordance with Contract Standing Order 9.01 (a).
- 8.3 Because of the value of the contract, the award of contract needs to be made by Cabinet in accordance with CSO 9.07.1 (d) (contracts valued over £250,000).
- 8.4 The award of contract is also a Key Decision and so needs to be included in the Forward Plan in accordance with CSO 3.01 (d) (contracts over £500,000). The Public Health Directorate has confirmed that this has taken place.
- 8.5 The Head of Legal Services confirms that there are no legal reasons preventing Members from approving the recommendations in the report.
- 9. **Equalities and Community Cohesion Comments**
 - 9.1 The tender process included a Companies Questionnaire Stage which involved an evaluation of the tenderers from equalities perspectives to ensure that the successful tenderers are able to deliver the services in accordance with the council's equal opportunities commitments. Policy and Equalities Team were involved in the evaluation process.
- 10. **Head of Procurement Comments**
 - 10.1 The procurement process has been carried out in line with the Procurement Code of Practice.
 - 10.2 Contract management has been put in place with Key Performance Indicators to ensure contract compliance and mitigate the risk of poor performance.
 - 10.3 It is noted that the recommended tender is not the lowest price bid but has scored significantly higher on the quality evaluation and therefore being the highest scored bidder based on the evaluation criteria used of quality 60% and price 40%
- 11. **Policy Implications**
 - 11.1 These services support reducing the life expectancy gap. This is a key priority within the Health and Wellbeing Strategy and the Haringey Corporate Plan. They also support the NHS Health Checks programme that is a mandatory public health programme for local authorities.

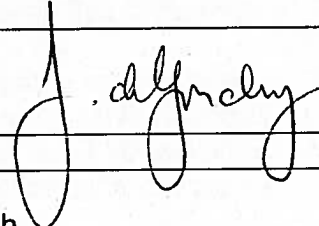


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12. **Reasons for Decision**
The health trainer and health champion services support behaviour change and raise awareness of key diseases that contribute to the life expectancy gap. This is a corporate priority. The new contract expands and increases the capacity of these services on the east of the borough. It also brings these services together under one provider.
13. **Use of Appendices**
This report contains no appendices.
14. **Local Government (Access to Information) Act 1985**
 - 14.1 This report contains exempt and non exempt information. Exempt information is contained in Part B and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)) information in relation to financial or the business affairs of any particular person (including the authority holding that information).



Haringey Council

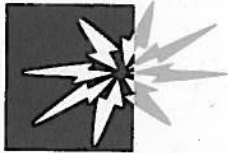
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|------------------------------|---|---------------------|--------------|
| Report for: | Cabinet 12 th November 2013 | Item Number: | |
| Title: | Genito-Urinary Medicine services – approval for expenditure of services (Central and North West London NHS Trust) | | |
| Report Authorised by: | Jeanelle de Gruchy, Director of Public Health  | | |
| Lead Officer: | Susan Otiti, Assistant Director of Public Health | | |
| Ward(s) affected: | All | Report for: | Key Decision |

1. Describe the issue under consideration

- 1.1. This report details expenditure for the provision of GUM services accessed by Haringey residents and set out in the Heads of Terms Agreement between Camden Clinical Commissioning Group (CCG) as the co-ordinating CCG and Central and North West London NHS Trust (CNWL) and which Agreement Haringey Council is a party to as an Associate Commissioner.
- 1.2. Cabinet approval is sought for the expenditure which the Council will incur for the provision of GUM services by CNWL.
- 1.3. GUM is a sexual health service offering a range of assessments, tests and treatments ranging from complex sexually transmitted infections (STIs) to HIV testing and the provision of PEP (post-exposure prophylaxis) medication that can help prevent people from developing HIV if they've been exposed to it.

2. Cabinet member introduction

- 2.1. In accordance with regulations under the Health and Social Care Act 2012, from April 2013 local authorities have a new responsibility to improve public health, including sexual health. Local authorities became responsible for commissioning comprehensive open-access accessible and confidential contraception and STI



Haringey Council

testing and treatment services, for the benefit of all persons of all ages present in the area¹.

- 2.2. The Cabinet report from December 2012 described the complexity of commissioning sexual health services and, in particular, the financial risks attached to open access demand-led GUM services. STI testing and treatment services are a central part of protecting and improving health. The government therefore believes that high-quality services must be available in all areas (hence it is a statutory duty), although the services provided will be tailored to meet local needs.
- 2.3. I welcome the outcome of the GUM service negotiations led by the London Borough of Islington public health team on behalf of LB Haringey, LB Barnet, LB Enfield and LB Camden. This 'Heads of Terms' agreement will provide Haringey council with improved budgetary control for 2013/14.

3. Recommendations

- 3.1. To approve the expenditure for the provision of GUM services accessed by Haringey residents and which is set out in the Heads of Terms Agreement between Camden Clinical Commissioning Group (CCG) as the co-ordinating CCG and CNWL and which Agreement Haringey Council is a party to as an Associate Commissioner.

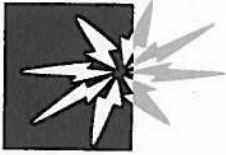
4. Alternative options considered

- 4.1. The option of paying for the provision of GUM services through the non-mandatory national tariff based on 'payment by results', as the NHS has previously done, was considered. In addition CNWL has seen increasing demands on its service from patients living in Haringey (10.5% increase) therefore continuing with the 'payment by results' service model would not provide the council with value for money or financial control of this demand-led service.

5. Background information

- 5.1. GUM services are sexual health services. By law they are 'open access' services which means Haringey residents can go to any GUM service anywhere in the country for assessment, testing and treatment. The GUM provider then sends an invoice to the local authority where the patient is resident.
- 5.2. Prior to April 2013 the only contract for GUM services for Haringey residents was with the main provider of these services, NHS Whittington Health. This was part of a large two year block contract negotiated by NHS North Central London cluster,

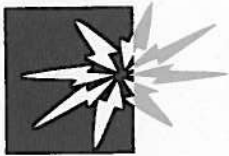
¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/216712/dh_131901.pdf



Haringey Council

the then commissioner of health services for Haringey; this was listed in the December 2012 Cabinet report as an NHS contract transferring to LBH. All other GUM activity was not contracted and was paid for by monthly invoicing to NHS Haringey.

- 5.3. Since summer 2013, the four public health departments in north central London (Barnet, Camden & Islington, Enfield and Haringey) have been working together to put contracts in place with the main 5 local providers of these 'open access' services, to enable budget management either through a block contract or a 'cap and collar' contract. Each public health department has led on a provider contract on behalf of the other four boroughs. For example LB Islington public health has led on this CNWL GUM agreement on behalf of the other four boroughs. To manage the financial risk each public health department has successfully negotiated keeping the 2012/13 national tariff prices rather than the increased 2013/14 tariff.
- 5.4. This 'Heads of Terms' Agreement includes other public health services but these only relate to LB Islington.
- 5.5. LB Islington has put in place specific contract management measures for the GUM service to work in partnership to monitor, review and manage demand accordingly. LB Islington and the provider will undertake a joint quarterly financial reconciliation against the projected full year out turn and agreed contractual terms.
6. **Procurement process**
 - 6.1 The LB Islington public health team have negotiated a 'cap and collar' position for 2013/14 for all five boroughs. For Haringey council the minimum expenditure will be £1.3 million and the maximum expenditure will be £1,663,891 million.
7. **Comments of the Chief Finance Officer and financial implications**
 - 7.1 Responsibility and budget for a prescribed set of GUM services passed to the London Borough of Haringey as a result of the Health and Social Care Act. The total Public Health grant for Haringey is £17.587m of which £5.8m has been allocated to sexual health services and within that £1.427m is budgeted for this contract.
 - 7.2 Under the existing commissioning arrangements the contract is demand led. Increases in GUM activity represent a significant risk to the public health budget. The new arrangements proposed in this agreement will mitigate this risk by requiring the provider and commissioner to work together to keep activity within limits.
 - 7.3 Under this agreement 12/13 prices will continue to apply for 13/14 GUM activity – this represents a real terms reduction in cost as there is no inflationary uplift. If activity increases beyond 8.5% above the previous year then a reduced rate of



Haringey Council

60% will apply. In addition, a reduction has been negotiated on the "CQUIN" payment. (CQUIN payments are a "reward element" feature of NHS standard contracts).

- 7.4 The expected range of cost of this contract therefore is £1.338m if activity falls to £1.664m if activity increases by 15% from the previous outturn. As the budget is currently £1.427m the higher end of this spectrum would result in an overspend that the public health service will cover by reducing expenditure on other activities.
- 7.5 It should be noted that this arrangement does not guarantee that costs will not exceed 15% but it commits all parties to monitor the risk and put in place actions to contain cost.

8. Head of Legal Services and legal implications

- 8.1 The Head of Legal Services notes the recommendations in the report.
- 8.2 The Council's expenditure on the GUM services is over £500,000 and is therefore a Key Decision and, as such, approval for the spend needs to be by Cabinet in accordance with the Council's Constitution (Part 4, Section F, Para 1.3 Cabinet Procedure Rules).
- 8.3 As the expenditure is a Key Decision, there is also a requirement under the Council's Constitution that the decision is included in the Forward Plan. The Public Health Directorate has confirmed that this has taken place.
- 8.4 The Public Health Directorate has also confirmed that the GUM services are the only items included in the Heads of Terms Agreement which apply to Haringey Council.
- 8.5 The Head of Legal Services confirms that there are no legal reasons preventing Members from approving the recommendations in the report.

9. Equalities and Community Cohesion comments

- 9.1. GUM services are open to any Haringey resident wanting to access confidential sexual health services there are no restrictions.
- 9.2. The GUM service supports the delivery of a key element of the Council's equality objectives and one of the priorities in the Council Plan namely to reduce health inequalities and improve wellbeing for all. It will also help deliver the priority to enable young people and adults to exercise choice in reproductive and sexual health. In both these respects, the proposals outlined in this report will support the Council's performance on its public sector equality duty.



Haringey Council

10. Head of Procurement comments

10.1 The proposed arrangements under the Head of term agreement represent a saving to the council, the removal of an inflationary increase and the avoidance of the 30% increase that would have been incurred for follow up appointments, represent an improved financial model for the service.

10.2 The Cap and Collar arrangements proposed will support the improvement of budgetary control for 2013-14. Monitoring arrangements have been put in place to monitor service delivery, demand, and the budgetary position. This does not guarantee costs will not rise but does put in place a process to minimise this risk.

11. Policy implication

11.1. These services are also linked to the Corporate Plan and its four key council priorities: outstanding for all (enabling all Haringey children to thrive), safety and wellbeing for all, opportunities for all, and a better Council.

11.2. In the Corporate Plan there is a specific sexual health priority. Priority 6: Reduce health inequalities and improve wellbeing for all through: Enabling young people and adults to exercise choice in reproductive and sexual health.

12. Reasons for decision

12.1. The 'Heads of Terms' agreement will provide Haringey council with improved budgetary control for 2013/14.

13. Use of Appendices

13.1. None

14. Local Government (Access to Information) Act 1985

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 17 SEPTEMBER 2013

Councillors Browne, Corrick, Hare, Scott and Stewart (Chair)

Apologies Councillor Adamou

Also Present: Marion Wheeler, Lisa Blundell, Chrissy Austin, Beverley Tarka, Sue Southgate, Rachel Oakley.

| MINUTE NO. | SUBJECT/DECISION | ACTON BY |
|-------------------|---|-----------------|
| TEX162. | APOLOGIES FOR ABSENCE Apologies for absence were received from Cllr Adamou and Libby Blake. | |
| TEX163. | URGENT BUSINESS No items of urgent business were received. | |
| TEX164. | DECLARATIONS OF INTEREST No declarations of interest were put forward. | |
| TEX165. | MINUTES The minutes of the meeting, held on the 02 July 2013, were approved as an accurate record of the meeting. In response to a suggestion to look at age profiling of children subject to a child protection plan, it was noted that this was explored further in agenda items 6 and 7. In answer to a suggestion to exploring the Adoptions which are subject to challenge and looking at adoption from a child's perspective, the percentage range of adoption made in comparison to the number of children in care was referred to. There was guidance and research available on the outcomes for children that are adopted which could also be sent to Cllr Hare. | Clerk |
| TEX166. | MATTERS ARISING The Committee noted the items for the joint meeting with Corporate Parenting on the 05 November and had no further items were added to the Committee agenda. | Clerk |
| TEX167. | PERFORMANCE ASSESSMENT - QUARTER 1 2013/14 | |

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 17 SEPTEMBER 2013

The Committee considered performance data and trends for an agreed set of measures relating to: Children and Families - contacts, referrals and assessments and child protection. The following key information was noted:

- Steady decline in the number of looked after children
- Reduction in the number of contacts being received by the First Response Team
- Re-referrals stood at 12% against a target of 16% - this was a positive indication of quality initial contact with families, leading to a low number of re – referrals.

The Committee noted that this was the final occasion for considering performance on initial and core assessments as the new single assessment process had now started. Members noted that, under this new assessment process, there is a requirement for the child to be seen within 10 days with a decision also needing to be made about what sort of assessment (Simple or complex) within this timeline. The performance target figure for the single assessment would be 95%. The Committee noted a Complex Assessment would need to be completed in 45 days. This process would be aided by a new referral template which is focused on analysis and reflection.

Understanding was sought on the thinking behind the choice of days to complete single assessments and it was noted that the number of days (10) was chosen in consultation with other boroughs. The Committee were keen to maintain their understanding of the service's performance in taking forward an initial assessment of a case and whether this was good or not. They questioned how this could now be done. In response, it was noted that there was scope to compare the single assessment figures to how many children were seen within 10 days in previous months and years and this could be included in future reports.

Understanding was sought on how the Committee could get a better knowledge of outcomes for children from looking at performance information. It was explained that the performance figures provided a comprehension of the impact of the service's work and initiatives for the care of children. A performance figure which provided a clear stark example of this, was the number of children who that had been on a plan for longer than 2 years. This provides an indication if outcomes for the child are being achieved. The service routinely examines the length of time a child was on a plan in comparison to their age to understand if outcomes were likely to be achieved. All cases were different: a young person may need the security of being of a CP plan because of the high level monitoring involved but a young child should not be on a plan for a long period, especially as failure to achieve good enough parenting has an impact on their developmental needs if the outcomes are not being met. As a way of developing understanding about the outcomes being delivered for a child, it was agreed for a sample of child protection plans to be looked at and outcomes followed up by the Independent

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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 17 SEPTEMBER 2013

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| | <p>capture parents thinking and help them to feel involved with the process.</p> <p>The Committee were provided with information about the daily work of a CPA in chairing conferences and escalating matters when needed. The minutes and plan of action are compiled within 24 hours of a meeting and there is a 95% target on achieving this.</p> <p>The Committee noted that Joint working between Safeguarding and Support and CPA's has lead to a reduction in the number of children that have been on plans for between 12-18 months.</p> <p>In response to a question, it was clarified that pre birth conferences can be taken forward from the first trimester. This meeting could involve Mental Health, Midwifery and other agencies involved with the mother. The Committee were provided with an understanding of the factors involved in a pre birth referral.</p> <p>The Committee were pleased to note that Advocacy support was being commissioned to help ensure that the voice of the child/ young person is available at the child protection conference meeting.</p> | |
| <p>TEX169.</p> | <p>CYPS - MULTI-AGENCY SAFEGUARDING HUB (MASH)</p> <p>Following on from the Judicial Review and findings against the council in respect of information sharing, The Director of Children's Services had requested the Council's Internal Auditors, Deloitte and Touche Public Sector Internal Audit Limited conduct an exercise to provide assurance on data and information compliance, compliance with local and statutory requirements, and records management within the Service. Tests were carried out on a number of documents and policies to understand if they were up to date and were compliant with policy and legislative requirement for information sharing between partners. There was also an audit completed on a sample of 10 cases to assess decision making recording against threshold and how they were progressed to a section 47 investigation.</p> <p>Committee Members considered the list of documents and protocols that were checked, audit action plan and management action plan arising from the findings of the audit.</p> <p>The Committee asked the Acting Head of First Response about how confident the team were with implementing and following the legal requirements around the sharing of information. The Committee noted that there was more confidence in the team following the added training and guidance received on information sharing. Members noted that it would be an ongoing conversation with staff to continually ensure that the requirements behind the information sharing protocols were well understood and adhered to.</p> <p>The Chair reiterated the importance of following the legal requirements of the information sharing and continually managing risks in relation to</p> | |

**MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE
TUESDAY, 17 SEPTEMBER 2013**

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| | <p>keeping children safe. The Chair was assured that there was an improvement in recording and social workers and supervising managers were recording reasons behind their actions. For example, where consent to share information could not be obtained and the information held indicated there was a necessity to act in the overall safety of the child. The Committee continued to note that there was a stronger sense of the information sharing rules within the service and there was a sense of ownership for the information being given by partners.</p> <p>The Chair enquired about the work with partners and ensuring they had an understanding about what their responsibilities were as part of the protocols for information sharing. It was noted that workshops had been held with children's centre staff so they knew the types of information they needed to share.</p> <p>More understanding was sought on the nature of the term 'significant harm' and the circumstances to trigger a section 47 investigation. It was explained that this could involve a range of circumstances such as physical abuse, emotional harm or risk of sexual abuse. Social workers, practitioners and managers would need to assess risk, impact, and consequence. This would mean asking questions and gathering information to enable this understanding to be reached. Committee Members noted that this was a continuing analytical process, recording and being aware of serious case reviews findings, research, social work experience, all contributing to the final judgement of the social worker. It was commented that how this judgement is reached depends on the quality of information at hand and the information given by partners and how the contact with the family is recorded. Given this, it was agreed for the Independent Member of the Committee to take forward a qualitative case audit, focused on recording around decision making. It was agreed that the audit of cases will be for the week beginning the 16th September and reported back to the next meeting in January.</p> <p>The Assistant Director for Children and Young People's service commended the Acting Head of First Response for continuing to manage the busy daily work of the First Response service together with managing the changes to working practices following on from the judgement. The Assistant Director felt that the First Response team were continuing to keep the balance between the statutory obligations attached to information sharing and making sure that children were safeguarded. In response to a question about the key components to taking forward a contact correctly, this was about continually keeping an open mind about the nature of the information received, having the training and experience to judge the information at hand. This could be achieved by ensuring that Haringey has high quality and experienced staff working in the First Response team supported by well trained and experienced managers.</p> | <p>HC</p> |
| <p>TEX170.</p> | <p>UPDATE ON REVIEW OF MASH DOCUMENTS</p> | |

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 17 SEPTEMBER 2013

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| | <p>At the last meeting in July, the Committee had considered a report containing legal advice on information sharing and they had subsequently agreed to consider a further progress report on the revision of relevant documents and guidance concerning information sharing which is in use by the council and LSCB.</p> <p>The action required following the advice was to: a) review the MASH documentation and ensure they adequately address the issue of consent and take into account the Working Together to Safeguard Children (2013) statutory guidance; b) ensure that the revised and improved documents are approved by the appropriate Committee or body; c) prepare an easy guide for the public on the MASH information sharing arrangement; and d) ensure that relevant staff are fully aware of and trained on any new or revised information sharing documents.</p> <p>MASH documents were produced by the London MASH Project under the London Safeguarding Children Board. These documents have been discussed, negotiated and approved for use by local authorities with the MASH arrangement. However, these documents had been slightly adjusted to ensure they also respond to local concerns. This was set out in paragraph 6 of the 'Working Together Guidance'.</p> <p>Committee Members were directed to the relevant sections in the information sharing agreement (appendix 1) where there was added explanation about consent and when to share information. Committee Members were shown where there was guidance added on the importance of recording around decision making.</p> <p>Having considered the enclosed MASH documentation, and booklet for practioners, it was remarked that this was quite detailed and dense information for social workers and practitioners to assimilate. Clarification was sought about the ongoing support to ensure that the information sharing advice and guidance was continually understood and adhered to. The Committee were assured that there had been workshops on this guidance with reference given to the key areas of the guidance that needed to be refereed to. There was also the MASH flow chart attached at appendix 3 which could be referred to as a quick guide and the 7 legal golden rules of information sharing. Legal services and First Response would keep collaborating to ensure that there was a balance between risk and the legal requirements of information sharing.</p> <p>The judgement had demonstrated the need to focus on compliance of statutory and legal requirements for information sharing and the continual need to ensure this understanding was reflected in day to day practice.</p> | |
| <p>TEX171.</p> | <p>REFERRALS FROM CHILDREN'S TO ADULT AND COMMUNITY SERVICES</p> <p>At the Committee meeting in April, Members had considered an audit</p> | |

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE**TUESDAY, 17 SEPTEMBER 2013**

concerning cases that had been referred to the Adults through the SOVA (Safeguarding of Vulnerable Adults) referral process. This audit sample did not encompass clients that were the responsibility of Adults with Learning Difficulties, Drugs Alcohol Action team; Adults with Physical Disabilities and Adults service were further asked to complete a sample audit which included some of these service areas. The Committee noted that there were a total of 24 referrals sampled from Children's services to Adult services for the period of 01 April 2012 to 31st March 2013. The Committee questioned the formula applied to the selection of the samples and it was noted that cases were chosen at random with the total number looked at estimated to be a quarter of the referrals received. Committee Members continued to consider the findings of the case file audit which was attached to the exempt part of the agenda. This included the date of the referral from Children's services to Adult services and the actions that had been taken in relation to providing a service and the outcome delivered. The Acting Director of Adults services highlighted that there were 5 episodes that were created on the system in error, these were abandoned as the adult in question was likely to already be receiving a service and was known to the Adults service and therefore will already have a FWI file. The security attached around the Framework I system meant that episodes could not be deleted without a managers agreement.

The Committee were informed that the audits completed by the Adults Services will feed into the councils' internal Quality Assurance Board and will be considered at call over reviews. This will allow findings to be assessed and to understand how working practices can be improved.

Although both Adults Services and Children's services use Framework I to record episodes on case files, Adults services are not able to access children's episodes. The Committee were informed that the Framework I systems permissions were set to be revised, by October this year, to allow access to the children's episodes by Adult services. This would help improve access and analysis and joint working.

The Chair asked the Assistant Director to comment on the transition process between Adults and Children's services. It was noted that the only issue identified was concerning the alignment between Adult services and Children's services on Framework I which was to be resolved.

In response to a concern about the number of cases abandoned in error, this was attributed to data cleansing and did not reflect that the case had simply been discontinued. It was further explained that in some cases the clients name had been mis-spelt and this meant that a new case had to be created with the right name to avoid any confusion and potential duplication. In terms of data gathering for performance information, the Committee were assured that there is an awareness of duplication on FWI and this duplicated information was able to be filtered out when collating data for performance information.

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 17 SEPTEMBER 2013

| | | |
|----------------|---|-----------|
| | <p>Clarification was sought on the distinction between an Adult referral only and Adult referral with a child involved as the original premise for the referral from the Children's services to Adult services indicates that a child is involved? It was explained that in the case of an Adult referral, it was likely the case that the child was already receiving a service from the Children's service and the parent also required support from Adults services. The Independent Member reminded Members about the original focus of the audit which was to ensure that children will not be in a vulnerable position if their parents are receiving specialists type services from Adult Services. In response, it was further clarified that the Adults only referral will entail support to the Adults but members were assured that this does not preclude the fact that Children's service will have gone out and worked with the family, in terms of the care for the child.</p> <p>The Committee noted that the files concerning substance misuse were held by partner agencies and there were particular permissions to be sought to obtain access to these files .The Independent Member would liaise with Children's services and Public Health partners on an appropriate date to conduct the audit.</p> <p>The Committee noted that a parent can seek, independently, support for a drug or alcohol addiction and therefore not be known to Children's services. In this case, the responsibility would be on the adults drug or alcohol service provider , to undertake an assessment of risk and impact and make a decision about whether to refer the family to Children's services. This can be with or without the consent of the adult/ parent dependent upon the level of concern and risk.</p> | HC |
| TEX172. | NEW ITEMS OF URGENT BUSINESS None | |
| TEX173. | EXCLUSION OF THE PRESS AND PUBLIC | |
| TEX174. | REFERRALS FROM CHILDREN'S TO ADULT AND COMMUNITY SERVICES As per item 13. | |
| TEX175. | EXEMPT MINUTES Agreed as an accurate record. | |
| TEX176. | NEW ITEMS OF EXEMPT URGENT BUSINESS None | |
| TEX177. | ANY OTHER BUSINESS | |

**MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY
COMMITTEE
TUESDAY, 17 SEPTEMBER 2013**

| | | |
|--|------|--|
| | None | |
|--|------|--|

Cllr James Stewart

Chair

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**MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 29 OCTOBER 2013**

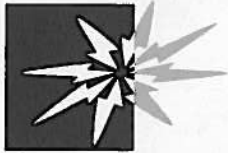
Present: Councillor Claire Kober, Leader of the Council

In Attendance: Xanthe Barker, Principal Committee Officer, Paul Dowling, Senior Policy Officer, Helena Pugh, Policy and Equalities Manager.

| MINUTE NO. | SUBJECT/DECISION | ACTION BY |
|---------------|--|---|
| HSP34. | <p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p> | |
| HSP35. | <p>ARMED FORCES COMMUNITY COVENANT</p> <p>The Leader considered a report, previously circulated, which set out the current services and support that the Council offers to service and ex service personnel and the potential support it could offer through a Community Covenant. The report also sought approval to commit the Council to signing a Community Covenant with the armed forces.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That, it be agreed that the Council be committed to signing an Armed Forces Community Covenant. ii. That the draft Community Covenant document, set out in Appendix A of the report, be approved. iii. That it should be recommended that Cabinet and Council note and endorse the Community Covenant. iv. That a multi agency working group should be established to agree a Community Covenant action plan. <p>Alternative options considered</p> <p>The Council does not have to sign up to the Community Covenant – it is not a legal requirement; however; most other Local Authorities have committed to signing the Covenant.</p> <p>Reasons for decision</p> <p>The national Armed Forces Community Covenant initiative was launched by the government in May 2011 and provides a voluntary statement of mutual support between a civilian community and its local armed forces community. By signing the covenant the Council will be helping to support the armed forces community in the borough and to nurture public understanding and awareness of issues affecting the armed forces community.</p> | <p>Dir Strategy and Performance</p> <p>Dir Strategy and Performance</p> <p>Dir Strategy and Performance</p> |
| HSP36. | <p>NEW ITEMS OF URGENT BUSINESS</p> | |

**MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 29 OCTOBER 2013**

| | | |
|--|---|--|
| | There were no new items of urgent business. | |
|--|---|--|



Haringey Council

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|--|--|--|--|
| Report for: | Cabinet – 12 November 2013 | | |
| Title: | Delegated Decisions and Significant Actions | | |
| Report authorised by : | Nick Walkley, Chief Executive <i>PP. SJK</i> | | |
| Lead Officer: | Xanthe Barker (Tel. 020 8489 2957) | | |
| Ward(s) affected: Not applicable | Report for Key/Non Key Decision: For information | | |

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Other options considered

Not applicable



Haringey Council

5. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

6. Comments of the Chief Financial Officer and financial Implications

Where appropriate these are contained in the individual delegations.

7. Head of Legal Services and Legal Implications

Where appropriate these are contained in the individual delegations.

8. Equalities and Community Cohesion Comments

Where appropriate these are contained in the individual delegations.

9. Head of Procurement Comments

Where appropriate these are contained in the individual delegations.

10. Policy Implications

Where appropriate these are contained in the individual delegations.

11. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

12. Local Government (Access to Information) Act 1985

Background Papers

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

Delegated Decisions and Significant Action Forms



Haringey Council

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Xanthe Barker on 020 8489 2957.

DIRECTOR OF ADULT AND HOUSING SERVICES

Significant decisions - Delegated Action – October 2013

◆ denotes background papers are Exempt.

| No | Date approved by Director | Title | Decision |
|----|---------------------------|-------|----------|
| 1. | | NIL | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

Delegated Action

| | Number |
|--|--------|
| 01.10.13: CSO 11.2 Haven Day Centre - Extension | |
| 03.10.13: LBH HRS contract – Hornsey YMCA Housing – Young People | |
| 03.10.13: LBH HRS contract – Hornsey YMCA Housing - Foyer | |
| 24.10.13: Assured Shorthold Tenancies | |
| 29.10.13: CSO 9.07 Winterbourne | |

Submission authorised by:  _____
Mun Thong Phung - Director of Adult and Housing Services

Date: 1st November 2013

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CORPORATE RESOURCES, ASSISTANT CHIEF EXECUTIVE AND STRATEGY & PERFORMANCE

Significant decisions – Delegated Action 2013/14 – October 2013

◆ denotes background papers are Exempt

| No | Date approved by Director | Title | Decision |
|----|---------------------------|---|---|
| 1. | 01.10.13 | Approval for issuance of letter of intent under CSO in respect of the new Managed Services for Temporary Agency Staff | For the Assistant Chief Executive to approve the issuance of a letter of intent for 10% of the full 4-year contract fees. Up to the value of £1.4m |
| 2. | 10.10.13 | Approval for variation of contract under CSO 10.02 re: Provision of Energy Bureau Services | For the Director of Corporate Resources to award the contract variation for the provision of Energy Bureau Services £168,444 (ex VAT) |

| Delegated Action | | | Number |
|--|--|--|------------|
| Type | | | |
| Approval for award of contract under CSO 9.07 | Heywoods Pensions Administration System Asst. CE 01.10.13 | | £85,855.70 |
| Approval for award of contract under CSO 9.07 | Action Learning Sets Asst. CE 21.10.13 | | £22,000 |
| Approval for a waiver of CSO 8.02 pursuant to CSO 10.01.1 (b) and award of contract under CSO 9.07 | Provision of advice on Alexandra Park and Palace Debt Discharge DCR 29.10.13 | | £20,000 |

Submission authorised by:


 Julie Parker
 Director of Corporate Resources
 31/10/13

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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