

## NOTICE OF MEETING

# CABINET

**Tuesday, 12th December, 2017, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Ali Demirci, Joe Goldberg, Alan Strickland, Bernice Vanier, Elin Weston and Joseph Ejiofor

**Co-optees/Non Voting Members:**

Quorum: 3

### 1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### 2. APOLOGIES

To receive any apologies for absence.

### 3. 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 18 below. New items of exempt business will be dealt with at Item 21 below).

#### 4. 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.

#### 5. 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 [19]: 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.

#### 6. MINUTES (PAGES 1 - 22)

To confirm and sign the minutes of the meeting held on the 14 November 2017 as a correct record.

#### 7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

**8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

Cabinet will be asked to note the Environment and Community Scrutiny Panel Review on the Fear of Crime and will be asked to agree the responses to the Scrutiny recommendations.

**9. CABINET RESPONSE TO SCRUTINY REVIEW ON FEAR OF CRIME (PAGES 23 - 62)**

[Report of the Interim Director for Commercial and Operations. To be introduced by the Cabinet Member for Communities.] Cabinet to provide a response to the recommendations arising from the Environment and Community Safety Scrutiny Panel's review on the Fear of Crime.

**10. OUTCOME OF CONSULTATION AND DECISION ON PROPOSAL RELATING TO OSBORNE GROVE NURSING HOME (PAGES 63 - 130)**

[Report of the Director for Adult Social Care. To be introduced by the Cabinet Member for Adult Social care and Culture.] Consultation has taken place from 17th July to 12th November 2017 on the proposal to close Osborne Grove Nursing Home following concerns about the quality of care and safety of residents. This report presents to Cabinet the feedback from consultation and other engagement with stakeholders and asks for a decision on the proposal.

**11. DISPOSAL OF FAIRFAX HALL, PORTLAND GARDENS N4 UNDER THE COMMUNITY ASSET TRANSFER POLICY (PAGES 131 - 162)**

[Report of the Assistant Director for Economic Development and Growth. To be introduced by the Leader of the Council.] Cabinet to consider the sale of the Fairfax Hall property currently occupied by the Kurdish Community Centre to the Kurdish Community Centre (KCC).

**12. QUARTERLY BUDGET MONITORING REPORT (PAGES 163 - 188)**

[Report of the Interim Chief Finance Officer. To be introduced by the Cabinet Member for Finance and Health.] Cabinet will be provided with an update on the budget performance for the year to date and likely financial outturn position for 2017/18.

**13. MEDIUM TERM FINANCIAL STRATEGY 2018/19-2022/23 (PAGES 189 - 270)**

[Report of the Interim Chief Financial Officer. To be introduced by the Cabinet Member for Finance and Health.] The Cabinet will consider the Council's Medium Term Financial Strategy 2018/19 - 2022/23 including the Capital Programme. These documents will be released for consultation and Scrutiny consideration .

**14. DISABLED FACILITIES GRANT POLICY FOR ADAPTATIONS AND ASSISTANCE IN HARINGEY (PAGES 271 - 300)**

[Report of the Director for Adult Social Care Services. To be introduced by the Cabinet Member for Adult Social Care and Culture.]

The report outlines Haringey Council's draft policy and approach to the delivery of its service to customers who require adaptations to their home. The draft Policy reflects legislation and statutory guidance and Cabinet is asked to approve the policy.

**15. REPORT TO AWARD CONTRACT(S) FOR THE SUPPLY OF PUBLIC LIBRARY STOCK (PAGES 301 - 308)**

[Report of the interim Director for Transformation and Resources. To be introduced by the Cabinet Member for Adult Social Care and Culture.]

The purpose of the report is to recommend award of contract(s) to one or more suppliers for 3 principal areas of library stock: books for adults, books for children and audio-visual items, for a 3-5 year period.

**16. MINUTES OF OTHER BODIES (PAGES 309 - 324)**

To note the minutes of the following:

Cabinet Member signing 8 November 2017 – 10.30am

Cabinet Member signing 8 November 2017 – 11.00am

Cabinet Member signing 24 November 2017

Corporate Parenting Advisory Committee 19 October 2017

**17. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 325 - 334)**

To note the delegated and significant actions taken by Directors in November.

**18. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at Item 3 above.

**19. EXCLUSION OF THE PRESS AND PUBLIC**

Note from the Democratic Services & Scrutiny Manager

Item 20 and 21 allow for the consideration of exempt information in relation to items 15 & 3 respectively.

**TO RESOLVE**



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

**20. REPORT TO AWARD CONTRACT(S) FOR THE SUPPLY OF PUBLIC LIBRARY STOCK. (PAGES 335 - 338)**

As per item 15.

**21. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any items admitted at Item 3 above.

Ayshe Simsek, Principal Committee Co-ordinator  
Tel – 020 8489 2929  
Fax – 020 8881 5218  
Email: [ayshe.simsek@haringey.gov.uk](mailto:ayshe.simsek@haringey.gov.uk)

Bernie Ryan  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 4 December 2017

This page is intentionally left blank

## **MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 14TH NOVEMBER, 2017, 6.30pm**

### **PRESENT:**

**Councillors: Claire Kober (Chair), Peray Ahmet, Jason Arthur, Ali Demirci, Bernice Vanier, Elin Weston and Joseph Ejiofor**

**Also in attendance: Councillors: Engert, Newton and Carter.**

### **95. FILMING AT MEETINGS**

The Leader referred to agenda item 1, as shown on the agenda in respect of filming at this meeting and Members noted this information.

### **96. APOLOGIES**

Apologies for absence were received from Councillors: Ayisi, Goldberg and Strickland.

### **97. URGENT BUSINESS**

There were no new items of business to consider apart from the Authorities Monitoring report, to be considered with item 12. This was omitted in error from the agenda pack and sent out as a supplementary pack.

### **98. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

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

There were no representations relating to items on the exempt part of the agenda.

### **100. MINUTES**

The minutes of the meetings held on the 9<sup>th</sup> and 17th October were agreed as a correct record of the meeting.

### **101. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no matters referred to the Cabinet by the Overview and Scrutiny Committee.

## 102. DEPUTATIONS/PETITIONS/QUESTIONS

### Deputation 1 – Rev Paul Nicholson – speaking in objection to the recommendations contained in the 2018/19 Council Tax Reduction Scheme – item 9

Rev Nicholson was invited by the Chair to put forward his deputation to the Cabinet.

He spoke about the severe detrimental impact of local authorities and Government, charging of Council Tax on social security incomes and how he felt that this affected the most deprived communities in the borough. Rev Nicholson spoke about the consequential mental and physical health impacts this had on generations of families. He asserted that low income and social security households did not have the means to pay Council Tax, at a time when existing social security benefits were already being reduced. He contended that once families fell behind with Council tax payments, they were facing further court costs and collection fees causing more insolvency and anxiety.

Rev Nicholson spoke about the Council's, Council Tax, collection figures with £5m listed as unlikely to be collected. Mr Nicholson felt that, despite knowing the cause of non- payment, the Council, in his opinion, were unfairly enforcing this payment and sending residents to court and causing increased costs for low income residents.

Rev Nicholson talked about the number of households sent court notices for late and non-payment of Council Tax and the number which had been referred to bailiffs. In his view, this charge affected the poorest and vulnerable in the borough, who he felt were being unfairly targeted for Council Tax collection by the use of debt collection agencies.

Rev Nicholson continued to emphasize that debt and low income creates mental and physical health issues for people on low incomes. He spoke about the effect of deprivation and low income on the development of babies with mothers often needing to reduce food costs to ensure they were able to pay for housing and utilities. He considered that this poor health in pregnancy and early years resulted in intergenerational health issues.

Rev Nicholson appealed to the Cabinet to consider the faith led principles of support and consideration for fellow neighbours, and stop the tax being collected from social security incomes in Haringey.

### Questions from the Cabinet to the Deputation

The Leader reminded the deputation of the circumstances around the implementation of the Council Tax Benefit scheme in 2013 as the tone of the deputation incorrectly indicated that the Council had chosen to take this scheme forward. The Council Tax benefit scheme had previously been Government run and had meant that one in three households in Haringey did not pay Council Tax as they did not have the means to pay. However, in 2012 as part of the government budget cuts, Council Tax benefit was abolished and all local authorities had received responsibility for the Council Tax

policy scheme but with a significant top slice reduction and also having to exclude pensioners. The Council were put in an invidious position of having to exempt pensioners from the scheme and having a choice of whether to absorb this cost or to charge households, to make up the top slice for this substantial part of the budget which provided income for Children's and Adults services.

In response, Rev Nicolson referred to the decision making in 2012 and consultation on Council Tax scheme. He had asked a question in the consultation meeting on how much it would cost to avoid the necessity of taxing unemployment benefit and was advised that this would cost 86 pence a week on Band D Council Tax. He felt that there had been the option to run referendum on increasing Council Tax which had not been taken. Rev Nicolson felt that it was important to defend the poorest in the borough especially at time when it was known that further benefit changes were coming forward. Therefore, in his view, an alternative could have been offered in the form of a Council Tax increase through consultation on a referendum.

The Cabinet Member for Finance and Health responded to the deputation and reiterated the difficult situation by which the Council had had to introduce this scheme. He recognised the legitimate anger of the deputation at the circumstances facing low income families, but this should be directed at the Government and not the Council. Cabinet supported the view that the most vulnerable residents required support and ideally there should be no payment. However, if the Council did not implement this type of scheme, which was line with London local authority schemes, it would have to take other far reaching detrimental actions. This would include: use reserves, raising Council Tax, or cutting more services, at a time when existing service cuts were already challenging. The Council were committed to helping residents to be able to pay their Council Tax. This was through: offering flexible payment options, sign posting to advice services and third sector support. Cabinet were also looking for opportunities to support the poorest residents. This was reflected in the support to care leavers who were now exempted from Council Tax payments until the age of 25. The Council was right with the current scheme to consider balancing support given with the broader financial challenges of the borough.

### Deputation 2 – Fran Hargrove – Head teacher St Mary's Primary CE school - Support for the establishment of the Haringey Education Partnership – item 10

Mrs Hargrove expressed that Haringey schools have been on a rapid upward trajectory for achieving outcomes for children. This was attributed to the joint working between schools and the Council's school's improvement team.

Mrs Hargrove outlined that the Government did not see a great role for local authorities in school improvement. However, there was a need to maintain the collective success and the collegiality developed between schools in Haringey.

Head teachers of Haringey schools had come together, over the last 18 months, to discuss how they could maintain the drive and strive for excellence, whilst maintaining the successful links with the Local Authority.

Head teachers and the Council had developed the idea of a school's partnership owned by a majority of schools. This was a working model which was being

considered by local authorities but rolled out in different forms. Schools in Haringey did not want to be part of a fractured system with services sold in different forms and therefore had spent the last year co – designing a delivery model with the local authority based on what schools need and what is needed to support the continuation of improvements and outcomes for children. The focus was also on excellence and running the best system locally.

There had been consultation with a full range of schools and education providers on the partnership and everyone was supporting the formal establishment of the partnership.

This vehicle would be able to trade and run statutory services as set out in the report, and keep Haringey schools together with pupil's welfare and learning at the centre of this.

The Leader asked what the consequences could be for not taking this partnership forward. Mrs Hargrove discussed the challenges of schools working separately in silos and potentially accessing services that may not be to a high quality.

All head teachers and teachers were concerned with the welfare of all children in Haringey. There was a real collective responsibility for achieving outcomes for all children in Haringey, not just in one school.

The Leader further welcomed the collective responsibility developed and felt by schools for all children in the borough, which would be important to maintain and enshrine in the partnership agreement as a safeguard for the children in the borough.

The Cabinet Member for Children and Families responded to the deputation and highlighted education in Haringey was a success story with 99% of schools rated Good or Outstanding and 90% of early years' settings now rated Good or Outstanding. Part of the ambition, for the children of the borough, was about maintaining these achievements and moving to a system of excellence.

Government was making it difficult for local authorities to have a role in school improvements. This was demonstrated by the policy choices being made by the Government with the borough's education services grant reduced from £2.7m to £130K.

The report at item 10 was the Council's response to a challenging background and the product of true partnership in schools. The Cabinet Member thanked all schools, head teachers and staff that had been involved in the process. The proposals before Cabinet were a product of these joint discussions and ambition to maintaining the journey to excellence.

### **103. 2018/19 COUNCIL TAX REDUCTION SCHEME**

The Cabinet Member for Finance and Health introduced the report which set the out details of the review of Haringey's current Council Tax Reduction Scheme (CTRS) 2017/18 and the recommendations for Haringey's CTRS for 2018/19 taking into consideration the assessment of options and an Equalities Impact Assessment

(EQIA). The scheme remained unchanged and would ask for claimants to pay 19.8% for Council Tax.

## **RESOLVED**

To recommend that Full Council:

- i. Agrees to adopt the CTRS 2018/19 as contained in **Appendix C** and as summarised in **Appendix C** which retains the same level of support as agreed since 2013/14 and which remains unchanged from 2017/18 for: pensioner's claimants to continue to receive support for the payment of Council tax.
- ii. Agrees claimants in receipt of certain disability benefits to continue to receive support for the payment of Council tax.
- iii. Agrees all working age claimants Council Tax Support to continue to be capped at 80.2% of Council tax liability.
- iv. Notes that an Equalities Impact Assessment (**Appendix E**) has been undertaken in relation to the CTRS and that the findings of this EIA must be taken into account when making a decision regarding the Scheme for 2018/19.
- v. Authority be given to the Chief Finance Officer and the Assistant Director of the Shared Service Centre to take all appropriate steps to implement and administer the Scheme.

## **Reasons for Decision**

The recommendation to retain the current scheme continues to support the Government's initiative of work incentives and pays due regard to the challenging financial climate we are currently in.

In recognition of the vulnerable sectors of society, we have supportive measures in place. It is proposed that these continue into 2018/19. Maintaining the current scheme ensures that these protected claimants will not be further disadvantaged.

The Council has had its overall centrally government funding reduced by over 43% in the last several years. This has meant that the Council has had to implement significant service reductions and efficiency savings. Given the level of funding cuts that the Council has had to manage and also that further cuts have been confirmed for future years, it is not possible for the Council to expand the scheme to include protection for other groups.

## **Alternative Options Considered**

In accordance with paragraph 5 of Schedule 1A to the Local Government Finance Act 1992 (the 1992 Act), each financial year the Council is required to consider whether to revise or replace its scheme. One option for the Council is to continue with the scheme in place for the current financial year. Another option is to revise the scheme in some respects. The Council could choose to increase or decrease the amount of financial support available under the scheme. Options should be considered in the light of the knowledge gained during the implementation of the scheme over previous years.

The options for changing the scheme that have been considered to date have been listed below. Some of these were proposed by respondents to the consultation undertaken prior to adopting the 2013/14 scheme.

- Increase the level of financial support so all customers pay less
- Decrease the level of financial support so all customers pay more
- Protect certain vulnerable groups in addition to those in receipt of certain disability benefits, these include but are not limited to:
  - i. Households with children
  - ii. Households with a child under one
  - iii. Households with a child under five
  - iv. Households with more than three children
  - v. Households with a lone parent
- Protect band A-C properties
- Protect claimants who are working but on low income.
- Protect claimants in receipt of Single Person's Discount
- Absorb the full shortfall into the Council budget by providing financial support up to the level previously funded by Central Government as part of Council Tax Benefit.
- Increase Council tax

A breakdown of these options with accompanying financial data has been provided in **Appendix D**. Appendix D further sets out the potential advantages and disadvantages of each option.

Having regard to the detailed points set out at **Appendix D**, it is recommended that none of these options for change are taken forward. This is because:

- i. Any option which would require the Council to increase levels of support for Council tax payments would need to be directly funded by the Council and given the competing demands on the Council's reducing budget, increasing support for Council tax funding would require the Council to find reductions elsewhere, cut services, utilise reserves or increase Council tax.



- ii. Any option which would require the Council to increase levels of support for particular groups of people could have a disproportionate impact on some claimant groups over others.
- iii. The majority of the options do not support the Central Government initiative of encouraging people back to work
- iv. The Council does not consider that it is appropriate to increase Council tax.

It is worth noting that method of payment for central government grant funding allocation has also changed since the CTRS was first set up. Several grants, including Council tax benefit support funding being consolidated within the overall Revenue Support Grant (RSG), which makes the proportion allocated to each area harder to identify. RSG funding to the Council continues to face steep reduction - by 2017/18 overall government funding including RSG would have falling by over 43% equating to approximately £75m reduction in real terms since 2011.

In April 2016 an independent review of local Council tax support schemes was conducted at the request of the Secretary of State. The recommendations from this are still being considered by central government. Haringey may need to make further changes to its CTRS to reflect any new decisions made by government in response to the independent review. As such the previously considered option of overhauling the scheme so that Council tax support falls under Council tax legislation as a discount, similar to the existing Single Person Discount, has not been taken forward.

Other London LAs have changed their schemes over the past several years. A full breakdown of 2017/18 schemes is provided in **Appendix B** and some summary points are shown below:

- One London Borough (Enfield) changed their scheme this year – the discount rate was reduced to 73.5% from 75%.
- 12 LAs have a higher contribution level than Haringey including Newham and Barking & Dagenham.
- Wandsworth and Harrow have the highest contribution level at 30% for non-disabled working age claimants
- 9 local authorities protect disabled claimants – either completely or by asking them to pay less than non-disabled working-age claimants including Brent, Croydon and Enfield.
- 7 local authorities fully cover the shortfall including City of London, Hammersmith & Fulham and Tower Hamlets.

Haringey's scheme is comparable with other London LAs and its scheme reflects the need to strike a fair balance between protecting the wellbeing of our residents and recognising the challenging financial situation we are in.

**104. DECISION TO COMMISSION STATUTORY AND STRATEGIC SCHOOL IMPROVEMENT FUNCTIONS THROUGH HARINGEY EDUCATION PARTNERSHIP**

The Cabinet Member for Children and Families introduced the report which set out proposals for a not for profit 'schools company', known as the Haringey Education Partnership (HEP), to drive school improvement from 1st September 2018. A Cabinet decision was required to confirm the Council's support for establishing HEP; committing to commission ongoing statutory and strategic school improvement functions through HEP; to accept the one-off cost of transition and to provide technical and financial assistance to support the set-up of the new organisation.

**RESOLVED**

1. That future school improvement in Haringey should take place through a schools led school improvement company (known as Haringey Education Partnership) in collaboration with the Council
2. The Council, along with schools buying in as members, should establish Haringey Education Partnership in early 2018 as a not for profit schools company limited by guarantee
3. That the Council enter into a three-year contract with Haringey Education Partnership to deliver the Council's ongoing statutory and strategic school improvement functions from September 2018
4. To provide technical and financial assistance to support the set-up of Haringey Education Partnership
5. To maintain the current school improvement service, offer until August 2018 and bear the cost of any redundancies
6. That the Council would encourage maintained and voluntary schools to be members of Haringey Education Partnership and challenge any schools that do not buy in as to how they are accessing appropriate challenge and support
7. To delegate to the Director of Children's Services, after consultation with the Assistant Director of Corporate Governance, to finalise and enter into an agreement with Haringey Education Partnership and take any other necessary action to give effect to the recommendations set out in this report.

## **Reasons for decision**

There are three key reasons for establishing Haringey Education Partnership:

- a) Moving to exceptional in Haringey: Haringey Education Partnership will facilitate a schools led school improvement model to develop. This will build on the existing strengths of schools in Haringey to develop an exceptional school system with a higher proportion of outstanding schools and continue to tackle the remaining attainment gaps within and across schools in the borough
- b) National policy: The Department of Education has set out its intention to reduce the role of local authorities in providing school improvement services and driving schools towards joining multi-academy trusts. Establishing Haringey Education Partnership will maintain the partnership working between our schools and the Council, while building a schools led model of improvement
- c) Schools funding: the loss of funding to the Council through the Education Services Grant and potentially the Dedicated Schools Grant means the current service is financially unsustainable. Haringey Education Partnership will allow school improvement services to continue, and the Council to commission its ongoing statutory and strategic functions, at no ongoing cost to the General Fund.

## **Alternative options considered**

Three other options have been considered:

- a) Do nothing / maintain existing services: The Council could choose to maintain the current school improvement model, committing to maintain existing resources and ways of working. To date, the current model has served us well and maintained a strong partnership between the local authority and schools. However, given the reduction in funding to the local authority, this would require the Council to use the General Fund to meet the costs of school improvement. Maintaining the current model would also be counter to the direction of policy that schools will be empowered to take the lead in the system for continuing to drive up standards. And, as local authorities step back from running schools and school improvement, the ability to lead the system would be greatly diminished.
- b) Reduce or withdraw from school improvement: alternatively, the Council could choose to reduce the financial burden by providing a lower cost school improvement service or, as some local authorities have, withdraw from providing all but the minimum statutory functions. The former would not prevent the fragmentation of the school system in Haringey and would still require the Council to meet significant costs, while not delivering a school-led model. Withdrawing would reduce the costs to the Council but fundamentally weaken the ability of the local authority to influence and support schools in the borough in line with our vision for

Priority 1: Best Start in Life. It would leave schools without support or challenge unless they joined a MAT (as is happening in Bromley, for example, where all schools are being encouraged to join a MAT). The local authority would also have such a limited relationship and knowledge of its schools that it would struggle to exercise its powers of intervention effectively.

- c) Trade or commission an external provider of school improvement: The Council could aim to trade school improvement services more broadly than it does currently. This would empower schools to make choices over how they use their resources for school improvement. However, purchasing services would become more transactional and choice would sit with individual schools rather than building a collaborative school led system. The Council could not trade services which are funded by schools via the DSG and would therefore either be small scale or merely substitute for DSG income. Similarly, commissioning an external provider of school improvement services would allow for transactional relationships but would not foster school collaboration and there would be no guarantee of universal coverage, leading to fragmentation.

A large majority of our schools (represented by their Head teachers and Chairs of Governors) have proposed progressing the future of school improvement via the HEP model. This conclusion was reached following extensive consultation and discussion on how best to develop the best possible school improvement service for the future.

## **105. PROPERTY LICENSING ADDITIONAL AND SELECTIVE**

The Cabinet Member for Environment introduced the report which sought a decision from Cabinet to carry out a public consultation exercise in respect of the roll out of a borough wide additional licensing scheme and introduce a part borough selective licensing scheme.

The Cabinet Member for Environment emphasised that demand for housing was at an all-time high and there was a need for a wide range of homes, in terms size, type and tenure in the borough to meet the diversity of current and future needs. Rather than compromise the housing standards and conditions of both new and existing housing to meet the ever increasing demand, it was important to ensure that all who live in the borough have access to decent, secure housing.

The Cabinet Member spoke about having high quality, safe, warm and well maintained homes which should be available to all and not influenced by the person's level of income or background. There was a need for a private sector, which makes up a third of Haringey's housing, to thrive and be part of that offer.

The Cabinet Member emphasised the need to improve people's surroundings and their local environment by reducing crime and anti-social behaviour.

The Cabinet Member asked Cabinet colleagues to agree a public consultation on the additional licensing scheme and introducing a selective licensing.

## **RESOLVED**

1. To authorise the Interim Director for Commercial and Operations, in consultation with the Cabinet Member for Environment, to finalise and commence a statutory consultation, as outlined in section 13, on the proposal to roll out a borough wide additional licensing scheme and introduce a selective licensing scheme to 29 Lower Super Output Areas based on the evidence attached as Appendix 1.
2. To approve the proposed licensing fees and charges detailed at Appendix 2
3. To approve the proposed set of licensing conditions for both the additional and selective licensing scheme, attached as Appendix 3a and 3b.

### **Reasons for decision**

It is necessary for the Cabinet to agree to the public being consulted on the licensing scheme proposals, including the licensing fees and conditions.

### **Alternative options considered**

**Do nothing and continue with existing legal powers** - Existing powers available to the Council are largely reactive with officers responding to tenants' complaints. Many tenants are reluctant to complain through fear of retaliatory eviction. Although current enforcement activity has been successful in remedying problems in individual dwellings, it is not felt to have raised the standard of private sector dwellings generally.

**Voluntary Accreditation** - Although the voluntary accreditation scheme is helpful in driving up standards, it relies on the willingness of landlords to sign up to it. It is likely therefore that conscientious landlords will continue to support the scheme, but that rogue landlords will remain difficult to identify and will avoid joining the scheme, preferring instead to operate with the minimum regulation.

## **106. AUTHORITIES MONITORING REPORT - NON KEY**

The Leader of the Council introduced the Authority Monitoring Report (AMR) which was used to assess the effectiveness of Haringey's planning policies and to inform any future revisions to policies or their implementation. The Leader referred to the delivery of affordable housing within the period under consideration which was 71% on major schemes and meant that the Council were operating at top quartile performance.

The Leader highlighted that over the last ten years there were 2477 affordable homes delivered in Haringey, 37% were social rent compared to 18% affordable rent and 45% intermediate products.

In response to questions from Cllr Engert the following information was noted.

- The Council had the planning authority responsibility to ensure homes were consented but there were no tools to ensure that consents resulted in starts and completion of homes. This situation reflected the need for more power to be passed from Government to local authorities to enable them to tax developers who do not build out on schemes and to deter land banking. Also as housing development in London remained a good investment, this also exacerbated the issues faced with the timeliness of developments. There could also be local issues with site preparation. The Assistant Director for Planning provided an example of the Clarendon road site development where remedial action to decontaminate the land had taken time but there were 1100 units expected to be built on this site. Therefore, the delays in developments could not be attributed solely to the local authority.
- Potheroe House and Pretoria road developments would include affordable extra care homes which there was a need for, together with affordable units. Tenants moving to these properties would also likely be freeing up a social rented property in the borough.
- There were no student homes listed in the table at 6.22.
- The 40% target for affordable housing could only be applied to major developments and the Council was not able to seek this percentage on other schemes.
- CIL was only payable when the development was implemented and with increased development and good CIL collection rates by the Council, this was likely to be a secure source of income.

## **RESOLVED**

1. To note the comments of the Regulatory Committee (para 6.50)
2. To note the findings of the Authority's Monitoring Report (AMR) for the monitoring period 2016/17.
3. To note the Authority's Monitoring Report (AMR) 2016/17 will be made available for public inspection, on the Council's website, in line with the statutory requirements.

## **Reasons for Decision**

The publication of the Authority Monitoring Report is a requirement of the Planning and Compulsory Purchase Act 2004 (as amended) ("the Act"). Approval of the AMR

2016/17 for publication will ensure that the Council meets its statutory obligations for planning performance monitoring.

### **Alternative options considered**

The Act 2011 requires local planning authorities to produce monitoring reports. The Council considers that Haringey's existing procedure of annual monitoring is an effective way for presenting the effectiveness of planning policies, within existing resources. As such, no other options were considered.

## **107. LOCAL IMPLEMENTATION PLAN 2018/19**

The Cabinet Member for Environment introduced the report which set out the Local Implementation Plan (LIP) for approval. This contained proposals for the delivery of the Mayors Transport Strategy (MTS) and represented a significant annual investment programme that specifically supports Priority 3 and Priority 4 of the Corporate Plan. Details of the linkage between the LIP and Corporate Plan were shown in Appendix 2. TfL gave Boroughs the opportunity to bid for money annually to deliver projects in their LIP.

The plan covered both physical renewal and improvement of the Borough's transport infrastructure alongside softer measures to promote behaviour change and engage with wider safety, health and environmental objectives including air quality through support for more walking and cycling including for local businesses. The full detail of the submission was contained in Appendix 1.

Generally, TfL produced guidance setting out their funding priorities. However, the guidance for 2018/19 has been issued as interim LIP annual spending submission until the Mayor's Draft Transport Strategy is adopted later this year. This is in essence unchanged from that issued for 2017/18. TfL advise boroughs to submit their spending submission for 2018/19 on the assumption that funding.

In response to Councillor Carter's question, it was noted that the outcomes of the Green Lanes study were not published and the scope of the study did not just relate to Wightman Road but to the whole Green Lanes area. There was a meeting with the Green Lanes steering group, involving a number of stakeholders, on the options before consultation proceeds on each scheme.

The Cabinet Member for Environment added that The Transport Strategy was still in draft, but had overarching and clear commitments on walking and cycling and there would be action plans arising from the strategy for specific locations in the borough.

The Leader further elaborated with an example of the consistency between the Transport strategy and Green Lanes study and referred to the work in Seven Sisters ward to tackle pavement parking and safer cycling routes.

### **RESOLVED**

To approve the funding submission as set out in the appendix 1.

### **Reasons for decision**

The LIP submission provides a major source of funding to deliver the draft Haringey transport strategy projects and programmes.

### **Alternative options considered**

The Annual Spending Submission supports our approved LIP covering 2011 to 2031 and the priorities in the Corporate Plan and draft Transport Strategy. It is, therefore, not considered necessary to consider other options.

## **108. DISABILITY RELATED EXPENDITURE DISREGARD PROPOSAL**

The Cabinet Member for Adult Services and Social Care introduced the report which set out the outcome of the consultation which was undertaken between 17<sup>th</sup> July and 4<sup>th</sup> September 2017 on the proposal for Adult Services to operate a DRE [Disability related expenditure] of 40%, (£22.04 per week) by 2019/20 to deliver £328k savings.

The Cabinet Member provided assurance that there would be a phased reduction to meet the 40% threshold by 2019/20. It was important to note that residents would still be entitled to an assessment. Whilst being expected to make a fair contribution to their care, they would have protected from experiencing financial hardship.

In response to questions from Cllr Engert:

- Individual Assessments would ensure that no one would be in a situation where they cannot pay contributions to their cost of care.
- The boroughs listed were not outlier boroughs but those which had responded to the Council's request for information on their DRE policy.
- Given the level of cuts the Council was facing and the current wider financial climate, there was, unfortunately, a need to make smaller savings and this situation was unlikely to change.

### **RESOLVED**

1. To consider and take into account the feedback from the consultation undertaken.
2. To consider and take into account the equalities impact assessment of the proposals on protected groups.
3. To consider and take into account the actions proposed to mitigate the impact of the proposals on the protected group i.e. service users.



4. To approve the phased reduction in DRE disregard to 40% (£22.04) by 2019/20 and the offer of individual financial assessment for service users who are concerned about financial hardship.

### Reason for decision

The consultation highlighted that of the 20% of those people who responded 75% disagreed/strongly disagreed to increase charges by reducing the standard DRE, 60% did not feel they could financially manage an increase in their contribution of between £5.00 to £14.00 per week and 62% disagreed/strongly disagreed with bringing DRE in more in line with other Councils by 2019. The quantitative responses showed that the reason for this was mainly due to concerns around financial hardship and having to spend more money on their care.

In responding to questions that would mitigate these concerns, 47% of respondents indicated that they would take advantage of an individual financial assessment. This will continue to ensure that concerns around financial hardship and having to spend more money on care are offset by the assessment helping to identify additional expenses related to disability over and above the standard disregard and if appropriate reduce the contribution.

Therefore, if the proposal is agreed, as part of the implementation, everyone directly affected will be financially reviewed and offered an individual disability related expenditure assessment to identify additional expenditure above the standard disregard.

It should also be noted that if the individual assessment results in the actual expenditure being less than the standard disregard, then the standard would be applied in the assessment to ensure that people are not paying more as a result of the assessment.

The consultation document also outlined that the proposed reduction would be introduced over a period of time rather than a single step, explaining that the increase would be phased in from 01 December 2017 to 01 April 2019. The majority of responses (over 80%) agreed with this proposal.

The table below illustrates the increase in weekly charges as the standard disability related expenditure disregard is reduced from December 2017 to April 2019, providing those effected with the time to manage the impact more proactively

	Increase in contribution		
<b>DRE reduces from:</b>	From December 2017	From April 2018	From April 2019
£36.17 to £30.61	£5.56		
£30.61 to £25.04		£5.57	
£25.04 to £22.26			£2.78

(figures in the table are calculated using benefit rates and Department of Health guidance for 2017/18 and are subject to change).

It has also been identified that there are a number of further risks that may result from the introduction of the proposal, beyond those concerns of financial hardship and paying more for care. Firstly, that people will choose to reduce or cancel care and support which could have an adverse impact on their own health and wellbeing and secondly, and as a consequence of this, that this has a negative impact on their family carer(s), family members and/or friends who may have to provide additional care and support.

However, as it is proposed that everyone directly affected will be financially reviewed and offered an individual disability related expenditure assessment to identify additional expenditure above the standard disregard and the fact that the approach will be phased in over a 3-year period to allow people to plan and reorganise their finances, it is reasonable that these additional risks will be mitigated.

The financial context of this proposal is reflected in the Mid-Term Financial Strategy, 2017 – 2019, approved by Cabinet on 14<sup>th</sup> February 2017 and Full Council on 27<sup>th</sup> February 2017. This seeks to address the challenging financial climate faced by the Council over the coming years due to reducing funding and increasing demand. The proposal for Adult Services is *to operate a DRE of 40%, (£22.04 per week) by 2019/20* supports this challenged position by delivering £328k savings over this time and reduces the disparity between Haringey's more favourable level of disregard compared to other London Boroughs

Due consideration has been given to all the information available, that places an emphasis on balancing the response from the consultation, the concerns raised, the proposed mitigations and the challenged financial position of the Council.

Based on this it is felt that; the mitigations offered by the continued provision of an individual disability related expenditure assessment and a phased introduction of the proposal over three-year period; the requirements of the MTFS to deliver savings and the future financial sustainability of Adult Services; off-set the consultation responses which disagreed with the proposal and therefore mitigate the concerns raised.

### **Alternative Options Considered**

The main alternative option considered is that the current disability disregard of 65% is not reduced to 40% to deliver the MTFS savings proposal of £328k; however, this would result in serious financial gap, which would jeopardise the sustainability of services in the future, and leave Haringey as an outlier in terms of applying DRE disregard.

A further alternative considered was to move to a flat rate DRE disregard. This option could potentially deliver additional savings above the £328k by 2019/20, but has not been progressed at this stage as it was not proposed in current MTFS plans.

No further options have been considered given that those available to the service are limited, the financial reductions required, the need to ensure compliance with our statutory responsibilities, our commitment to the continued delivery of high quality

service provision that supports the needs of the people we support and ensuring future financial sustainability.

#### **109. POSITIVE BEHAVIOUR SUPPORT SERVICE FRAMEWORK: AWARD OF CONTRACTS**

The Cabinet Member for Adult Social Care and Culture introduced the report which set out contract to enable stronger offer to improve the life outcomes for the most vulnerable social and health care users. These were mainly adults and young people with complex needs (including learning disabilities and/or autism), those who display behaviour that challenges and those with mental health conditions. The contract would improve community based intervention as part of wider strategy to promote independence and enable clients to live locally in the community.

Big Lottery Fund, England Committee, had also agreed to offer an in-principle award of up to £1,465,018 revenue funding (over four years) to Haringey Council to contribute towards the PBS contract provision.

#### **RESOLVED**

To approve the proposal to enter into framework agreements with the successful tenderers listed in paragraph 3.2 to deliver Positive Behaviour Support (PBS) Services as allowed under Contract Standing Order (CSO) 9.07.1 (d), for a period of four (4) years.

Successful Tenderers were as follows:

- Care Management Group Limited
- Centre 404
- Dimensions (UK) Limited
- Support for Living Limited
- The Avenues Trust Group

#### **Reasons for decision**

At a time of limited financial resources, the Council continues to seek innovative solutions to funding intervention that deliver good outcomes for local people, and especially for those with complex needs that present with behaviour that challenges. Haringey Council has a growing number of customers with complex needs and it expects to see a long-term increase in numbers of people with challenging behaviours.

For various reasons, those users with the highest and most complex needs have often been accommodated in health facilities or in the most expensive form of out of area residential provision. In these situations, the quality of life outcomes for vulnerable customers (mainly those with Learning Disabilities) are typically not good and there have been well publicised court cases (most recently Winterbourne View) where carers were found guilty of abusing vulnerable residents and jailed. A recent review of residential and nursing care undertaken by Haringey Public Health shows that the

customer group with the largest net expenditure per year is Learning Disability. This group also has the largest average net unit cost per person per year.

It is part of Haringey's objective to keep people healthy and living in their own communities for longer and to see a greater emphasis on promoting independence, dignity and choice, with care and support shifting away from institutional care towards community and home based support.

To address the gap in service provision for these customers, Haringey Council has undertaken a procurement process to commission a framework of a small number of specialist providers to deliver the evidence based PBS intervention in a community setting with the intention of preventing traditionally poorer quality of life outcomes particularly for Children and Adults with Learning Disabilities. This project aims to reach in total 98 customers over its life.

The main rationale for choosing a PBS approach is because of the strong evidence base and because it is a NICE best practice recommendation from the Department for Health for provision of community based care and support for Adults with Learning Difficulties. NICE issued a specific PBS guidance in 2015. The effectiveness of the intervention is also recognised by central's government Big Lottery's Fund Commissioning Better Outcomes program 'Commissioning for Better Outcomes' that has created the opportunity for Haringey Council to successfully bid for additional funding in order to be enabled to offer the PBS intervention in a community setting.

The Council's approach to providing outcomes based PBS Services is intended to reduce and/or prevent escalation of needs by offering bespoke interventions and a value for money service. The Service will be expected seamlessly to provide both care and support as defined by the needs of the individual. The appointed Providers will be expected to work with customers and their Carers, key Haringey teams such as the HCCG, clinicians, social care practitioners, Haringey's Learning Disabilities Partnership and Mental Health team in order to develop and implement successfully these individual outcomes plans.

Care and support services should aim to maximize an individual's independence and support the reduction of need, wherever possible, through the delivery of PBS Services, including making use of existing community resources and personal social networks.

In order to ensure that the Providers can offer a financial sustainable service for the whole duration of the project, they may choose, as deemed necessary, to access social investment to finance their operations and staffing structures. This approach aims to encourage particularly voluntary, community and social enterprises (VCSEs) and small and medium-sized enterprises (SMEs) organisations to also become part of this framework if they have the skillset to provide the particular intervention. Social investment provides such an option, as it:

- (i) Leverages funds from investors who want to put their money into causes that improves people lives, particularly vulnerable people;
- (ii) Ensures investment is only paid back to investors when outcomes are achieved; and

- (iii) Provides a 'catalyst' to schemes to grow and deliver good outcomes by providing additional funding up front, alongside existing investment from the local authority

Once Providers are on the framework, the performance will be judged by the extent to which the agreed outcomes are met and the extent to which an individual's independence is maintained with stable or decreased care and support levels. Providers, in partnership with the Council will be expected to develop review processes, to measure and record achievement of individual outcomes and to meet the requirements of the Council's Performance Monitoring Tool on which payment of the outcomes rewards will be based.

The outcomes payment model will be based along the following measures:

- (i) Eighty percent (80%) of the outcomes payment will be based on the successful transition of customers to a community based setting or on the sustained caring arrangement in family/parental home; and
- (ii) Twenty percent (20%) of the outcomes payment will be relevant to each customer individually and based on measures relevant to their respective improvements in quality of life outcomes. These include:
  - a) Reduction in incidents of behaviours that challenge.
  - b) Improvements in health conditions management.
  - c) Successful social and community integration/engagement.

The proposed providers will be appointed to the framework agreement because of their skill and expertise in delivering a high-quality service. The Council will therefore be placing reliance on their skill, expertise and judgment in providing PBS interventions and in working with the specific cohort. Providers will be expected to have a flexible approach to supporting vulnerable individuals and to take a holistic approach in planning, designing and delivering the service.

In summary, the main innovations Haringey Council is seeking to implement through this framework agreement are:

- (i) the design of the commissioning process with appropriate referral pathways that include inputs from the customer, their family, the social care and health teams and the Provider in order to address effectively and efficiently the needs of the most complex and costly customers in health and social care;
- (ii) an outcome based payment model with a basket of outcomes linked to the improvement in the individual quality of life measures for each customer; and
- (iii) access to social investment financing with its risk transfer benefit to encourage growth in VCSE Providers' capacity and capability;
- (iv) foster the development of a competent Provider market for this group of service users; and
- (v) reduce and/or prevent escalation of needs by offering bespoke interventions and a value for money service.

#### **Alternative options considered**

The alternative options considered as part of this are set out below:

- a) **Do nothing (as is)** –The PBS is a new and innovative service and constitutes one of the few pilots of its kind in the country. To decide not to offer the intervention for our most complex and high cost clients especially as there was an opportunity to receive extra funding through the Big Lottery Fund programme would have disadvantaged the life outcomes of our highest need customers. Furthermore, it would have compromised the opportunity of Haringey Council and HCCG to provide more sustainable health and social care at a time where the public sector is facing unprecedented demand and budgetary pressures. The project could also be extended to include other Local Authorities in the country, such as the London Borough of Islington which has already decided to join the project. If we did not capitalise on the opportunity, we would still have to continue providing services to the same cohort based on less effective and financially efficient interventions. To offer the PBS service without the financial assistance from the Big Lottery Fund would have required significant investment from the Council to support providers to invest in specialist staff and expert support in order to enable them to offer the PBS service. As a result, the risk of the investment would have been fully borne by the Council.

#### **110. MINUTES OF OTHER BODIES**

##### **RESOLVED**

To note the minutes of the following:

Cabinet Member Signing – 5<sup>th</sup> October 2017  
Cabinet Member Signing – 10<sup>th</sup> October 2017  
Cabinet Member Signing – 12<sup>th</sup> October 2017  
Cabinet Member Signing – 13<sup>th</sup> October 2017  
Cabinet Member Signing – 17<sup>th</sup> October 2017  
Cabinet Member Signing – 25<sup>th</sup> October 2017  
Cabinet Member Signing - 31 October 2017

#### **111. SIGNIFICANT AND DELEGATED ACTIONS**

##### **RESOLVED**

To note the significant and delegated actions taken by directors in October 2017.

#### **112. NEW ITEMS OF URGENT BUSINESS**

None

#### **113. EXCLUSION OF THE PRESS AND PUBLIC**

##### **RESOLVED**

That the press and public be excluded from the remainder of the meeting as the item 20 contained exempt information, as defined under paragraph, 3 Part 1, schedule 12A of the Local Government Act 1972.

**114. POSITIVE BEHAVIOUR SUPPORT SERVICE FRAMEWORK: AWARD OF CONTRACTS**

As per item 109.

**115. NEW ITEMS OF EXEMPT URGENT BUSINESS**

None.

CHAIR: Councillor Claire Kober

Signed by Chair .....

Date .....

This page is intentionally left blank



**Report for:** Cabinet, 12 December 2017

**Item number:** 9

**Title:** Response to the Overview and Scrutiny Committee report on The Fear of Crime

**Report authorised by:** Stephen McDonnell, Interim Director of Commercial & Operations

**Lead Officer:** Ian Kershaw, Client and Commissioning Manager (Community Safety, Waste and Enforcement)

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Non Key decision

## **1. Describe the issue under consideration**

- 1.1. This report sets out a response to the recommendations made by the Overview and Scrutiny Committee in its recently concluded exercise looking at the fear of crime. The Overview and Scrutiny Committee report is elsewhere on this agenda.

## **2. Cabinet Member Introduction**

- 2.1. When considering crime and disorder it is important to address not only actual crime and anti-social behaviour but the fear of crime as well. Fear of crime is a perception but it is one that affects people's quality of life. How safe you feel in your neighbourhood is a key driver of people's overall satisfaction and quality of life. The Council is a statutory partner on the Community Safety Partnership (CSP). We deliver our collective ambitions to make the Borough a safer place for those that live work and visit the Borough, through our Community Safety Strategy, agreed by our CSP. Addressing fear of crime has long been a key component informing our strategy and will continue to be so.

## **3. Recommendations**

- 3.1. Cabinet note the Scrutiny Review into the Fear of Crime set out in Appendix 2
- 3.2. Cabinet agree the response to the recommendations of the review set out in the Appendix 1.

## **4. Reason for Decision**

- 4.1. The Overview and Scrutiny Committee recommendations flow from its extensive investigation and report. They set out a reasonable and measured set of requests which, where they are within the full gift of the Council are recommended for agreement. Where they rely on others the recommendation is partial agreement.



## **5. Other options considered**

- 5.1. The recommendations are consistent with the existing and emerging community safety strategy. This has been informed by extensive consultation. Therefore, no other options have been considered.

## **6. Background information**

- 6.1. The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.5 of the report at Appendix 2. The review considered the council's objectives and performance in respect of fear of crime and the correlation between actual levels of crime and fear of crime. The review considered a range of data from sources including the Mayor's Office for Policing and Crime, expert witnesses, officers and partners, as well as consultation from neighbourhood watches residents associations and young people
- 6.2. The Community Safety Strategy is a required strategic document to be produced by CSPs. The current Community Safety Strategy will expire in 2018 and is being refreshed in line with the emerging Borough Plan.

## **7. Contribution to Strategic Outcomes**

- 7.1. The Community Safety Strategy is a key partnership document. It will be fully aligned with the emerging Borough Plan and hence our strategic outcomes. The current strategy is a key driver for outcomes under priority 3 relating to crime and the fear of crime.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### Finance and Procurement

The report sets out actions to be taken by the services. All costs relating to the recommendation will be contained within the service budget and there are no additional financial implications arising from it.

### Legal

The Assistant Director of Corporate Governance has been consulted and there are no legal implications arising from this report.

### Equalities

Fear of crime is experienced disproportionately by older and female residents. There is also evidence that there is differential and disproportionate experience among different black Asian and minority ethnic groups in the Borough. In taking forward the recommendations this disproportionate experience will be positively impacted.

**9. Use of Appendices**

Appendix 1: Recommendations in response to the report of the Overview and Scrutiny Committee.

Appendix 2: Scrutiny Review - Fear of Crime

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

There are no additional background papers to this report.

This table sets out the recommendations made by the OSC and the officers' recommended response.

<b>Recommendation &amp; Action</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed Partially/Agreed Not Agreed</b>	<b>Comments</b>
That reducing fear of crime be set as a separate priority by the Community Safety Partnership in the new Community Safety Strategy for the Borough.	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety, Waste and Enforcement)	June 2018	<b>Partially agreed</b>	The Community Safety Strategy is a partnership strategy agreed by the statutory Community Safety Partnership (CSP). It is not within the Council's gift to fully determine its content however it is highly probable that reducing fear of crime will be a significant strand in any strategy going forward. The new strategy is planned to be introduced in alignment with the new Borough Plan in June 2018.
That action plans that may be developed by the Community Safety Partnership to reduce fear of crime be adaptable to local conditions and concerns and include targeted work with sections of the community who are disproportionately affected by it.	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety, Waste and Enforcement)	Ongoing	<b>Partially agreed</b>	This is within the gift of the CSP. Fear of crime is not uniform and varies according to age, gender, geography and other factors. Fear of crime is driven by a range of factors both criminal and non-criminal e.g. the quality of lighting, perceived speed of traffic, level of litter etc. To be

				effective therefore our plans will be informed by a strong sense of neighbourhood context and co-produced wherever possible within the constraints of existing resources.
That in developing the above mentioned action plan further work be undertaken to identify effective interventions, including reference to the outcomes of work by Victim Support on the link between anti-social behaviour and fear of crime.	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety, Waste and Enforcement)	Ongoing	<b>Partially agreed</b>	This is within the gift of the CSP. All action plans will be monitored to ensure they achieve what we intended and lessons are learnt. The ongoing work by Victim Support will be monitored and this and other studies used to inform our evidence base and understanding for future planning. Action plans will be contained within existing resources.
That action to improve communication and engagement with the community on crime and community safety issues be set as an ongoing priority for the Community Safety Partnership.	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety, Waste and Enforcement) Communications Team	Ongoing	<b>Partially agreed</b>	This is within the gift of the CSP. This is a priority within the current Community Safety Strategy and as noted above likely to be so in the new one. Action plans will be contained within existing resources.
That where necessary funding from ward budgets be used to assist with the establishment and sustainment of	Ward Members	April 2018	<b>Partially agreed</b>	It will be for ward Members to ultimately decide how their ward budgets are allocated .

neighbourhood watches through provision for premises hire refreshments.				
That the proposed introduction of a borough wide additional licensing scheme to cover houses in multiple occupation and a selective scheme to cover 20% of the borough, with a view to extending it across the borough in due course, be strongly supported.	Programme Manager Commissioning and Client	Ongoing.	<b>Partially agreed</b>	This is partially agreed as the scheme is currently subject to consultation. HMOs present the highest risk; a borough wide scheme will include all HMO type property and will have a significant positive impact. Any Selective Licensing scheme above 20% has to be approved by the Secretary of State and be supported by a robust evidence base. Introducing an initial 20% scheme will help us gather the evidence needed to support an extension to the scheme. Regular reviews of both schemes will be carried out and a business case put forward if evidence supports a roll out of the Selective Licensing scheme to other areas.
That in view of their positive impact in combating fear of crime issues relating to crime and community safety be	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety,	November 2017	<b>Agreed</b>	Fear of crime by neighbourhood will be passed to the Sustainable Transport Manager to allow it to be taken

taken into account when selecting streets which are prioritised for upgrading of street lighting.	Waste and Enforcement)/Sustainable Transport Manager			account of when rolling out street light replacement/upgrade programmes
That the Overview and Scrutiny Committee revisit issues regarding betting shops and in particular how any anti-social behaviour associated with them is addressed	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety, Waste and Enforcement)	Tba	<b>Agreed</b>	Officers will support this further scrutiny exercise when it is programmed.
That a report be submitted to a future meeting of the Panel on progress since the implementation of the 20mph speed limit in residential streets within the Borough.	Head of Community Safety and Enforcement/Client and Commissioning Manager (Community Safety, Waste and Enforcement)/Sustainable Transport Manager	Tba	<b>Agreed</b>	Officers will support this further scrutiny exercise when it is programmed.



# Scrutiny Review: Fear of Crime

A Review by the Environment and Community Safety Scrutiny Panel

2016/17

Panel Membership	Cllr Makbule Gunes (Chair)
	Cllr Barbara Blake
	Cllr Bob Hare
	Cllr Clive Carter
	Cllr Stephen Mann
	Cllr Anne Stennett
	Mr I Sygrave (Co-opted Member)

Support Officer: Robert Mack, Principal Scrutiny Support Officer  
[Rob.mack@haringey.gov.uk](mailto:Rob.mack@haringey.gov.uk)  
0208 489 2921

<b>Contents:</b>	<b>page</b>
Chairs Foreword	3.
Recommendations	5.
1. Background	6.
2. Introduction	7.
3. Strategic Targets and Performance	10.
4. Action to Address Fear of Crime	17.
5. Team Noel Park Pilot	21.
6. Other Boroughs - Case Studies	23.
7. Conclusions and Recommendations	26.

## Chairs Foreword

Crime can have profound effects on local communities. These are not confined just to people directly involved, such as victims and witnesses. It can make others fearful and anxious and also have implications for their health, well-being and quality of life. It is a source of concern that Haringey residents have some of the highest levels of fear about crime amongst London boroughs. These levels are higher than many boroughs with similar characteristics to Haringey but with higher levels of recorded crime.

Successful action to address the crimes that cause the most concerns to local communities should help reduce fear of crime. However, it can be difficult to counter negative publicity, particularly that generated by serious incidents. Communities do not necessarily respond in a uniform way to community safety issues though and specific interventions to reduce fear of crime therefore need to be sensitive to local conditions. Conversely, there is also evidence to show that some of the groups of people with the highest levels of anxiety are amongst those with the lowest level of risk of becoming victims of crime.

A range of actions have been suggested as having the potential to reduce fear of crime but further clarity is still needed on which ones have the potential to be most successful. Evidence from other London boroughs provides no clear patterns on what works and local initiatives in Haringey that were expected to address fear of crime – such as the Team Noel Park pilot – have not always delivered all of the benefits that it was thought they might. The Panel were nevertheless convinced that the extension of licensing for privately rented accommodation, as has been undertaken by a number of other London boroughs, could play a useful role in addressing anti social behaviour.

Neighbourhood Watches can play a useful role in improving communication between residents and the Police but there are challenges in establishing them in some parts of the borough. Finding suitable accommodation to meet is one of these but this could potentially be resolved where it is an issue by the use of very modest amounts of funding from ward budgets.

Our survey provided us with some useful feedback from residents. Of particular relevance were the views that were given on things that can cause anxiety as well as what would make people feel safer. The concerns raised about speeding cars had not been anticipated and should be looked at by the Overview and Scrutiny in more detail. We had also not anticipated that improved street lighting would be raised by so many of the people who responded as something that would make them feel safer and feel that community safety issues should be taken into account in deciding which streets have their lighting upgraded first.

Finally, it should be emphasised that fear of crime is a hugely complex issue and that there are no easy or obvious answers. However, it is crucial to the quality of life of residents that they are able to feel safe and is therefore an issue that deserves a higher level of priority by the Council and its partners.



Councillor Makbule Gunes  
Chair

## Recommendations:

1. That reducing fear of crime be set as a separate priority by the Community Safety Partnership in the new Community Safety Strategy for the borough.
2. That action plans that may be developed by the Community Safety Partnership to reduce fear of crime be adaptable to local conditions and concerns and include targeted work with sections of the community who are disproportionately affected by it.
3. That, in developing the above-mentioned action plan, further work be undertaken to identify effective interventions, including reference to the outcomes of work by Victim Support on the link between anti social behaviour and fear of crime.
4. That action to improve communication and engagement with the community on crime and community safety issues be set as an ongoing priority for the Community Safety Partnership.
5. That, where necessary, funding from ward budgets be used to assist with the establishment and sustainment of neighbourhood watches through provision for premises hire and refreshments.
6. That the proposed introduction of a borough wide additional licensing scheme to cover houses in multiple occupation and a selective scheme to initially cover 20% of the borough, with a view to extending it across the borough in due course, be strongly supported.
7. That, in view of their positive impact in combating fear of crime, issues relating to crime and community safety be taken into account when selecting which streets are prioritised for upgrading of street lighting.
8. That the Overview and Scrutiny Committee re-visit issues regarding betting shops and, in particular, how any anti social behaviour associated with them is addressed.
9. That a report be submitted to a future meeting of the Panel on progress since the implementation of the 20 mph speed limit in residential streets within the borough.

## 1. Background

1.1 As part of the work planning process for 2016/17, it was proposed that the Panel look in depth at fear of crime. This would consider the following issues:

- The Council's objectives and performance in respect of fear of crime, including how data is currently collected and proposals to improve its accuracy;
- The correlation between actual crime levels and fear of crime across the borough;
- Action that could be taken to reduce fear of crime and its effectiveness, including what has proven to be successful in similar local authority areas;
- The impact of visible efforts to reduce fear of crime and whether they provide reassurance; and
- How relevant information is communicated to the public.

### *Terms of Reference*

1.2 It was agreed that the terms of reference would be as follows:

"To consider and make recommendations to the Council's Cabinet and/or the Haringey Community Safety Partnership on how action to reduce fear of crime might be improved so that it is more effective, better targeted and responsive to the concerns of all sections of the community."

### *Sources of Evidence:*

1.3 Sources of evidence were:

- Research and data from a range of sources, including the Mayors Office for Policing and Crime (MOPAC);
- Interviews with officers from the Council, partner organisations and other local authorities;
- Responses to a survey of neighbourhood watches and resident associations undertaken as part of the review;
- Consultation responses from a range of young people within Haringey; and
- Performance information.

1.4 A full list of all those who provided evidence is attached as Appendix A.

### *Membership*

1.5 The membership of the Panel was as follows:

Councillors: Makbule Gunes (Chair), Barbara Blake, Bob Hare, Clive Carter, Stephen Mann and Anne Stennett.

Co-opted Member: Ian Sygrave (Haringey Association of Neighbourhood Watches).

## 2. Introduction

- 2.1 Research has shown that fear of crime can have negative effects on both individuals and communities and these can sometimes be disproportionate to the level of threat. In particular, fear of crime can erode both individual well being and community cohesion. The anxiety caused can also have a detrimental effect on quality of life and make people more susceptible to becoming a victim. Research commissioned by Age Concern in 2016 showed that it can be associated with low quality of life, limited mobility and poor health status amongst older people.

### *Causes and Influences*

- 2.2 The causes and influences on fear of crime are complex. Actual levels of crime have a clear and obvious impact and media coverage of specific high profile incidents can generate additional anxiety. However, the Panel heard that the relationship between actual levels of crime and fear of crime is not straightforward.
- 2.3 Visible signs of neglect in an area are thought to generate fear. Litter, vandalism and poor lighting can lead to a perception by residents of withdrawal of resources. The “broken windows” criminological theory suggests that the appearance of neglect can attract low level disorder and that this can escalate if not tackled. Offenders from elsewhere will be attracted in, leading to more serious disorder and crime and residents will become increasingly more fearful and worried about crime. The theory has been subject to challenge but is still widely accepted and the basis for much policy in this area.
- 2.4 There is an criminological theory, linked to “broken windows”, that certain types of crime or disorderly behaviour - referred to as “signal crimes” - have a disproportionate impact upon fear of crime. Strong signals result from incidents that are of sufficient seriousness to generate a significant degree of public awareness. However, continued exposure to a succession of weaker signals can also have a significant effect.
- 2.5 The concept of “signal crimes” does not assume that everyone will interpret signals in the same way. Social class, age, gender, ethnicity, previous victimisation and lifestyle may influence how people respond. For example, fear of sexual assault may cause particular anxiety to women whilst for men physical assault may be a greater source of fear.
- 2.6 In addition, what may be interpreted as a “signal crime” by the residents in one area may not necessarily be regarded in the same way by the residents of a different area. For example, graffiti may be seen by residents as an indicator of emerging problems in a comparatively affluent neighbourhood whilst in a more deprived neighbourhood, where more serious incidents (e.g. gang related/gun crime) take place on a regular basis, additional graffiti may be less of an issue.

### *Confidence*

- 2.7 Confidence can be linked to fear of crime and relates specifically to how good a job people think the Police are doing. Research has shown that those individuals who are confident that the police do a good job are more likely to:
- Report victimisation;
  - Come forward with information to assist cases;
  - Cooperate with the police; and
  - Obey the law.
- 2.8 The four key drivers of confidence, according to the model that is used by the Metropolitan Police Service (MPS), are the following:
- Effectiveness in dealing with crime;
  - Engagement with the community;
  - Fair treatment; and
  - Alleviating local anti social behaviour.
- 2.9 Although fear of crime is regarded as a driver of confidence, it is not considered to be a major one. Research undertaken by the MPS shows the following:
- Women are more fearful than men;
  - Older people are more fearful than younger people;
  - Fear of crime is higher for low income and education groups;
  - Minority ethnic groups are more fearful than white people;
  - Those living in inner city areas more fearful; and
  - Perceived physical and social disorder in the local community can increase fear.
- 2.10 There is evidence that some sections of the community have disproportionate levels of concern about crime. Evidence from the MOPAC suggests that older people and people from some black and minority ethnic communities may have higher levels of anxiety. The “Britain Think” survey that was undertaken by the Council in 2014 also showed a significantly higher percentage of people over the age of 55 felt unsafe going out after dark. Higher levels of concern about anti social behaviour were also reported amongst people describing themselves as Asian or Asian/British. Ironically, both of these groups are at a comparatively low level of risk of becoming victims of crime.

### *Understanding Fear of Crime*

- 2.11 The Panel received evidence from Molly Blackburn, national lead for anti social behaviour for Victim Support, on their work to develop a better understanding of fear of crime. She stated that the response of local communities to community safety issues was not uniform. There could be a split between areas with high levels of reporting and complaints and areas



with lower levels of reporting but a higher proportion of serious issues. Some areas with high crime rates had relatively low levels of anxiety whilst quieter suburban areas with lower crime rates had higher levels. This could lead to resources not being used in a way that was proportionate to the severity of incidents.

- 2.12 She stated that a significant percentage of crime went unreported. By the same token, minor issues could assume significance for some people and the resulting anxiety about crime could have a huge impact on their lives, affecting both their behaviour and their response to incidents. She felt that fear of crime was not just about what had happened but also about what might happen in the future. It can also make people more susceptible to becoming a victim by making them appear vulnerable.
- 2.13 The way in which local authorities promoted crime and community safety issues was very important. There was often insufficient time to put out positive news stories in relation to crime and community safety to counter negative publicity.
- 2.14 Anti social behaviour was of particular significance and Ms Blackburn reported that one in three people were affected by it to some extent. In dealing with it, there was a risk of criminalising the most socially excluded groups. There was a moral panic associated with anti social behaviour and talking about it could actually heighten levels of concern. Whilst there were real and genuine incidents, harm could also be caused that was not based on actual incidents.
- 2.15 Neighbourhood agreements, such as that developed by Oldham, could be developed to address high levels of anxiety regarding anti social behaviour. This involved monitoring what was actually happening on the ground. Incidents were tracked and scored and, from this, it was possible to put their severity into perspective. Young people were involved in this process and it was hoped this could break down any negative perceptions that there might be regarding them. As a result of the work that had been done in Oldham, the level of anti social behaviour had gone down and community cohesion increased.
- 2.16 Victim Support was looking at how it could work more effectively with both victims and perpetrators and it was hoped to develop recommendations on how practice could be improved. They were holding focus groups and speaking to a range of people to obtain their views. The engagement would look at the reasons for heightened levels of concern in some areas. It was envisaged that it would take around a year to complete the work.

### 3. Strategic Targets and Performance

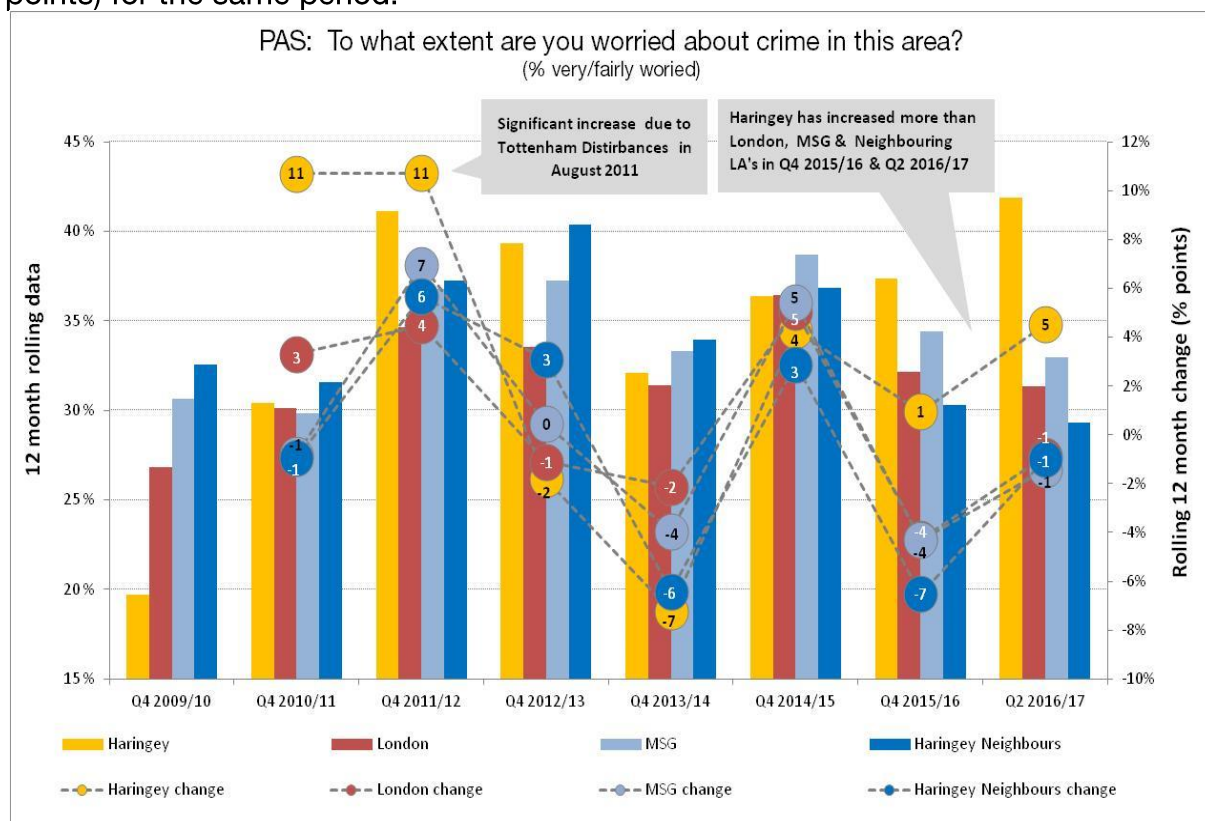
- 3.1 Priority 3 of the Council's Corporate Plan 2015-18 is: "A clean, well maintained and safe borough where people are proud to live and work". Objective one is; "To strengthen partnerships and together work with our communities to improve their environment, enable people to feel safe and proud of where they live and work, particularly through reducing anti social behavioural and environmental crime." The outcome indicator for this is fear of crime i.e. "To what extent are you worried about crime in the area?" (% very/fairly worried). The target is for levels across the borough to be down from 36% to 29% by 2018. The figure for quarter 2 of 2016/17 was 42%.
- 3.2 The indicator is measured using performance information is sourced from the Metropolitan Police Service Public Attitude Survey (PAS) quarterly report, which measures the attitude of Londoners towards policing and identifies priorities and experiences throughout the year. The most valid comparisons can be made with boroughs within Haringey's most similar group (MSG). These are boroughs that share similar social, economic and demographic characteristics. The statistics for Quarter 2 of 2016/17 are below. Alongside are statistics for volumes of reported crime. Boroughs that are part of Haringey's MSG are in bold.

% Worried about crime in this area (Q2 2016/17)	Very/fairly worried	Volume (Total Notifiable Offences) (Twelve Months to October 2016)
Enfield	47%	23,352
Ealing	42%	27,879
<b>Haringey</b>	42%	27,754
Hillingdon	40%	22,426
<b>Redbridge</b>	40%	20,330
Harrow	39%	13,573
Barnet	38%	25,717
<b>Waltham Forest</b>	38%	21,683
Hounslow	37%	22,763
Brent	36%	27,532
<b>Croydon</b>	36%	30,022
Barking and Dagenham	33%	17,843
<b>Hackney</b>	33%	28,578
Islington	33%	27,863
Merton	32%	13,240
<b>Newham</b>	32%	30,600
Havering	32%	17,428
<b>Lewisham</b>	30%	24,920
Bexley	29%	13,075
<b>Greenwich</b>	29%	23,269
Sutton	28%	10,832
Kingston upon Thames	27%	10,358
<b>Lambeth</b>	27%	35,578
Tower Hamlets	27%	30,180
Camden	26%	29,878

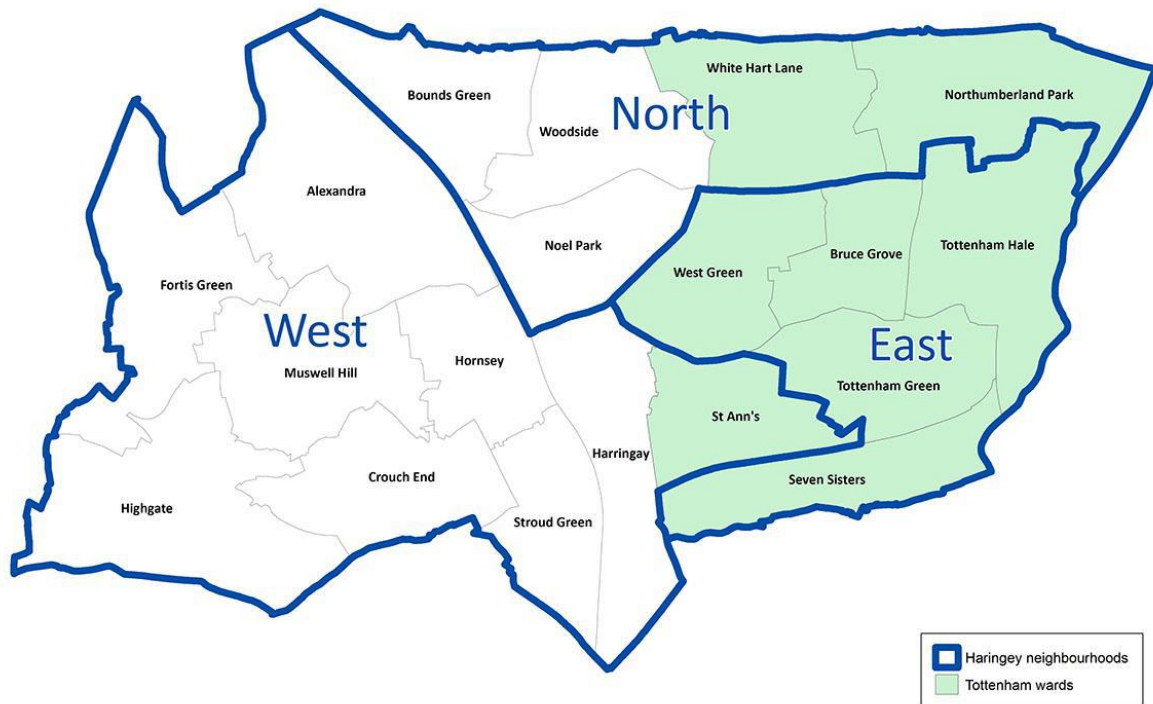
Bromley	23%	20,423
Richmond upon Thames	22%	11,291
<b>Southwark</b>	<b>21%</b>	<b>32,524</b>
Hammersmith and Fulham	18%	21,092
Westminster	18%	49,683
<b>Wandsworth</b>	<b>16%</b>	<b>24,504</b>
Kensington and Chelsea	14%	20,313
Total	31%	759,637

3.3 There is currently only one London borough that has a higher percentage of people than Haringey stating that they are either fairly or very worried about crime, although there are a few that have percentages that are close. Of particular note are the figures for Southwark and Lambeth, which are both in Haringey's MSG. These show higher levels of actual crime but levels of worry of crime that are considerably lower – 21% and 27% respectively. Conversely, some outer and predominantly suburban boroughs with significantly lower levels of reported crime than Haringey have broadly similar levels of worry about crime that are. For example, Harrow's figure is 39% despite crime levels that are less than half.

3.4 PAS data going back to quarter 4 of 2009/10 (12 months to March 2010) shows that the average annual “worry about crime” return in Haringey is 35%. This ranks 7th highest out of the 15 boroughs in our MSG. It shows an overall increase of 22% from 20% in March 2010 to the current level of 42% (September 2016). This increase is considerably greater than that for London (+4% points), our MSG (+2% points) and our neighbouring boroughs (-3% points) for the same period.



- 3.5 The highest increase was seen in the 12 months to March 2012 and is likely to be linked to the disturbances in the summer of 2011 and was replicated in most London boroughs. In that year, Haringey recorded an 11% point increase to 41%, which was greater than London, our MSG and neighbouring boroughs. The most recent figure for Haringey of 42% for quarter 2 of 2016/17 is the highest since 2009/10 and one percentage point above the annual return to March 2012. It is noticeable that many boroughs that experienced a spike in fear of crime following the 2011 disturbances have since reverted to previous levels but this has not happened in Haringey.
- 3.6 Borough wide fear of crime performance information sourced from PAS can be broken down into three separate neighbourhoods which are:
1. Haringey – North;
  2. Haringey – East; and
  3. Haringey - West.



- 3.7 Whilst these are not co-terminus with parliamentary constituency boundaries, the average of Haringey North and Haringey East is used as a Tottenham proxy indicator. The figures show that residents in the west of the borough are approximately 9% less worried (67% not very/not at all worried) about crime compared to the borough as a whole (58%).
- 3.8 The Haringey Community Safety Strategy 2013 – 2017 includes other targets that are of relevance to fear of crime. As part of action to improve confidence in the Police, it has the same target for decreasing worry about crime as the Corporate Plan (i.e. reducing it to 29% by 2018). As part of the action plan for 2016/17 it also includes the following targets:

- Increasing the percentage of people feeling safe at night in the Noel Park ward. The baseline for this was 55%, compared to a borough wide figure of 68%. Noel Park was selected as it is the longest standing high crime area. The Veolia Annual Residents Survey is used to measure this. Current figures (2016) in respect of these targets show the following:
  - Noel Park; 47% felt fairly or very safe at night;
  - Haringey; 65% felt fairly/very safe

3.9 The Team Noel Park pilot that was set up to address a number of issues in the ward, including this, is discussed in detail later on in this report.

#### *Other Questions*

3.10 In addition to fear of crime, there are a number of other questions on issues relating to the perception of crime and anti social behaviour in the PAS survey which are relevant, particularly as these relate to issues that can cause disproportionately high levels of concern. The responses from Haringey residents in respect of these for quarter 1 of 2016/17 were as follows:

3.11 These are the following:

Question	% Haringey	% MPS (i.e. London wide)
To what extent are you worried about ASB in the area? % worried (very/fairly)	24% very/fairly worried, - 2% from the previous quarter but +1% from the same quarter in 2015/16. Haringey has seen a trend of -3% since September 2015.	20% very/fairly worried, - 1% from the previous quarter and -4% from the same quarter in 2015/16.
To what extent do you think that gun crime is a problem in the area? % problem (major/minor)	21% major/minor problem, + 2% from the previous quarter and +5% from the same quarter in 2015/16. Gun discharges in Haringey offences rose by 3, from 10 to 13, in the year to September 2016	9% major/minor problem, +1% from the previous quarter but -2% from the same quarter in 2015/16.
To what extent do you think that gangs are a problem in the area? % problem (major/minor)	27% major/minor problem, unchanged from the previous quarter and from the same quarter in 2015/16. Haringey gang flagged offences fell by 57% from 164 to 71 in the	16% major/minor problem, -1% from the previous quarter and - 5% from the same quarter in 2015/16.

	year to September 2016.	
--	-------------------------	--

- 3.12 These figures may indicate that ASB is not one of the stronger drivers of fear of crime in the borough and that concerns about gang and gun crime are more significant.

#### *Limitations of Data*

- 3.13 The Panel noted evidence from Claire Kowalska, Community Safety Strategic Manager, Commercial and Operations that although the number of respondents to the PAS survey is statistically significant and comes from a representative sample of households, it is limited in scope and involves comparatively few residents. She felt that there was a need to get a more accurate picture of the views of residents and, as part of this, consideration needed to be given to alternative ways of obtaining them.
- 3.14 Ms Kowalska reported that there are two surveys that are now hoped to provide an more accurate and inclusive snapshot of the views of residents:
- The annual Veolia Haringey Residents Survey of 1400 residents, which is done on a “one-to-one” basis;
  - A youth health survey, which would also include questions on issues of concern, such a community safety.
- 3.15 The Veolia survey of December 2015 provides some further information on the views of residents. Although its primary objective is to conduct a residents satisfaction survey about the services provided by the Council’s waste contractor Veolia, it also provides additional feedback on residents feelings about safety. It showed that 20% of people felt either fairly or very unsafe when outside in their area after dark. During the day, this figure was 3%.

#### *Feedback from Young People*

- 3.16 The Panel noted that Haringey Youth Council was re-constituted in 2016 and feedback from it provides a useful snapshot of the views of young people. At its first meeting, the young people present debated what they felt were the biggest concerns of young people in the borough. The top concern was considered to be crime and gangs. The Panel obtained further feedback from the Youth Council regarding this issue as follows:

##### *What sort of things would make you feel safer in Haringey?*

1. More visible Police presence but Police that are from Haringey and who have knowledge of local young people.
  2. Police Territorial Support Group officers to be less aggressive
  3. More street lights e.g. at the basket ball courts
- 3.17 Feedback relevant to this issue was also obtained from Aspire, who are Haringey’s Children in Care Council, by the Children and Young People’s

Scrutiny Panel as part of their review on Child Friendly Haringey. They stated that a lot of young people do not feel safe and are worried about gangs. Some are reluctant to travel to other areas of the borough away from where they live due to area based rivalries or “post code” issue. Officers also reported that the post code issue can affect the life chances of young people as they can be reticent to go to other areas for education or training.

- 3.18 The Youth Steering Group from the Markfield Project, a charity within the borough dedicated to bringing disabled and non disabled children and young people together, also provided some relevant feedback. Safety rated very highly in their priorities and it was also raised in respect of housing, with one young person stating that “Living in Broadwater Farm doesn’t feel safe.”
- 3.19 There was a mixture of views regarding the Police and whether they made them feel safer. One group did not feel the Police helped them feel safer. Two members of this group talked about their own personal experiences with the Police. They felt they could not trust the Police and that they needed to be better trained. The other group wanted safer streets and reduced crime and felt that more Police were needed on the streets. In addition, they wanted more Police ‘stop and search’ and officers outside their college.
- 3.20 The most recent Haringey Community Strategic Assessment gives some context for the concerns raised by young people. There were 319 victims of serious youth violence in the past 12-months, an increase of 5%. Haringey has the 5th highest volume of all London boroughs. Serious youth violence consists of a combination of robbery and violence, with victims aged 10 to 19. Gang members are becoming progressively younger, some now becoming involved between the ages of 10 to 13.

#### *Panel Survey*

- 3.21 The Panel commissioned an on-line survey that was distributed through neighbourhood watches and resident associations. The purpose of this was to try and find out more about the concerns of residents, its causes and what might help people feel safer. 129 responses were received, covering a range of different post codes across the borough. Whilst it was not necessarily representative of the borough as a whole, it provides a flavour of the opinion of residents.
- 3.22 12% of respondents stated that they felt either unsafe or very unsafe during the day. At night, this percentage increased to 45%. The figures were particularly high for those living in the N17 and N22 postcodes. Almost two thirds of people (64%) living in N17 felt either unsafe whilst the figure for N22 was 52%.
- 3.23 Aside from more Police officers on the street, there were a number of recurring themes from the responses regarding what was likely to make them feel safer. Of particular interest was the high percentage of people – 28% (37 respondents) – who identified improved street lighting as something that

would make them feel safer. In addition, several people raised issues relating to speeding traffic and groups congregating around betting shop entrances. Houses in multiple occupation and the lack of related enforcement was also referred to.

- 3.24 Feedback from the survey also revealed that the most common means of obtaining information about levels of crime through hearing about incidents from friends and neighbours, which 60% of respondents stated was their main source of evidence. Social media, the local press and people's own experience were also sources that were used by many. In practice, it is likely that people obtain their information from a range of sources.



## 4. Action to Address Fear of Crime

- 4.1 Although there is no action plan to specifically address fear of crime, there are a range of activities that are taken by the Council and its partners that are aimed to provide reassurance to residents and increase confidence. Much day-to-day Police activity is focussed on addressing the crimes that cause particular concern to residents, such as gangs and gun crime. Action is also taken by the Council and its partners to address anti social behaviour, which can also have a big impact of levels of fear/worry about crime.
- 4.2 The Panel noted evidence that, despite a lot of good enforcement work being undertaken in Haringey, there is often little publicity for it. Haringey tends to be a borough with a high media profile and incidents are often given a high level of prominence. Good quality engagement with the community can make a difference. For example, people who had been in contact with the Police had higher levels of confidence in them than others.

### *Community Safety Partnership*

- 4.3 The Panel received evidence from Eubert Malcolm, Head of Community Safety and Regulatory Services on action being taken to improve confidence in order to achieve the targets set by the Community Safety Partnership. Although they are focussed on confidence, the actions are also intended to reduce fear/worry about crime.
- 4.4 An action plan had been developed to support this, linked to the previously mentioned MPS four drivers of public confidence i.e:
- Effectiveness in dealing with crime;
  - Engagement with the community;
  - Fair treatment; and
  - Alleviating local anti social behaviour.
- 4.5 The actions were focussed on a number of different issues, including the coverage of positive community safety messages, improving engagement and involvement and strengthening joint enforcement. Most of the actions were on track. Of particular note was the success of MetTrace in reducing burglaries. To date, 6,329 kits had been distributed, covering 65% of households in wards where it has been introduced. There were still 2,000 households to go though and the aim was to eventually cover 85% of households.
- 4.6 Schools had designed a spray on stencil to go on pavements outside of tube stations to warn people to be vigilant when using their mobile phones in order to reduce instances of them being snatched. In addition, it had been planned to set up a digital alert system but this was no longer proceeding. Action to develop a new enforcement page on the Council's website was continuing. There was also a specific Noel Park website which had been set up as part of the Team Noel Park pilot.

- 4.7 Specific action was taking place to improve engagement with the orthodox Jewish and Polish communities. A number of wards where there were currently low levels of confidence had also been chosen for specific initiatives. Engagement had taken place with 2,000 people so far.
- 4.8 The reconstituted Youth Council in Haringey would be used to drive engagement with young people. There was also a target of 160 police cadets by the end of the year. In addition, the Fire Service was undertaking home visits to priority people within the community to promote fire safety. 1920 visits had been made so far. The Community Safety Partnership was reviewing the Community Safety Strategy and a draft was due in October 2017. Fear of Crime was likely to be a priority within this.
- 4.9 The Panel noted that the Council currently paid for six Police officers under an agreement under Section 92 of the Police Act 1996. This means that match funding is provided by the Metropolitan Police, meaning that the Council only pays 50% of the cost. The additional officers are deployed to address priorities set by the Council. However, there are now 20 fewer Police officers for the borough overall than were in 2010 due to Police budget reductions.
- 4.10 The Panel also received evidence from Chief Inspector Veronica Morrell from Haringey Police. She reported that the response to the issue of fear of crime tended to focus on the need to put more Police officers on the street. This would not necessarily reduce crime but the issue was more concerned with how people felt.
- 4.11 Improving confidence and addressing mistrust were priorities for the new Borough Commander. Officers had been moved away from other duties to address the issue and an internal restructuring was taking place. A Community Engagement Board had been set up to co-ordinate action, which would include community representation. Work priorities for it were currently being set. A Community and Youth Engagement Team had also been established.
- 4.12 Ward Panels are locally based and Police managed community/police engagement and consultation groups. Engagement with them was a particular priority and efforts were currently being made to arrange a meeting of their Chairs. Ms Morrell stated that there was scope for different arrangements for ward panels. She noted that wards where there was high demand on Police services tended to get a better service but it was necessary to be mindful of the needs of other areas as there was a danger that they could otherwise be neglected.
- 4.13 A need had also been identified to establish a media hub. In particular, it was acknowledged that social media presence needed to be improved as it was currently somewhat “ad hoc” in nature. In addition to Facebook and Twitter, there were now newer social media platforms that young people used and these needed to be utilised as well. The message provided via the print

medium also needed to be improved. Specific efforts needed to be taken to engage with “hard to reach” groups as well, such as communities that may be new to the borough.

- 4.14 There was a commitment by the Police to have a strong presence in schools. Whilst Police funding for work with schools had been cut elsewhere, it had been preserved in Haringey. There was a dedicated officer in every secondary school and links to primary schools were currently being further developed. A newly appointed person was in the process of making contact with primary schools in order to establish points of contact. The schools team also had responsibility for promoting the Police Cadets. In addition, work was now taking place with the Council’s Early Help Service.
- 4.15 Dedicated schools Police officers undertook a range of tasks:
- They were present at school gates and could be called in by teachers if necessary;
  - They also appeared in school assemblies and gave talks on a range of issues, such as stop and search;
  - They were a visible presence in and around school.
- 4.16 A lot of work was also undertaken with neighbourhood watches. It was noted that establishing neighbourhood watch in some areas in the east of the borough could be particularly challenging. Suitable accommodation for meetings was a particular issue as there was currently no funding available for this. The use of watch members’ front rooms for meetings was not always feasible or appropriate.
- 4.17 The intention was to build bridges with local communities and, in particular, emerging ones. Confidence in the Police had increased in recent months from 53% to 57% and was now at 61%. However, the Metropolitan Police average was 68%.

#### *Anti Social Behaviour*

- 4.18 Anti social behaviour has long been considered as a driver of fear of crime. The Crime and Disorder Act 1998 defines anti-social behaviour as acting in a manner that has "caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household" as the perpetrator.
- 4.19 The Panel received evidence from Alison Pibworth, Team Leader of the Council’s Anti Social Behaviour Action Team (ASBAT) on the work that was currently undertaken in Haringey to address the issue. The team aims to act swiftly in response to a range of issues, including harassment, hate crime, drug misuse and dealing, begging, alcohol related nuisance, prostitution, groups of youths loitering, dangerous dogs and rough sleeping.
- 4.20 A lack of reports did not necessarily mean that there were no issues and residents could not be reporting them. This could be driven by fear. Drug dealing, rough sleeping and prostitutes had been found in some areas

despite there being no or very few reports from local residents. There were known hot spots which had low levels of reporting.

- 4.21 Ms Pibworth reported that a range of civil actions are taken by the Police and Council in response to anti social behaviour. These have included injunctions, deportations of sex workers and Acceptable Behaviour Contracts (ABCs). The injunctions had worked well but issues tended to return over a period of time. Introductory tenancies were used which made it easier to evict tenants who committed anti social behaviour. Community Protection Orders could be used and had proven to be very effective tools.
- 4.22 Residents can use the Community Trigger if they are not happy with the response of agencies to reports of anti social behaviour. Repeat perpetrators and victims are identified and this enables interventions and support to be provided. For example, perpetrators with alcohol issues can be referred for treatment and relevant conditions could be inserted in injunctions. Knowing that successful action had been taken against anti social behaviour helped build confidence, especially amongst victims.
- 4.23 The service promoted community responsibility, working closely with residents and encouraging them to become involved. An example of this was the Community Champions initiative in Northumberland Park that aimed to empower residents. They regularly attended meetings with residents and Ward Panel meetings. They also worked with residents and Homes for Haringey to improve the local environment. Twice weekly litter picks and rubbish removal on estates had been re-introduced by Homes for Haringey in order to give the area a better impression of being cared for.
- 4.24 Enforcement action was taken, if possible, using hearsay evidence, which removed the need for residents to attend court. This also provided residents with greater confidence to report incidents. When possible, flyers were delivered to residents when enforcement action had been taken, with the aim of showing that the service had the capability to respond effectively to incidents.

## 5. Team Noel Park Pilot

- 5.1 The Panel heard that the Team Noel Park pilot was the prototype for a new partnership approach with the local community, built around shared ambitions to improve the local environment and improve community safety. Its aim was, through active engagement with the community, to build a shared understanding of the community's priorities and a consensus on how to improve outcomes.
- 5.2 The key outcomes aimed for were:
- A cleaner and safer place;
  - Increased satisfaction as a place to live, work/trade and visit; and
  - Increased pride in the area.
- 5.3 The project also sought to strengthen community capacity and resilience so that in future the community would be empowered to play a more prominent role in generating solutions to local priorities. In time, this could potentially involve co-commissioning services and playing a role in affecting behaviour change, with local public services maintaining a supporting and enabling role.
- 5.4 A further underlying principle was to test an approach to community engagement that was within the current mainstream resources and budgets of the Council and its partners in order to understand the impact better partnership working could deliver in an environment of shrinking resources. The intention was that lessons learnt would be applied to other parts of the borough.
- 5.5 The Noel Park ward was chosen to test the approach based on specific characteristics about the area:
- It is in the top 3 wards in the borough for violence with injury, robbery, criminal damage and theft from person;
  - It is in the top 20 wards in London for the number of criminal offences (and the worst in Haringey) based on the suite of crime indicators used by the MOPAC; and
  - Anti-social behaviour and environmental crime are also disproportionately high in Noel Park, with the ward being amongst the worst in the borough for fly tipping.
- 5.6 At the same time there is a strong sense of community with active involvement in residents' and community groups. The area also has significant social media infrastructure and therefore felt to have the right conditions to forge a transformational relationship with the council.
- 5.7 The pilot project started in earnest in September 2015. The evaluation of the initiative included consideration of its impact on fear/worry of crime. If successful, it was intended to replicate the approach used in other wards. Crime tends to be concentrated in a small number of electoral wards and the intention was to focus activity on them and particular estates and to look at

alternative ways of working. Focus groups were undertaken in Noel Park as part of the evaluation process.

- 5.8 The Panel received an update on the outcome of the evaluation of the pilot project. The Veolia survey of 2015 obtained the views of 1100 residents, including 200 people from Noel Park. A similar survey had recently been undertaken in order to compare its results with the earlier one to evaluate the impact of the pilot project.
- 5.9 The pilot had had a number of benefits, including enabling new links to be made with and between community groups in Noel Park and better communication with Members and the Council. It was felt that there was also now greater community ownership of local issues and willingness of partners to work with the Council as well as a more constructive dialogue with the community. In addition, shared ambitions for the local area had been developed between residents and project team.
- 5.10 Somewhat disappointingly though, there has been little change in feelings of safety amongst residents. In 2015, 55% of Noel Park residents reported feeling safe in the area at night, compared to a borough figure of 68%. The most recent figure was 47% compared to a borough wide figure of 65%. A similar result had been recorded for people feeling safe during the day, with figures for Noel Park going down slightly from 85% to 84% compared to borough wide figures of 93% in 2015 and 91% in 2016. Officers felt that part of the explanation for this were issues concerning low level crime and anti social behaviour originating from Ducketts Common, which had spread into a wider area. In addition, decreases had also been recorded in the percentage of people who said that they were satisfied with the area that they lived in and how the Council was run.
- 5.11 The pilot project did not have the impact that it was hoped to have. Awareness of issues such as fly tipping and anti social behaviour in the area has increased but it appears that this has led to the perception amongst residents that problems have become worse. It is possible that the focus on these issues had drawn attention to them. A very small number of high profile incidents could also cause significant damage. Consideration is nevertheless being given to rolling out the positive aspects of the pilot elsewhere in the borough, such as the improved dialogue with residents. It is possible that the 2017 survey will show improvements though, especially if there were no serious incidents in the neighbourhood in the meantime.
- 5.12 Despite the disappointing overall outcome, there had been some positives that had arisen. The pilot had enabled residents to become more familiar with services and senior officers and had enabled the Council and its partners to show that they were trying to address problems. Better links had been developed between the Council and residents with Homes for Haringey. 25% of the borough's crime took place in the Wood Green area and it would be unrealistic to think that all of the problems in the area could be solved easily.

## 6. Other Boroughs - Case Studies

- 6.1 A key part of the Panel's work was determining what action, if any, could be taken to reduce levels of fear of crime by identifying interventions that had worked well elsewhere. Contact was made with four London boroughs that had lower levels of fear of crime, including three (Lambeth, Southwark and Newham) from within Haringey's MSG of London boroughs. The aim of this was to determine if there were any specific interventions that they had undertaken which might be behind their lower levels.

### *Lambeth*

- 6.2 The percentage of Lambeth residents who stated that they are very or fairly worried about crime has gone down from 37% in 2010 to 27% in 2016. There was no single action that was felt to have made a specific difference in reducing levels in Lambeth. However, addressing fear of crime and feelings of safety has been a corporate priority for communications for a number of years. Up until 2016, fear of crime had been identified as the number one concern of residents, with over 40% listing it as a priority area. There have been a number of corporate communications campaigns in respect of the issue, some of which were targeted (e.g. violence against women and girls, the night time economy) and some more general.
- 6.3 It has been a constant presence in their corporate plan. The Council engages regularly with residents groups on the issue, both through the safer neighbourhoods process and groups, such as the old Community and Police Consultative Group and the current Safer Neighbourhood Board, as well as residents groups. They felt the progress that they had made was as a result of spending a sustained period of time talking about the issues with residents and trying to address them where appropriate.

### *Southwark*

- 6.4 The percentage of Southwark residents who stated that they are very or fairly worried about crime was 21% in 2016, exactly half of Haringey's figure. However, this figure has fluctuated since 2010 and was as high as 42% in 2011. Safer communities have been one of Southwark's Fairer Future Promises within its corporate plan and they had undertaken a range of initiatives on relevant issues, although nothing specifically on fear of crime. They were unaware of the fact that their levels of worry about crime were so low. The one factor that they raised that was felt might possibly have contributed towards this was effective multi agency engagement and work with residents associations. They also had put out a steady stream of communications on anti social behaviour and other community safety issues.

### *Newham*

- 6.5 Newham has experienced a large drop in the percentage of residents stating that they are worried about crime in their area, as taken from PAS survey

data, from 60% in 2009/10 to 32% last year. In particular, there has been a steady year on year drop from 2012/13, when the figure was 53%. The decline is confirmed by their own survey data.

6.6 There is no specific action plan to reduce fear of crime but they feel that there are a number of things that may have a significant impact on the figures:

- They have taken specific action to increase visible presence on the streets of the borough. The Council has its own team of uniformed Law Enforcement Officers who work alongside the Police. Every ward now has its own dedicated uniformed officer. These deal with a range of issues, including waste and anti social behaviour. In addition, the borough has invested £1.45 million in providing 40 additional Police officers for the borough to deal with crime and community safety issues. Like in Haringey, the officers have been acquired using an agreement under the Police Act 1996 which provides for match funding from the Metropolitan Police.
- Specific action was taken to license all privately rented property in the borough as this was felt to be a source of anti-social behaviour. Since its launch in January 2013, 36,037 licences have been issued and over 800 prosecutions undertaken against landlords, mainly for failing to licence properties and poor conditions.
- Action has also been taken to strengthen commercial licensing in order to clamp down on businesses that were a source of disorder and anti social behaviour.

6.7 In addition, an extra £5 million has been invested in CCTV cameras and infrastructure, including 200 new cameras.

#### *Camden*

6.8 The percentage of Camden residents who stated that they are very or fairly worried about crime was 26% in 2016. However, Camden is not part of Haringey's MSG so comparisons need to be treated with caution. Camden's safer communities partnership had prioritised a number of areas for action including domestic violence and abuse, anti social behaviour, estate based issues, the night time economy, serious youth disorder and hate crime. The focus was now more strongly on high risk issues and there had been a range of advertising and campaigns on particular issues.

6.9 There was a lot of engagement with the community. This included Camden Safety Views, which was run by a third sector organisation. As part of this, a survey was undertaken every quarter on the views of people about their neighbourhood and, in particular, anything about crime and anti social behaviour that might be of concern to residents.



- 6.10 In addition, they had Youth Independent Advisors (YIA) who were a team of young volunteers who advised the Police and liaised with young people. YIA is a scheme run by Camden Safer Neighbourhood Board. It is made up of young volunteers aged from 15 to 19 years from whom the police, council and other agencies can seek advice on matters relating to crime and community safety. The main focus of the group was to engage with the Police and local Council on areas such as:
- Attending briefing meetings;
  - Observing stop and search operations;
  - Providing input into police training, particularly with regards to youth engagement;
  - Advising the police in engagement activities in school and youth clubs; and
  - Encouraging young people to complain when they feel aggrieved; and
  - Respond to consultation on dispersal notices and designing out crime on estates.
- 6.11 There was also a lot of work that took place with Victim Support and, in particular, assisting them to get referrals. There had been a specific focus on communication, marketing and advertising.

## 7. Conclusions and Recommendations

- 7.1 The issue of fear of crime is complex and there are no easy ways of reducing it. Despite this, the Panel has been able to draw some conclusions from the evidence it received.
- 7.2 The fact that such a high percentage of people in the borough say that they are fairly or very worried about crime issue should be a matter of serious concern to the Council and its partners. The figures are some of the highest in London and significantly higher than many boroughs that are similar to Haringey but have greater levels of crime.
- 7.3 The effects of crime are not only felt by its direct victims. Fear of crime can have a seriously detrimental effect on the quality of life of residents, can impact on their health and well being and make them more susceptible to becoming a victim. In addition, the “post code” issue in certain areas of the borough can also affect the life chances of young people as they feel less able to take advantage of opportunities in some areas of the borough.
- 7.4 The current Community Safety Strategy has prioritised action to improve confidence in policing and community safety. It was assumed that successful action on this also lead to a reduction in fear of crime. However, increasing the percentage of people who feel that the Police are doing a good job may not necessarily have this effect. Despite the latest figures showing that confidence has improved within the borough, there is so far no evidence of fear of crime going down. Evidence from the MOPAC also suggests the link between the two issues may have been overstated. Indeed, if improved confidence leads to higher levels of reporting of crime, it is possible that it might even lead to higher levels of fear of crime as it may generate the perception that crime is increasing.
- 7.5 The Panel notes that fear of crime is likely to be made a separate priority by the Community Safety Partnership within the new Community Safety Strategy for the borough and would strongly endorse this.

***Recommendation 1:***

That reducing fear of crime be set as a separate priority by the Community Safety Partnership in the new Community Safety Strategy for the borough.

- 7.6 Although the Panel is of the view that reducing fear of crime should be a priority, it is mindful that this may not be easy to achieve in practice as action that has taken place to date has not been successful. Objective 1 of Priority 3 of the Council’s Corporate Plan 2015-18 uses reduction in fear of crime as an outcome indicator on the success of action to improve the environment by reducing anti social behaviour and environmental crime. The target is to bring the percentage of people stating that they are worried about crime down to 29% by 2018. This is not on course to be met and the percentage

has actually increased to 42%. In addition, the initiatives undertaken as part of the Team Noel Park pilot to address environmental crime and anti social behaviour and develop community engagement that were hoped to reduce fear of crime have proven to be unsuccessful in achieving this.

- 7.7 It is likely to be the case that in areas of the borough where more serious incidents are more common, environmental crime and anti social behaviour is a less significant driver of fear of crime. One explanation that was given for the lack of success of the Team Noel Park in reducing fear of crime is that this was due to issues concerning Ducketts Common spreading out into a wider area which may have overshadowed other improvements. It is possible that such an initiative may work better in areas of the borough with comparatively lower levels of more serious crime.
- 7.8 Fear of crime does not appear to be uniform amongst residents. What may be the source of a large number of complaints in one area of the borough may not be regarded in the same way by the residents of a different area. For example, the Panel heard that some anti social behaviour “hot spots” within the borough did not attract the high level of complaints that would be expected elsewhere. It is nevertheless important that the response to incidents is proportionate to their severity.
- 7.9 There is evidence that some sections of the community have disproportionate levels of concern about crime. Evidence from the MOPAC suggests that older people and people from some black and minority ethnic communities may have higher levels of anxiety. The “Britain Think” survey that was undertaken by the Council in 2014 also showed a significantly higher percentage of people over the age of 55 felt unsafe going out after dark. Higher levels of concern about anti social behaviour were also reported amongst people describing themselves as Asian or Asian/British. Ironically, both of these groups are at a comparatively low level of risk of becoming victims of crime.
- 7.10 The Panel is of the view that an action plan should be developed to reduce fear of crime. This may require both mainstream work to address the types of crime and anti social behaviour that cause residents the most anxiety as well as more specific action to provide reassurance to local communities through improved engagement and communication. The Panel feels that the action plan should be adaptable to local conditions and concerns and include targeted work with sections of the community disproportionately affected by fear of crime, such as older people and people from some black and minority ethnic communities.

***Recommendation 2:***

That action plans that may be developed by the Community Safety Partnership to reduce fear of crime be adaptable to local conditions and concerns and include targeted work with sections of the community who are disproportionately affected by it.

- 7.11 The evidence obtained by the Panel from other local authorities showed a range of actions that were felt may have contributed to reduced fear of crime but it was not possible to be conclusive about them. In addition, action previously taken in Haringey to address the issue has not always achieved its desired result. The Panel is therefore of the view that further work will need to be undertaken to identify interventions that have the greatest potential to be effective. The work on fear of crime and its link to anti social behaviour by Victim Support may provide useful evidence and the Panel would therefore recommend that the outcomes of this be taken into account in developing future action plans.

***Recommendation 3:***

That, in developing the above-mentioned action plan, further work be undertaken to identify effective interventions, including reference to the outcomes of work by Victim Support on the link between anti social behaviour and fear of crime.

- 7.12 Successful action to reduce crime and anti social behaviour should help to reduce fear of crime but there is evidence that positive messages are not getting through to residents. For example, there was a strong perception from those responding to the Panel's survey that burglary is going up despite the sizeable decrease in burglary levels that has taken place in areas of the borough recently following the introduction of MetTrace. Of particular concern is that the survey was distributed primarily through organisations, such as neighbourhood watch, that would be expected to be amongst the better informed sections of the community.
- 7.13 Not all messages relating to crime and community safety will be positive but it is important the residents are able to gain a balanced picture of issues so that they are able to base their perceptions on sound information.
- 7.14 The Panel noted that addressing fear of crime and feelings of safety has been a corporate priority for communications in Lambeth for a number of years, where levels of fear of crime are now much lower than Haringey. However, it is mindful that action to address crime and community safety is a partnership activity and, in particular, the Police have an important role to play. It is therefore of the view that Council action to improve communication with residents on such issues would be best undertaken jointly with the Police and through the Community Safety Partnership.
- 7.15 The Panel feels that further action to improve communication and engagement with the local community on crime and community safety is required and that this should be set as a key and ongoing priority by the Community Safety Partnership.

***Recommendation 4:***

That action to improve communication and engagement with the community on crime and community safety issues be set as an ongoing priority for the Community Safety Partnership.

- 7.16 The Panel noted that it is proving very difficult to establish neighbourhood watch in some areas of the borough. This is particularly true of the east of the borough, which only has half the number of ones in the west. The establishment of neighbourhood watches can have a number of benefits. They can demonstrate that people care and have pride in their community, help people share information among neighbours and with the Police, prevent crime and help reassure people, therefore reducing fear of crime and isolation.
- 7.17 The Panel heard that efforts to establish neighbourhood watches are being hindered by a lack of resources. One particular issue is the lack of suitable venues for meetings. Many people were unwilling or unable to hold them in their own homes and the use of public houses is not feasible as people from some communities are reluctant to go into them for religious or cultural reasons. The Panel is of the view that only relatively modest amounts of expenditure are required to address this issue successfully through funding for meeting venues and refreshments. Each Council ward currently has a small budget and the Panel feels that this could be used for such purposes.

***Recommendation 5:***

That, where necessary, funding from ward budgets be used to assist with the establishment and sustainment of neighbourhood watches through provision for premises hire and refreshments.

- 7.18 One specific intervention that officers in Newham felt may have contributed to their large reduction in levels of fear of crime was the introduction of a borough-wide property licensing scheme for all private rented properties. This was felt to have assisted by reducing levels of anti social behaviour.
- 7.19 The Housing Act 2004 provides for the introduction of a scheme of additional and selective licensing of private sector properties in a local authority's area. Additional licensing relates to HMOs not covered by the mandatory licensing scheme and selective licensing relates to all other private sector dwellings, with exceptions. Both licensing schemes are intended to address the impact of poor quality housing, rogue landlords and anti-social tenants. In an area subject to licensing, all private landlords must obtain a licence and if they fail to do so, or fail to achieve acceptable management standards, the authority can take enforcement action.
- 7.20 Before an authority can introduce a scheme or schemes, it has to produce a robust evidence base, a draft set of conditions and a fee schedule and carry out a public consultation. Haringey is currently working on its evidence base

and it is likely that it will consult on a borough wide additional licensing scheme and a selective licensing scheme initially covering 20% of the borough.

- 7.21 Any selective scheme that is larger than 20% requires agreement by the Secretary of State. Once the 20% selective licensing has been rolled out, it is hoped that to extend the scheme across the borough over a 4-5 year period, subject to the further development of the evidence base. Eight London boroughs have now brought in such schemes - Barking and Dagenham, Brent, Croydon, Harrow, Newham, Southwark, Tower Hamlets and Waltham Forest.
- 7.22 The draft timetable is as follows:
- Cabinet Report seeking agreement for a borough wide consultation exercise; September 2017.
  - Public Consultation; October to December 2017
  - Cabinet report on outline of consultation and proposing a scheme; March 2018
  - Introduction of scheme; September 2018.
- 7.23 In view of the evidence from other local authorities concerning the potential of such schemes to address anti social behaviour, the Panel would strongly support the current proposals.

***Recommendation 6:***

That the proposed introduction of a borough wide additional licensing scheme to cover houses in multiple occupation and a selective scheme to initially cover 20% of the borough, with a view to extending it across the borough in due course, be strongly supported.

- 7.24 The Panel noted that 28% of those responding to the Panel's survey on fear of crime stated that they felt that improved street lighting would help them feel safer. A number of research projects have suggested that better street lighting can reduce fear of crime although there is less evidence to demonstrate whether it actually reduces actual crime.
- 7.25 There is currently a programme being undertaken by the Council to upgrade street lighting. This is aimed at upgrading areas to LED energy efficient lighting. As well as being more energy efficient, they are also brighter. Not all of the borough is being upgraded at the moment as there is only sufficient funding to cover areas where current lighting is the oldest at the moment. There is a budget of circa £1 million for this in 2017-18. However, the Panel notes that the upgrade has not proven universally popular with all residents as some consider the new lights to be too bright and intrusive.

- 7.26 The Panel is nevertheless of the view that crime and community safety issues should be taken into account when deciding which streets within the borough are prioritised for upgrading.

***Recommendation 7:***

That, in view of their positive impact in combating fear of crime, issues relating to crime and community safety be taken into account when selecting which streets are prioritised for upgrading of street lighting.

- 7.27 The Panel notes that issues arising from betting shops were raised by residents responding to the Panel's survey and takes the view that operators have a responsibility to address such issues. The Overview and Scrutiny Committee undertook a successful review on the clustering of betting shops in 2010/11. This made recommendations on a range of issues that may be connected to betting shops, including anti social behaviour. As part of this, engagement took place between the Committee and a number of betting shop operators.
- 7.28 The Panel is of the view that the issue of betting shops should be re-visited by the Overview and Scrutiny Committee and that this should focus in particular on how any anti social behaviour arising from them is addressed and include engagement with operators.

***Recommendation 8:***

That the Overview and Scrutiny Committee re-visit issues regarding betting shops and, in particular, how any anti social behaviour associated with them is addressed.

- 7.29 A number of residents also raised the issue of speeding cars in residential streets response to the Panel's survey and stated that this made them feel less safe in their area. Whilst the 20 mph speed limit is a welcome initiative, there may be a need to consider further how, within current resource constraints, it can be enforced better. The scheme was introduced in February 2016 and, in the light of this, the Panel requests an update on its progress to date at a future Panel meeting so it can review its effectiveness and consider proposals for any improvements that could be made to the scheme.

***Recommendation 9:***

That a report be submitted to a future meeting of the Panel on progress since the implementation of the 20 mph speed limit in residential streets within the borough.





**DECISION MAKING REPORT FORMAT**

**Report for:** Cabinet 12<sup>th</sup> December

**Item number:**

**Title:** Corporate Plan Priority 2 – Outcome of Consultation and decision on proposal to close Osborne Grove Nursing Home

**Report authorised by:** Tracie Evans, Interim Deputy Chief Executive

**Lead Officer:** Beverley Tarka, Director of Adult Social Services

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Key Decision

**1. Describe the issue under consideration**

- 1.1 On 20<sup>th</sup> June Cabinet approved a consultation with residents, carers and other stakeholders on the proposal to close Osborne Grove Nursing Home (the Home) due to significant concerns about the quality and safety of care being provided to the residents of the Home. These concerns had been raised both through internal quality assurance processes and a Care Quality Commission Inspection of the Home which found it to be Inadequate. This report sets out the findings of the consultation.
- 1.2 The public consultation commenced on Monday 17<sup>th</sup> July and was due to end on 15<sup>th</sup> October (twelve weeks). In July the Care Quality Commission (the CQC) inspected the Home again, and identified that sufficient improvements had been made to take the Home out of special measures and to be rated Requires Improvement. As a result, the period of consultation was extended to 12<sup>th</sup> November (a further 4 weeks) to enable all interested parties to consider the Inspection findings in their response to the consultation proposal.
- 1.3 As the consultation has now concluded, Cabinet is asked to make the decision whether Osborne Grove Nursing Home should close or remain open, taking into consideration the feedback from the consultation set out in Appendix 1, the Equalities Impact Assessment in Appendix 2, the analysis of the issues contained in this report and the legal duties set out in section 8.

**2. Cabinet Member Introduction**

- 2.1 We expect residents in our care settings to be treated with utmost professionalism and dignity at all times, and we are very sorry that standards at Osborne Grove have fallen below the high benchmark that we demand.

Following the recent CQC inspection, OGNH was rated overall as “Requires Improvement” and despite concerted efforts to improve the quality of care we are still falling short of the standards we set ourselves for residents at the home with the highest needs for both health and personal care.

I therefore support the recommendation that OGNH be closed on quality of care and safety grounds and on the lack of sustainability of current arrangements to ensure continued quality of care and safety for residents.

The Council will continue to provide access to suitable nursing care for the residents of Haringey and recognises the need for ensuring a range of provision to meet local need. The Council would not place residents in a Home that had a CQC rating below Good and is consistent in applying the same standards to its own service provision as it is to its providers.

### **3. Recommendations**

- 3.1 To consider and take into account the detailed feedback from the consultation undertaken and at Appendix 1.
- 3.2 To consider and take into account the Equalities Impact Assessment undertaken which includes actions proposed to mitigate the impact of the proposed closure on protected groups and at Appendix 2.
- 3.3 In light of the information in 3.1 and 3.2, and the mitigation responses in section 6 to close Osborne Grove Nursing Home on the grounds of sustainability of quality and safe care of residents.
- 3.4 To agree that the closure be subject to an implementation plan that includes:
  - a) engagement with all stakeholders including service users and carers:
  - b) the re-assessment or review of the care and support needs of service users with a view to identifying suitable alternative provision to meet assessed needs; and
  - c) individual transition plan that is sensitive to the needs of service users, mitigates the impact of the closure, ensures the process of change is safely handled and the care and support needs of the service user continue to be met.
- 3.5 To ensure that the closure be managed in accordance with the Managing Care Home Closures Good Practice Guide and Management Checklist approved by the CQC.
- 3.6 To agree that the options appraisal for the future use of Osborne Grove Nursing Home for nursing care provision be completed and brought to the Cabinet at the earliest opportunity.

### **4. Reasons for decision**

- 4.1.1 Osborne Grove Nursing Home is run by the Council and provides nursing and residential provision for up to 32 older people with complex needs. The Council has a responsibility to ensure that safe and effective care is provided at all times.
- 4.1.2 The Home has been subject to a local authority led “Establishment Concerns” process to manage through a number of essential improvements to service user safety and the quality of care. Since August 2016, an embargo was put in place on new placements whilst an improvement plan was implemented aimed at improving the safety and the quality of care delivered at the Home.
- 4.1.3 There has been a comprehensive improvement plan in place as well as a thorough inspection and auditing regime which includes 3 CQC inspections, an audit by Mazars (Council’s internal auditors), a number of Care Commissioning Group (CCG) inspections and one joint CCG and Commissioning Inspection. In addition, an extensive new auditing arrangement was put in place to monitor practice on a daily basis. All activity has been overseen by the Director Adult Social Services and the Joint Improvement Steering Group which has responded to the findings of each audit and inspection to improve practice and care. Despite this, and the associated significant investment in resources, improvements have not been made at the pace or to the level required.
- 4.1.4 The latest CQC inspection in July 2017 found there to be sufficient improvement to take the Home out of Special Measures and to be awarded an overall rating of “Requires Improvement”. Whilst 3 of the 4 warning notices were assessed as being complied with, one remained outstanding. The rating of Requires Improvement continues to fail to meet our own placement standards requirements which set the standard at Good or Outstanding.
- 4.1.5 There have been extensive additional resources deployed and spent in the Home, this has included specialist improvement resources as well as additional operational staff (Nurses, HCA’s and Domestic) and new equipment.
- 4.1.6 Due to the embargo, and its own significant concerns, the CCG can no longer make the 8 continuing health care placements in the Home which it has done for some years. From a financial perspective, this has meant a drop in income to the Home which is now operating at well below capacity.
- 4.1.7 The embargo also means that there are 15 empty beds at the Home in total and that 15 additional nursing care places have had to be purchased outside the Home to accommodate those in need of nursing care.
- 4.1.8 The impact of the additional investment required to improve the quality of care being provided at the Home, combined with the loss of income as the Home is operating below capacity and the fact that additional beds have had to be purchased externally for a considerable period, is a projected overspend of £1m. This is not sustainable given the Council’s financial position and is not affordable given the overall spend on 17 people is now standing at a figure in excess of £2m.

- 4.1.9 There are many aspects to providing good care and whilst the definition of caring in the CQC Inspection Framework is *Caring*: staff involve and treat you with compassion, kindness, dignity and respect, there is a more fundamental requirement of caring to ensure that individuals are having all their needs identified and to take appropriate action to ensure that this happens on a daily basis. This includes, but is not limited to: appropriate nutrition so that people are well fed with food they enjoy; personal care delivered in a timely and appropriate way; ensuring that turning and regular checks are in place to prevent pressure sores; maintaining people's dignity by enabling them to undertake tasks such as using the bathroom; offering a range of activities that they enjoy. Critical to all of this is ensuring that any potential issues are identified in a timely manner and appropriate action is taken and recorded accordingly.
- 4.1.10 In order to ensure that residents are receiving this appropriate care on a day to day basis the Home's management team undertakes an extensive range of audits, the frequency of which vary from daily, weekly to monthly depending on the area of inspection. The main one is the Clinical Audit, which involves two key charts being checked daily by management and a full audit on alternate days of all charts.
- 4.1.11 The Home's own auditing arrangements, which are far in excess of normal practice, continue to identify and raise practice issues with the quality and safety of care provision. These additional issues also require management intervention and extensive management oversight, due to significant continuing concerns that they may result in further safeguarding issues because of ongoing failures by the staff team proactively to identify issues and take appropriate and timely action.
- 4.1.12 The recent consultation, which is set out in more detail in section 6 of this report, raised a number of issues for consideration in relation to closure of the Home. The consultation report is attached as Appendix 1. Following in-depth analysis of these issues, mitigating actions have been identified for each of the issues raised and it is believed that they do not provide sufficient grounds to keep the Home open as currently managed and delivered.
- 4.1.13 A best practice guide on Care Home Closures has been developed through work with a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers. The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are also associated with improved outcomes. Thorough assessments of both needs and risks, on an individual basis and for individual plans would be developed accordingly. This means that no timescale for closure can be given until the completion of

the assessments and understanding of the care and support planning requirements.

- 4.1.14 The Council will continue to provide access to suitable nursing care for the residents of Haringey and recognises the need for ensuring a range of provision to meet local need. An options appraisal on the future of the Home, previously underway, was paused pending the quality concerns about the service provision at the Home. The work on the options appraisal will be resumed once a decision on the Home has been taken and recommendations for consideration will be brought to a future Cabinet.
- 4.1.15 Staff have been consulted on the closure of the Home. If the decision to close is made a further consultation with staff will be required in accordance with the Councils HR policies and procedures.
- 4.1.16 Any decision to close a residential or nursing care home is a significant one and has implications for the current residents, future provision in the area and for staff within the Home. However, in light of the above, including the protracted practice and staffing issues, that are impacting adversely on the standards required to ensure compliance, the recommendation is that OGNH be closed on quality of care and safety grounds and on the lack of sustainability of current arrangements to ensure continued quality of care and safety for the full capacity of 32 residents. There has been a period of consultation with residents, family members and other stakeholders on the proposal. The service will continue to work to meet full compliance with the required standards of care and ensure that residents care and support needs are met.

## **5. Alternative options considered**

- 5.1 The consultation focused on whether the Home should close as a result of significant care quality concerns and of the sustainability of arrangements to maintain high quality standards in the Home. As well as the option of closure, the option of keeping the Home open the “as – is” option was also considered.

### **As – Is**

- 5.1.1 Due to ongoing concerns about the current service provision at the Home. it would be necessary to retain the level of resourcing and associated management oversight that is currently in place. In light of these on-going concerns the embargo would also be required to remain in place. This would have significant financial costs associated with it, particularly as a result of the reduced income. However more significantly the risks to residents care and safeguarding remain the significant concerns.

## **6. Background information**

- 6.1 OGNH is a nursing home for older people with complex health needs. The Home is run by Haringey Council as the Provider. The Clinical Commissioning Group (CCG) provide an inspection and advisory role to the Council. The service has capacity for 32 beds spread across 4 units. Since August 2016, there have been no new admissions in the Home and currently there are 17

occupants at the Home due to a Council led Establishment Concerns embargo. On 6<sup>th</sup> and 7<sup>th</sup> December 2016, the Care Quality Commission (CQC) inspected the Home and found that: the overall rating for the services was “Requires Improvement”. “Is the service safe: Inadequate” “Is the service effective: Requires Improvement” “Is the service caring: Good” “Is the service responsive: Requires Improvement” “Is the service well-led: Requires Improvement”. Four enforcement warning notices were issued in relation to; Safe care and treatment under Regulation 12, (1)(2)(a)(b)(e)(g)(h) of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014; meeting nutritional and hydration needs, under Regulation 14, (1)(4)(a)(b)(c), of the Regulations; Person-centred care under Regulation 9, (1)(a)(b)(c), of the Regulations and good governance, under Regulation 17, (1)(2) (a)(b)(c)(d) of the Regulations.

- 6.2 Following the receipt of warning notices, a clear action plan was developed to address the areas of concern highlighted within the stated timescales. This was added to the Improvement Action Plan that was already in place. There was a further CQC inspection on 22<sup>nd</sup> and 30<sup>th</sup> March 2017 and which found that: the overall rating for the service was “Inadequate” “Is the service safe: Inadequate” “Is the service effective: Requires Improvement” “Is the service responsive: Requires Improvement” “Is the service well-led: Inadequate”.
- 6.3 In addition to the concerns following the CQC inspections, OGNH was also the subject of a referral to and action by the Safeguarding Adults Board (SAB). There were a number of actions and improvement plans instituted by the Council.
- 6.4 At a meeting held on Tuesday 20<sup>th</sup> June 2017, Cabinet agreed permission to undertake consultation on a proposal to close the Home following the two CQC inspections that highlighted serious concerns about the quality of care and support delivered there. A number of actions were put in place to meet the expected standard of performance. On 17<sup>th</sup> July consultation on the closure of the Home commenced. Throughout the consultation, the Council continued to press ahead with and monitor the response to the CQC inspection report and the wider improvements that had been identified.
- 6.5 On 26<sup>th</sup> and 27<sup>th</sup> July 2017, the CQC conducted an unannounced inspection at Home. They found that some improvements had been made since the last visit in March 2017. The nursing home has complied with three of the four warning notices served. These are: safe care and treatment; meeting nutritional and hydration needs and good governance. The Home was rated overall as “Requires Improvement and rated ‘Requires Improvement’ in three of five areas covered by the inspection, namely safe, responsive and well-led. The current rating is still below the high benchmark that the Council demand, in particular, for residents at the home with the highest needs for both health and personal care.
- 6.6 In light of the new information available following the latest CQC inspection, it was agreed to extend the consultation period by one month until 12<sup>th</sup> November. This was to ensure that all interested parties had sufficient time to consider this new information when responding to the consultation proposals.



## Consultation on Closure

- 6.7 The consultation sought the views of residents, families and carers and the general public on the closure of Osborne Grove nursing Home. An independent advocate was appointed to work with residents and their families and carers to ensure they were represented.
- 6.8 The public consultation launched on Monday 17<sup>th</sup> July and closed on Sunday 12<sup>th</sup> November.

## Methodology and Approaches

- 6.9 The following consultation method was followed:
- **Letter:** All current residents of the nursing home, their carers and families received a letter detailing the reasons for the proposed closure of the nursing home and how they could express their views on the proposed closure. This included a questionnaire with a pre-paid envelope - included within the letter along with supporting documentation.
  - **Online:** The consultation questionnaire was published online via a dedicated web page which gave an outline of the proposals and provided supporting documentation including the cabinet report, CQC inspection and comprehensive Q&As.
  - **Paper copies:** Stakeholders were able to request paper copies of the questionnaire via a dedicated email address or by writing to the council.
  - **Drop-in sessions:** eight drop-in sessions were organised at the nursing home to assist residents, carers and their families to discuss the implications of the consultation and to express their views and ask questions. Independent advocacy was made available in case residents preferred to give their views to someone else. Throughout the duration of the consultation, supporting documentation including a copy of the cabinet paper, CQC report and comprehensive Q&As was placed in the home for ease of access. Sessions were attended by councillors.
  - **Staff consultation meeting:** all Osborne Grove Nursing Home staff were invited to two consultation meetings on 27 October and 7<sup>th</sup> November to discuss the implications of the consultation and how they could express their views.
  - **Partner letters:** Statutory Agencies (including GP surgeries) and the voluntary sector were sent a letter informing them of the proposals along with details about how they could have their say and signposting them to further information either via Haringey's website; the Service Manager's telephone number or via an email address.

- **Partner newsletters:** Information was sent out in partner publications signposting people to the consultation.
- **Press releases:** A mixture of proactive and reactive press statements was sent to the media during the period of consultation.

6.10 All drop-in sessions and meetings were minuted for key comments and questions.

### 6.11 The level of response to the consultation

6.11.1 Attached as Appendix 1 is the feedback from the consultation. There was widespread opposition to the proposal to close the Home. The level of responses to the consultation can be categorised as follows:

Completed online questionnaires	17
Completed emailed questionnaires	7
Number attending staff meetings	42
Number attending drop-in sessions	43
Number receiving one to one advocacy	9
Telephone calls, letters or emailed comments	4

### Responses Themes

In reviewing the comments that were received from all sources there were a number of themes that were identified:

- Impact on Residents and Carers
- Capacity and Demand of suitable nursing care
- Resources
- Finances
- The Haringey Development Vehicle (HDV)
- Quality of care
- Client Commissioning Group

### 6.12 Impact on residents and carers

6.12.1 Respondents commented that they thought closure would be to the detriment of the residents and moving would be stressful and disruptive.

6.12.2 It was also felt that the ability of residents to maintain established friendships and relationships with other residents and staff as well as links with local faith groups and organisation would be impeded by the move to a different care home, in particular for those without family.



- 6.12.3 Concerns were expressed about the potential impact on carers and families who would have the added stress of looking for a new home for their cared for person and also possibly have to think about transport to any other place.

### **6.13 Capacity and Demand**

- 6.13.1 Respondents were apprehensive about the impact closure would have on both choices for the local elderly population in the future together with the financial impact of loss of local employment and resources.
- 6.13.2 It was felt that at a time when people are living longer, we need to retain resources and ensure supply can meet demand. Closure would result in both the quality and diversity of care available in Haringey being substantially diminished and the implications of the cumulative impact of the loss of this specialist function have not been fully considered.
- 6.13.3 Attendees also argued that it was immoral to lose the beds and the building; which in any eventuality, should retain its use as a care facility. And that Osborne Grove represents an opportunity to more closely integrate health and social care services.

### **6.14 Resources**

- 6.14.1 Respondents believed changes could be made to improve the environment for people and capital resources could bring all facilities on the site to the standard required.
- 6.14.2 It was felt that the Home was a good resource, particularly where there is a chance for closer relationship between residential and preventive or intermediate services.
- 6.14.3 Respondents believed that the issues laid out in the CQC report were not insurmountable and that it would be in the best interest of all involved to keep the home open.

### **6.15 Finances**

- 6.15.1 There was concern amongst respondents that the cost of private care is prohibitive and the Council should be working in partnership with public sector bodies to provide an improved offer.
- 6.15.2 The view was expressed that following heavy investment in Osborne Grove, it seemed immoral that the cost of maintaining the home to meet the needs of residents and the cost of running the current service, were now being overlooked in favour of closure. This would impact negatively on the finances of residents due to the cost of private nursing care.
- 6.15.3 Respondents felt that the private sector would not provide the right level of care as the industry is all about profit and not about the quality of care for those they are looking after.

## **6.16 The Haringey Development vehicle (HDV)**

- 6.16.1 There was a belief that the consultation appeared to be a foregone conclusion. Concerns were raised that the proposal was based on financial reasons and that the nursing home and the land it stands on had already been earmarked for sale as part of the Haringey Development Vehicle programme.
- 6.16.2 It was argued that this was one of the reasons options other than closure had been too quickly dismissed and closure would impact on an already diminished supply of appropriate alternative accommodation in Haringey for frail and vulnerable elderly residents.

## **6.17 Quality of care**

- 6.17.1 There was a strong feeling that Osborne Grove Nursing Home is fit for purpose due to the outcome of the Care Quality Commission (CQC) inspection in July 2017 and subsequent report noting improvement.
- 6.17.2 Respondents called into question the suggestion that failings in the home were largely due to the quality of care provided by staff. This was at odds with the experience of residents and carers who valued the quality and dedication of the staff employed at Osborne Grove - particularly since improvement measures were introduced.

## **6.18 Clinical Commissioning Group**

- 6.18.1 Respondents questioned why the Council was not liaising with the Clinical Commissioning Group to address the issues laid out in the CQC report as and when they were identified.

### **Analysis / responses to the issues raised during Consultation**

## **6.19 Impact on residents and carers**

- 6.19.1 It is recognised that Care homes are people's homes and that wherever practicable and safe, people should be supported to live there as long as possible. Unfortunately, this may not be achievable for a number of reasons and as a result a best practice guide along with a checklist has been developed nationally to help support potential closures.
- 6.19.2 This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.
- 6.19.3 The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as

possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change.

6.19.4 There are a number of essential principles that apply in care home closure situations, endorsed by stakeholders. These are:

- Communication and Engagement. We will inform service users and their families/carers of Cabinet's decision and the steps to be taken to implement the decision. We will work with service users, their families/carers and advocates to develop an implementation plan which would include necessary safeguards and a personalised transition plan.
- As part of the implementation plan, there will be a review or re-assessment of the care and support needs of service users and with a view to identifying an alternative provision that meets their assessed needs.
- Commissioning Service to work with service users and carers to access alternative provision.
- Engage with providers and other stakeholders to ensure a joined up approach to meeting the needs of service users affected by the proposal.

6.19.5 The guide sets out key issues that need to be addressed, underpinned by a detailed checklist of actions to ensure people are at the heart of the process. It is proposed that this best practice guide and checklist would be used in managing any closure. A copy of the proposed checklist can be found at Appendix 3.

6.19.6 Whilst it is recognised that any closure will have significant impacts there is evidence also that carefully planned and managed closures are linked to better outcomes than disorderly relocations. Moves to higher quality settings are also associated with improved outcomes.

6.19.7 A key element of the plan requires thorough assessments, both needs and risks, on an individual basis and for individual plans to be developed accordingly. This means that no timescale for closure can be given until the completion of the assessments and understanding of the care and support planning requirements.

6.19.8 It should be noted that the Council will continue to meet the care and support needs of the service users and transition will be handled sensitively. The Council will ensure that alternative provision is provided before current provision is withdrawn or ceases. The Council will ensure there is no gap in provision.

## 6.20 Capacity and Demand

- 6.20.1 It is recognised that there is a growing requirement for good quality nursing care to meet the needs of residents of the borough as the older population continues to live longer and therefore to increase overall. A recent review of activity and demand in Haringey has confirmed the need for access to increased nursing bed capacity. There are currently 168 over 65-year-old Haringey service users in receipt of nursing care and this figure is projected to grow to 253 by 2021/22. In a piece of work to support the social care element of the Sustainability and Transformation Plan for North Central London, this demand picture is replicated across the five boroughs in the sub-region (Camden, Islington, Haringey, Barnet and Enfield) with each noting increasing demand for nursing care beds, particularly for older people with dementia and to a lesser extent for older people with frailty.
- 6.20.2 The Council is working collaboratively with the five authorities across North Central London to ensure that the model of nursing care across the sub-region is fit for purpose and benefits from consistent clinical input and expertise and also to ensure that there is sufficient sub-regional capacity to meet the identified need. This involves working across sectors to develop the workforce, to ensure consistency of model and to increase capacity.
- 6.20.3 80% of nursing care is currently commissioned externally. OGNH is a 32 bed facility, with only 17 residents, and we have 156 residents placed in nursing care in total currently. The Council remains committed to sourcing good quality nursing care for its residents and in recognition of this need had commenced the development of an options appraisal, all of which looked at maintaining nursing provision on the site. This was paused pending the quality concerns at OGNH.
- 6.20.4 Given both the demand for nursing care in the borough, and across the wider North Central London area, and a lack of appropriate sites for delivery of nursing care, a completed appraisal of options for the future delivery of cost effective and sustainable nursing care on the site will now be brought to Cabinet for consideration at the earliest opportunity.

## **6.21 Resources and Finances**

- 6.21.1 Safeguarding of the residents always has been and continues to be the primary concern for the Council. Significant resources have been and continues to be spent in the Home. This has predominantly been staff but also has included considerable spend on equipment and the building. The expenditure in the Home has also been affected by the loss of income as a result of the Embargo that was put in place by Establishment Concerns Joint Group (this includes CCG Head of Safeguarding, LA Head of quality assurance and LA Head of Safeguarding representatives). This was as a result of the significant safeguarding issues in the Home that had been identified.
- 6.21.2 The level of resourcing that has been required to achieve the improvements to date has been considerable. The operational establishment has been added to despite the occupancy of the Home being below 60% during the period and currently just over 50%. This has included Nurses, Health Care Assistants, Domestic and administrative support. In addition, a new management team

that includes roles above establishment has been in place. Furthermore, resources from the Corporate Centre have been working with the management team to ensure that the improvement plan was delivered.

- 6.21.3 As a result of this and the loss of income through the embargo means that there is a forecasted overspend of £1m.
- 6.21.4 The risk associated with reducing the resources currently deployed would be significant given competency/skills gap identified and that to remove the embargo and place further residents in the Home at this time would also significantly increase the risk to residents.
- 6.21.5 The Council would not place residents in a Home that had a CQC rating below Good and is consistent in applying the same standards to its own service provision as it is to its providers. Safeguarding of residents is the primary concern.

## **6.22 The Haringey Development Vehicle (HDV)**

- 6.22.1 The site of the Osborne Grove Nursing Home is not included in the list of assets to be transferred to the HDV.
- 6.22.2 It is noted that in Appendix 2 to the paper presented to Cabinet on November 10<sup>th</sup> 2015 setting out a list of commercial properties for potential transfer to the HDV, a property "Osborne Grove" was listed. This in fact referred to a commercial property, also known as Stroud Green Health Centre, which is located on Osborne Grove and not to Osborne Grove Nursing Home.

## **6.23 Quality of Care**

- 6.23.1 It is appreciated that a number of residents and carers feel that the staff at the Home provide caring responses to their needs. Whilst there have been many positive comments about staff and their caring role, there have also been significant issues raised by residents, families and clinical professionals about failings in the standards of care including concerns about personal care, facilities, nutrition, bed sores, medication administration, case records, appropriate use of hoists and the visibility and availability of staff on each shift.
- 6.23.2 Whilst progress has been made, demonstrated by the latest inspection report, it is clear that this has not been at the pace, nor embedded in daily practice in the way, we would have expected. There remain significant concerns in regards to providing safe care without extensive management oversight on a daily and detailed basis.
- 6.23.3 It is important to note that there are a number of aspects to providing safe and effective care, this includes ensuring that all residents needs are met on a personal basis and that these are recorded appropriately. To this end there is a suite of audits that are undertaken by the management team to ensure that these are being met and so that any issues can be identified in a timely manner and appropriate action taken accordingly.

- 6.23.4 The Homes own auditing arrangements have been designed to assess all aspects of good care provision. These look at the infrastructure as well as the individual's care arrangements. To provide good quality care we need to ensure that we understand individual needs and personal preferences so that we can support them effectively at all times. As a provider of care, the Council also needs to ensure that all of the residents' personal needs are met and look for signs and take action if they are not. This includes checking how someone is feeling, but also importantly includes (but is not limited to) checking whether they have lost weight, what they have eaten and drunk and when, whether there are any signs of pressure sores and recording all this activity accurately.
- 6.23.5 In providing good care we need to ensure that we have the infrastructure and equipment in place and that this is in good working order and is clean. Taking action if issues are found.
- 6.23.6 The suite of audits include the following key areas, Clinical, Medicine, Infection Control, Equipment, Facilities and nutrition. The audits are scheduled to ensure that any issues can be identified in a timely manner based on current confidence levels that issues will be identified and action taken as appropriate. This is currently far in excess of normal expected levels of auditing and is reflective of the remaining significant concerns that management have in current performance.
- 6.23.7 Without management providing this level of oversight, residents in the Home would be put at unacceptable risk. In addition to the identified issues and risks being addressed, there is learning shared with staff and management action been taken as appropriate to address and reinforce the new working arrangements and the importance to these. However, improvements are not being made at the pace would anticipate as many of the same issues keep being identified such as failure to identify and act upon fluid and nutrition intake, bowel movements and moving and handling. Therefore there remain significant concerns about performance.
- 6.23.8 Whilst residents are now safe in the Home this is as a result of the extensive oversight by management and the auditing arrangements that are in place.

## **6.24 Clinical Commissioning Group**

- 6.24.1 The CCG has two roles in relation to the Home.
- 6.24.2 First, it has a clinical leadership and quality assurance function in order to ensure clinical and safeguarding standards are met for all residents. In this role, the CCG works closely with the quality assurance function within the Council and with the CQC.
- 6.24.3 Second, it commissions places at the Home for those residents whose needs are complex enough to meet the thresholds for Continuing Health Care. Prior to the embargo being placed on the Home, the CCG commissioned 8 beds at the Home through a block contract arrangement with the Council.



- 6.24.4 The CCG have played an active role in identifying and addressing the issues at OGNH. They have regularly inspected the Home to assess the practice that is in place. Following concerns raised by the Council and CCG an Establishment Concerns Joint Group was set up and the decision made to stop placements at the Home. The CCG as a member of this Joint Group were part of the decision. They have also been part of the Joint Improvement Steering Group in overseeing the Improvement Plan delivery.
- 6.24.5 Further more Quality Assurance Nurses from the CCG have been working closely with the Management and staff of OGNH to review the practice in place and work directly with them to identify issues and recommend improvements.
- 6.24.6 The CCG have played and continue to play a significant role in addressing the issues at OGNH and working with the Council in the wider responsibility of addressing nursing needs in the borough, including as part of the options appraisal to be brought forward for approval.

## **7. Contribution to strategic outcomes**

- 7.1 The Corporate Plan, Building a Stronger Haringey Together, sets out the vision and priorities for the Council. This includes the vision to enable all adults to live healthy long and fulfilling lives. The Director of Social services has a statutory duty to ensure that vulnerable adults are safeguarded and also has lead responsibility under the Care Act 2014 for managing provider failure.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

- 8.1.1 The net revenue budget for Osborne Grove in 2017/2018 is £1m. This is made up of expenditure budgets relating to staffing and premises costs, plus income budgets including client contributions and NHS funding, relating to an 8-bed contract.
- 8.1.2 For the reasons set out in this report, the Home currently has an occupancy rate of 53% and income from client contributions is expected to be £0.31m lower than budgeted. Additionally, Haringey Clinical Commissioning Group (CCG) have withdrawn from the block contract arrangement, owing to concerns over the quality of care provided, with a resultant loss in budgeted income of £0.15m. Total expected loss of income is therefore £0.46m.
- 8.1.3 Additional staffing has been appointed at a cost of £0.49m above the budgeted level to improve the quality of care and bring better leadership to the Home. Additional maintenance and new equipment costs have resulted in a further £0.06m being spent to improve the quality of care.
- 8.1.4 The combination of the additional costs and the loss of income means the budget will be overspent by £1.01m the end of March 2018.
- 8.1.5 The financial impact of closing the Home would be twofold, firstly the cost of re-providing service for the 17 clients who are currently at the Home and, secondly, the cost of closing the facility.

8.1.6 The cost of re-providing care services for the individuals currently in the home has been calculated to be £0.71m using existing Council resources to commission those services. This represents a saving of £1.29m on the current run rate which keeps the Home open.

8.1.7 The cost of closing the facility is a one-off cost and depends on what option is approved for the future of the facility, which will be considered by Cabinet at its January meeting.

## **8.2 Procurement – Head of Procurement**

8.2.1 Strategic Procurement notes the contents of this report; however, there is no procurement input required at this stage, depending upon the outcome of the Cabinet decision, procurement will be engaged in relation to any consequential procurement activity.

## **8.3 Assistant Director of Corporate Governance**

8.3.1 Cabinet is being asked to make a decision on whether to close Osbourne Grove Nursing Home, a residential care provision for adults with care and support needs.

8.3.2 Section 1 of the Care Act 2014 (*Promoting individual well-being*) requires the Council when exercising its care and support functions in respect of an individual, to promote the individual's wellbeing. "Well-being", in relation to an individual, means that individual's (a) personal dignity (including treatment of the individual with respect); (b) physical and mental health and emotional well-being; (c) protection from abuse and neglect; (d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided); (e) participation in work, education, training or recreation; (f) social and economic well-being; (g) domestic, family and personal relationships; (h) suitability of living accommodation; and (i) the individual's contribution to society.

8.3.3 In exercising its care and support function in the case of an individual, the Council must have regard to, amongst others, a) the individual's views, wishes, feelings and beliefs; b) the importance of preventing or delaying the development of needs for care and support or needs for support and the importance of reducing needs of either kind that already exist; c) the importance of the individual participating as fully as possible in decisions relating to the care and support and being provided with the information and support necessary to enable the individual to participate; d) the need to protect people from abuse and neglect; and (h) the need to ensure that any restriction on the individual's rights or freedom of action is kept to the minimum necessary. The Department of Health has issued statutory guidance under the Care Act 2014 named Care and Support Statutory Guidance Updated February 2017 which the Council must have regard to in exercising its function under the Act.



- 8.3.4 Section 5 of the Act (*Promoting diversity and quality in provision of services*) requires the Council to promote an efficient and effective market in services for meeting care and support needs with a view to ensuring service users (a) has a variety of providers and services to choose from; (b) has a variety of high quality services to choose from; and (c) has sufficient information to make an informed decision about how to meet the needs in question. This is often referred to as the duty to facilitate and shape the market for care and support. The Statutory Guidance provides that “4.2. *The Care Act places new duties on local authorities to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways. The ambition is for local authorities to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.*”
- 8.3.5 The Council must ensure that there is sufficiency of provision “in terms of both capacity and capability – to meet anticipated needs for all people in their area needing care and support – regardless of how they are funded (Paragraph 4.43 of the Guidance).
- 8.3.6 When an adult is found to have care and support needs following a needs assessment under section 9 of the Act (or in the case of a carer, support needs following a carer’s assessment under section 10), the Council must determine whether those needs are at a level sufficient to meet the “eligibility criteria” under section 13 of the Act. Sections 18 and 20 of the Act set out the duty of Council to meet those adult’s needs for care and support and those carer’s needs for support which meet the eligibility criteria. For service users and carers at the Home or affected by the proposal, the Council must continue to meet their eligible needs.
- 8.3.7 Section 42 of the Act (*Enquiry by local authority*) places a duty on the Council to make enquiries, or to ask others to make enquiries, where they reasonably suspect that an adult in its area is at risk of neglect or abuse, including financial abuse. The purpose of the enquiry is to establish with the individual and/or their representatives, what, if any, action is required in relation to the situation; and to establish who should take such action. This safeguarding duty apply to an adult who: a) has needs for care and support; b) is experiencing, or at risk of, abuse or neglect; and c) as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect. This duty apply to residents at the Home.
- 8.3.8 There is a common law duty on the Council to consult with service users, carers, providers, employees and other stakeholders that are likely to be affected by the proposal for the closure of the Home. The consultation must take place at a time when the proposals are still at their formative stages. The Council must provide the consultees with sufficient information to enable them properly to understand the proposals being consulted upon and to express a view in relation to it. The information must be clear, concise, accurate and must not be misleading. The consultees must be given adequate time to consider

the proposals and to respond. The consultation feedback report at Appendix 1 sets out how the Council has discharged this common law duty.

- 8.3.9 The Council must give genuine and conscientious consideration to the responses received from the consultees during the consultation before making its final decision on the proposals. The report at section 6 and Appendix 1 sets out the responses from services users, carers, family members and other stakeholders.
- 8.3.10 As part of its decision making process, the Council must have “due regard” to its equalities duties. Under Section 149 Equality Act 2010, the Council in exercise of its adult care and support functions, must have “due regard” to the need to eliminate unlawful discrimination, advance equality of opportunity between persons who share a protected characteristic and those who do not, foster good relations between persons who share a relevant protected characteristic and persons who do not share it in order to tackle prejudice and promote understanding. The protected characteristics are age, gender reassignment, disability, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council is required to give serious, substantive and advance consideration of the what (if any) the proposals would have on the protected group and what mitigating factors can be put in place. This exercise must be carried out with rigour and an open mind and should not be a mere form of box ticking. These are mandatory consideration. In line with its equalities duties, the Council have undertaken an Equality Impact Assessments (EQIA) of the proposals on the protected groups and are set out in Appendix 2 and at section 8.4 of the report together with the steps to mitigate the impact of the proposals.
- 8.3.11 The responses to the consultation on the proposals, the EQIA of the proposals and the steps being taken to mitigate the impact, the general duties of the Council under the Care Act and the Statutory Guidance referred to above, all must be considered before Cabinet makes its decision on the proposals. Cabinet members must ask themselves a) whether it is justifiable to close the Home in the way proposed or at all, having regard to the need to protect and promote the welfare of the service users and the risks inherent in the changes proposed; b) whether the mitigating steps proposed are sufficient or whether more needs to be done; c) whether the proposals ought to be adopted or discarded; and d) whether there is adequate provision for monitoring the proposed changes, so that changes can be made, if necessary.

## **8.4 Equality**

- 8.4.1 The Council has a Public Sector Equality Duty under the Equality Act 2010 (as amended) to have due regard to the need to:
- a. Eliminate discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

- b. Advance equality of opportunity between people who share those protected characteristics and people who do not.
- c. Foster good relations between people who share those characteristics and people who do not.

8.4.2 An Equalities Impact Assessment of the proposal to close Osbourne Grove Nursing Home has been undertaken and is attached as Appendix 2. A summary of the findings and actions to mitigate the impact of the proposals are set out below.

### **Residents**

8.4.3 Osbourne Grove Nursing Home provides nursing care for residents with complex care needs. Due to the nature of the service provided, as expected, older women are disproportionately represented because women are more likely to live longer than men. All residents have some form of disability or impairment, individuals with dementia and mental health issues being significantly represented. Individuals from Black/African/Caribbean communities are disproportionately represented amongst residents. Different denominations of Christianity make up the population of residents at Osbourne Grove. The key equality issues identified for these protected groups are:

- a. Loss of maintained established friendships and relationships with other residents and staff. This could have an impact on fostering good relations with different groups.
- b. Concerns over having to find a new home and stress it would cause.
- c. Concerns over transport for carers to new locations.
- d. Cost of private nursing homes.

## **8.5 Mitigating action**

8.5.1 It is recognised that Care homes are people's homes and that wherever practicable and safe, people should be supported to live there as long as possible and that the process of moving in itself can have significant impacts for individuals. However, safeguarding of the residents always has been and continues to be the primary concern for the Council.

8.5.2 Best practice guidance has been developed by key experts and partners to support and manage closures of care homes to manage the transition as effectively as possible. Moves to higher quality settings are also associated with improved outcomes but these need to be managed in an effective way.

8.5.3 The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change.

- 8.5.4 A key element of the plan requires thorough assessments, both needs and risks, on an individual basis and for individual plans to be developed accordingly. All transition plans will be developed in conjunction with residents, family members, carers and the independent advocate as appropriate, to ensure that assessments take account of individuals personal ties and history, so that this can form part of the placement decision. The Commissioning Service will support the sourcing of new care provision.
- 8.5.5 As this is very much on an individual basis no timescale for closure can be given until the completion of the assessments and understanding of the care and support planning requirements.
- 8.5.6 It is recognised that there is a growing requirement for good quality nursing care to meet the needs of residents of the borough as the older population continues to live longer and therefore to increase overall. A recent review of activity and demand in Haringey has confirmed the need for access to increased nursing bed capacity.
- 8.5.7 The Council has been involved in key initiatives to understand the projected need and working collaborative to develop sustainable plans to meet these needs.
- 8.5.8 To this end Council has been working collaboratively with the five authorities across North Central London to ensure that the model of nursing care across the sub-region is fit for purpose and benefits from consistent clinical input and expertise and also to ensure that there is sufficient sub-regional capacity to meet the identified need. This involves working across sectors to develop the workforce, to ensure consistency of model and to increase capacity.
- 8.5.9 The Council remains committed to sourcing good quality nursing care for its residents and in recognition of this need had commenced the development of an options appraisal, all of which looked at maintaining nursing provision on the site. This was paused pending the quality concerns at OGNH.
- 8.5.10 A completed options appraisal will now be brought to Cabinet for consideration.

### **Staff**

- 8.5.11 The staff group are predominantly female and/or from BAME communities. There are a significant proportion of the staff group who are covered by the disability protected characteristic as defined by the Equality Act and therefore the policy of reasonable adjustments will apply. This is not uncommon for a care home setting, as women more likely to choose a career in care.
- 8.5.12 There will need to be a further consultation with staff if the decision to close is taken. The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

**9. Use of Appendices**

- 9.1 Appendix 1: Responses to the Osborne Grove Nursing Home Consultation
- 9.2 Appendix 2: Equality Impact Assessment
- 9.3 Appendix 3: Managing Care Home Closures Good Practice Guide and Management Checklist
- 9.4 Appendix 4: Consultation Papers (a) and (b)

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

- 10.1 N/A

This page is intentionally left blank

## **Appendix 1 – Responses to the Osborne Grove Nursing Home Consultation**

### **Introduction**

This document provides a full summary of the responses, queries and comments raised during the Osborne Grove Nursing Home consultation.

It includes views expressed by residents, their carer, friends and family, staff, members, voluntary organisations, GPs and other various stakeholders. The quotes are either extracts from completed questionnaires, letters and emails or taken during the organised drop-in sessions.

### **Background**

Following CQC inspection in December 2016 and subsequent inspection in March 2017 which referenced concerns around the level of care and support at Osborne Grove Nursing Home, Cabinet agreed to consult on the proposal to close OGNH.

The 'consultation' sought the views of residents, families and carers and the general public on the future and possible closure of Osborne Grove nursing Home.

- The public consultation launched on Monday 17 July and closed on Sunday 12 November. A copy of the consultation papers is attached as Appendix 4.

### **Methodology and Approaches**

- **Letter:** All current residents of the nursing home, their carers and families received a letter detailing the reasons for the proposed closure of the nursing home and how they could express their views on the proposed closure. This included a questionnaire with a pre-paid envelope - included within the letter along with supporting documentation.
- **Online:** The consultation questionnaire was published online via a dedicated web page which gave an outline of the proposals and provided supporting documentation including the cabinet decision report, CQC inspection report and comprehensive Q&As.
- **Paper copies:** Stakeholders were able to request paper copies of the questionnaire via a dedicated email address or by writing to the council.
- **Advocacy sessions:** Sessions were organised for residents and/or their family or carer to ascertain their views about the consultation and to ensure they are supported to speak out about the proposal to consider closing the nursing home
- **Drop-in sessions:** Six drop-in sessions were organised at the nursing home to assist residents, carers and their families to discuss the implications of the consultation and to express their views and ask questions. Independent advocacy was made available in case residents preferred to give their views to someone else. Throughout the duration of the consultation, supporting

documentation including a copy of the cabinet decision paper, CQC report and comprehensive Q&As was placed in the home for ease of access. Sessions were attended by councillors.

- **Staff consultation meeting:** all Osborne Grove Nursing Home staff were invited to two consultation meetings on 27 October and 7<sup>th</sup> November to discuss the implications of the consultation and how they could express their views.
- **Partner letters:** Statutory Agencies (including GP surgeries) and the voluntary sector were sent a letter informing them of the proposals along with details about how they could have their say and signposting them to further information either via Haringey's website; the Service Manager's telephone number or via an email address.
- **Partner newsletters:** Information was sent out in partner publications signposting people to the consultation.
- **Press releases:** A mixture of proactive and reactive press statements was sent to the media during the period of consultation.

All drop-in sessions and meetings were minuted for key comments and questions.

**The level of response to the consultation is as follows:**

<b>Completed online questionnaires</b>	17
<b>Completed emailed questionnaires</b>	7
<b>Number attending staff meetings</b>	42
<b>Number attending drop-in sessions</b>	43
<b>Number receiving one to one advocacy</b>	9
<b>Telephone calls, letters or emailed comments</b>	4

### **Summary of results**

The consultation process has been thorough and gathered the views of many with a keen interest in the future of Osborne Grove Nursing Home and its residents and other users of the service.

### **Online responses**

A total of 23 formal responses were received from a range of stakeholders. Responses included 17 questionnaires completed online and seven hardcopies that were emailed to the council.

### **Q1- What is your relationship to Osborne Grove Nursing Home?**



Response	Total
I am a resident (-)	0%
I am a carer or family member of a resident	26% (6)
I know someone who is a resident	4% (1)
Other (see below)	70% (16)

In relation to 'other', the following table is based on 15 responses which have been grouped into similar headings.

Response	Number of people	Total
Local forum or reference group member	4	27%
Local resident	8	53%
Former employee	1	7%
Supporter of the home	1	7%
Financial guardian	1	7%

**Q2 – Do you understand the reasons why we are proposing to close Osborne Grove Nursing Home?**

Response	Total
Yes	87% (20)
No	13% (3)
Don't know	0%

**Q3 – To what extent do you support our proposal to close Osborne Grove Nursing Home?**

Response	Total
Strongly agree	9% (2)
Agree	0%
Disagree	4% (1)
Strongly disagree	87% (20)
Don't know	0%

**Q3a - Please tell us your reasons for this view**

Of the three respondents who agree with the closure, the consensus was that closure should proceed due to the Osbourne Grove performance and CQC reports. 20 respondents disagreed/strongly disagreed with the proposal to close Osborne Grove Nursing Home.

The following table is based on 21 responses. Comments have been grouped into similar themes.

Response	Number of people	Total
The negative health implications on residents if they are moved	6	29%
Prior investment in the nursing home	2	10%
Purpose built and modern	3	14%
The home shows improvement	5	24%
Local people need this type of resource	10	48%
Impact on families, carers and friends	4	19%
Level of care from care staff	2	10%
Land earmarked for sale	2	10%
Sufficient time needed for improvements	5	24%

**Q4 – Which of the following would be your biggest concern if we closed Osborne Grove Nursing Home?**

Response	Total
Finding somewhere suitable to live	26% (6)
Staying in the borough	4% (1)
Having to get used to new staff	4% (1)
Losing friendship groups	9% (2)
Additional expense	0%
Other (see below)	30% (7)

**If other, please specify**

In response to 'other', the following table is based on 12 comments which have been grouped into similar phrases.

Other	Number of people	Total
Loss of community asset	10	83%
Reliance on private and voluntary sector	1	8%
Additional expense to the council	1	8%
Extra travel pressure on carers and families	2	16%
What would happen to the current site	1	8%
Familiarity with environment	1	8%
Standards of new home	1	8%

**Q5. If the decision is taken to close Osborne Grove Nursing Home, what ways could we support you?**

The following results are based on 13 views. Comments have been grouped into similar themes.

Response	Number of people	Percentage
----------	------------------	------------

Provide full support in finding suitable accommodation that's within Haringey and close to public transport	6	80%
By changing your decision and keeping the nursing home open	2	20%

#### Other comments not directly applicable to the question

- “Who knows which of us might in future need the help and support which a facility like Osborne Grove can offer”
- “Assure local residents that a new and improved nursing home facility is installed, rather than the land being put to some other use, such as development of commercially-profitable housing”
- “The Council to offer me a suitable flat and then to transfer my relative to me – also to make me his carers”

#### Q6 Do you have any further comments?

The following table is based on 16 views. Responses have been grouped into similar themes.

Response	Number of people	Total
There needs to be more concern for the views and welfare of Osborne Grove residents and their families and carers	4	25%
Improvements have been noted. That should be built on	5	31%
Closure would represent loss of a valuable amenity that seems fit for purpose	3	19%
Residents will have to rely private sector placements – that may be out of borough and more expensive	3	19%
The facility could be utilised for other methods of care and support	2	13%
The decision to close is based on profits	1	6%
Staff should be supported to live locally which would address the high staff turnover	1	6%

#### Other responses

The tone of the consultation is negative, focusing on the scenario of closure and not of the home remaining open.

“The consultation gives no indication of how people will be cared for in the future; this is not adequate.

“This site is clearly a good resource, especially when work such as CHINS is developing and there is a chance for closer relationship between residential and preventive or intermediate services”.

### **Drop-in sessions at Osborne Grove Nursing Home**

The following summarises views and opinions submitted during the six drop-in sessions and meetings at Osborne Grove Nursing Home at which residents and next of kin as well as interested stakeholders were invited to share their views and opinions on the proposal and to ask any questions. Residents who lacked the capacity to make their views known were appropriately represented their families or carers or an advocate.

Over the five sessions, 43 people attended. Members were also represented. Based on results, the principle common themes which ran through the feedback from the drop-in sessions and letters concerned the impact on residents and relatives if the care home were to close and lack of support for the closure.

These concerns can best be summarised as follows:

#### **1. Impact on residents and carers**

Respondents commented that they thought closure would be to the detriment of the residents and moving would be stressful and disruptive

It was also felt that the ability of residents to maintain established friendships and relationships with other residents and staff as well as links with local faith groups and organisation would be impeded by the move to a different care home – particularly for those without family.

Concerns were expressed about the potential impact on carers and families who would have the added stress of looking for a new home for their cared for person and also possibly have to think about transport to any other place.

#### **2. Capacity and Demand**

Respondents were apprehensive about the impact closure would have on both choices for the local elderly population in the future together with the financial impact of loss of local employment and resources.

It was felt that at a time when people are living longer, we need to retain resources and ensure supply can meet demand. Closure would result in both the quality and diversity of care available in Haringey being substantially diminished and the implications of the cumulative impact of the loss of this specialist function have not been fully considered.

Attendees also argued that it was immoral to lose the beds and the building; which in any eventuality, should retain its use as a care facility. And that Osborne Grove represents an opportunity to more closely integrate health and social care services.

### **3. Resources**

Respondents believed changes could be made to improve the environment for people and capital resources could bring all facilities on the site to the standard required.

It was felt that the home was good resource, especially when work such as CHINS is developing and there is a chance for closer relationship between residential and preventive or intermediate services.

Respondents believed that the issues laid out in the CQC report were not insurmountable and that it would be in the best interest of all involved to keep the home open.

### **4. The Haringey Development vehicle (HDV)**

There was a belief that the consultation appeared to be a foregone conclusion. Concerns were raised that the proposed closure was based on financial reasons and that the building and land it stands on had already been earmarked for sale as part of the Haringey Development Vehicle programme.

It was argued that this was one of the reasons options other than closure had been too quickly dismissed and closure would impact on an already diminished supply of appropriate alternative accommodation in Haringey for frail and vulnerable elderly residents.

### **5. Finances**

There was concern amongst respondents that the cost of private care is prohibitive and the council should be working in partnership with public sector bodies to provide an improved offer.

The view was expressed that considering the council had invested heavily in the home, it seemed immoral that the cost of maintaining the home to meet the needs of residents and the cost of running the current service were now being overlooked in favour of closure. This would impact negatively on the finances of residents due to the cost of private nursing care.

Respondents felt that the private sector would not provide the right level of care as the industry is all about profit and not about the quality of care for those they are looking after.

### **6. Quality of care**

There was a strong feeling that Osborne Grove Nursing Home is fit for purpose due to the outcome of the Care Quality Commission (CQC) inspection in July.

Respondents called into question the suggestion that failings in the home were largely due to the quality of care provided by staff. This was at odds with the experience of residents and carers who valued the quality and dedication of the staff employed at Osborne - especially since the improvement measures were implemented.

## **7. Clinical Commissioning Group**

Respondents questioned why the council was not liaising with the Clinical Commissioning Group to address the issues laid out in the CQC report as and when they were identified.

## **Conclusion**

Overall respondents understood the consultation proposal regarding Osborne Grove Nursing Home. There was no support throughout the consultation process in favour of the proposal to close the home.

The criteria used by the council to determine the proposal to close the home was seen to be flawed owing to the results of the last CQC report in September 2017 in July 2017 and believed it that along with recent improvements, it provides a solid basis for continued improvement.

Respondents clearly expressed their appreciation for the standard of care currently provided by the staff at the home.

## **UNISON response to proposal to close Osborne Grove Nursing Home**

UNISON opposes the closure of the home, and believe that this is not in the best interests of the residents, their families/friends, or the staff. It would also remove an important and valuable service in the community that others may need to utilise in future.

## **EQUALITY IMPACT ASSESSMENT**

The **Equality Act 2010** places a '**General Duty**' on all public bodies to have '**due regard**' to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

### **Stage 1 – Screening**

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

### **Stage 2 – Full Equality Impact Assessment**

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

**When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.**

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

#### **1. Responsibility for the Equality Impact Assessment**

<b>Name of proposal</b>	Closure of Osborne Grove
<b>Service area</b>	Adults
<b>Officer completing assessment</b>	Caroline Humphrey
<b>Equalities/ HR Advisor</b>	Paul Green / Helen Gaffney
<b>Cabinet meeting date (if applicable)</b>	12 <sup>th</sup> December
<b>Director/Assistant Director</b>	Beverley Tarka

#### **2. Summary of the proposal**

*Please outline in no more than 3 paragraphs*

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The proposal is in regards to the potential closure of Osborne Grove Residential Home. This is as a result of significant concerns in regards to the quality of care that is provided at the Home and the sustainability of the Council being able to ensure the provision of safe care.

Key stakeholders that will be affected by the proposal are the 17 residents, their carers and family members. In addition, the staff that work in the Home will be impacted. Other partner organisations such as NHS and CCG will also be affected as a result of the reduction in available beds in the area for future placements.

Cabinet made the decision to consult on the potential closure of the Home. The consultation was originally due to run for 90 days from the 17<sup>th</sup> July to 15<sup>th</sup> October. This was extended to 12<sup>th</sup> November to enable interested parties to review new information following a further inspection by the CQC in July. This EqlA has since been updated to reflect the current status of residents and staff at the Home.

It is understood that all 17 residents will be negatively impacted in the short term by undergoing a move to a new home. To mitigate this, the council will develop all transition plans in conjunction with residents, family members, carers and the independent advocate (as appropriate) to ensure that assessments take account of individuals' personal ties and history, so that this can form part of the placement decision. Following the move, all residents will be provided with care that is better than the care they are currently receiving.

### **3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?**

*Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these*

*This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqlA which is available on the HR pages.*

<b>Protected group</b>	<b>Service users</b>	<b>Staff</b>
Sex	Data of residents of Osborne Grove; Census 2011	Data of permanent staff employed at the Home
Gender Reassignment	Equality and Human Rights Commission Trans Inequality	No data available



	report	
Age	Data of residents of Osborne Grove	Data of permanent staff employed at the Home
Disability	Data of residents of Osborne Grove	Data of permanent staff employed at the Home
Race & Ethnicity	Data of residents of Osborne Grove; Census 2011	Data of permanent staff employed at the Home
Sexual Orientation	No data available; ONS Subnational Sexual identity survey	No data available
Religion or Belief (or No Belief)	Data of residents of Osborne Grove	Data of permanent staff employed at the Home
Pregnancy & Maternity	N/A	Data of permanent staff employed at the Home
Marriage and Civil Partnership	Data of residents of Osborne Grove	No data available

**Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?**

*Explain how you will overcome this within the proposal.*

*Further information on how to do data analysis can be found in the guidance.*

## **Service Impact**

### **1. Sex**

Residents  
Female 82%  
Male 18%

Borough level

	Female	Male
Haringey	50.5%	49.5%
London	50.9%	49.1%
England	50.8%	49.2%

As expected, women are disproportionately represented in Osborne Grove because women are more likely to live longer than men and therefore will be impacted more by this decision. This is compared to the borough, London and national breakdown by sex. Moving residents due to the home's closure will have a negative impact in the short term on all residents, including women who are over-represented. However, the council will mitigate this impact by providing residents with care that is better than the care they are currently receiving.

We do not hold data of carers or family members who are impacted by the decision.

## 2. Gender Reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this protected characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK. We will need to consider the inequalities and discrimination experienced for this protected group. If any resident of Osborne Grove or family member/carer is transgender we will ensure that no discrimination or harassment will occur.

## 3. Age

Age range of residents	
65 – 74	18%
75 – 84	18%
76 – 84	6%
85 – 94	47%
85 – 95	6%
95+	6%

Osborne Grove is an age related service for those aged 65 years old+ and therefore is not comparable with the wider Haringey population. As expected, older people make up the population of Osborne Grove because of the type of care it provides with the 85-94-year-old group the largest group. If the decision is to close, then all residents will be supported in sourcing a new Home that best meets their needs.

Moving residents due to the home's closure will have a negative impact in the short term on all residents. However, the council will mitigate this impact by providing residents with care that is better to than the care they are currently receiving.

We do not hold data on the age of carers and family members impacted by this decision. It is likely that older people will take on caring roles, as they are partners of residents as well as carers who are working age because they are caring for parents.

## 4. Disability

### Disability of residents

Dementia	47%
Mental Health Issues	35%
Physical Impairment	100%

Sensory Impairment	18%
--------------------	-----

Due to the nature of the service, all residents have some form of disability or impairment. All residents have a physical disability with people with dementia and mental health issues being significantly represented. Due to the type of service Osborne Grove provides, a number of residents have multiple disabilities.

Moving residents due to the home's closure will have a negative impact in the short term. However, the council will mitigate this impact by providing residents with care that is better to the care they are currently receiving. All residents will be supported to source a new Home that best meets their needs, in particular in regards to their disabilities, including adapted homes.

We do not hold data on the disabilities of carers and family members impacted by this decision. However, the council will take into consideration any impact of carers who have some form of disability or impairment to ensure that it does not make their disability or impairment worse.

## 5. Race and ethnicity

### Ethnicity of residents

Black/African/Caribbean	47%
White / White British	41%
White Other	6%
Asian / Asian British	6%

### Borough Ethnic Profile

	Haringey	London	England
White; English/Welsh/Scottish/N.Irish/British	34.68%	44.89%	79.75%
White Irish	2.75%	2.15%	0.98%
White; Gypsy or Irish Traveller	0.15%	0.10%	0.10%
White; White Other	22.97%	12.65%	4.58%
Mixed; White and Black Caribbean	1.90%	1.46%	0.78%
Mixed; White and Black African	1.02%	0.80%	0.30%
Mixed; White and Asian	1.47%	1.21%	0.63%
Mixed; Other mixed	2.10%	1.45%	0.53%
Asian/Asian British; Indian	2.33%	6.64%	2.62%
Asian/Asian British; Pakistani	0.75%	2.74%	2.10%
Asian/Asian British;	1.73%	2.72%	8.23%

Bangladeshi			
Asian/Asian British; Chinese	1.47%	1.52%	0.72%
Asian/Asian British; Other Asian	3.19%	4.88%	1.55%
Black African	9.04%	7.02%	1.8%
Black Caribbean	7.10%	4.22%	1.1%
Black Other	2.63%	2.08%	0.52%
Other Ethnic group; Arab	0.87%	1.30%	0.42%
Other Ethnic group; Any Other Ethnic	3.85%	2.14%	0.62%

While the Census collects more detailed categories, it is clear that individuals from Black/African/Caribbean communities are disproportionately over-represented amongst residents at Osborne Grove. If the decision is to close, it is likely that individuals from these communities will be impacted. Moving residents due to the home's closure will have a negative impact in the short term on all residents, including women who are over-represented. However, the council will mitigate this impact by providing residents with care that is better than the care they are currently receiving. In addition, consideration of any cultural requirements will be taken into account when working with residents and their support network to enact a personalised transfer plan.

We do not hold the ethnicity of carers and family members impacted by this decision. However, it is likely that they will be of a BAME background due to the ethnic profile of residents.

## 6. Sexual Orientation

We do not hold resident or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15<sup>th</sup> largest LGB community in the country. Any resident that is in a same sex relationship will be treated the same as if they were heterosexual. If any resident of Osborne Grove or family member/carer is lesbian, gay or bisexual we will ensure that no discrimination or harassment will occur.

## 7. Religion or belief

### Religion of service users

Christian	76%
Catholic	18%
Baptist	6%

### Borough religious profile

	<i>Haringey</i>	<i>London</i>	<i>England and Wales</i>
Christian	45.0%	48.4%	59.3%
Buddhist	1.1%	1.0%	0.4%

Hindu	1.8%	5.0%	1.5%
Jewish	3.0%	1.8%	0.5%
Muslim	14.2%	12.4%	4.8%
Sikh	0.3%	1.5%	0.8%
Other religion	0.5%	0.6%	0.4%
No religion	25.2%	20.7%	25.1%
Religion not stated	8.9%	8.5%	7.2%

Different denominations of Christianity make up the population of residents at Osborne Grove. There are no residents with other religions that are prominent in the borough, including Muslim and no religion. If the decision is to close Christians will be impacted. All residents will be supported in sourcing a new Home that best meets their needs, and consideration will be to ensure that residents can still practise their religious beliefs. Moving residents due to the home's closure will have a negative impact in the short term on all residents. However, the council will mitigate this impact by providing residents with care that is better to than the care they are currently receiving.

We do not hold data on the religion of carers and family members impacted by this decision. If carers are family members, it is likely that they will be Christians.

## 8. Pregnancy and Maternity

Due to the age of residents, there are no residents who fall under this protected group. However, there could be family members and carers that are impacted that fall under this group

## 9. Marriage and Civil Partnership Status

17% of residents are married and 0% are in a civil partnership. Should any family member, carer or suitable professional be in a civil partnership, they will be treated the same as if they are married.

## Staff Impact

There are 53 permanent members of staff employed at the Home.

### 1. Sex

Gender	OGNH	Council Wide
Female	91%	68%
Male	9%	32%

As expected, women are disproportionately represented in Osborne Grove because women are more likely to work in a care role. Therefore, this group are going to be disproportionality affected by the proposal.

The Council Redeployment Policy will apply to all staff. All staff will be given access to

support via My Career that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

## 2. Gender Reassignment

We do not hold any data relating to gender reassignment and are not aware of any member of staff fall under the gender reassignment protected group. If any member of staff who is transgender, we will ensure that no discrimination or harassment will occur.

## 3. Age

Age range	OGNH	Council Wide
16 - 24	0%	1%
25 – 34	4%	15%
35 – 44	21%	24%
45 – 54	23%	37%
55 – 64	43%	21%
65+	9%	2

The age profile for staff varies in three distinct areas in comparison to the wider council. There are few members of staff in the 25 to 34 age bracket, significantly less in the 45 – 54 bracket and significantly more in the 55 – 64 and 65+. This means that older members of the workforce will be significantly more impacted than other groups, and may find it more difficult to gain employment.

The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

## 4. Disability

	OGNH	Council wide
Disabled staff	28%	10%

There is a significantly larger proportion of staff that have declared a disability than council wide. Therefore, this group are going to be disproportionality affected by the proposal.

The Council Redeployment Policy will apply to all staff. All staff will be given access to support via My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme. Reasonable adjustments will be provided to ensure that disabled people can access these services.

## 5. Race and ethnicity

	OGNH	Council Wide
Black	77%	36%
Asian	4%	9%
Mixed	2%	4%
Other	2%	3%
White minorities	9%	17%
White	4%	29%
Not Declared	2%	2%

Individuals from a BME background make up the largest proportion of staff, 85% in total as compared to the council wide of 69%. This group would be disproportionately effected by the proposal. The Council Redeployment Policy will apply to all staff. All staff will be given access to support via 'My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

#### **6. Sexual Orientation**

We do not hold any data relating to sexual orientation and cannot determine the impact.

#### **7. Religion or belief**

We do not hold any data relating to religion or belief and cannot determine the impact.

#### **8. Pregnancy and Maternity**

There are no members of staff on maternity leave and we are not aware of any staff being pregnant.

#### **9. Marriage and Civil Partnership Status**

We do not hold any data relating to marriage or Civil Partnership and cannot determine the impact. We will treat employees who are in a civil partnership the same as those who are in a marriage.

The Council is running a campaign to improve the equality data of employees across the Council to ensure we have accurate equality data, including the missing characteristics.

**impact of the proposal on protected groups of residents, service users and/or staff?**

*Please outline which groups you may target and how you will have targeted them*

Further information on consultation is contained within accompanying EqlA guidance

The external consultation ran from 17<sup>th</sup> July to 12<sup>th</sup> November.

The consultation involved a number of different mechanisms for engagement.

There were;

- Online survey
- Paper surveys
- Consultation meetings at OGNH
- Mail box for questions and comments
- Contact details and phone numbers to call directly
- Independent advocates was offered to all residents and their families and carers.

No further equality monitoring data was forth coming in the consultation.

Staff consultation:

Whilst there are inevitably additional implications for staff if the Home closes, following discussions with the Unions the consultation with staff focussed on the proposal to close the Home. If the decision to close is made, then there will be a requirement for a further consultation with staff. The following mechanisms were used for the staff consultations

- Staff meetings
- 1 to 1 meetings if requested
- Mailbox for questions and comments
- Written correspondence

**4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics**

*Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?*

The key findings of the consultation were:

Equality issue (including protected characteristic)	Mitigating action
Loss of maintained established friendships and relationships with other residents and staff. This could have an impact on fostering good relations with different groups.	All transition plans will be developed in conjunction with residents, family members, carers and the independent advocate as appropriate, to ensure that assessments take account of individuals



(Protected Characteristics: Women, BAME, disability, older people, Christian)	personal ties and history, so that this can form part of the placement decision.
<p>Concerns over having to find a new home and stress it would cause</p> <p>Concerns over transport for carers to new locations</p> <p>Cost of private nursing homes</p> <p>(Protected Characteristics: Women, BAME, disability, older people, Christian)</p>	<p>It is recognised that Care homes are people's homes and that wherever practicable and safe, people should be supported to live there as long as possible. Unfortunately, this may not be achievable for a number of reasons and as a result a best practice guide along with a checklist has been developed to help support potential closures.</p> <p>This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.</p> <p>The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change.</p> <p>There are a number of essential principles that apply in care home closure situations, endorsed by stakeholders. These are:</p> <ul style="list-style-type: none"> <li>• Communication and Engagement. We will inform service users and their families/carers of Cabinet's decision and the steps to be taken to implement the decision. We will work with service users, their families/carers and advocates to develop an implementation plan which would include necessary</li> </ul>

	<p>safeguards and a personalised transition plan.</p> <ul style="list-style-type: none"> <li>• As part of the implementation plan, there will be a review or re-assessment of the care and support needs of service users and with a view to identifying an alternative provision.</li> <li>• Brokerage to work with service users and carers to access alternative provision.</li> <li>• Engage with providers and other stakeholders to ensure a joined up approach to meeting the needs of service users affected by the proposal.</li> <li>• There will be monitoring and on-going review by the Quality Assurance Board.</li> </ul> <p>The guide sets out key issues that need to be addressed, underpinned by a detailed checklist of actions to ensure people are at the heart of the process. It is proposed that this best practice guide and checklist would be used in managing any closure.</p> <p>Whilst it is recognised that any closure will have significant impacts there is evidence also that carefully planned and managed closures are linked to better outcomes than disorderly relocations. Moves to higher quality settings are also associated with improved outcomes.</p> <p>A key element of the plan requires thorough assessments, both needs and risks, on an individual basis and for individual plans to be developed accordingly. This means that no timescale for closure can be given until the completion of the assessments and understanding of the care and support planning requirements</p>
--	---

<p>Impact on care resources for an aging population</p> <p>(Protected Characteristics: Women, BAME, disability, older people, Christian)</p>	<p>It is recognised that there is a growing requirement for good quality nursing care to meet the needs of residents of the borough as the older population continues to live longer and therefore to increase overall. A recent review of activity and demand in Haringey has confirmed the need for access to increased nursing bed capacity. There are currently 168 over 65-year-old Haringey service users in receipt of nursing care and this figure is projected to grow to 253 by 2021/22. In a piece of work to support the social care element of the Sustainability and Transformation Plan for North Central London, this demand picture is replicated across the five boroughs in the sub-region (Camden, Islington, Haringey, Barnet and Enfield) with each noting increasing demand for nursing care beds, particularly for older people with dementia and to a lesser extent for older people with frailty.</p> <p>The Council is working collaboratively with the five authorities across North Central London to ensure that the model of nursing care across the sub-region is fit for purpose and benefits from consistent clinical input and expertise and also to ensure that there is sufficient sub-regional capacity to meet the identified need. This involves working across sectors to develop the workforce, to ensure consistency of model and to increase capacity.</p> <p>80% of nursing care is currently commissioned externally. OGNH is a 32 bed facility and we have 17 residents placed in external provision. The Council remains committed to sourcing good quality nursing care for its residents and in recognition of this need had commenced the development of an options appraisal, all of which looked at maintaining nursing provision on the site. This was paused pending the quality concerns at OGNH.</p>
--	---

	A completed options appraisal will now be brought to Cabinet for consideration at the earliest opportunity.
<p>Significant improvement in the quality of care since the last CQC Report</p> <p>(Protected Characteristics: Women, BAME, disability, older people, Christian)</p>	<p>We fully appreciate that a number of residents and carers feel that the staff at the Home provide caring responses to their needs. However, the detailed audits and considerable range of safeguarding alerts connected with the Home confirm that providing good care is not the same as being caring. Whilst there have been many positive comments about staff and them caring, there have also been significant issues raised by residents, families and clinical professionals about standards of care failing including concerns about personal care, facilities, nutrition, bed sores, medication administration, case records, appropriate use of hoists and the visibility and availability of staff on each shift.</p> <p>Whilst residents are now safe in the Home this is as a result of extensive oversight by management and following up in detail following a comprehensive range of audits. These are clearly demonstrating that there are still significant issues with the care being provided and that staff are not delivering the standards of responsive and comprehensive care required without prompting and continual input from management and quality assurance staff.</p>
<p>Loss of resources in residential nursing homes</p> <p>(Protected Characteristics: Women, BAME, disability, older people, Christian)</p>	<p>Safeguarding of the residents always has been and continues to be the primary concern for the Council. Significant resources have been and continue to be spent in OGNH. This has predominantly been staff but also has includes considerable spend on equipment and the building. The expenditure in the Home has also been affected by the loss of income as a result of the Embargo that was put in place by Establishment Concerns Joint Group. This was as a result of the significant safeguarding issues in the Home that had been</p>

	<p>identified.</p> <p>Whilst management believe that residents are safe, this is as a result of the additional resources and the extensive management oversight that is ensuring that all care is in place and that issues are identified and actioned in a timely way.</p> <p>The risk associated with reducing the resources currently deployed would be significant given competency/skills gap identified and that to remove the embargo and place further residents in the Home at this time would also significantly increase the risk to residents.</p>
--	--

### 5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

*Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.*

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

#### 1. Sex Residents

The majority of residents are female. While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently rated as Requires Improvement by the Care Quality commission. Residents would only be placed in homes rated Good or outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, a best practice guide along with a checklist has been developed to help support potential closures.

This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that women take on the majority of caring responsibilities and issues have been raised regarding the impact the move will be for carers through the consultation.

### Staff

Due to the high proportion of female staff the impact on this group is expected to be negative. All staff will be supported through the process in accordance with the council's redeployment policy.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 2. Gender reassignment

### Residents

We do not hold data on this protected group. We do not have any information relating to the impact of carers and family members, none were identified through the consultation.

We will ensure that should any resident, family member or carer identify as transgender we will try to minimise discrimination, harassment or victimisation for this protected group.

### Staff

We do not hold data on this protected group. We do not envisage any disproportionate impact on this protected group. We will ensure that should any member of staff be transgender we will try to minimise discrimination, harassment or victimisation for this protected group.

Positive		Negative		Neutral impact		Unknown Impact	X
----------	--	----------	--	----------------	--	----------------	---

## 3. Age

### Residents

Due to the nature of the service provision all residents are over 65 years of age. While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently

rated as Requires Improvement by the Care Quality commission. Residents would only be placed in homes rated Good or outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, a best practice guide along with a checklist has been developed to help support potential closures.

This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that older people are likely to take up caring roles as partners of residents, as well as those of working age caring for a parent. Issues have been raised in the consultation regarding the negative impact the move will be for carers.

### **Staff**

Due to the high proportion of older staff the impact on this group is expected to be negative and they may find it more difficult to seek employment. All staff will be supported through the process in accordance with the council's redeployment policy.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### **4. Disability Residents**

All of the residents have varying levels of disability. While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently rated as Requires Improvement by the Care Quality commission. Residents would only be placed in homes rated Good or outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, a best practice guide along with a checklist has been developed to help support potential closures.

This guidance has been developed through work with, and input from, a significant number

of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, some carers may have disabilities or impairments themselves. Issues have been raised regarding the negative impact the move will be for carers and therefore consideration will be needed to ensure the move does not make their disabilities worse.

### **Staff**

Due to the high proportion of staff declaring they have a disability the impact on this group is expected to be negative, and may find it more difficult to seek new employment. All staff will be supported through the process in accordance with the council's redeployment policy, reasonable adjustments will additional support will be provided as required to suit individual needs.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## **5. Race and ethnicity**

### **Residents**

The majority of residents are BME, particularly Black/African/Caribbean.

While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently rated as Requires Improvement by the Care Quality commission. Residents would only be placed in homes rated Good or outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, a best practice guide along with a checklist has been developed to help support potential closures.

This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or



permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that carers will be from an ethnic minority community due to the ethnic diversity in both the borough and the Home. Issues have been raised regarding the negative impact the move will be for carers.

### Staff

Due to the high proportion of staff within the BME group, the impact on this group is expected to be negative. All staff will be supported through the process in accordance with the council's redeployment policy.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 6. Sexual orientation

### Residents

We do not hold data on this protected group. We do not have any information relating to the impact of carers and family members and none were identified through the consultation.

We do not envisage any disproportionate impact on this protected group. We will ensure that should any resident, family member or carer be lesbian, gay or bisexual we will try to minimise discrimination, harassment or victimisation for this protected group. We will treat a same sex couple the same as if they were in a heterosexual couple.

### Staff

We do not hold data on this protected group. We will ensure that should any member of staff be lesbian, gay or bisexual we will try to minimise discrimination, harassment or victimisation for this protected group. There would be a further consultation with staff if there is decision to close and will use the consultation to identify any equality issues for this protected group.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 7. Religion or belief (or no belief)

### Resident

The initial impact of this option is likely to be negative as would require moving existing clients to alternative accommodation, as all residents are Christian.

While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently rated as Requires Improvement by the Care Quality commission. Residents would only be placed in homes rated Good or outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, a best practice guide along with a checklist has been developed to help support potential closures.

This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

Although we do not have data on the protected characteristics of carers, we are aware that it is likely that carers will be Christian due to family connections with residents of the Homes. Issues have been raised regarding the negative impact the move will be for carers.

### Staff

We do not hold data on this protected group and will use the consultation to identify any equality issues for this protected group.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 8. Pregnancy and maternity

### Residents

Due to the age of residents, there are no residents who fall under this protected group. However, it was recognised, there could be family members and carers that are impacted that fall under this group. None were identified as part of the consultation.

### Staff

There are no members of staff on maternity leave and we are not aware of any staff being pregnant. Therefore, do not anticipate any impact on this group. If anyone that is pregnant is identified, then they will be supported accordingly.

Positive		Negative		Neutral	X	Unknown	
----------	--	----------	--	---------	---	---------	--

				impact		Impact	
--	--	--	--	--------	--	--------	--

## 9. Marriage and Civil Partnership

### Residents

Impact for those that are married or in a civil partnership would experience the same impact. All family members, particularly spouses / partners would be supported and involved in the process for identifying a new placement.

### Staff

We do not hold data on this protected group. We do not envisage any disproportionate impact on this protected group.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 10. Groups that cross two or more equality strands e.g. young black women

### Residents

The home is predominately made up of people with the disability characteristic and over the age of 65 years old, who are also women and/or BAME and share the Christian faith.

### Staff

The staff group are predominantly female and/or BAME and there are a significant proportion with the disability characteristic.

While we understand that moving can have an initial negative impact, residents will be provided a better form of care than they are currently experiencing. OGNH is currently rated as Requires Improvement by the Care Quality commission. Residents would only be placed in homes rated Good or outstanding by the CQC. All residents would have the services of an independent advocate who would support individuals and their families. Advocates would have regard to individual risk assessment and risk management plans and work in a person centred way to support individuals.

In order to mitigate any adverse impact, a best practice guide along with a checklist has been developed to help support potential closures.

This guidance has been developed through work with, and input from, a significant number of stakeholders including the Association of Directors of Adult Social Services, Local Government Association, NHS England, the Care Quality Commission, provider and commissioning organisations and representative bodies for people using services and their carers.

The Managing Care Home Closures Guidance aims to ensure that, where temporary or permanent care home closure situations arise, there is a joined-up and effective response from all partners involved to minimise as much as possible the impact on people using services, their families, carers and advocates and to keep them as fully informed and involved as possible throughout the change. Moves to higher quality settings are associated with improved outcomes.

**Outline the overall impact of the policy for the Public Sector Equality Duty:**

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?

**This includes:**

- a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
  - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
  - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

**Residents**

All of the service users at OGNH are over 65 and have varying needs that require nursing care. All residents share the Christian faith and there is a large female and BAME representation.

Any decision to close the site will affect those in need of nursing care, this includes those residents that are currently in the Home, and any future potential residents requiring nursing care of this nature. However, this decision has been taken due to the standard of care in their current location. Investment to improve the nursing home to the required standard of care has failed to produce results.

We do not have any data regarding the protected characteristics of carers. However, we have identified that there will be some impact for carers and family members of residents. This is likely to have a disproportionate impact on women, BAME communities, disabled people, Christians, older people and people of working age.

Any decision to reduce nursing capacity for Haringey clients in borough will have a negative impact on this client group by reducing the availability of nursing provision in-borough particularly in the context of an aging population, potentially increasing the proportion of Haringey clients that may have to be placed out of borough.

Safeguarding of the residents always has been and continues to be the primary concern for the Council. Significant resources have been and continue to be spent in the Home. This has predominantly been staff but also has includes considerable spend on equipment and the building. The expenditure in the Home has also been affected by the loss of income as a result of the Embargo that was put in place by Establishment Concerns Joint Group. This was as a result of the significant safeguarding issues in the Home that had been identified.

The current position is not sustainable; a safe environment is being provided at an

escalated level of costs. This in itself is risky as there is an over reliance on auditing and management oversight to ensure residents are safe rather than good daily practice.

The council will seek to mitigate the negative impact of transfer on residents by co-designing with residents, their families, carers and advocates a personalised transition plan, and ensuring that the care residents receive following the move is equal or better to the care they currently receive.

### Staff

If the decision to close the Home is made, then all of the members of staff will be affected. As the staff group is significantly female and BAME and a significant number have declared a disability. A further consultation with staff would be required to take place.

## 6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqlA guidance

Outcome	Y/N
<b>No major change to the proposal:</b> the EqlA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	No major change to the proposal
<b>Adjust the proposal:</b> the EqlA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
<b>Stop and remove the proposal:</b> the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	

## 6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
Redundancies impact on groups that are	Undertake the redundancy/restructure process including a	<i>Ilona Zeqiri</i>	<i>Completed and would be included in</i>

disproportionately represented in the staff, including: older people, women, BAME communities.	restructure EqIA and signpost to appropriate employment support		<i>next phase if decision to close is made.</i>
Equality factors as part of any rehoming	<i>Ensure the assessment process takes account of all equality issues.</i>	<i>Jeni Plummer</i>	<i>best practice approach to be adopted that requires full assessment of all needs. Future options appraisal will incorporate these requirements.</i>

**Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.**

### **Residents**

If the decision to close the Home is made, then alternate placements will be required to be found for all of the current residents.

This will be done in conjunction with the residents (independent advocates will be appointed as required), family and friends and key partners (MDT, Commissioning, CCG). This will incorporate the needs based upon different protected groups, such as adaptive properties to meet needs related to disability.

### **Staff**

The Council Redeployment Policy will apply to all staff which will involve looking for alternate roles in the council. All staff will be given access to support via 'My Career' that contains information and tools on subjects such as making applications and CV writing, as well as career coaching and interviews. They will also have access to the Employee Assistance Programme.

**6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:**

See above.

--

<b>7. Authorisation</b>	
EqlA approved by ..... (Assistant Director/ Director)	Date .....

<b>8. Publication</b> <i>Please ensure the completed EqlA is published in accordance with the Council's policy.</i>

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

This page is intentionally left blank



No.	Date	Action / Decision / Information	Check list action	Completed	LA	CCG	Others	Notes
<b>1. Action when closure proposed or occurs</b>								
<b>Joint Incident Steering Group/Director of Adult Social Services</b>								
1.1		A	Assemble team and plan the work		Lead			
1.2		A	Appoint team leader					
<b>2. Initial work/clarification</b>								
2.1		I	Establish the commissioning bodies involved who need to be informed and consulted			2		
2.2		A	Undertake risk assessment and identify options for managing risks and the priority and timescales in which they need to be dealt with. This should help identify potential timescale for closure		Lead	2		
2.3		N/A	Seek provider support to continue operating so that there is sufficient time to make assessments of residents' needs and wishes and moves can be planned and not rushed		Lead			
2.4		A	Establish timescales for closure		Lead	2		
2.5		D	Assess whether timescales can be met and, if not, the actions that may be required to help buy more time. This may not be possible in emergency situations. Part 2 of "Care and Continuity" provides guidance on contingency planning and dealing with provider failure[1]		Lead	2		
2.6		A	Establish number of residents affected, what their categories of care are, whether they have capacity, and who funds their services		Lead	2		
2.7		I	Contact details of home owner/manager		Lead			
2.8		D	Agree when and how residents and their carers/ family/ friends/ advocates/ representatives are informed and by whom and what the provider role is in this		Lead			
2.9		A	Arrange a meeting with home owners/manager/others to discuss situation and intentions		Lead	2		
2.1		A	Clarify if the home has a business continuity plan in place, as part of the contractual arrangements, that can be used in combination with this checklist		Lead	2		
2.11		D/ A	Identify communications lead and develop communications strategy, agreed with the provider, to be implemented across stakeholder networks promptly, to include consideration of proactive and reactive messages, with a focus on reassurance and positive next steps.		Lead			
2.12		D	Consider placing a poster, or Q&A sheet, in the home containing prepared messages and with details of contacts for residents, carers, families, staff to refer queries, questions and complaints to		Lead			
2.13		N/A	Consider connections home has to others where similar concerns may exist, or where there may be alternative capacity.		Lead			
2.14		D	If the provider is not able to continue operating, consider available options to keep the home operating (e.g. retaining current staff, bringing in care/nursing staff, seeking help from other providers or adjacent local authorities). Is another local provider interested in a buyout that might help provide more time and potentially avoid the need to relocate residents?		Lead	2		
2.15		A	Implement contingency plan where appropriate (sample plans, templates and other resources are available on Local Government information Unit website here)		Lead			

No.	Date	Action / Decision / Information	Check list action	Completed	LA	CCG	Others	Notes
2.16		A	Seek an up to date list of care home vacancies based on the needs of the residents (liaise with CQC as necessary on quality or other issues) and share information with partners as appropriate		Lead			
2.17		A	Establish tasks and timescales and allocate them, including the key roles of co-ordinator of communications for families and residents, transport co-ordinator and administrative lead (see 9.3)		Lead			
2.18		A	At the time of a potential closure, investigate the potential of care home staff, voluntary groups or community sector organisations helping residents/carers to visit other care homes		Lead	2		
2.19		D	Allocate lead workers (preferably based on site), equipment and management support requirements		Lead	2		
2.2		A	Consider equipment issues: mattresses, furniture, hoists, packing boxes etc		Lead			
2.21		N/A	Check that the home owner/manager allows free and open access by professionals to the home over the relocation period. If there is low/no co-operation, decide who will address this and how		Lead			
2.22		D	Agree the 'need to know' information that should be shared with other parties e.g. care professionals; GP; CCG urgent care lead; community pharmacist; potential care providers. Ensure personal data is shared in line with Caldicott principles		Lead	2		
2.23		D	Identify key care home management staff to be involved		Lead			
2.24		N/A	Identify site(s) for offsite meetings for management team/care home staff if required		Lead			
2.25		D	Are other agencies to be involved? E.g. the police if current safeguarding/ criminal enquiries are under way or there is potential for them to be conducted		Lead			NOTE: Closure plan should be separate
2.26		A	Follow Serious Incident (formerly known as Serious Untoward Incident) procedure or, for LAs, business continuity and contingency plan. In addition, consideration to be given through the Safeguarding Adults Board (including NHS England as appropriate) as to whether a Safeguarding Adults Review would be commissioned		Lead	2		
2.27		A	Consider what records and evidence need to be maintained and protected in case needed later, e.g. by police, HSE		Lead	2		
<b>3. Residents</b>								
3.1		A	Assemble an accurate list of all residents, and their needs – and confirm numbers with care home. Identify those who lack capacity to make decisions about where they live (e.g. if they have dementia or a learning disability) and ensure that they have family representatives or IMCAs (Independent Mental Capacity Advocates). Also any special factors, relating to support equipment, or urgent or very complex care needs and needs which may require reassessment or review such as stress, anxiety or health factors		Lead	2		
3.2		A	Check if any very frail people need exceptional arrangements		Lead	2		
3.3		A	Identify residents wishing to move sooner rather than later, or expressing choice over placement		Lead	2		
3.4		D	Agree responsibility for assessing or reassessing residents' needs, including any self-funding or out of LA area residents (this could be LA or CCG)		Lead	2		

No.	Date	Action / Decision / Information	Check list action	Completed	LA	CCG	Others	Notes
3.5		A	Check current registration category		Lead	2		
3.6		A	Assess residents to identify a possible change of category of care, where time allows		Lead	2		
3.7		A	Check whether there are Powers of Attorney held for any of the residents, whether or not these were established due to a lack of capacity (because some may not have been)		Lead	2		
3.8		D	Consider involving the community pharmacy which supplies medicines to the care home and the pharmacist to conduct a medicines reconciliation		Lead	2		
3.9		A	Do everything you can within the available time to enable the resident to decide their own future: ensure they have the facts they need to make each decision, and that the available choices and context are clearly presented. Involve an advocate where appropriate		Lead	2		
3.1		A	If there is doubt about the resident's mental capacity to make this decision (e.g. if they have dementia or a learning disability), after all attempts to enable them to do so, carry out the 2-stage test of mental capacity. This can be done quickly if required: the decision-maker is responsible for doing this. If the resident lacks mental capacity to make the decision, then a decision must be made in their best interests, in accordance with the Mental Capacity Act 2005. Check whether there is anyone with lawful authority to make this decision for the resident i.e. a Lasting Power of Attorney for health and welfare or a Court-appointed Deputy		Lead	2		
3.11		A	Check whether the resident has written anything about what is important to them or about their beliefs, wishes and values. Interested relatives and friends of the resident should also be consulted and, if they have none, consider the input of an IMCA		Lead			
3.12		A	Consider Deprivation of Liberty Safeguards and whether these may be required in the new home		Lead	2		
<b>4. Financial responsibilities</b>								
4.1		A	Identify any residents who are funded by the Department of Work and Pensions or have Preserved Rights		Lead			
4.2		A	Check current fee level being paid and any top ups being paid		Lead			
4.3		A	Investigate cost of potential new placements		Lead	2		
4.4		A	Take a legal view and response, on the period of contract payment/termination issues, etc		Lead			
4.5		A	Consider issues such as petty cash, etc		Lead			
<b>5. Family, carers and advocates</b>								
5.1		A	Appoint families/carers/advocates co-ordinator		Lead			
5.2		A	Ascertain the list of names, addresses and telephone numbers of residents' representatives (this may not necessarily be family members)		Lead			
5.3		A	Identify carers who may have special considerations – own health, out of county, etc		Lead			
5.4		A	Seek fullest involvement of residents' representatives (where they have one) in relocation process		Lead			
5.5		A	Contact advocacy groups to support carers, such as Carers UK, Rethink, Alzheimer's Society		Lead			
<b>6. Consultations/information management</b>								
6.1		A	To ensure the process runs smoothly it is essential that all groups are consulted:		Lead			
			· Funding organisations (LA, CCG, other LAs and CCGs)					
			· Residents/carers/advocates					
			· Provider/care home staff					

No.	Date	Action / Decision / Information	Check list action	Completed	LA	CCG	Others	Notes
			<ul style="list-style-type: none"> <li>Families/representatives</li> </ul>					
			<ul style="list-style-type: none"> <li>Public/press via communications lead (include where appropriate all other stakeholders, including MPs, elected members, NHS England, local NHS provider services, local Healthwatch, GPs, health colleagues such as District Nurses)</li> </ul>					
			<ul style="list-style-type: none"> <li>Insolvency practitioner</li> </ul>					
			<ul style="list-style-type: none"> <li>Voluntary sector organisations</li> </ul>					
			<ul style="list-style-type: none"> <li>Appropriate internal staff all agencies</li> </ul>					
<b>7. Relocation (if decision is made to close)</b>								
7.1		A	Residents are re-assessed, adequate resource requirements are completed, and Deprivation of Liberty orders are checked		Lead	2		
7.2		A	Consider broadest range of options for supporting residents to move, which fit their assessed needs, including going back home, suitable local care home, out of area placement, step-up care, step-down care		Lead	2		
7.3		A	Check choice(s) of area/homes that are available and appropriate for the resident's needs with the resident/carer		Lead	2		
7.4		A	Potential new homes to assess residents to ensure that care needs can be met. This may need facilitation and be expedited		Lead	2		
7.5		A	Maximise residents' ability to make an informed choice about compatible area/homes available. See 3.7, 3.10-3.12 above if residents have mental health issues		Lead	2		
7.6		I	Are there friendships between residents that need to be maintained?		Lead			
7.7		A	Where possible, offer opportunity for resident/carer to view/visit/trial visit care homes		Lead			
7.8		A	Seek care home staff help to inform/visit potential homes with resident where applicable		Lead			
7.9		A	Resident/carer decides on new home and date to move		Lead			
7.10		I	Do residents need the help of care staff to escort them to potential new homes on placement?		Lead			
7.11		D	Appoint transport co-ordinator to act as single point of contact and oversee timely moves, e.g. to notify ambulance staff in good time		Lead	2		
7.12		A	Arrange transport to new homes, in and out of county, e.g. car/minibus/ambulance – identify cost and who pays		Lead			
7.13		A	Ensure residents are helped to move only in daylight hours and are not kept waiting for transport outside the home by scheduling appropriately		Lead			
7.14		A	Ensure residents are supported to move at their own pace / convenience (as far as possible) and contact within 48 hours to ensure they are OK		Lead			
7.15		A	Ensure residents are accompanied by someone familiar on the day of the move, including volunteers and carers if possible		Lead			
7.16		I	Use current care home staff to the fullest; passing on their knowledge of residents to new homes, escorting, transporting, etc		Lead			
7.17		A	Staff handover to new homes – verbal and written. Care summaries, including care plan that details health and social care needs, pharmacy and medication details, GP and hospital appointments		Lead			

No.	Date	Action / Decision / Information	Check list action	Completed	LA	CCG	Others	Notes
7.18		A	Tell the new home what system of medication administration was used in the home the resident was moved from (i.e. original pack/ specific monitored dosage system), so the new home is aware if there is a need to urgently request a new prescription and supply		Lead	2		
7.19		I	Respect care home staff friendships with residents and likely concerns for their future welfare		Lead			
7.2		A	Maintain a log of decisions and movement of residents, when and where they move to and that they have arrived safely		Lead			
7.21		A	Ensure residents' belongings are accounted for, including valuables held by the care home, that they are carefully logged, packed and moved with them (no bin bags)		Lead			
7.22		A	Programme social worker/nursing reviews at 4 weeks (or before if they are more at risk because of moving) and as necessary thereafter and keep other stakeholders (LA/CCG/CQC) informed of progress and any issues		Lead			
7.23		A	Residents' medications and treatment details are logged and go with residents and checked on arrival at new care home		Lead			
7.24		A	Particular attention to be made to ensure relocated residents are correctly identified		Lead			
7.25		A	Change of GP and new home recorded		Lead	2		
7.26		A	Placements made out of county should be notified to the receiving CCG/local authority		Lead	2		
7.27		A	Home's residents information/case files/summaries/transfer with residents. Log created to record where records are (i) located and (ii) transferred to in case of potential future action		Lead	2		
7.28		A	Consider how many family members/friends might visit the resident in the new care home; can we assist them to do so?		Lead			
7.29		A	Notify Department of Work and Pensions of change of home		Lead			
7.3		A	Liaise closely with the LA/CCG Commissioning Team (new contracts need to be issued, old contracts terminated)		Lead	2		
7.31		D	Consider whether residents' moves should be arranged to coincide with others or spread over more than a week (if time is available)		Lead			
7.32		D	Consider the desirability of temporary/second moves		Lead			
<b>8. Quality assurance</b>								
8.1		A	Ensure new care home is registered for the category of care required		Lead	2		
8.2		A	Liaise with CQC, CCG, LA staff to ensure there are no concerns about the new care home in terms of residents' needs, safety, quality or sustainability of the home		lead	2		
8.3		A	Conduct a debrief involving all staff, including care staff, after every incident to identify good practice, lessons identified and further actions to be taken re: the closure process. Produce a report with recommendations and consider how that and any lessons / outputs will be shared		Lead	2		
8.4		A	Incident follow up through with the use of the Serious Case Review process if instigated		Lead	2		
8.5		A	Partners should consider reviewing the situation after 6 months to check on outcomes		Lead	2		
<b>9. Record keeping</b>								
9.1		A	Ensure personal data is handled in line with Caldicott principles[3] and data protection law		Lead	2		

No.	Date	Action / Decision / Information	Check list action	Completed	LA	CCG	Others	Notes
9.2		A	Maintain a record of meetings and decisions made for audit purposes, and potential legal challenges		Lead	2		
9.3		D	Designate an administrative lead to collate all records and keep a clear chronology of actions		Lead	2		
9.4		A	Create and maintain an inventory of residents' records, including arrangements for transfer and record of completion		Lead	2		
9.5		A	Make arrangements for the secure transfer and storage of records relating to deceased former residents		Lead	2		
9.6		A	Residents' outcomes should be recorded, particularly with regard to their health and care needs, preferences and wishes		Lead	2		
<b>10. Staff</b>								
10.1		D	Consider how proper support will be offered to provider/LA/CCG/CQC staff involved in the closure – e.g. where there is adverse media comment and staff helping keep the home running may be subject to abuse		Lead	2		
10.2		A	Work with providers and other partners to help good quality, caring staff and volunteers from the closing/closed care home remain in the sector where they wish to		Lead	2		
10.3		A	Consider whether TUPE applies, particularly where the home has residents with learning disabilities and where there is one-to-one care		Lead	2		
10.4		A	Where appropriate, encourage/support the provider to refer staff subject to disciplinary or misconduct procedures to relevant professional regulatory bodies and/or the Disclosure and Barring Scheme. Where the provider is unable or unwilling to refer, consider with partners how such referrals could or should be made		Lead	2		

## Osborne Grove Consultation

Osborne Grove Consultation: Additional information relating to Care Quality Commission Inspection

### **What is being proposed?**

The council is proposing to close Osborne Grove Nursing Home.

### **Why?**

Following an inspection of Osborne Grove Nursing Home in December 2017, the Care Quality Commission (CQC) issued enforcement warning notices against the Council for breaches of the legal requirements relating to the quality of care in the home.

The key points to note are:

- The Council developed a clear action plan to address the areas of concern highlighted within the stated timescales.
- A number of improvement measures were implemented and a joint improvement steering group assembled to closely examine progress and compliance.
- Further CQC inspections on 22 and 30 March 2017 noted that despite the service improvement plans and interventions, the service had failed to meet compliance standards and progress has not been made at the pace that is expected. To view the inspection report, follow [OGNH Inspection Report March 2017 \(external link\)](#).
- Despite the service improvements plans and interventions, the pace of improvement has not been fast enough.
- Given the above, which has impacted adversely on the standards required to ensure compliance, the proposal is that Osborne Grove Nursing Home be closed.

The proposal to consult to cease operating the home has not been arrived at easily but we expect residents in our care settings to be treated with utmost professionalism and dignity at all times, and standards at Osborne Grove Nursing Home have fallen below the high benchmark that we demand.

### **What is the purpose of the consultation?**

We are undertaking a period of consultation with residents, their carers/families and health and social care partners to obtain views on the proposed closure. For more information see our [Osborne Grove consultation FAQs \(PDF, 208KB\)](#).

The consultation runs from Monday 17 July to Sunday 12 November 2017.

## **How can I take part?**

### **Online**

There is an online version of the questionnaire.

### **Drop-in sessions**

Drop –in sessions which will be held at Osborne Grove Nursing Home, 16 Upper Tollington Park, Finsbury Park, N4 3EL on:

- 3 - 4pm, Thursday 3<sup>rd</sup> August 2017
- 5 - 6pm, Thursday 7<sup>th</sup> September 2017
- 7 - 8pm, Tuesday 19<sup>th</sup> September 2017
- 7 - 8pm, Wednesday 4<sup>th</sup> October 2017

Please call 020 7272 0118 with your preferred date.

At these sessions you can ask questions and get help completing the questionnaire. If you need the questionnaire translated, please contact the office of Jeni Plummer on 020 8489 5071/5727 for further assistance.

### **By post**

You may also wish to respond in writing. Please contact the office of Jeni Plummer on 020 8489 5071/5727 to request a paper copy with a pre-paid envelope to return it. Your completed consultation document can be sent to:

Jeni Plummer  
Head of Adults Safeguarding  
Haringey Council  
River Park House  
225 High Road,  
London  
N22 8HQ



## Osborne Grove Consultation Update

### **Osborne Grove Consultation: Additional information relating to Care Quality Commission Inspection**

We have new information which affects the Osborne Grove Nursing Home Consultation. This information relates to the outcome of the Care Quality Commission inspection of Osborne Grove on 26 and 27 July which was published on 19 September 2017. The council is amending its consultation paper to include this new information and to give consultees more time to consider and respond to the consultation proposal.

Osborne Grove Nursing Home provides accommodation, personal and nursing care for adults over 65 with complex health needs. The home has capacity for 32 beds across 4 units and there are currently 18 occupants.

### **What is being proposed?**

The council is proposing to close Osborne Grove Nursing Home.

### **Why?**

On 6 and 7 December 2016, a Care Quality Commission (CQC) inspection highlighted serious concerns around the care of residents in Osborne Grove. These included but were not limited to the areas of:

- Medicine management and administration
- Record keeping and documentation
- The moving and handling of residents

Four enforcement warning notices were issued against the council for breaches of the legal requirements relating to the quality of care and support with compliance deadlines of 17 February and 31 January.

The key points to note are:

- The council developed a clear action plan to address the areas of concern highlighted within the stated timescales
- A number of improvement measures were implemented and a joint improvement steering group assembled to closely examine progress and compliance
- Further CQC inspections on 22 and 30 March 2017 noted that despite the service improvement plans and interventions, the service had failed to meet compliance standards and progress has not been made at the pace that is expected. To view the inspection report, follow [OGNH Inspection Report March 2017 \(external link\)](#).

Consequently, on Tuesday 20 June 2017 a decision was taken at cabinet member signing to undertake a period of consultation with Osborne Grove residents, their families and carers on the proposal to close the nursing home. The Cabinet report and decision is available here, [Cabinet Member Signing - OGNH](#).

On 26 and 27 July, the CQC conducted an unannounced inspection at Osborne Grove. The CQC found that significant improvements had been made since the last CQC inspection in March 2017. Osborne Grove had complied with the following three of the four warning notices served:

- Safe care and treatment
- Meeting nutritional and hydration needs
- Good governance

To view the inspection report, follow [OGNH Inspection Report July 2017 \(external link\)](#). The council is happy to see the improvements noted and is grateful to operational and corporate staff for their hard work.

However, whilst some improvements at Osborne Grove are being realised as evidenced in the recent CQC inspection report, with the level of resourcing and management oversight to achieve these, the concern remains that the pace and sustainability of these improvements going forward remain a considerable risk:

- Though the home is no longer in special measures, it is rated 'requires improvement' in three of five areas covered by the comprehensive inspection, namely safe, responsive and well-led.
- The CQC rating for Osborne Grove falls below the commissioning standards that we the council set ourselves and the staffing levels have not been reduced despite a reduction in occupancy of residents by almost 50%.
- The [2017/18 Quarter 1 Finance Report](#) Cabinet paper reflects that (as reported at period 3), the measures required to secure the current service improvements have come at a cost – with the projected overspend in excess of £700,000. Two months on, the projected overspend is estimated to be closer to £1m.

You can view the [OGNH Revised Consultation Letter \(PDF, 74KB\)](#) that has been sent to residents, their families and carers on the proposal to close the nursing home.

In light of the recent CQC inspection report, it has been agreed to extend the consultation period by one month until midday Sunday 12 November. This will ensure you have sufficient time to make an informed decision and have your say.

The proposal to cease operating the home has not been arrived at easily but we expect residents in our care settings to be treated with utmost professionalism and dignity at all times, and standards at Osborne Grove Nursing Home are still below the high benchmark that we demand.

### **What was the purpose of the consultation?**

We wanted to obtain the views of Osborne Grove residents, their carers/families and health and social care partners on the proposal to close the nursing home. For more information see our [Osborne Grove consultation FAQs \(PDF, 208KB\)](#).

### **How can I take part?**

We are keen to encourage all responses to this consultation.

#### **Online**

There is an online version of the questionnaire: [Complete the questionnaire](#)

#### **Drop-in sessions**

Drop-in sessions: will be held at Osborne Grove Nursing Home, 16 Upper Tollington Park, Finsbury Park, N4 3EL on:

- 7 - 8pm, Tuesday 19<sup>th</sup> September 2017
- 7 - 8pm, Wednesday 4<sup>th</sup> October 2017

Due to the extension, further dates will be announced.

#### **By post**

Please contact the office of Jeni Plummer on 020 8489 5071/5727 to request a paper copy. Your completed consultation document can be sent via FREEPOST to:  
Jeni Plummer

Head of Adults Safeguarding  
Haringey Council  
River Park House  
225 High Road,  
London  
N22 8HQ

The consultation runs from Monday 17 July to Sunday 12 November 2017.

This page is intentionally left blank

**Report for:** Cabinet 12 December 2017

**Item number:** 11

**Title:** Freehold Disposal of the property known as Kurdish Community Centre, Fairfax Hall, 11 Portland Gardens, London N4 1HU– a Disposal under section 123 Local Government Act 1972 and under the General Disposal Consent (England) 2003.

**Report authorised by:** Lyn Garner – Strategic Director of Regeneration, Planning and Development

**Lead Officer:** Vicky Clark – Assistant Director of Economic Development & Growth  
Shehnaz Begum - Senior Valuer, Tel: 020 8489 2174,  
Email: shehnaz.begum@haringey.gov.uk.

**Ward(s) affected:** St Ann's.

**Report for Key/  
Non Key Decision:** Key Decision.

## 1. Describe the issue under consideration

- 1.1 The Kurdish Community Centre ("KCC") (Company No. 04046072) have made a written request to acquire the freehold interest of the Kurdish Community Centre, Fairfax Hall (shown edged red on the Site Plan attached at Appendix 1) ("Kurdish Community Centre site"), The site is occupied by KCC but will be acquired by the newly formed entity called Yek-Kurd Community Interest Company (Yek-Kurd CIC) company no: 10221323. The company is owned by a number of shareholders.
- 1.2 This Report seeks approval to dispose of the Council's freehold interest in the Kurdish Community Centre site for a sum below the open market value as set out in paragraph 3.2 of this Report and that such disposal be guided by the principles of the Council's Community Asset Transfer (CAT) policy, safeguarding the building for future community use.

## 2. Cabinet Member Introduction

- 2.1 This Report seeks approval for the disposal of the Council's freehold interest at an undervalue of the Kurdish Community Centre (KCC) located in the St Ann's ward of the Borough to the new Community Interest Company (CIC).
- 2.2 The voluntary and community sector activities undertaken at the Kurdish Community Centre helps to secure the promotion and improvement of the economic, social and environmental well-being of this area of the Borough. The rationale to justify the undervalue by taking into account the tenant improvements made to the building are reasonable and acceptable.
- 2.3 The asset will be protected for community use by ensuring that the freehold title contains certain restrictions that prevents the asset from being used for any other purpose other than a Community Centre.

### 3. Recommendations

- 3.1 To declare the Kurdish Community Centre site (as shown in the red line Plan in **Appendix 1**) surplus to requirements.
- 3.2 To authorise the disposal of the Council's freehold interest in the Kurdish Community Centre site to Yek-Kurd CIC for a sum of £593,000 (Five Hundred and Ninety-Three Thousand Pounds) for the reasons set out paragraph 4 of this Report and on the terms and conditions set out in Appendix 2 of this Report.

### 4. Reasons for decision

- 4.1 The Kurdish Community Centre have long expressed a desire to acquire the freehold of the Kurdish Community Centre site. In the event that the council would support such a position the organisation has systematically fundraised to enable them to purchase the building with the aim of continuing to provide social and economically beneficial services to the Kurdish Community and run the Centre for general Community Wellbeing.
- 4.2 The Cabinet on 3<sup>rd</sup> July 2017 approved a Community Asset Transfer (CAT) Policy which generally supports the transfer of Community Buildings on a leasehold basis where it can be shown that:
  - a) there is a social and economic benefit,
  - b) where communities can be enabled to take a long term interest in the building
  - c) organisations can be better enabled to take attract long term funding
- 4.3 In preparation for the acquisition, a separate community asset company, Yek-Kurd CIC has been set up KCC. The Community Interest Statement states that:

"the company will carry on its activities for the benefit of the community, or a section of the community. The company's activities will provide benefit to Kurdish people living in London and the United Kingdom. Yek-Kurd aims to provide services to meet the social, cultural and legal needs of Kurdish people. These services also include working with other organisations in the UK to build a greater network to support its activities for helping people in difficulty in the UK."
- 4.4 Freehold disposal

KCC have requested the acquisition be agreed on a freehold basis in the light of the significant improvements they have made to the building; they are however very willing to accept restrictive covenants to ensure that that the building remains in community use.
- 4.5 The Council has the powers under section 123 of the Local Government Act 1972 to dispose of land in any manner it wishes, including sale of its freehold interest. The only constraint is that a disposal must be for the best consideration reasonably obtainable, otherwise the Council must obtain the consent of the Secretary of State.
- 4.6 The Kurdish Community Centre have demonstrated a significant contribution to social and economic outcomes in the borough (as set out in paragraph 4.9) and have secured external funding from the National Lotteries Board to enlarge and improve the condition of the building for the benefit of the community. In 2015 KCC fundraised to refurbish the canteen/kitchen area which is being used by a local women's Kurdish group who provide meals on wheels' services.
- 4.7 It is proposed that in this case the Council transfers the freehold interest to KCC's newly formed Community Interest Company. To safeguard the continued community

use of the building in the context of the freehold transfer it is proposed to impose conditions on the sale in line with those set out in the CAT Policy which will include:

- a) A covenant to ensure that no redevelopment of the site and building can take place.
- b) A covenant restricting use of the site and building to community use only.
- c) An option that the Council would have first right of refusal to re-purchase the site if the organisation is no longer able to manage or maintain the condition of the site and building. If this happens at any point in time in the future, then the re-purchase price will be at the same consideration sum that Yek-Kurd CIC paid the Council plus an on a RPI increase.

#### 4.8 Community Benefits:

KCC provides significant socio-economic benefits to the Borough. The site is identified as a key area of community space in the Borough and the terms of the transfer will safeguard this use. The aims and objectives of KCC is to:

- To relieve poverty and have provisions to provide advice in areas such as immigration, welfare rights, housing, health and education.
- To work towards the preservation and promotion of Kurdish language, art, literature and cultural heritage.
- To assist Kurdish children in their mainstream education by running a supplementary school to develop their core subjects.
- To encourage adult education, increase access to employment and enable Kurdish people to gain confidence by providing language courses and information technology training.
- To improve the social and cultural lives of the Kurdish community by organising entertainment events.
- To divert the Kurdish youth from crime by providing social, cultural and educational activities for them.
- To provide advice & advocacy, educational, and cultural activities for adults and children throughout London.

#### 4.9. Below briefly describes the social and economic benefits KCC provides to the community in line with the Council's Corporate Plan and Priorities:

##### 4.9.1 For Community Resilience - KCC provide:

- Sources of general information, advice and guidance to the Kurdish and wider local communities on benefits, immigration, employment, and housing – this project supported 650 clients between September 2016 to July 2017.
- Housing related support and interpreting services is available free to local residents
- Access to free English classes/courses – approx. 200 clients
- Kurdish language classes are offered – approx. 55 children attending

##### 4.9.2 For Community Participation - KCC work with a wide network of members offering peer support and engagement in community activities.

##### 4.9.3 For Community Health and Wellbeing - KCC provides:

- Free nutritious meals are available in a community setting to improve health and reduce social isolation for older and disabled community members
- Turkish and Kurdish talking therapy sessions for those suffering with mental ill health

##### 4.9.4 For Community Identity and Cohesion - KCC is a base for Kurdish cultural events and lessons i.e. folk dance classes which has 45 community members

- 4.9.5 For Community Asset - KCC provides free access to small local community groups to use meeting spaces in the Centre and to local residents to host family events at an affordable cost.
- 4.10 KCC's Improvements  
Historically, the Kurdish Community Centre (KCC) occupied the site (being the former Fairfax Hall building) under a Tenancy at Will (TAW) from 31<sup>st</sup> December 1997. On 20<sup>th</sup> August 1998 the main hall of the building was severely damaged by fire and the cost of the reinstatement works for the building were recoverable under the Council's Building Insurance policy.
- 4.11 As the building had to be largely rebuilt, KCC wanted to take the opportunity to carry out improvement and refurbishment works to the building in parallel to the insurance works.
- 4.12 During 1999, KCC had in principle secured funding in the sum of £180k from the National Lottery for the planned improvements works. It was a requirement of the community fund that the organisation had a formal lease in place for the building for a term of 25 years. As a result, a full repairing lease dated 20<sup>th</sup> December 2001 was entered into with KCC for a term of 25 years from 20 December 2001 at an initial annual rent of £22,000 exclusive (current rent payable is £32,200 per annum). In addition, the Council entered into a Collateral Agreement with the National Lotteries Board which covered repaying back the community fund in case the Council exercised the Landlord's option to break the Lease within the duration of the lease term.
- 4.13 Landlord's formal consent was granted and documented under a Licence to Alterations dated 18<sup>th</sup> July 2003 to enable KCC to undertake the improvement works. Essentially, the works included extending the first floor to create more teaching classrooms, library space and a new roof. KCC also appear to have invested some funds raised directly by the community into improving the ground floor space.
- 4.14 The Lease states that the cost of improvements is not to be reimbursed to KCC if the lease terminates, therefore, any increase in capital value as a result of the KCC's improvements made to the building is to the benefit of the Council as the landlord. Nonetheless, KCC also benefits as under the Landlord and Tenant Act 1927 tenant's improvements are to be disregarded upon rent review for a period of 21 years, during which time the newly assessed rent per annum should reflect the value of the unimproved building.
- 4.15 Valuation of the site  
The Council instructed Property Consultants GL Hearn to value the building based on its existing use. The main factor affecting value is that the property must only be used as a D1 Community Centre.
- 4.16 The market valuation for the Kurdish Community Centre site is £829,000 (Eight Hundred and Twenty-Nine Thousands Pounds). The valuation remains the same whether the transfer is freehold or leasehold because the use will remain restricted to D1 – Community Centre.
- 4.17 The current rental value payable for the building excluding the tenant's improvements is £32,200k per annum. This rent was being supported through circular funding, a policy which is now being phased out across Haringey's community buildings, meaning KCC would have to pay the rent from 1<sup>st</sup> April 2019.



- 4.18 The rental value of the improved space (tenant's improvements) has been assessed at £33,750 per annum but this is currently disregarded as set out in para 4.14 above.
- 4.19 Sale value  
Notwithstanding the provisions of Section 123 of the Local Government Act 1972 (see para 4.5) the Council may, under the General Disposals Consent Order (England) 2003, dispose of assets for less than market value where it considers that the disposal would help secure the promotion or improvement of the economic, social or environmental well-being of the area.
- 4.20 It is recommended that the site is offered to KCC at an undervalue as it fully meets the requirement of providing a significant contribution to the promotion and improvement of the area in socio-economic terms as set out in paragraph 4.8 of this Report.
- 4.21 In order to calculate the value of any discount applied to the market price, account is to be taken of the substantial investment secured and made by KCC in the fabric of the building. The methodology for the discount calculation is to capitalise the annual rental disregard to which KCC would have otherwise been entitled if they had continued to rent the building.
- 4.22 There are seven years remaining of the disregard period. The aggregation of the rental discount over seven years of the current lease is £236k (£33,750 per annum x 7 years = £236k). The net present value (NPV) of the discount sum in seven years' time has been calculated at £121,105. For the purpose of this report, it is recommended that the sum of £236k is reflected and reduced from the capital valuation (i.e. £829k - £236k = £593k).
- 4.23 It is recommended that KCC is offered the Council's freehold interest of the site at an undervalue in a sum of £593,000 (Five Hundred and Ninety-Three Thousand Pounds).
- 4.24 Where the council decides to dispose of an asset at undervalue a clear rationale must be evident. In this instance the rationale for the undervalue is the socio economic contribution made by the organisation in question.

The undervaluation calculation is made possible by a fairly unique set of circumstances in the borough in that this organisation has carried out improvements by investing a significant amount of money, effectively increasing the floor space of the building by 100%.

## 5. Alternative options considered

5.1 The following alternative options have been considered:

- 5.1.1 Do nothing: under this option the KCC would pay the phased community market rent then move onto full lease terms upon lease renewal;
  - 5.1.2 Disposal via a 125 lease as per the CAT policy at market value;
  - 5.1.3 Disposal via a 125 lease at an undervalue;
  - 5.1.4 Disposal via freehold at full market;
  - 5.1.5 Disposal via freehold at an undervalue value (CAB report of July 3<sup>rd</sup> July 2016 states that there can be a freehold disposal but certain conditions must be met such as investment not being available unless there is a freehold transfer).
- 5.2 Given the significant improvements KCC have made to the building and having regard to the organisation's social and economic impact, it is considered appropriate to dispose of the freehold interest rather than a leasehold interest, therefore 5.1.1, 5.1.2 and 5.1.3 are not suitable options. Freehold disposal at market value has been considered however

given the reasons as set out in section 4.20 above option 5.1.5 is considered to be appropriate. KCC have stated that they are able to fundraise better and leverage more community funds if the building is freehold. They have already raised the capital funds from the Kurdish community to purchase the building freehold.

- 5.3 In order to safeguard the Asset for community use and purpose the freehold disposal will also contain restrictive covenants and conditions as per the CAT Policy. The main covenants being that a) no redevelopment of the site and building is permitted, b) the site to be used for community use only and c) a requirement that the Council would have first right of refusal on the site if the organisation is no longer able to manage and maintain the condition of the building and site.
- 5.4 If the freehold disposal does not proceed then KCC will remain a tenant under the terms of the existing lease. The rental value of the tenant's improvements would only be taken into account after year 2025 which would be upon the next rent review or lease renewal date. The current Lease expires on 31 March 2027 and KCC have security of tenure giving them a legal right to renew the lease.

## 6. Background information

- 6.1 Haringey has one of the largest Kurdish communities in London and KCC provide key vital services not only to its own community members but the to the wider community of Haringey.
- 6.2 The local Kurdish community of Haringey have for a long time been connected to the Kurdish Community Centre premises at Fairfax Hall. KCC was initially set-up to facilitate integration and to empower Kurdish refugees who sought refuge in the United Kingdom. The aim of the organisation was to improve the quality of Kurdish lives by providing services designed to advance their education, relieve poverty, promote health and well-being as well as supporting recreational activities.
- 6.3 The main aim and objective of the KCC is to provides advice & advocacy support to Kurdish people on matters such as housing, health, education, employment, legal concerns; Kurdish and English language, IT skills classes.
- 6.4 The advice and advocacy service is reported to be the most highly demanded service since the formation of the organisation, and has been very effective. KCC is a Centre dedicated to help and assist those members of the community who are considered to be the most in need. KCC also has supported local communities by providing assistance on a wide range of issues including advice on welfare benefit, immigration, general disputes, and housing issues.

## 7. Contribution to strategic outcomes

- 7.1 The KCC contributes to the promotion and improvement of the social and economic well-being of the area and contributing specifically to the Corporate Plan:
  - 7.1.1 **Priority 2:** Enable all adults to live healthy, long and fulfilling lives
  - 7.1.2 **Priority 3:** Create a clean and safe borough where people are proud to live, with stronger communities and partnerships.

**Statutory Officers comments (Chief Finance Officer (including procurement),  
Assistant Director of Corporate Governance, Equalities)**

Finance

- 8.4 The KCC has expressed an interest in acquiring the Kurdish Community Centre, Fairfax Hall and this report responds to that expression of interest. The recommendations of this report are to declare the property Kurdish Community Centre, Fairfax Hall surplus to requirements and to dispose to the Yek-Kurd Community Interest Company (Yek-Kurd CIC) company no: 10221323 for £593,000 which represents a discount of £236,000 to the full open market value. The reasons for the discounted price and the methodology for calculating the discount are set out in the report.
- 8.5 The report identifies a number of options open to the Council in responding to the KCC expression of interest in acquiring the freehold interest in the property.
- 8.5.1 Do nothing. Under this option the KCC would pay the phased community market rent then move onto full lease rental terms upon lease renewal. The value to the Council of this option after June 2025 is estimated at £65k per annum exclusive.
- 8.5.2 Disposal via a 125 lease as per the CAT policy at market value. The value to the Council of this option is £829k
- 8.5.3 Disposal via a 125 lease at an undervalue. The value to the Council of this option is £593k.
- 8.5.4 Disposal via freehold at full market £829k.
- 8.5.5 Disposal via freehold at an undervalue £593k.
- 8.6 It can be seen that in financial terms that the disposal via a 125-year lease and a freehold disposal are identical.
- 8.7 The freehold disposal will be subject to provisions that:
- 8.7.1 restrict the use of that building to community use;
- 8.7.2 restrict the redevelopment of the site; and
- 8.7.3 provide for the Council to re-purchase the property at the sale price should the organisation not be able to manage the site.
- 8.8 The conditions attached to the freehold disposal seek to protect the Council's interest in the property's continued community use and to restrict development gain. It needs to be recognised that these protections are not as strong as those afforded through the granting of a lease and as such there is a risk that the Council's objectives may not be met.
- 9.0 Procurement
- Procurement Team have been consulted and they have confirmed that they have no comments to add as this is a Disposal.

## 10.0 Legal Services

- 10.1 The Kurdish Community Centre site is on non-housing land, therefore the Council powers to dispose of such land is under Section 123 of the Local Government Act 1972. The Council can dispose this land in any manner it wishes, but it must obtain best consideration that can reasonably be obtained otherwise, it must obtain the consent of the Secretary of State.
- 10.2 The proposed disposal is at an undervalue. However, the Council will have the power to dispose of the land at an undervalue providing it meets the requirements of the General Disposal Consent 2003, where the undervalue is less than £2m and where it considers that the disposal would help secure the promotion or improvement of the economic, social or environmental well-being of its area.
- 10.3 Members should be satisfied that this report demonstrates that the disposal will help secure the promotion or improvement of the economic, social or environmental well-being of its area.
- 10.4 As the Council is seeking to dispose of its freehold interest prior to the expiry of the lease, the Council would also need to obtain a release from the National Lotteries Board from its obligations in the Collateral Agreement referred to in paragraph 6.3. The release must be a condition of the transfer.

## 11.0 Equality

- 11.1 The **Equality Act 2010** places a '**General Duty**' on all public bodies to have '**due regard**' to the need to:
- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
  - Advancing equality of opportunity for those with 'protected characteristics' and those without them
  - Fostering good relations between those with 'protected characteristics' and those without them.
- 11.2 As set out above, the Kurdish Community Centre (KCC) plays an important role in advancing equality of opportunity for the Kurdish Community, providing support including legal and housing advice and ESOL. Even more importantly it provides a community hub, and a place of welcome and friendship for members of this community, who have often arrived as refugees and experience a number of disadvantages. The Centre is a hub for the Kurdish community both in the local area and for London as a whole.
- 11.3 The KCC also fosters good relationships between the Kurdish and wider communities in the local area. It hosts a number of wider groups and community events.
- 11.4 The transfer of this community asset as a freehold to the Yek-Kurd Community Interest Company, as opposed to a leasehold has been agreed in accordance with particular cultural sensitivities within this community about permanent ownership. There are exceptional reasons why this particular community feels strongly about having a permanent home, in the form of a freehold transfer. A leasehold transfer was rejected by the community. The decision to offer the Yek-Kurd CIC a freehold transfer has been taken in order to prevent them being discriminated against on the basis of these strong cultural preferences.

11.5 Mitigating actions have been put in place, in the form of a covenant, to ensure that the centre remains in community use for perpetuity, or to guarantee that the Council is able to buy back the asset, if community use is no longer viable. There is no potential for the CIC to gain financially from the decision and it has been made purely on cultural grounds. Therefore, it is not felt that the decision will unfairly advantage this community, over other communities who will be offered leasehold transfers in accordance with the Community Asset Transfer policy.

12. **Use of Appendices**

Appendix 1- Site Plan

Appendix 2 – Heads of Terms for Disposal of Freehold

Appendix 3 – Equalities Impact Assessment

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

13.1 Background Documents:

1. Lease dated 22 December 2001 to Kurdish Community Centre
2. Companies House Website
3. Kurdish Community Centre's Memorandum and Articles of Association





This product includes mapping data licenced from Ordnance Survey with the permission of the Controller of Her Majesty's Stationery Office Crown Copyright 2017 LBH. All rights reserved. Licence no. 100019199

Fairfax Hall  
Portland Gardens  
Harringay  
LONDON  
N4 1HU

Red verging - Extent of disposal

CPM No. 0061    Commercial file ref : 63114  
Overlay : Corp - Community Bldgs  
Plan produced by Janice Dabinett on 10/10/2017

Deed document no. : 16awy  
LR title no. : MX148195  
Site Area (hectares) : 0.1612 ha  
Scale 1:1250  
Drawing No. BVES A4 0656e

This page is intentionally left blank



**TERMS OF FREEHOLD DISPOSAL OF THE**  
**KURDISH COMMUNITY CENTRE**

**SUBJECT TO CONTRACT AND CABINET APPROVAL**

1.           SELLER:                               London Borough of Haringey, Civic Centre, Wood Green, London, N22 4LE.

Registered office: As above

Correspondence address: Strategic Property Unit, River Park House, 6<sup>th</sup> Floor, 225 High Rd Wood Green N22
2.           PURCHASER:                        Yek-Kurd Community Interest Company (CIC).

Registered Office and Number: Fairfax Hall 11 Portland Gardens London N4 1HU - no: **10221323**
3.           PREMISES/SITE:                    All that land and buildings known as the Kurdish Community Centre, Fairfax Hall 11 Portland Gardens London N4 1HU (as shown on the attached plan edged in red).
4.           TRANSFER:                         Freehold transfer subject to the tenancy of Kurdish Community Centre.
5.           PURCHASE PRICE:                 £593,000 – Five Hundred and Ninety-Three Thousand Pounds. Deposit: 10% of the Purchase Price on exchange of contracts.
6.           DISCOUNT:                      £236,000 - Two Hundred and Thirty-Six Thousand Pounds.

(£829,000 Less discount of £236,000 =£593,000)
7.           REPAIRS:                            Yek-Kurd (CIC) are required to keep a five yearly external maintenance plan to keep the building in good repair.
8.           D1 USE:                             The site and land to be used as a **community centre** to provide facilities for social, economic educational, leisure and welfare activities for the well-being of the local community. The use must always be in accordance with the Organisations Memorandum and Articles of Association (or Constitution) and the aims and objectives of the registered Community Interest Company.

9.           OPTION FOR RIGHT  
TO BUY BACK THE PROPERTY:       At any point of time the Council will have the first right to buy  
back the property if Yek-Kurd (CIC):
  - can no longer manage or maintain the building as a  
community centre for community use and purpose.
  - Fail to use the property for community benefit in  
accordance with the organisations Memorandum and  
Articles of Association

The buyback provision will be at the price sold in the sum of  
£593,000 plus an RPI uplift.
10.         REDEVELOPMENT:               Redevelopment and alterations of the whole site will be NOT be  
permitted.
11.         LEGAL AND PROPERTY COSTS:   To pay the Council's legal and property costs.
12.         RIGHTS OF ENTRY FOR  
INSPECTION PURPOSES:               The Council will have rights to enter the building with 24 hours'  
notice to inspect the property in case of health and safety  
matters.
13.         CABINET APPROVAL:            The sale of the freehold is subject to Cabinet approval and  
under delegated authority of the Strategic Director for  
Regeneration, Planning and Development.
14.         SELLER'S SOLICITORS:           Haringey Legal Services  
  
7<sup>th</sup> Floor, Alexandra House, 10 Station Rd Wood Green N22  
DX 156930 Wood Green 5  
FAO: Principal Lawyer, Property, Planning and Regeneration
15.         BUYER'S SOLICITORS:           TBC

## EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

### Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

### Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

#### 1. Responsibility for the Equality Impact Assessment

Name of proposal	Kurdish Community Centre Asset Transfer
Service area	Strategic Property
Officer completing assessment	Shehnaz Begum
Equalities/ HR Advisor	Rebecca Hatch, Ashley Hibben
Cabinet meeting date (if applicable)	12 <sup>th</sup> December, 2017
Director/Assistant Director	Vicky Clark

## 2. Summary of the proposal

*Please outline in no more than 3 paragraphs*

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The Kurdish Community Centre (“KCC”) (Company No. 04046072) have made a written request to acquire the freehold interest of the Kurdish Community Centre, Fairfax Hall. The site is occupied by KCC but will be acquired by the newly formed entity called Yek-Kurd Community Interest Company (Yek-Kurd CIC) company no: 10221323. The company is owned by a number of shareholders.

This Report seeks approval to dispose of the Council’s freehold interest in the Kurdish Community Centre site for a sum below the open market value and that such disposal be guided by the principles of the Council’s Community Asset Transfer (CAT) policy, safeguarding the building for future community use.

The key stakeholders who will be affected by the decision will be the Kurdish diaspora who use the Kurdish Community Centre, both from the local area and borough and from across London. The Centre is a regional hub for the Kurdish community. Decisions about the future of the centre may also affect the wider local community, in particular residents of ‘the Gardens’ streets in St Ann’s Ward.

The decision is due to be taken at Cabinet on 12<sup>th</sup> December, 2017.

## 3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

*Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these*

*This could include, for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.*

Protected group	Service users	Staff
Sex	Census 2011 <a href="https://www.ons.gov.uk/census/2011census">https://www.ons.gov.uk/census/2011census</a> ONS/ NOMIS <a href="https://www.nomisweb.co.uk/reports/lmp/la/1946157250/report.aspx?town=Haringey">https://www.nomisweb.co.uk/reports/lmp/la/1946157250/report.aspx?town=Haringey</a> <a href="https://www.nomisweb.co.uk/census/2011/small_population">https://www.nomisweb.co.uk/census/2011/small_population</a>	The proposal does not impact

	<p>Haringey Joint Strategic Needs Assessment (JSNA)  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a>          GLA Intelligence London Datastore  <a href="https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html">https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html</a></p>	t on Haringey Council staff.
Gender Reassignment	<p>Haringey JSNA  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a></p>	
Age	<p>Census 2011  <a href="https://www.ons.gov.uk/census/2011census">https://www.ons.gov.uk/census/2011census</a>          ONS/ NOMIS  <a href="https://www.nomisweb.co.uk/reports/lmp/la/1946157250/report.aspx?town=Haringey">https://www.nomisweb.co.uk/reports/lmp/la/1946157250/report.aspx?town=Haringey</a>  <a href="https://www.nomisweb.co.uk/census/2011/small_population">https://www.nomisweb.co.uk/census/2011/small_population</a>          Haringey JSNA  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a>          GLA Intelligence London Datastore  <a href="https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html">https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html</a></p>	
Disability	<p>Haringey JSNA  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a></p>	
Race & Ethnicity	<p>Census 2011  <a href="https://www.ons.gov.uk/census/2011census">https://www.ons.gov.uk/census/2011census</a>          ONS/ NOMIS  <a href="https://www.nomisweb.co.uk/reports/lmp/la/1946157250/report.aspx?town=Haringey">https://www.nomisweb.co.uk/reports/lmp/la/1946157250/report.aspx?town=Haringey</a>  <a href="https://www.nomisweb.co.uk/census/2011/small_population">https://www.nomisweb.co.uk/census/2011/small_population</a>          Haringey JSNA  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a>          GLA Intelligence London Datastore  <a href="https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html">https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html</a>          Haringey Community Safety Partnership Strategic Assessment 2016-17 (internal document)</p>	
Sexual Orientation	<p>Joint Strategic Needs Assessment (JSNA)  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a></p>	
Religion or Belief (or No Belief)	<p>Census 2011  <a href="https://www.ons.gov.uk/census/2011census">https://www.ons.gov.uk/census/2011census</a>          GLA Intelligence London Datastore  <a href="https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html">https://londondatastore-upload.s3.amazonaws.com/instant-atlas/borough-atlas/atlas.html</a></p>	
Pregnancy & Maternity	<p>Haringey JSNA  <a href="http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna">http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna</a></p>	

	Haringey Community Safety Partnership Strategic Assessment 2016-17 (internal document)	
Marriage and Civil Partnership		
<p><b>Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?</b></p> <p><i>Explain how you will overcome this within the proposal.</i></p> <p><i>Further information on how to do data analysis can be found in the guidance.</i></p>		
<p>Users of the Kurdish Community Centre (KCC) organisation, facilities and services are the primary communities and groups impacted by this decision.</p> <p>KCC was set up to facilitate integration and provide ongoing support for the Kurdish diaspora in the UK, primarily located in the London region. It also provides support and services to other Turkish- speaking communities, asylum seekers and refugees, including Turkish and Turkish- Cypriot groups. The Kurdish community is most likely to be most disproportionately affected by the proposal and will therefore be the focus of this impact assessment.</p> <p><b>Services provided by KCC</b></p> <p>KCC's primary activities are the provision of advice and advocacy, educational, and cultural programmes, primarily to the Kurdish community both in the borough and across London. These services are outlined in the main report. There is limited data on overall use of the building by the Kurdish and other Turkish speaking communities. The most significant services accessed since September 2016 are:</p> <ol style="list-style-type: none"> <li>1. English language courses: 200 clients</li> <li>2. Folk dance: 45 community members</li> <li>3. Kurdish language classes: 55 children</li> <li>4. Roj Women Domestic Violence Breakfast Club: 100 clients per month<sup>1</sup></li> </ol> <p>The centre also provides free use of the centre for other community groups. These include Gardens Resident Association, Iranian Community Centre, Ecuadorean community centre, and Sisters Uncut. Two migrant support charities, Migrants organise and Migrants Resource centre, have also recently started to use the centre of a regular basis.</p> <p><b>The Kurdish diaspora in the UK</b></p> <p>The Kurdish community are united through race, culture and language. They adhere to a number of different religions and creeds, although the majority are Sunni Muslims. Populations identifying as ethnic Kurds are significant minorities in Turkey (15 to 20% of the population) and Iraq (17 to 20%), with smaller Kurdish communities located in</p>		

<sup>1</sup> Provided by Ibrahim Yahil, KCC

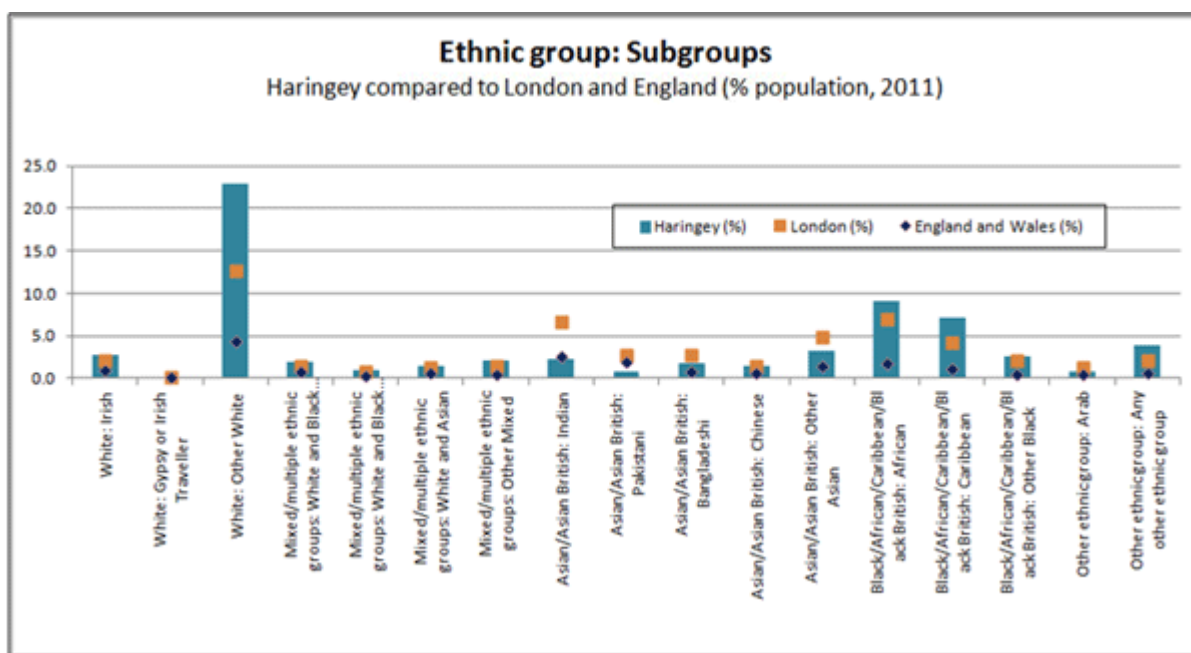
Syria, Iran and Armenia. These communities form an area in the Middle East often referred to as Kurdistan, although this is not a recognised nation state.

It is thought that the large majority of the current Kurdish community immigrated to the UK in the 1980s and early 1990s.<sup>2</sup> This was a period of prolonged and well documented violence and political persecution against the Kurdish minorities in Turkey and Iraq. The Kurdish and Turkish immigrants from this period mostly settled in the northern boroughs of London, namely Enfield, Hackney, Haringey and Islington.

The exact size of the Kurdish diaspora is difficult to ascertain from the available population data and ethnic classifications. However the Census and official labour market statistics (NOMIS) do enable us to identify the Kurdish community by some self-reported characteristics such as ethnicity.

### Identifying the communities impacted

The Turkish community is usually included in the 'White: Other' classification, while many Kurds classify themselves as 'Other ethnic group':



Source: Haringey JSNA

The data indicates that both groups are over-represented in Haringey compared to London and national averages.

Haringey is the 8<sup>th</sup> most diverse borough in London. As the graph shows it has a much larger proportion of residents from the Other White ethnic group (29%) than the statistical neighbour or London average (both 17%). There is more ethnic diversity in east Haringey than west. It is also known that Haringey has a very transient population- 5% of residents have lived in the borough less than 2 years.

### Turkish community

<sup>2</sup> Ibrahim Sirkeci, 'Migration from Turkey to the UK', International Migration Institute (IMI) (May 2017), <https://www.imi.ox.ac.uk/blog/migration-from-turkey-to-the-uk>



The Census data does provide for further identification of significant minority ethnicities through the [ONS Small Population datasets](#). Haringey has the third-highest number of ethnic Turkish residents in England and Wales:

Local authority	Usual residents with ethnic group: Turkish
Enfield	16704
Hackney	10606
Haringey	10329
Waltham Forest	4063
Islington	4317

### Kurdish community

The Kurdish community is more difficult to identify as outlined above. According to [NOMIS](#), at Census 2011: 6868 people in London (the 32 boroughs and City of London) identified as 'White: Kurdish'; 445 as 'Mixed/ multiple ethnic group: Kurdish'; 1658 as 'Asian/ Asian British: Kurdish'; and 11,991 as 'other ethnic group: Kurdish.'

According to the ONS Small Population datasets (based on Census responses) Haringey has the second- largest resident Kurdish population in England and Wales:

Local authority	Usual residents with Ethnic Group: Kurdish
Enfield	3584
Haringey	3280
Birmingham	2303
Hackney	2083
City of London, Westminster	1920

By this measure Haringey's resident Kurdish community represents 8% of the total ethnic Kurdish community in England and Wales (40,558) and 17.2% of London's ethnic Kurdish community (19,080). The data shows that a high proportion of the London and national Kurdish community lives in Haringey and surrounding boroughs.

### Sex

There are more males identifying as 'Ethnic Group: Kurdish' than females and they are proportionately overrepresented compared to the Haringey and London average:

	Ethnic group: Kurdish in Haringey	Haringey average (all groups)	London average (all groups)
Male	54.8%	49.5%	49.2%
Female	45.2%	50.5%	50.8%

Source: Haringey JSNA/ Census 2011/ ONS Small population datasets

### Age

The age structure of the Kurdish community identifying as 'Ethnic Group: Kurdish' also differs significantly from the Haringey and London average:



	Ethnic Group: Kurdish in Haringey	Haringey average (all groups)	London average (all groups)
0-19	35.8%	24.9%	24.5%
20-39	37%	38.5%	35.7%
40-59	22.9%	24.3%	24.4%
60+	0.04%	12.3%	15.2%

The proportion of children and young people (under 20) resident in Haringey is significantly higher in this group compared to the Haringey and London population. There are also substantially less residents over 60 who identify as 'Ethnic Group: Kurdish' compared to the Haringey and London population.

#### Religion/ belief (or non belief)

It is accepted that the wider Turkish and Kurdish communities at least culturally identify as Muslim. However, the Council does not collect data on this that can confirm this assumption with regards to Haringey residents.

Census 2011 shows that Haringey is one of the most religiously diverse places in the UK. 45% of Haringey residents were Christian, slightly less than 48.4% in London overall. The second most common religion stated was Muslim followed by Hindu and Jewish:

	Haringey (popn.)		Haringey (%)		London (%)	
	2001	2011	2001	2011	2001	2011
All usual residents	216,507	254,926	216,507	254,926	7,172,091	8,173,941
Christian	108,404	114,659	50.1	45.0	58.2	48.4
Buddhist	2,283	2,829	1.1	1.1	0.8	1.0
Hindu	4,432	4,539	2.0	1.8	4.1	5.0
Jewish	5,724	7,643	2.6	3.0	2.1	1.8
Muslim	24,371	36,130	11.3	14.2	8.5	12.4
Sikh	725	808	0.3	0.3	1.5	1.5
Other religion	1,135	1,303	0.5	0.5	0.5	0.6
No religion	43,249	64,202	20.0	25.2	15.8	20.7
Religion not stated	26,184	22,813	12.1	8.9	8.7	8.5

Source: Haringey JSNA

#### Particular challenge faced by the Kurdish community

##### Education

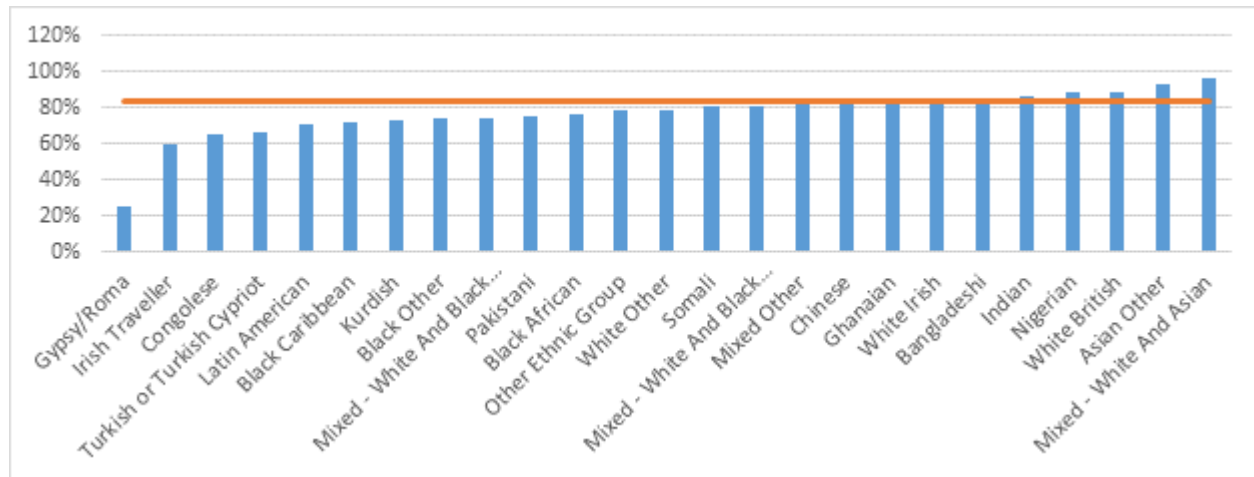
In Haringey there are significant disparities in educational outcomes for pupils from different ethnic backgrounds.

At Key Stage 2 the groups most likely to achieve level 4+ are Mixed – White and Asian (96%), Asian Other (93%), White British (88%) and Nigerian (88%). Pupils from

Gypsy/Roma (25%), Irish Traveller (60%), Congolese (65%) and Turkish or Turkish Cypriot (66%) pupils are least likely to achieve level 4+ at KS2:

## Key Stage 2

Figure 5. Indicator 4 – Key Stage 2 attainment level 4+ (including reading, writing and mathematics, 2013–15)

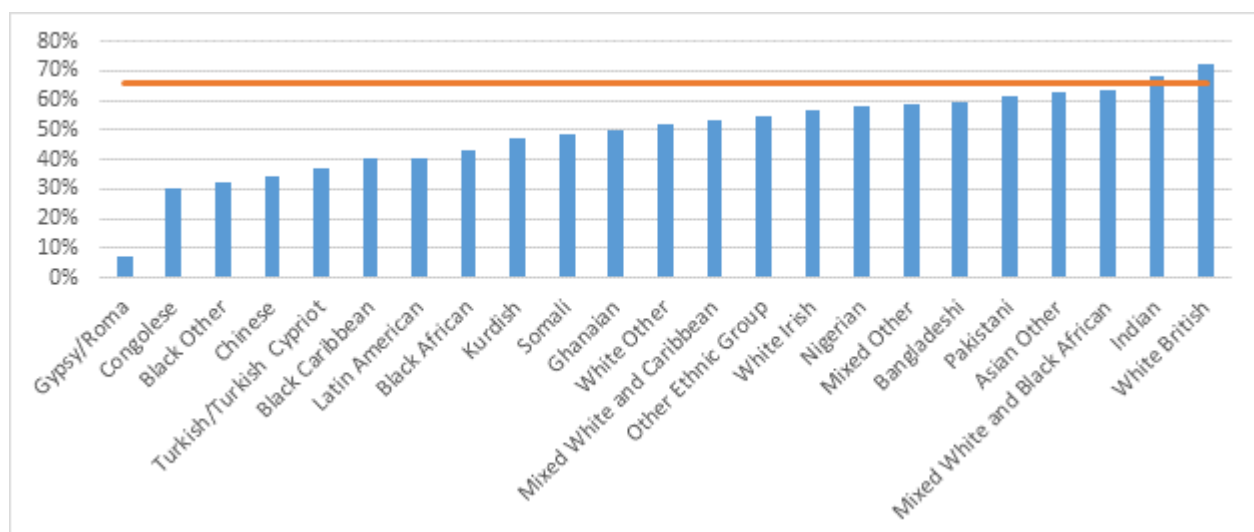


The graph above shows that the Kurdish pupils also perform below the London average.

Educational inequality in Haringey becomes more entrenched when we look at KS4 data, with gaps within the borough becoming more significant. The groups most likely to achieve 5 A\*–C in KS4 are White British (72%), Indian (68%), Mixed – White and African (64%) and Asian Other (63%). Pupils from Irish Gypsy/Roma (7%), Congolese (31%), Black Other (32%), and Chinese (34%) backgrounds are the least likely to achieve 5 A\*–C in KS4. Most of the groups in Haringey underperform relative to the London average of 66%:

## Key Stage 4

Figure 6. Indicator 5 – GCSE (KS4) attainment five or more A\*–C grades (including English and mathematics) 2013–15



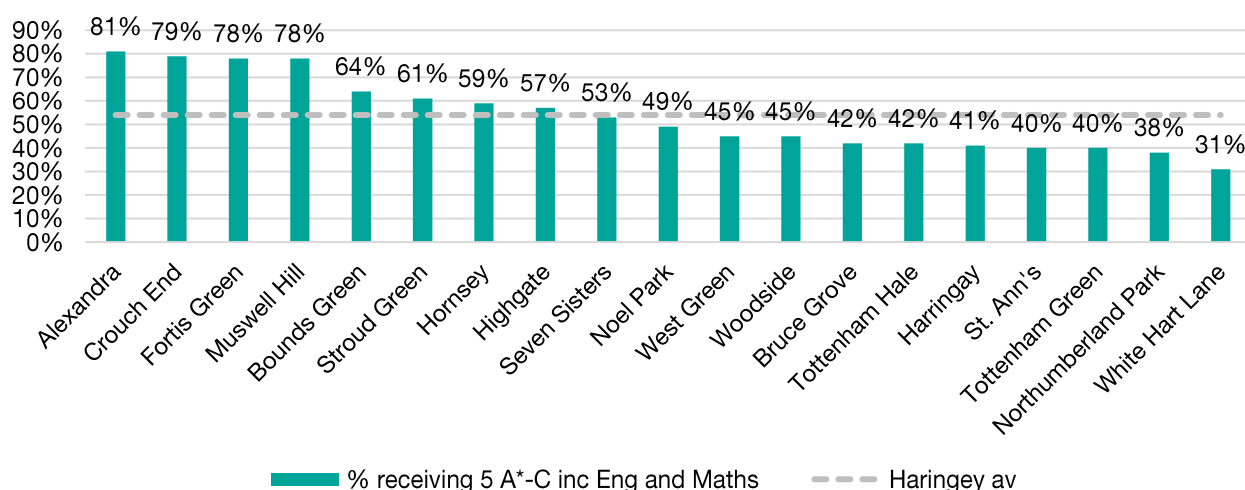
Again the graph above shows that the Kurdish pupils also perform significantly below the London average.<sup>3</sup>

In total there are 481 Kurdish children in Haringey's primary and secondary schools.<sup>4</sup>

Top schools by number of Kurdish pupils	
School	No. Kurdish pupils
Northumberland Park Community School	46
Park View	34
Gladesmore Community School	29
Alexandra Park School	27
Noel Park Primary School	26
Woodside High School	26
Heartlands High School	25
Lea Valley Primary School	22
Highgate Wood School	21
Hornsey Girls School	16

Secondary schools in the east of the borough have the largest numbers of Kurdish children. Educational attainment in the east of the borough is generally lower than the west of the borough:

**% achieving 5 A\*-C including English and Maths, 2015/16**



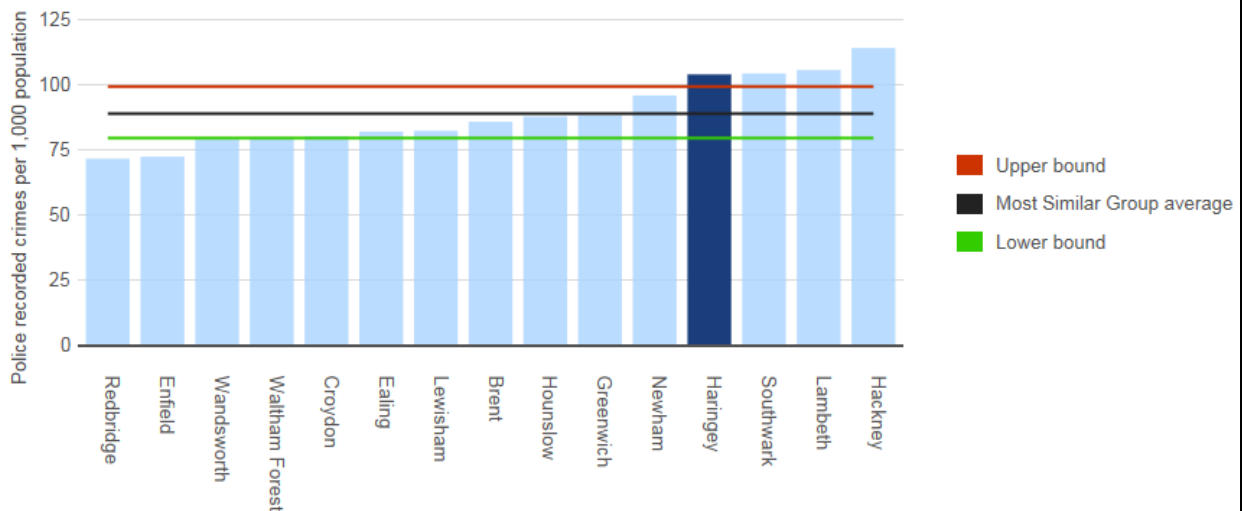
It is therefore more likely that Kurdish children and young people face inequalities in educational attainment and need greater support.

<sup>3</sup> Runnymede Trust (2017)

<sup>4</sup> Haringey School Census, January 2017

## Crime

The overall crime rate in Haringey is higher than the average in comparable areas:<sup>5</sup>



The data does not specify precise types of crime that have a disproportionate impact on the Kurdish community in particular. However Haringey's JSNA indicates that Kurdish women may face inequalities around domestic violence related crimes.

- IMECE works primarily with Turkish and Kurdish women, as well as women from other black and minority ethnic communities, and with women and girls who have experienced / are at risk of 'honour'-based abuse and forced marriage.
- According to the Iranian and Kurdish Women's Rights Organisation (report published December 2011), there are almost 3,000 incidents of 'honour'-based violence every year in the UK; London is the worst area with 495 police-recorded incidents, a figure which doubled from 2009 to 2010 and is now five times the national average.

There has also been a London wide trend of increased reports of hate crime over the past year. Haringey has experienced an increase of +45% in hate crime reports in the past 12 months. London as a whole has seen an increase of +19%. Hate crime is known to have a wider impact on confidence levels and community cohesion across the borough

	Haringey October 2014 – September 2015	Haringey October 2015 – September 2016	Haringey Change %	London Change %
<b>Racist &amp; Religious Hate Crime</b>	432	633	+46.5%	+19.0%
<b>Homophobic Hate Crime</b>	55	72	+30.9%	+15.8%
<b>Anti-Semitic Hate Crime</b>	24	33	+37.5%	-2.0%

<sup>5</sup> Police.uk data

Islamophobic Hate Crime	20	48	+140.0%	+58.2%
----------------------------	----	----	---------	--------

Source: Haringey/ MPS Community Safety Strategic Assessment 2016-17

The data suggests that a minority community such as the Kurdish community is more likely to be a victim of hate crime, and the probability is currently higher in Haringey compared to London as a whole. The Kurdish community is culturally associated with Islam, at a time when Islamophobic hate crime has risen in Haringey.

### Housing

Across London those of **Asian (14%), Black (11%) or Other (12%) ethnicity** are more than **five times more likely** than those of White British ethnicity (2%) to be living in households with **over 1 person per room**. The Kurdish community is likely to be included in the 'Other' ethnicity category.

3% of households in Haringey are overcrowded, with over 1.5 persons per room. This is substantially higher than the statistical neighbour and London averages, and the 4<sup>th</sup> highest rate of all London boroughs. Many ethnic minority groups are over five times more likely to be in overcrowded households than those of White British ethnicity. It is therefore more likely that the Kurdish community in Haringey is impacted by overcrowded housing and requires further support to alleviate this.

### 4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

*Please outline which groups you may target and how you will have targeted them*

#### Further information on consultation is contained within accompanying EqIA guidance

Council Officers and KCC have held various meetings at Council offices concerning the freehold asset transfer of the Kurdish Community Centre (KCC). The Trustees/Director of the KCC has informed the Council that they are in regular communication with the Groups and users of the building and have updated them on their plans to acquire the building from the Council. In support of the possible acquisition members and shareholders of the newly formed Community Interest Company (CIC) have donated the full capital funds to KCC to acquire the building.

To safeguard the asset for community use KCC have been informed that the freehold disposal will contain restrictive covenants on the Title document to ensure that the building is used as a community centre for community purposes. The transfer of freehold title will reflect the principles of the Council's Community Asset Transfer Policy.

A five yearly maintenance plan must also be in place to ensure the building remains in good condition. The terms and conditions of the transfer have been accepted by KCC.

**4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics**

*Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?*

Due to the political background and history, as described above, Kurdish communities feel very strongly about the need for property ownership. Therefore, generally it is the preference of Kurdish people to have freehold ownership of properties rather than leasehold.

Also, KCC have informed the Council that they would be in a better position to secure grant funding from Kurdish communities and external providers for building maintenance and community related projects if the building was in the freehold ownership of the CIC.

KCC have also informed the Council that the main users of the building are in favour of the acquisition as it gives them better security in terms of their own occupation of the building.

**5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?**

*Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.*

Further information on assessing impact on different groups is contained within accompanying EqlA guidance

**1. Sex**

Males are proportionally overrepresented in the known Kurdish community compared to the Haringey and London population averages. Maintaining the KCC is likely to benefit more males than females. However, the female Kurdish population will benefit from a number of programmes that are based at the KCC that address specific issues for that group. This includes domestic violence support networks and support for children of school age

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

**2. Gender reassignment**

Data on this characteristic is not available in the main statutory sources to date. However, as part of its commitments to community use KCC would be expected to

ensure there is no discrimination, victimisation or harassment on the basis of gender identity.

Positive		Negative		Neutral impact		Unknown Impact	X
----------	--	----------	--	----------------	--	----------------	---

### 3. Age

KCC provides services to a range of age groups, both in the Kurdish community and other ethnic minority communities. Children and young people (0-19 years) are proportionally overrepresented in the known Kurdish community compared to the Haringey and London population averages, while older people (60+ years) are significantly underrepresented. KCC services such as the supplementary school and language classes will support a range of age groups in the community to overcome barriers to known inequalities. This includes children and young people who are likely to suffer inequality in educational attainment, and older working age adults for whom English language skills can be a barrier to obtaining employment.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

### 4. Disability

It is not anticipated that this decision will have a direct or disproportionate impact on residents sharing this characteristic. It will be expected that KCC and community groups using the facilities continue to ensure access to facilities and services for all residents who share this characteristic and those who do not.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 5. Race and ethnicity

The proposal will ensure that KCC continues to serve the personal and cultural needs of the Kurdish community and other minority ethnic communities, both in Haringey and neighbouring boroughs. The services provided, including English language classes and additional educational support, enable users from those communities to overcome known barriers in employment and education. This contributes to overcoming inequality in opportunity and also fosters good community relations and cohesion.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

### 6. Sexual orientation

Neither KCC or the Council holds specific data on the users of KCC or the overall profile of the local population with regard to this characteristic. It is not anticipated that this decision will have a disproportionate impact on this characteristic. However it would be expected that KCC and services hosted at the facility prevent discrimination

on this basis and work to foster good relations between the different groups under this characteristic.

Positive		Negative		Neutral impact		Unknown Impact	X
----------	--	----------	--	----------------	--	----------------	---

#### 6. Religion or belief (or no belief)

KCC does not provide facilities, services and community activities on the basis of religion or belief (or non-belief). Located in a diverse part of the borough, KCC expects to maintain fair access to the centre for communities of different religions and beliefs (or non-belief) as part of its commitment to community use. However, as a culturally Muslim community, the Kurdish community potentially faces greater likelihood of being victims of hate crime.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

#### 8. Pregnancy and maternity

There is evidence that the incidence of domestic violence against women increases during pregnancy. KCC hosts a number of groups that support survivors and groups at greater risk of domestic violence and “honour-based” abuse.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

#### 9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

Positive		Negative		Neutral impact		Unknown Impact	X
----------	--	----------	--	----------------	--	----------------	---

#### 10. Groups that cross two or more equality strands e.g. young black women

**Outline the overall impact of the policy for the Public Sector Equality Duty:**

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?

This includes:

- Remove or minimise disadvantage suffered by persons protected under the Equality Act
- Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
- Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low



- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

This decision will maintain the Kurdish Community Centre as a facility for local communities (both Kurdish and others) to access and use for cultural and support activities. The freehold transfer contains significant covenants akin to those contained in the Community Asset Transfer (CAT) Policy to ensure that it remains open and accessible to the wider community in Haringey.

Section 3 above outlines the specific characteristics of the Kurdish community and analyses their subsequent needs.

The services provided by KCC and other organisations accessing the facility help protected groups and minority communities to overcome known inequalities and barriers to participation in the wider community. For example, English language classes enable the community to overcome a known barrier in education and employment, and community participation.

#### 6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqlA guidance

Outcome	Y/N
<b>No major change to the proposal:</b> the EqlA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
<b>Adjust the proposal:</b> the EqlA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	
<b>Stop and remove the proposal:</b> the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	

#### 6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

**6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:**

7. Authorisation	
EqlA approved by .....	

(Assistant Director/ Director)	Date .....
--------------------------------	---------------

<b>8. Publication</b> <i>Please ensure the completed EqlA is published in accordance with the Council's policy.</i>

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

This page is intentionally left blank

**Report for:** Cabinet 12<sup>th</sup> December 2017

**Title:** Quarter 2 (September) 2017/18 Budget Monitoring Report

**Report authorised by:** Clive Heaphy – Chief Finance Officer

**Lead Officer:** Oladapo Shonola – Lead Officer – Budget & MTFS Programme

## **1. Introduction**

- 1.1. This report sets out the 2017/18 Quarter 2 (Q2) financial position for the Council; including the Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets.
- 1.2. To consider the proposed management actions set out in this report and approve the budget adjustments (virements) in Appendix 4 as required by Financial Regulations.

## **2. Cabinet Member Introduction**

- 2.1. Haringey Council, like others, faces significant challenges in delivering high quality but financially sustainable services. By focussing on our key priority areas and driving improved outcomes at lower cost, we aim to achieve that balance in spite of increased demand across all of our services. We have a well-developed savings plan across all Council services which is managed and monitored to ensure that it is delivered effectively.
- 2.2. This budget monitoring report covers the financial year position for Q2 of 2017/18. The report focuses on significant budget variances including those arising as a result of non-achievement of Cabinet approved Medium Term Financial Strategy (MTFS) savings.
- 2.3. The report provides a snapshot of the revenue position at Priority level and for the Council as a whole. It highlights budget pressures, budget risks and significant over/under spends. Where there are budget pressures, the directors and assistant directors are expected to identify mitigating actions and develop action plans to bring overspend positions back in line with approved budgets.
- 2.4. At the end of Quarter 2 (Period 6), the Council is projected to overspend by £6.4m in 2017/18. The General Fund is projecting overspend of £6.6m and underspend in HRA of £0.2m. The majority of the overspend in the General Fund relate to demand pressures in key frontline services such as:
  - i. Priority 1 (Children's) - £2.2m;
  - ii. Priority 2 (Adults) - £3.4m;
  - iii. Priority 5 (Temporary Accommodation) - £0.8m.
- 2.5. The Council has implemented a risk based approach to budget monitoring across its services this financial year. The approach ensures the Council focuses effort on monitoring those higher risk budgets due to their value, volatility and social impact along with the monitoring of Cabinet approved savings.
- 2.6. Each Priority area has provided commentary that explains the reason for significant variances where the difference between forecast outturn and approved full year budget is more than £100k or higher than 10% of approved budget.

- 2.7. Given the level of savings proposals identified to be delivered in 2017/18, there is a RAG rating specifically related to the delivery of the savings. The RAG status takes account of risk of delivering the full savings in the year and risk of delay to give an overall risk rating. The rating is as follows:

Green:	The risk is tolerable and requires no action unless status increases.
Amber/Green:	The risk requires active monitoring but does not currently require mitigating action.
Amber/Red:	Mitigating action is required and active monitoring should take place with immediate escalation if the position does not improve or deteriorates.

### **3. Recommendations**

#### **3.1. That Cabinet:**

- i. Note the Q2 forecast revenue outturn for the General Fund of £6.6m overspend, including corporate items. (Section 5, Table 1 and Appendix 1);
- ii. Note the net HRA forecast position of £0.2m underspend. (Section 5, Table 2 and Appendix 2);
- iii. Note the latest capital position with forecast capital expenditure of £101.59m in 2017/18. (Section 7, Table 4);
- iv. Note the risks and mitigating actions identified in the report in the context of the Council's on-going budget management responsibilities/savings, as detailed in Appendices 3 (a) (g);
- v. Note the measures in place to reduce overspend in service areas; and
- vi. To approve and note the budget virements set out in Appendix 4 of this report.

### **4. Reason for Decision**

- 4.1. A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties.

### **5. Alternative Options Considered**

- 5.1. This is the 2017/18 Quarter 1 budget monitoring financial report. As such, there are no alternative options

### **6. Background Information**

#### **Budget Monitoring Overview**

- 6.1. As at 30<sup>th</sup> September 2017 (Quarter 2) of the financial year ending 2017/18, the Council's projected overspend on its revenue budget of £6.6m (including £0.2m underspend in HRA).

- 6.2. Table 1 below sets out financial performance at priority level. A detailed analysis at directorate level is attached at Appendix 1.

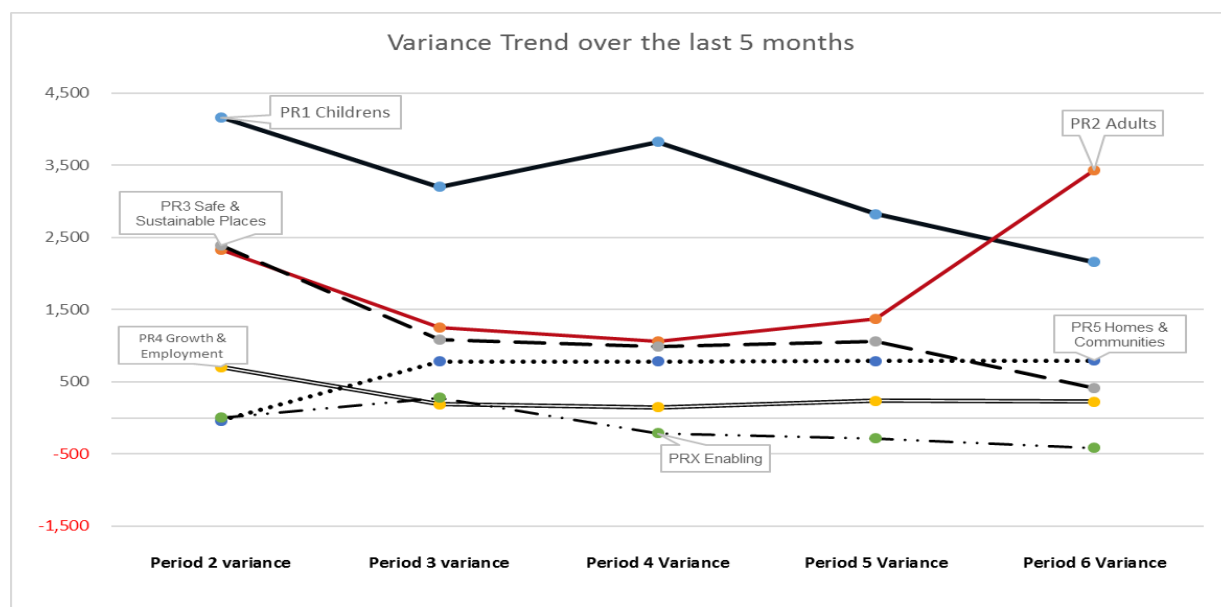
**Table 1 – Revenue Budget Monitoring Forecast for Q2 (2017/18)**

Priority	Revised 2017/8 Budget	Quarter 2 Outturn Forecast	Quarter 2 Forecast to Budget Variance	Quarter 1 Forecast to Budget Variance	Forecast Variance Movement between Q1 and Q2	
	£'000	£'000	£'000	£'000	£'000	
PR1 Childrens	65,680	67,837	2,157	3,200	-1,043	▼
PR2 Adults	95,233	98,662	3,429	1,256	2,173	▲
PR3 Safe & Sustainable Places	26,643	27,055	412	1,096	-685	▼
PR4 Growth & Employment	12,002	12,225	223	174	49	▲
PR5 Homes & Communities	20,699	21,495	796	785	11	▲
PRX Enabling	35,504	35,086	-419	-290	-129	▼
<b>General Revenue Total</b>	<b>255,762</b>	<b>262,359</b>	<b>6,598</b>	<b>6,221</b>	<b>377</b>	
PR5 Homes & Communities(HRA)	0	-169	-169	411	-580	▼
<b>Haringey Total</b>	<b>255,762</b>	<b>262,190</b>	<b>6,429</b>	<b>6,632</b>	<b>-203</b>	▼

▼ Denotes reducing overspend/increasing underspend

- 6.3. Diagram 1 below illustrates the trend and volatility of forecast outturn by priority area up to Q2 (30<sup>th</sup> September 2017). It shows that outturn forecast for all but one (Priority 2 - Adults) of the priority areas are trending downward in terms of overspend or upward where an underspend has been forecast.

**Diagram 1 – Revenue Budget Forecast Trend to Q2**



## 7. Revenue Finance Overview

- 7.1. A summary of outturn position including comments on each priority area budget are set out below:

### PRIORITY 1

**Overspend £2.2m**

- 7.2. Priority 1 is projecting overall spend of £67.84m against approved budget of £65.68m resulting in forecast overspend of £2.16m as at Q2. This is an improvement of £1.0m on the outturn position forecast at Q1.
- 7.3. The areas with material variances are detailed below.
- 7.4. **Placements** are forecast to overspend by £0.3m, a significant improvement of £1.0m against Q1. This is largely due to increased focus on the “top 20” high cost placements, with a view to stepping down care packages or negotiating lower fees. Whilst this action has caused a reduction in average cost of high cost placements, the service has also been able to reduce no of placement numbers by managing down demand.
- 7.5. **Social Care Agency Worker costs** are forecast to overspend by £0.7m which is consistent with previous forecasts reflecting the market difficulties in recruiting permanent staff into these areas of operation. Work is also continuing to ensure that workforce numbers are within the currently agreed and budgeted establishment level.
- 7.6. **Early Help and Prevention** is forecast to overspend by £1.3m which is an worsening of £1.2m against Q1. Aside from personalised budgets which are addressed separately below, other areas of overspend are £0.4m in Home to Schools Transport which is largely as a result of a reduction in funding of £0.3m from the DSG and Children Centres overspending by £0.3m due to low level occupancy rates (currently running at 65%).
- 7.7. **SEN Personalised Care Budgets** – the Early Help and Prevention overspend highlighted above also includes SEN personalised care budgets which are currently forecast to overspend by £0.7m. A management action plan is being developed. The plan will include recovery of contributions from CCGs for joint funded placements, and income relating to services provided to other London boroughs and the adoption of a targeted approach to reviewing high cost placements and ensuring the integrity of data used to forecast future costs.

## **PRIORITY 2**

**Overspend £3.4m**

- 7.8. As at Q2, Priority 2 is forecasting overspend of £3.43m. Total spend of £98.6m is forecast against budget of £95.2m. The overspend position of £3.42m represents a significantly adverse variance of £2.2m compared to Q1. The three main directorates within Priority 2 are Adult Social Care, Commissioning and Public Health.
- 7.9. Most of the overspend is in Adult Social Care Services which is forecasting outturn spend of £84.9m against a budget of £81.3m, resulting overspend position of £3.6m on this budget. Commissioning and Public Health, together, are forecasting underspend of £0.2m against budget in 2017/18.
- 7.10. Pressure areas in Adults Services are detailed below.

### **Osborne Grove Nursing Home (OGHN)**

- 7.11. Total budget pressure relating to (OGNH) is projected at £1.0m for the following reasons:
- The costs of having to utilise agency staff to cover staff members with various health and capability issues;



- Due to concerns around the quality of care provision, an embargo is in place on placing new clients in the home which causes pressures on finding alternative provision, which in turn results in loss of clients and health contributions for purchased beds.

### **Adult Social Care Packages**

- 7.12. A budget pressure of £5m budget is now apparent on care packages due to:
- Demand for younger clients with learning disability support needs and older clients with physical support needs being currently forecast above initial budget projections causing a £1m pressure;
  - Savings related to re-provisioning costs being less than anticipated for those clients whose needs were previously met through in-house services causing a budget pressure of approximately £1m;
  - Significant reductions in the cost of care packages and savings related to prevention and diversion have not materialised. This approach was anticipated to play a large role in delivering £3m savings in the current MTFS. However, the service now believes that the initial assessment was overly optimistic and a review will be undertaken to seek alternative ways to mitigate this.
- 7.13. In-year pressures are being mitigated through the release of two provisions totalling £1.4m, the two provisions being:
- Haynes Centre (£0.7m) - relating to historic rental costs at the Haynes Centre, liability for which is being disputed with Haringey CCG. The current advice from Legal and Property Services is that the council is not liable for these costs;
  - Care packages (£0.7m) - the provision, established in 2016/17, relates to potential liabilities for committed homecare hours but is no longer required as the liability no longer exists.
- 7.14. The service has drafted a formal management action plan which include a series of initiatives to further curtail expenditure. These actions which are estimated to reduce current overspend by £1m will be monitored regularly to ensure they are having a positive impact on overall spend levels.

### **PRIORITY 3**

### **Overspend £0.4m**

- 7.15. At Q2, Priority 3 is projecting total expenditure of £27.05m against approved budget of £26.64m for 2017/18. This forecast overspend of £0.4m represents an improvement of £0.68m when compared with Q1.
- 7.16. A number of budget pressures are being managed within this priority area and the service continues to put in place action plans to mitigate budget pressures. Below are some of the budget pressures being managed by the service:
- Loss of on-street parking income due to the absence of Spurs football matches this season is estimated at £0.4m and is being managed through introduction new CPZs;

- £0.20m pressure relating to increased contractual costs associated with clamping removal and is being managed through spend reduction of £0.40m in the cost of concessionary travel;
- £0.3m pressure relates to Dynamic Purchasing System software license fees which should have been recovered as part of savings allocation to non-Commercial & Operations services but has not been possible given issues around being able to capture savings arising from 'procurement savings'.
- Delays in scoping the cashless project has put at risk the related MTFS saving and created budget pressure of £0.08m. Although, funding has now been secured to progress the project, the delay means that only £0.04m will be achieved in 2017/18.

7.17. The budget for this area needs to be adjusted for highways energy inflation thus fully compensating for the £0.4m forecast overspend.

#### **PRIORITY 4**

**Overspend £0.2m**

- 7.18. At the end of Q2, Priority 4 is projecting total expenditure of £12.22m against planned budget of £12m resulting in forecast overspend of £0.22m compared to £0.18m in Q1.
- 7.19. The main area of forecast overspend remains additional costs for staffing, consultancy fees and legal recharges all related to the delay in transfer of non-compliant properties to HDV.

#### **PRIORITY 5 (General Fund)**

**Overspend £0.8m**

- 7.20. The forecast for Priority 5 remains largely the same as Q1 with a forecast overspend of £0.8m. This is comparable to the forecast overspend at Q1 of £0.8m. Total projected spend is forecast at £21.5m against approved budget of £20.7m.
- 7.21. It is expected that the forecast outturn for temporary accommodation cost will reduce dependent on progress on implementing action plans. Examples of actions being taken to reduce the level of overspend include the implementation of a pilot Assured Short-hold Tenancy scheme with guaranteed rent and the development of 20 infill sites by Sanctuary Housing.

#### **PRIORITY 5 (HRA)**

**Underspend £0.2m**

- 7.22. The HRA is currently forecasting underspend of £0.17m against its approved (net nil) budget. Other than the change in the forecast overspend in the Homes for Haringey (HfH) management fee explained below, the movements from last period have been minimal.

**Management Fee Variance of £0.42m** – In Q1, HfH's company accounts were forecast to overspend by £0.41m. This period the forecast overspend is £27k. Whilst the pressures causing the overspend last period (such as disrepair) remain, the forecast has reduced following a detailed exercise to review budget forecasts which has resulted in the overall HfH overspend being reduced.

7.23. One ongoing cost pressure relates to **community alarms**. The budget for community alarms within the HRA is forecast to overspend by just over £130k due to income from community alarms being forecast to be £255k less than budget. This has been raised with the service responsible for community alarms and a meeting held to understand the reasons for these pressures. Work is now underway to look at how income collection can be improved and costs managed. This work will also look at how charges can be increased in future years to prevent this budget pressure carrying on beyond 2017/18.

7.24. The forecast HRA outturn summary is set out in Table 2 below.

**Table 2 – HRA Budget Forecast (Q2)**

HRA Budget (2017/18)	2017/18 Revised Budget	Q2 Forecast Outturn	Q2 Forecast to Budget Variance	Q1 Forecast to Budget Variance	Movement – Q1 to Q2 Forecast to Budget
	£'000	£'000	£'000	£'000	£'000
Managed Services Income	(107,736)	(107,967)	(231)	359	(590)
Managed Services Expenditure	12,492	12,650	158	187	(29)
Retained Services Expenditure	95,244	95,148	(96)	(135)	39
Surplus	0	(169)	(169)	411	(580)

## **PRIORITY X**

## **Underspend £0.4m**

7.25. At Q2, Priority X is currently forecasting total expenditure of £35.1m against budget of £35.5m giving underspend forecast of £0.4m equating to a favourable movement of £0.1m when compared to underspend of £0.3m forecast at Q1. The make-up of the over/underspend is spread out across the services in Priority X as detailed below:

7.26. **Corporate Governance** – Legal services forecasting net underspend of £0.3m mostly due to overachievement on income being greater than the level of additional staffing resources employed to generate the additional income.

7.27. **Strategy and Communication** – is forecasting a budget overspend of £0.1m relating to legacy issues around under provision for staff salaries.

7.28. **Transformation and Resources** – This area is forecast to overspend by £0.6m at Q2, an adverse movement of £0.13m compared to Q1 forecast. The overspend is due to:

- unfunded post in Corporate Project Management Office (CPMO) not previously forecast; and
- approximately £0.02m movement in the Corporate Delivery Unit because of salary regrading.

7.29. **Shared Service Centre (SSC)** – The SSC is forecast to overspend by £0.14m at Q2 as detailed below. This is an adverse movement of £0.1m compared to Q1 forecast of £0.01m.

7.30. Main budget pressure for the Shared Service Centre remains Human Resources Schools Traded Services. The estimated full year "loss" in 2017/18 is currently estimated to be £0.22m at Q2. A paper on future options for service delivery pulled from CAB in July; now waiting a wider review of Schools Traded Services being undertaken by Children's Service and presented to SLT in October.

- 7.31. **Non Service Revenue (NSR)** – The forecast underspend within NSR is £0.7m representing an adverse movement due mostly to emerging pressures on treasury service charges. This is being investigated and it is expected that the cost will be brought under control and further increase in expenditure prevented.

## 8. **Dedicated Schools Grant (DSG)** **Overspend £2.5m**

- 8.1. The Dedicated Schools Grant is broken down into three funding blocks; Schools, Early Years and High Needs. Excluding school's balances, the carried forward surplus from 2016/17 is £2.8m. However, whilst Schools and Early Years carried forward surpluses, the High Needs block is carried forward a deficit of £1.3m.

**Table 3 – DSG budget**

DSG as at Q2 (2017/18)	Opening DSG at 01/04/17	Loan	In year position at Q2 (2017/18)	Forecast Closing DSG 2017/18
Schools block	(815,340)	0	(6,500)	(821,840)
Early years block	(3,325,069)	1,340,151	1,379,500	(605,418)
High needs block	1,340,151	(1,340,151)	756,550	756,550
Total	(2,800,258)	0	2,129,550	(670,708)

- 8.2. It is expected that a formal management action plan to address the High Needs deficit will be presented at the next Schools Forum.

## 9. **Capital Budget**

- 9.1. This section sets out progress on capital programme against the approved capital budget at priority level.
- 9.2. The table below show a forecast underspend position of £88.88m on the General Fund and £19.46m on the HRA with a combined underspend of £108.34m. Most of the capital expenditure is expected to slip into 2018-19 financial year.

**Table 4 – Capital Outturn Forecast Q2 (2017/18)**

Priority	Revised Budget as at Q1	Budget Virement in Q2	Revised Budget as at Q2	Q2 Forecast Outturn	Forecast against Revised Budget
	£'000	£'000	£'000	£'000	£'000
Priority 1 - Children's	13,350	226	13,576	<b>9,227</b>	(4,349)
Priority 2 - Adults	2,893	185	3,078	<b>2,485</b>	(594)
Priority 3 - Safe & Sustainable Places	20,048	(2,554)	17,494	<b>12,475</b>	(5,019)
Priority 4 - Growth & Employment	63,311	10,368	73,679	<b>18,890</b>	(54,789)
Priority 5 - Homes & Communities	16,431	0	16,431	<b>3,679</b>	(12,752)
Priority 6 - Enabling	16,484	281	16,765	<b>5,392</b>	(11,373)
Total General Fund	<b>132,516</b>	<b>8,507</b>	<b>141,022</b>	<b>52,147</b>	<b>(88,875)</b>
Priority 5 – HRA	68,901	0	68,901	<b>49,440</b>	(19,461)

<b>Total</b>	<b>201,416</b>	<b>8,507</b>	<b>209,923</b>	<b>101,587</b>	<b>(108,336)</b>
--------------	----------------	--------------	----------------	----------------	------------------

- 9.3. The performance against approved capital budget is set out below at priority level.

**Priority 1**

**Underspend £4.4m**

- 9.4. At the end of Q2, Priority 1 had recorded expenditure of £1.44m with further planned expenditure of £7.60m (which includes the distribution of devolved formula capital grant to schools), a forecast outturn of £9.23m and a year-end variance of £4.35m. The planned further expenditure (excluding the devolved formula capital which is passed directly on to schools) equates to an average spend of £1.21m per month for the remainder of the year compared to the average monthly spend of £0.24m for the first six months of the year. Officers anticipate a spike in expenditure for October and November as contractors submit their invoices for the work completed over the summer and report sufficient schemes in progress to meet the forecast outturn.

**Priority 2**

**Underspend £0.6m**

- 9.5. At the end of Q2, Priority 2 had recorded expenditure of £0.57m with further planned expenditure of £1.92m and a forecast outturn of £2.49m resulting in a year-end underspend position of £0.59m.
- 9.6. DFG (spend on Aids, Adaptive & Assistive Technology) is funded by a ring fenced grant within the Better Care Fund. It is anticipated that there will be a payment of outstanding sums due to contractors for work previously invoiced of approximately £0.3m and that the recently procured framework contract for minor construction works goes live in November 2017. Should either one of these assumptions not be realised then this would adversely affect the projected outturn. The other minor schemes within P2 are expected to spend to budget.

**Priority 3**

**Underspend £5.0m**

- 9.7. Priority 3 is showing negative net expenditure of (£0.49m) due to accruals of £1.33m against unpaid invoices on the Ringway Jacobs contract (£0.37m), the Leisure externalisation contract (£0.29m) and S106 agreements (£0.37m). However, further planned expenditure of £12.96m, results in a forecast outturn position of £12.48m and a year-end adverse variance of £5.0m.
- 9.8. The relocation of the CCTV centre to Marsh Lane has been delayed due to the delay to the substantive project to relocate from the Ashley Road Depot to Marsh Lane Depot giving rise to a £2.1m year-end adverse variance.
- 9.9. Developer S106 / S278 contributions are currently forecast to underspend the budget by £0.89m for 2017/18. These resources are ring fenced to a particular project and as such any underspend will need to be considered for carry-forward.
- 9.10. Surveys undertaken to inform the Parkland Walk Bridges scheme have revealed that significantly more work is required than the current budget will support and the resultant delay is leading to a forecast underspend of £0.42m. Officers are preparing a revised capital bid for the required works as part of the budget setting process.

- 9.11. Asset Management of Council Buildings is forecasting to underspend by £1.14m. This is due to the need to align the budget with the emerging asset management plan and the appointment of the HDV.
- 9.12. Northumberland Park Development Phase two – LBH match funding is delayed as the scheme cannot be completed until the THFC development has finished.

**Priority 4**

**Underspend £54.8m**

- 9.13. At the end of Q2, Priority 4 had recorded spend of £4.93m with further planned expenditure of £13.96m, resulting in a forecast outturn position of £18.89m and a year-end negative variance of £54.79m.
- 9.14. Wards Corner CPO at £17.91m, all of which is refundable by the developer Grainger and thus has no financial effect on the Council, accounts for a large proportion of this underspend.
- 9.15. However, a significant sum relates to expenditure that is closely tied to regeneration schemes or will be reimbursed to the Council during the delivery of regeneration schemes such as
- i. the two Tottenham Hale schemes (£1.35m),
  - ii. Tottenham High Road & Bruce Grove (£0.45m),
  - iii. HRW business acquisition (£5.2m),
  - iv. Strategic Acquisitions (£9.01m),
  - v. Northumberland Park (£2.74m) and
  - vi. the DEN (£1.87m).
- 9.16. In light of the procurement of the HDV and the HRW development partners', officers are reviewing these profiles as part of the 2018/19 budget setting process.
- 9.17. The majority of the balance of the variance of £16.28m, relates to the stalled Marsh Lane relocation project (£14.34m) although this position will likely improve due to the works to relocate part of the current operations from Ashely Road Depot to Marsh Lane Depot being completed this financial year. The remainder of the variance relates to schemes that are contractually committed but behind schedule. Officers are reviewing the alternative procurement options for the delivery of the Marsh Lane relocation scheme.
- 9.18. Actual expenditure to date is largely made up of two payments on Alexandra Palace Heritage (£3.29m) and Alexandra Palace Maintenance (£0.47m) schemes and minor spend on a number of other schemes (£1.16m).
- 9.19. Two schemes, Heritage Building Improvements and North Tottenham Heritage Improvements are forecasting over achievement against this year's budget (but not against the overall scheme budget) of £1.0m and £0.12m respectively. The budget for 'Growth on the High Road' has been reviewed and it is proposed to transfer budget of £0.40m into the approved capital programme contingency.

**Priority 5 (General Fund)**  
**£12.75m**

**Underspend**

- 9.20. At the end of Q2, Priority 5 (General Fund) had recorded spend of £0.49m with further planned expenditure of £3.19m, a forecast outturn of £3.68m and a year-end variance of £12.75m. Temporary Accommodation Solutions has one scheme in progress, Birkbeck Lodge, which is being considered by the Secretary of State with a decision expected in spring 2018. There are no further schemes planned. Temporary Accommodation Acquisitions has plans for a significant acquisitions programme that will impact in the next financial year. CPO Empty Homes is awaiting a decision by the Secretary of State which, if received, will result in expenditure this year.

**Priority 5 (Housing Revenue Account)**

**Underspend £19.46m**

- 9.21. Priority 5 (HRA) shows recorded expenditure to date of £10.95m with further planned expenditure of £38.49m, and forecast outturn of £49.44m and a variance of £19.46m.
- 9.22. The three most significant variances are HRW Leaseholder Acquisition which is forecasting a variance of £8.45m. Given the nature of the transaction, forecasting exactly when they will complete is difficult as there is another counterparty involved who may not be on the same timescale as the Council. Home Loss Disturbance Payments has a variance for the same reason as HRW Leaseholder Acquisition. Stock Acquisition has been placed on hold and the budget earmarked for post Grenfell works. Together these variances total £17.09m.

**Priority X**

**Underspend 11.37m**

- 9.23. At the end of Q2, Priority X had recorded expenditure of £0.71m with further planned expenditure of £4.68m resulting in forecast outturn of £5.39m and a year-end variance of £11.37m. Plans are being developed to take forward further transformation projects and for a refresh of the IT estate.

**Capital Budget Virements**

- 9.24. At its meeting of the 20th June 2017, Cabinet approved the overall capital programme for 2017/18 and a revised profile for the MTFS period. The programme included agreed carry forward from 2016/17 and revised profiling of the HDV. The 12th September Cabinet meeting noted that the Q1 monitoring of the capital programme was forecast to underspend by £66m against General Fund budget of £132.52m.
- 9.25. Since the preparation of that report a number of changes are needed to the budget to accurately reflect previously agreed schemes in the General Fund approved capital programme and new resource allocations. These changes are set out in the appendix and increase the overall £6.238m. There are some additional minor additions that total £0.579m. The revised General Fund capital programme is set out in the below table.

**Table 5 – Revised Capital Budget Q2 2017/18**

Priority	Revised Budget as at Q1	Budget Adjustment (Virement) in Q2	Revised Budget as at Q2
	£'000	£'000	£'000
Priority 1 - Children's	13,350	0,226	13,576
Priority 2 - Adults	2,893	0,185	3,078
Priority 3 - Safe & Sustainable Places	20,048	(2,554)	17,494
Priority 4 - Growth & Employment	63,311	10,368	73,679
Priority 5 - Homes & Communities	16,431	0	16,431
Priority 6 - Enabling	16,484	0,281	16,765
<b>Total (General Fund)</b>	<b>132,516</b>	<b>8,507</b>	<b>141,022</b>
Priority 5 (HRA)	68,901	0	68,901
<b>Total (General Fund &amp; HRA)</b>	<b>201,416</b>	<b>8,507</b>	<b>209,923</b>

9.26. These changes have been incorporated into individual priority budgets. Appendix 4 contains (Virements) the detail of the adjustments and virements totalling £6.23m. The net effect of the virements and adjustments is to increase the approved capital programme from £132.5m to £141.02m. The HRA capital budget is unchanged.

9.27. As part of the budget setting process for 2018/19 all budget holders will be required to submit detailed requests for carrying forward resources from this financial year to the next so, at this stage, no carry forward requests are being considered.

## **10. MTFS Savings 2017/8**

10.1. The MTFS savings target for 2017/8 is £20.6m. As at Q2, services are projecting that that £10.17m (49%) of planned savings would be achieved compared to £13.8m (67%) at Q1. This is a significant deterioration in forecast savings with most of the adverse movement relating to Adults Social Care savings.

10.2. The Chief Finance Officer has engaged with service directors to encourage delivery of planned savings or where this is not possible, for services to come up with alternative savings to ensure that overall services are delivered within planned budgets.

10.3. Table 3 below summarises the savings position at priority level and Appendix 3 has a detailed breakdown of savings and, where provided, comments to explain reason for non-delivery of savings.

**Table 4 – Summary Savings at Priority Level**



	New MTFS	Old MTFS	Total	Savings Achieved 2017/8	Savings Shortfall	% Achieved	Movement in achieved savings since last	Quarter 1 Savings Achieved 2017/8
	£'000	£'000	£'000	£'000	£'000	%		£'000
<b>Priority 1</b>	1,437	2,694	<b>4,131</b>	<b>1,288</b>	<b>2,843</b>	31%	▼	<b>1,430</b>
<b>Priority 2</b>	2,411	5,399	<b>7,810</b>	<b>4,264</b>	<b>139</b>	55%	▼	<b>7,672</b>
<b>Priority 3</b>	1,685	930	<b>2,615</b>	<b>2,540</b>	<b>75</b>	97%	▶	<b>2,540</b>
<b>Priority 4</b>	503	325	<b>828</b>	<b>578</b>	<b>250</b>	70%	▶	<b>578</b>
<b>Priority 5</b>	-	765	<b>765</b>	<b>765</b>	-	100%	▶	<b>765</b>
<b>Priority X</b>	612	116	<b>728</b>	<b>569</b>	<b>159</b>	78%	▼	<b>670</b>
<b>Corporate Savings</b>	2,036	1,650	<b>3,686</b>	<b>167</b>	<b>3,519</b>	5%	▼	<b>188</b>
<b>Total</b>	<b>8,684</b>	<b>11,879</b>	<b>20,563</b>	<b>10,171</b>	<b>6,985</b>	49%		<b>13,843</b>

- 10.4. Table 3 show the total amount reported as achievable at Q2 as £10.17m – this represents only 49% of planned savings for the year and an adverse movement of £3.7m £from Q1 projection of £13.8m (67%). The revision of savings downwards by Priority 2 (down from 7.7m – 98% in Q1 to £4.3m – 55% in Q2) accounts for the majority of the adverse movement. The factors that have contributed to the projected shortfall in the savings programme for each priority area are summarised below.

#### Priority 1

- 10.5. Priority 1 is reporting that only 31% (£1.29m of £4.13m) of approved savings will be delivered this year compared to 35% (£1.43m) in Q1. The movement between Q2 and Q1 is due to savings relating to Service Redesign and Early Help Target Response not being achieved this financial year.
- 10.6. Other planned saving not being achieved this financial year includes £0.6m of savings relating to supported housing which the Service has requested to be deferred to the next financial year. Line by line comment on individual savings, where provided, are detailed at Appendix 3a.

#### Priority 2

- 10.7. Priority 2 is now reporting that it will only deliver 55% (£4.3m of £7.8m) of planned savings in 2017/18 compared to £7.7m projected achievement at the end of Q1. The revision downwards is deemed a more realistic position at year end. Line by line comment on individual priority 2 savings, where provided, are detailed at Appendix 3b.

#### Priority 3

- 10.8. Priority 3 is reporting a projected shortfall in savings achievable in 2017/18 of £0.1m – same as Q1. This projected non-delivery relates to the delay in the scoping

exercise for the move to cashless payment project. Further details on priority 3 savings are provided at Appendix 3c.

#### **Priority 4**

- 10.9. The shortfall of £0.2m in priority 4 relates to the transfer of functions/assets to the HDV – the projection remains the same as Q1. Line by line comments on individual priority 4 savings, where provided, are detailed at Appendix 3d.

#### **Priority 5**

- 10.10. Priority 5 is currently projecting that all its savings will be achieved which is similar to projection at the end of Q1. Further details on priority 5 savings are detailed at Appendix 3e.

#### **Priority X**

- 10.11. Priority X is currently projecting that 78% (£0.57m out of £0.73m) of approved savings will be achieved. Q1 projection was 92% (£0.67m). The reduction relates to projected non-delivery of communications staff and shortfall in insurance savings attributable to the General Fund. Line by line comment on individual savings, where provided, are detailed at Appendix 3f.

#### **Council Wide Savings**

- 10.12. A corporate savings target of £3.6m relates to council wide savings on redundancy (£1.5m), bad debt provision (£0.70m) and procurement (£0.95m) and senior management savings (£0.40m). A significant shortfall of 95% is currently projected for these savings – similar to Q1. The relevant services are working to develop action plans to deliver savings relating to bad debt provision and procurement. Line by line comment on individual savings, where provided, are detailed at Appendix 3g.

#### **11. Budget Virements**

- 11.1. Budget virements requiring noting are set out in Appendix 4. One-off virements (£34.94m) are budget movements affecting this financial year, whilst permanent virements (£26.10m) are budget movements which will permanently affect the cash limit of the priority.
- 11.2. These virements relate to technical budget adjustments to incorporate recognise additional external funding secured in year for specific/defined objectives and also to implement decisions already taken by the Cabinet/Council.

#### **12. Contributions to strategic outcomes**

- 12.1. Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

#### **13. Statutory Officers Comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

Finance and Procurement

- 13.1. This is a report of the Chief Finance Officer and concerns the Council's financial position.

Legal

- 13.2. The Assistant Director of Corporate Governance has been consulted on this report.
- 13.3. Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.
- 13.4. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the over spend.
- 13.5. The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's functions at Part 3 Section C, of the Constitution.

Equalities

- 13.6. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 13.7. This report provides an update on the Council's financial position in relation to planned MTFS savings and mitigating actions to address current budget overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 27<sup>th</sup> February 2017.
- 13.8. Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process should be subject to new equalities impact assessment.

**14. Use of Appendices**

Appendix 1 – Directorate Level Forecast (Q2)

Appendix 2 – HRA Forecast (Q2)

Appendix 3 – Detailed MTFS Savings Monitor (Q2)

Appendix 4 – Revenue and Capital Virements (Q2)

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

- 15.1. For access to the background papers or any further information please contact Oladapo Shonola – Lead Officer – Budget & MTFS Programme.

## Revenue Budget Forecast as at Q2 (2017/18)

## APPENDIX 1

Priority for Report	Directorate	Revised 2017/8 Budget	Quarter 2 Forecast	Quarter 2 Variance	Quarter 1 Variance	Movement in Forecast Variance	
<b>PR1 Childrens</b>	CM Assistant Director for Commissioning	2,254,921	2,102,927	-151,994	74,705	-226,699	▼
	CY Director Of Children Services	51,438,888	53,675,483	2,236,595	3,170,877	-934,283	▼
	PH Director for Public Health	6,600,771	6,643,018	42,248	20,000	22,248	▲
	SCH Assistant Director for School	5,385,470	5,415,652	30,182	0	30,182	▲
<b>PR1 Childrens Total</b>		<b>65,680,050</b>	<b>67,837,080</b>	<b>2,157,030</b>	<b>3,265,582</b>	<b>-1,108,552</b>	▼
<b>PR2 Adults</b>	AS Director for Adult Social Services	81,259,225	84,828,211	3,568,986	1,014,494	2,554,492	▲
	CM Assistant Director for Commissioning	2,933,573	2,944,905	11,332	222,098	-210,767	▼
	PH Director for Public Health	11,040,551	10,889,154	-151,398	19,600	-170,998	▼
<b>PR2 Adults Total</b>		<b>95,233,349</b>	<b>98,662,269</b>	<b>3,428,920</b>	<b>1,256,192</b>	<b>2,172,728</b>	▲
<b>PR3 Safe &amp; Sustainable Places</b>	OPS Director for Commercial & Operations	26,437,399	26,817,915	380,516	1,099,130	-718,614	▼
	PH Director for Public Health	204,456	236,828	32,372	-16,528	48,900	▲
<b>PR3 Safe &amp; Sustainable Places Total</b>		<b>26,641,855</b>	<b>27,054,743</b>	<b>412,888</b>	<b>1,082,602</b>	<b>-669,714</b>	▼
<b>PR4 Growth &amp; Employment</b>	CM Assistant Director for Commissioning	1,044,133	1,031,299	-12,834	22,221	-35,056	▼
	Alexandra Palace	1,900,200	1,902,200	2,000	2,000	0	▶
	PLAN Assistant Director of Planning	1,706,155	1,622,787	-83,368	-50,481	-32,887	▼
	RGENT Director for Housing and Growth	2,865,296	3,312,454	447,158	147,900	299,258	▲
	RPD02 Director of Regeneration	3,953,953	3,948,753	-5,200	0	-5,200	▼
	V00001 Dir of Regeneration Planning,Development	533,152	407,152	-126,000	0	-126,000	▼
<b>PR4 Growth &amp; Employment Total</b>		<b>12,002,889</b>	<b>12,224,644</b>	<b>221,755</b>	<b>121,640</b>	<b>100,115</b>	▲
<b>PR5 Homes &amp; Communities</b>	AH03 Community Housing Services	10,991,803	11,787,883	796,080	784,709	11,372	▲
	AH05 Housing Commissioned Services	9,707,566	9,707,066	-500	0	-500	▼
<b>PR5 Homes &amp; Communities Total</b>		<b>20,699,369</b>	<b>21,494,949</b>	<b>795,580</b>	<b>784,709</b>	<b>10,872</b>	▲
<b>PRX Enabling</b>	C00002 Deputy Chief Executive	440,357	438,257	-2,100	0	-2,100	▼
	CE01 Chief Executive Officer	2,600	0	-2,600	0	-2,600	▼
	COM Assistant Director for Strategy & Communication	800,626	847,539	46,913	57,877	-10,964	▼
	COOOO F00001 Chief Operating Officer	-112,951	-84,001	28,950	250	28,700	▲
	CUS Assistant Director for Customer Services	5,903,050	5,879,930	-23,120	23,023	-46,143	▼
	GOV Assistant Dir of Corporate Governance	2,595,003	2,264,303	-330,700	0	-330,700	▼
	Non Service Revenue	17,320,174	16,602,291	-717,883	-447,207	-270,676	▼
	Year End Adjustment Reserves	1,989,981	1,989,981	0	0	0	▶
	Other Non Service Revenue	1,700	1,700	0	0	0	▶
	RES Director for Transformation & Resources	551,389	1,152,180	600,791	477,174	123,617	▲
	SSC Assistant Director for Shared Service Centre	5,470,028	5,614,062	144,034	15,498	128,536	▲
	Shared Digital Services	542,203	379,390	-162,813	-416,558	253,745	▲
<b>PRX Enabling Total</b>		<b>35,504,160</b>	<b>35,085,632</b>	<b>-418,528</b>	<b>-289,944</b>	<b>-128,585</b>	▼
<b>General Revenue Total</b>		<b>255,761,672</b>	<b>262,359,317</b>	<b>6,597,645</b>	<b>6,220,782</b>	<b>376,863</b>	▲
	HSE Housing Revenue Account	0	-168,866	-168,866	411,048	-579,914	▼
<b>Haringey Total</b>		<b>255,761,672</b>	<b>262,190,452</b>	<b>6,428,780</b>	<b>6,631,830</b>	<b>-203,050</b>	▼

## HRA Budget Forecast as at Q2

## Appendix 2

HRA BUDGET 2017/18	2017/18 Revised Budget	Forecast Spend	Q2 Forecast Variance	Q1 Forecast Variance	Forecast Variance Movement
	£'000	£'000	£'000	£'000	£'000
<b>Managed Services Income</b>					
Rent - Dwellings	(81,838)	(81,996)	(158)	29	(187)
Rent - Garages	(858)	(736)	121	125	(4)
Rent - Commercial	(2,139)	(2,139)	0	0	0
Income - Heating	(336)	(338)	(2)	80	(82)
Income - Light and Power	(1,204)	(1,201)	3	2	1
ServChgInc Leasehold	(7,143)	(7,560)	(417)	0	(417)
ServChgInc SuppHousg	(1,488)	(1,497)	(10)	256	(266)
ServChgInc Concierge	(1,554)	(1,548)	6	0	6
Grounds Maintenance	(1,922)	(1,919)	3	0	3
Caretaking	(1,544)	(1,541)	3	0	3
Street Sweeping	(1,626)	(1,623)	4	0	4
Water Rates Receivable	(6,295)	(6,078)	217	401	(184)
Bad Debt Prov - Leas	210	210	0	0	0
	<b>(107,736)</b>	<b>(107,967)</b>	<b>(231)</b>	<b>893</b>	<b>(1,124)</b>
<b>Managed Services Expenditure</b>					
Housing Management WG	23	23	0	0	0
Housing Management NT	28	28	0	0	0
TA Hostels	237	237	0	0	0
Housing Management ST	9	9	0	0	0
Housing Management BWF	11	11	0	0	0
Under Occupation	123	123	0	0	0
Rent - Hostels	(1,996)	(1,948)	49	0	49
Service Charge Income - Hostels	(341)	(330)	11	0	11
Repairs - Central Recharges	2	2	0	0	0
Responsive Repairs - Hostels	342	342	0	0	0
Water Rates Payable	5,277	5,030	(247)	93	(340)
HousMgmntRechg Cent	107	105	(2)	(2)	0
Other RentCollection	162	162	0	0	0
HousMgmntRechg Energ	1,417	1,417	0	0	0
Special Services Cleaning	2,100	2,500	400	0	400
Special Services Ground Maint	1,680	1,680	0	0	0
HRA Pest Control	277	277	0	0	0
Supporting People Payments	1,851	1,799	(53)	0	(53)
Commercial Propert	221	221	0	0	0
Bad Debt Provision - Dwellings	664	664	0	0	0
BAd Debt Provision - Commercial	80	80	0	0	0
Bad Debt Provisions - Hostels	68	68	0	0	0
HRA- Council Tax	150	150	0	0	0
	<b>12,492</b>	<b>12,650</b>	<b>158</b>	<b>91</b>	<b>67</b>
<b>Retained Services Expenditure</b>					
Anti Social Behaviour Service	736	575	(161)	0	(161)
Interest Receivable	(115)	(1)	114	0	114
Corporate democratic Core	777	765	(13)	0	(13)
Leasehold Payments	(507)	(190)	317	0	317
Landlords Insurance - Tenanted	288	302	14	0	14
Landlords - NNDR	132	42	(90)	0	(90)
Landlords Insurance - Leasehold	2,017	1,355	(662)	(482)	(180)
Capital Financing Costs	12,400	12,400	0	0	0
Depreciation - Dwellings	18,000	18,000	0	0	0
ALMO HRA Management Fee	40,032	40,059	27	0	27
Housing Revenue Account	17,135	17,135	0	0	0
GF to HRA Recharges	2,990	2,795	(195)	(368)	173
Estate Renewal	414	414	0	0	0
HIERS/ Regeneration Team	810	859	49	49	0
Emergency Response Management	0	388	388	113	275
Supported Housing Central	135	250	115	115	0
	<b>95,244</b>	<b>95,148</b>	<b>(96)</b>	<b>(573)</b>	<b>476</b>
<b>(Surplus) for the Year on HRA Services</b>	<b>0</b>	<b>(169)</b>	<b>(169)</b>	<b>411</b>	<b>(580)</b>

## MTFS Savings - P1 – Children's

## Appendix 3a

Ref	Proposal	Savings Target 2017-18 £'000's	Risk of delay	Risk of delivering full saving	Overall risk RAG	Overall risk RAG	Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>P1 - Childrens</b>							
1.1	Service Redesign & Workforce	300	3	5	15	Amber/Red		<p>There is a plan to deliver this saving in year by providing an enhanced service offer at a reduced cost. The service has explored all savings opportunities and there is no saving possible due to the level of caseload and the need to ensure the service is not at risk.</p> <p>The agency/establishment analysis has confirmed there is no saving to yield from conversions. However, there will be a piece of work to look at vacancies, with a view to identifying posts that have not been filled for some time and could be deleted. Although there are no plans yet in place, it is thought that this will not be too challenging given it would equate to a reduction of 3 staff by April 2018. Work underway to identify workforce design opportunities</p>
1.2	Early Help & Targeted Response	62	5	5	25	Red		<p>The model / formula for the delivery of savings is yet to be finalised. Firm details will be available once agreed. CDU Review will understand the opportunities in relation to the model</p>
1.3	Family Group Conferencing	200	2	1	2	Green	200	In place and being tracked
1.4	Family Based Placements	100	5	5	25	Red		<p>There will be no savings in 2017/18, as the NRS contract failed. Attempts to recommission to another provider was not successful. In-house team to take this forward. Recruitment will effectively start in Sept 2017, as there is no recruitment activity over the Summer holidays. Review of High Cost Placements underway, led by AD Social Care</p>
1.5	Care Leavers - Semi Independent Living	25	5	5	25	Red		<p>The work of the Design Council and YAS will develop a more effective Care Leaver offer. The offer will take into account the reduced budget envelope, therefore enabling the saving to be achieved. However, until the offer is developed and agreed, it is difficult to confirm the possibility of the saving in terms of proportion of saving and period achieved. In addition, there are volume pressures in the service, further compounding the saving challenge.</p>
1.6	Adoption and Special Guardianship Order payments	150	5	5	25	Red		<p>Proposals for a new policy for Special Guardians is currently being drafted for Cabinet / Member decision. The risk that a fundamental change in the payment policy may lead to legal action and deter prospective Special Guardians means that a less ambitious approach may have to be adopted, with a corresponding impact on the level of savings. A more effective review system should deliver savings but unable to estimate at this stage. This is likely to be in future years.</p>
1.7	Supported Housing	600	5	5	25	Red		<p>Project plan scheduled for full implementation by 2018/19</p>
	<b>Subtotal (New MTFS)</b>	<b>1,437</b>					<b>200</b>	
	<b>OLD MTFS (GREEN SAVINGS)</b>							
1	Early Years - remodel Childrens Centres - review borough wide provision of childcare	150	5	5	25	Red		
3	Public Health - 5-19 - recommissioning of services with improved efficiency including school nursing and health visiting	376	1	1	1	Green	376	Achieved
9	Services to Schools - Increasing trading activity and providing high quality services. - Review service offer	148	3	5		Amber/Red	180	<p>There has been commitment from members to keep Pendarren open for at least one more (2017/19) academic year while a steering group of members makes a final decision on its future having regard to all material considerations. This decision is expected in late summer 2017.</p>
	Pendarren	220	5	5	25			
	New Model for Social Care Delivery	900	3	5		Amber/Green	148	<p>There are a number of services where the viability going forward is unknown, ie Schools HR and CPD offer due to the closure of the PDC and uncertainty over the long term future of Pendarren</p>
7	Special Educational Needs & Disabilities - Withdraw from direct management of Haslemere and provide respite in different ways - increased personalisation giving parents more choice and control - address high cost of out of borough school placements	900	4	5	20	Amber/Red	384	<p>Savings will not be fully achieved in full in current year, due to delays in restructuring. Some savings remain challenging.</p>
	<b>Subtotal (Old MTFS)</b>	<b>2,694</b>					<b>1,088</b>	
	<b>Total</b>	<b>4,131</b>					<b>1,288</b>	

## MTFS Savings - P2 - Adults

## Appendix 3b

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>P2 - Adults</b>							
2.1	Supported Housing Review	475	2	3	6	Amber /Green	34	Work well underway to maximise use of voids for higher level need and to ensure users in the most cost effective options. Total £134k made up of £34k cashable and £100k non-cashable.
2.2	Osborne Grove	-	5	5	25	Red		There will be no savings from Osborne Grove in this financial year. Subject to the outcome of a Cabinet decision on closure in the Autumn and subsequent decision to re-commission there may be some savings possible.
2.3	Fees and charges review	199	5	5	25	Red	44	Implementation planned from 01 April 2017 but delayed until 01 December 2017 because of requirement for consultation and cabinet approval
2.4	Technology Improvement	750	2	5	10	Amber /Green	185	Work is well underway, although there has been slippage. Total made up of £160k cashable plus £160k non-cashable savings through use of Assitive Technology, plus £100k non-cashable through Online information and self-assessment.
2.5	Market efficiencies	987	3	5	15	Red	200	Made up of - - £200k on LD day opportunities - £200k trusted provider arrangements for homecare - £100k volume discounts on residential/nursing placements - £21.5k ending MOW's subsidy - £136k DPS
2.6	New Models of Care				0			
	<b>Subtotal (New MTFS)</b>	<b>2,411</b>					<b>463</b>	
	<b>OLD MTFS (GREEN SAVINGS)</b>							
11	Closure of Haven and Grange	440	1	1	1	Amber /Green	-	
12	LD Day Opportunities Redesign (LBH provision)	1,257	1	1	1	Amber /Green	-	
15	Extra Care Provision	703	5	5	25	Red		
13	Supported Living Provision	1,083	5	5	25	Amber /Green	52	£2.475m non-cashable savings through prevention/diversion of new packages
16	New Model for Care Management - increased integration with health and other agencies	970	-	-	0	Green	970	
14	Promoting Independence Reviews	63	3	5	15	Amber /Red	1,433	Transformation and PIR reviews
	<b>TOTAL ADULTS</b>	<b>4,516</b>					<b>2,455</b>	
	<b>PUBLIC HEALTH</b>							
19	<b>Voluntary Sector</b> - review support to Voluntary Sector - provide help to local organisations to be more self sufficient and find other funding	200	1	1	1	Red	200	Savings Achieved
20	<b>Healthy Life Expectancy</b> - Bringing separate services (stop smoking, exercise etc) together to improve value for money	47	1	1	1	Green	47	Savings Achieved
21	<b>Substance Misuse - Public Health/Other</b> - Maintain core clinical services with efficiency savings - focus on recovery with more reliance on peer support and mainstream services - reduce support to hospitals to manage alcohol related admissions and detoxification	386	1	1	1	Green	386	Savings Achieved
24	<b>Public Health</b> - restructure the Public Health team to improve efficiency	250	1	1	1	Green	250	Savings Achieved
	<b>Total Public Health</b>	<b>883</b>					<b>883</b>	
	<b>Subtotal (Old MTFS)</b>	<b>5,399</b>					<b>3,801</b>	
	<b>Total</b>	<b>7,810</b>					<b>4,264</b>	

## MTFS Savings - P3 - Cleaner and Safer Communities

## Appendix 3c

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>P3 - Cleaner and Safer</b>							
3.1	Charge Green Waste - income generation	375	1	3	3	Green	375	Delay in issuing new charges to residents. Cabinet to review on 30th June '17.
3.2	Charging for Bulky Household Waste	300	1	2	2	Green	300	
3.3	Charging for Replacement Wheelie Bins	100	1	1	1	Green	100	Going Live, chancellors have asked for concession for those on income support and pensioners
3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	1	1	1	Green	50	
3.5	Flats Above Shops -Provision of bags - Service reduction	120	1	1	1	Green	120	
3.6	Reduce Outreach/ Education team - Service reduction	50	1	2	2	Green	50	
3.7	Closure of Park View Road R&R - Service reduction	115	2	2	4	Green	115	NLWA have recently indicated acceptance of closure end of October 2017 (One month of savings at risk).
3.8	Veolia Operational Efficiencies	200	2	2	4	Green	200	Awaiting worked up proposals from Veolia.
3.9	Rationalisation of Parking Visitor Permits	125	1	1	1	Green	125	
3.12	Move to Cashless Parking	150	3	5	15	Amber /Red	75	capital spend, approved by Transformation board
3.15	Increase in CO2 Parking Permit Charge	100	1	1	1	Green	100	proposal to g to DVLA 13 band permit
	<b>Subtotal (New MTFS)</b>	<b>1,685</b>					<b>1,610</b>	
	<b>OLD MTFS (GREEN SAVINGS)</b>							
25	Increasing parking debt recovery	150	1	1	1	Green	150	
28	Efficiency savings and delivery review of the Parks	200	1	1	1	Green	200	
43	Increase in Parking Charges	50	1	1	1	Green	50	
37	Restructure of the Emergency Planning Team	50	1	1	1	Green	50	
35	Reorganisation of Community Safety and Antisocial Behaviour Team (ASBAT)	150	1	1	1	Green	150	
60	Unification - Streamline and integrate housing and related functions.	55	1	1	1	Green	55	
	Increased income from licensing and enforcement action	25	3	2	6	Amber /Green	25	Most of this savings applies to pest control and there was a lack of demand. Most Pest control commences in summer. Delays in getting required datas. DCLG not interested in ward areas but street levels.
34	Reductions in back office technical and administrative support	250	1	1	1	Green	250	
	<b>Subtotal (Old MTFS)</b>	<b>930</b>					<b>930</b>	
	<b>Total</b>	<b>2,615</b>					<b>2,540</b>	



Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>P4 - Growth &amp; Employment</b>							
4.1	Tottenham Regeneration programme	213	1	1	1	Green	213	Achieved: Savings already taken from the budget
4.2	Planning service - Increase in planning income	40	2	1	2	Green	40	savings achieved
4.3	Corporate projects - Transfer of functions to HDV	250	5	5	25	Red	-	Mitigating action: because the overspend relates to the transition to the HDV costs will be rolled into the Director Regen and Growth's HDV Transformation Fund bid and funds vired across to balance the budget once secured
	<b>Subtotal (New MTFS)</b>	<b>503</b>					<b>253</b>	
	<b>OLD MTFS (GREEN SAVINGS)</b>							
48	Planning - Wider restructure reducing to core service	75	1	1	1	Green	75	savings achieved
49	Restructure Economic Development Team to deliver new Strategy	250	1	1	1	Green	250	
	<b>Subtotal (Old MTFS)</b>	<b>325</b>					<b>325</b>	
	<b>Total</b>	<b>828</b>					<b>578</b>	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>P5 - Housing</b>							
	<b>OLD MTFS (GREEN SAVINGS)</b>							
59	Housing Related Support commissioning efficiencies	470	2	3	6	Amber /Green	470	
60	Unification - Streamline and integrate housing and related functions.	95	2	3	6	Amber /Green	95	
61	Achieve year on year efficiencies	200	2	3	6	Amber /Green	200	
	<b>Total</b>	<b>765</b>					<b>765</b>	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>PX - Enabling</b>							
6.2	Audit and Risk Management - reduction in cost on the external audit contract	11	1	1	1	Green	11	
6.3	Democratic Services - reduction in staffing	40	1	2	2	Green	40	
6.4	Shared Service Centre Business Support - reduction in staffing	300	1	1	1	Green	300	
6.10	Translation and Interpreting Service - new contract	41	1	1	1	Green	41	-
6.12	Communications - reduction in staffing	53	3	5	15	Amber /Red	-	
6.13	Income generation – Advertising and Sponsorship	15	1	1	1	Green	15	-
6.15	Insurance	152	1	1	1	Green	104	
	<b>Subtotal (New MTFS)</b>	<b>612</b>					<b>511</b>	
	<b>OLD MTFS (GREEN SAVINGS)</b>							
73d	Accounts Payable Restructure (Mark Rudd)	116	2	5	10	Amber /Green	58	
	<b>Subtotal (Old MTFS)</b>	<b>116</b>					<b>58</b>	
	<b>Total</b>	<b>728</b>					<b>569</b>	

Ref	Proposal	Savings Target 2017-18 £000's	Risk of delay	Risk of delivering full saving	Overall risk RAG		Firm Commitment for savings achievable for 2017/18 £'000	Details of impact of under achievement of savings and mitigating actions
	<b>Corporate Savings</b>							
6.8	Senior Management Savings	400	3	5	15	Amber/Red	117	Partial savings, plans are in place to achieve the remainder of the savings in-year
6.9	Alexandra House - Decant		4	2	8	Amber/Red	-	
6.14	Professional Development Centre	136	5	5	25	Red	-	It is unlikely that this saving can be achieved in this financial year.
6.16	Voluntary Severance Savings	1,500	2	5	10	Amber/Green	50	Redundancy savings scheme was submitted to Cabinet as a corporate initiative to deliver savings. As at 31 May 2017, only £50k of the total has been confirmed as deliverable. Corporate Finance continues to do the work required to analyse available information to identify further savings that may be recoverable under this savings initiative.
	<b>Subtotal (New MTFS)</b>	<b>2,036</b>					<b>167</b>	
	<b>OLD MTFS (GREEN SAVINGS)</b>							
74	BIP Commercial/ Organisation Wide: Barry Phelps	950	2	5	10	Amber/Green	-	Procurement savings was initiated by the Procurement team, but savings to be recovered from service budgets. The process for determining recoverable savings from service budgets is ongoing. There has also been a delay to the implementation of the recruitment advertising savings
	Bad Debt Provision	700	3	5	15	Amber/Red	-	Actions in place. The full £700k cannot be achieved in 17/18 and some will either need to be re-profiled to 18/19+ or identified as unachievable. Greater clarity on this should be available mid Sept. Brexit & on-going austerity could lead to increased customers falling into arrears. Services are failing to comply with new processes
	<b>Subtotal (Old MTFS)</b>	<b>1,650</b>					<b>-</b>	
	<b>Total</b>	<b>3,686</b>					<b>167</b>	

## Appendix 4 - Virements

Proposed virements are set out in the following table.

### Virements for Noting

Virements						
Period	Service/AD Area	Rev/ Cap	One-off	Permanent	Reason for budget changes	Description
2	Shared Service Centre	Revenue	250,700	250,700	Staffing restructure	Transfer of Procurement Compliance Staff from OPS to SSC
2	Children's	Revenue	334,600		Grant Allocation	Ministry of Justice Secure Remand Grant Allocation for 2017/18 Department of Education Staying Put Grant Allocation for 2017/18
2	Shared Service Centre	Revenue	2,171,800	2,171,800	Consolidation of Business Support into SSC	Consolidation of Business Support into SSC
2	Shared Service Centre	Revenue	266,400	266,400	Budget realignment	Realignment of HR staff budget between SSC and Transformation and Resources
2	Communications	Revenue	281,000	281,000	Consolidation of Communications budget	Consolidation of Communications budget
3	Shared Service Centre	Revenue	268,700	268,700	Realignment of Business Support budget	Realignment of Business Support budget
3	Housing and Growth	Revenue	1,015,270	835,270	Corporate Overhead Recharge adjustments	Adjustment to ALMO Management Fee for Housing Demand corporate overhead recharge
3	Housing and Growth	Revenue	3,180,550	3,180,550	Budget realignment	Realignment of Housing Demand budget
4	Adult Social Services	Revenue	260,000		Setting up North London Adult Social Care transformation group budget	Hosting of North London Adult Social Care transformation group, jointly funded by representative local authorities
4	Commercial and Operations	Revenue	11,771,664	11,771,664	Budget realignment	Realignment of Commercial & Operations budgets to new structure
5	Commissioning	Revenue	836,200	836,200	Budget realignment	Realignment of Early Year's Commissioning budgets
5	Children's	Revenue	948,689		In year budget realignment	Realignment of Woodside Children's Centre in year budget to reflect 17/18 funding allocation
5	Schools and Learning	Revenue	756,888		In year budget realignment	Realignment of Stonecroft Children's Centre in year budget to reflect 17/18 funding allocation
5	Children's	Revenue	1,067,232		In year budget realignment	Realignment of Triangle Children's Centre in year budget to reflect 17/18 funding allocation
5	Commissioning	Revenue	448,560	448,560	Budget realignment	Realignment of Corporate Overhead between Payments and Brokerage Teams
6	Communications	Revenue	548,700	548,700	Budget realignment	Realignment of Communications budget
5	Shared Service Centre	Revenue	1,241,637		Corporate Overhead Recharge adjustments	Transfer of FOI team in year overheads into SSC
5	Housing and Growth	Revenue	722,922	722,922	Budget realignment	Adjustment to ALMO Management Fee for Pay award and NI changes
5	Commercial & Operations	Revenue	1,165,597	1,165,597	Budget realignment	Realignment of Commercial & Operations budgets to new structure
5	Customer Services	Revenue	3,243,818	2,772,200	Budget realignment	Realignment of Customer Services budgets to reflect operational structure
5	Children's	Revenue	873,212		In year budget realignment	Realignment of Park Lane Children's Centre in year budget to reflect 17/18 funding allocation
6	Transformation & Resources	Revenue	640,000	640,000	Budget realignment	Re-alignment of Corporate IT Budgets to agreed service structure
			<b>32,294,139</b>	<b>26,160,263</b>		

### Transfers from Reserves

Reserves						
Period	Service/AD Area	Rev/ Cap	One-off	Permanent	Reason for budget changes	Description
5	Children's	Revenue	388,205		Transfer from reserves	Transfer from reserves for Children's 16/17 carry forwards
5	Housing and Growth	Revenue	659,700		Transfer from reserves	Transfer from reserves for Haringey Development Vehicle
5	Regeneration	Revenue	552,500		Transfer from reserves	Transfer from reserves for Wood Green regeneration
5	Shared Service Centre	Revenue	261,310		Transfer from reserves	Transfer from reserve to fund Benefits project activities
6	Growth and Development	Revenue	787,900		Transfer from reserves	Transfer from reserves to fund economic growth related activities
			<b>2,649,615</b>	<b>-</b>		

## Capital Virements for Approval

Period	Service / AD Area	Capital	Priority Group	Capital Scheme	Proposed Virement/ Adjustment (£'000)	Reason for budget change	Description of budget change
9	Regeneration, Planning & Development	Capital	4	467 - Contribution to Community Events & Public Space (THFC)	5,000	Upload of previously agreed budget	For the council contribution to the THFC public realm works
9	Regeneration, Planning & Development	Capital	4	465 - District Energy Network (DEN)	1,900	Upload of previously agreed budget	The budget previously agreed for the DEN project procurement and SPV establishment
9		Capital	6	699 - P6 - Approved Capital Programme Contingency	(2,008)	Realignment of the capital contingency budget	To allocate the approved capital programme contingency to priority budgets
9	Regeneration, Planning & Development	Capital	4	468 - Keston Road (Maya Angelou Contact Centre)	687		
9		Capital	4	450 - Winkfield Road	542		
9		Capital	4	446 - Alexandra Palace - Heritage	294		
9		Capital	4	438 - Vacant possession Civic Centre	294		
9	Commercial & Operations	Capital	3	313 - Active Life in Parks:	146		
9	Childrens	Capital	1	104 - Early years	45		
					<b>6,900</b>		

## Capital Virement for Noting

6	Regeneration, Planning & Development	Capital	4	406 - Opportunity Investment Fund	1,269	Technical Budget Adjustment	Confirmation of GLA carry forward of OIF grant
6	Commercial & Operations	Capital	4	401 - Tottenham Hale Green Space	548	Technical Budget Adjustment	Budget adjustment to rectify an incorrect carry forward
6	Commercial & Operations	Capital	4	402 - Tottenham Hale Streets	210		
6	Commercial & Operations	Capital	4	411 - Tottenham High Rd & Bruce Grove Stn	11		
6	Regeneration, Planning & Development	Capital	3	309 - Local Implementation Plan(LIP)	(2,700)	Technical Budget Adjustment	Budget adjustment to rectify an incorrect SAP budget load
6	Transformation & Resources	Capital	6	699 - P6 - Approved Capital Programme Contingency	400	Technical Budget Adjustment	Budget adjustment to rectify an incorrect SAP budget load
6	Regeneration, Planning & Development	Capital	4	411 - Tott High Rd & Bruce Grove stn	(400)		
					<b>(662)</b>		
				<b>Net Total</b>	<b>6,238</b>		

**Report for:** Cabinet Meeting 12<sup>th</sup> December 2017

**Title:** 2018/19 Budget/Medium Term Financial Strategy (MTFS)  
2018/19-2022/23

**Report**

**authorised by:** Clive Heaphy, Chief Finance Officer and s151 Officer

**Lead Officer:** Oladapo Shonola, Lead Officer – Budget & MTFS Programmes

**Ward(s) affected:** All  
**Report for Key/**

**Non/Key Decision:** Key decision

**1 Describe the issue under consideration**

1.1 In February 2015, Haringey Council agreed five priorities as part of a strategy that set out our ambitions for the borough and our citizens. They are:

- **Priority 1** – Enable every child and young person to have the best start in life, with high quality education
- **Priority 2** – Enable all adults to live healthy, long and fulfilling lives
- **Priority 3** – Create a clean and safe borough where people are proud to live, with stronger communities and partnerships
- **Priority 4** – Drive growth and employment from which everyone can benefit
- **Priority 5** – Create homes and communities where people choose to live and are able to thrive

1.2 Spending priorities for the current year were set, and have been monitored against these priorities within an environment where local government and the wider public sector have been faced with continual funding reductions since 2010 along with a real terms reduction in Revenue Support Grant funding of 63%. When combined with significant economic and legislative uncertainty and changes to the way in which councils are funded, it is clear that we are operating in an increasingly uncertain and changing environment.

1.3 The Medium Term Financial Strategy (MTFS) for 2018/19-2022/23 now seeks to reflect and refine these priorities for the challenges that the Council and its residents and businesses face, based on further reductions in resources over the next 5 years.

1.4 Along with all other London Boroughs, Haringey has confirmed its intention to participate in the London Business Rates Pooling Pilot and retain 100% of business rates in return for the cessation of Revenue Support Grant. Analysis indicates that a move to this system will provide Haringey with a small net financial benefit each year.

- 1.5 Broad details of how the move to 100% business rates retention will work has been agreed. However, given that any initial agreement to form and participate in a business rates pool is subject to further ratification by each authority in the pool, it is possible that the final funding position may differ from the numbers contained in this report.
- 1.6 Aside from national funding issues, there are also local issues which the Council is addressing. The anticipated establishment of the Haringey Development Vehicle (HDV) is a significant step in driving growth and to creating homes, communities and employment opportunities.
- 1.7 Whilst there are uncertainties on some issues, others, such as the proposed changes to the National Funding Formula (NFF) for schools which will come into effect in 2018/19, are clearer. Current modelling shows that Haringey will benefit from a marginal (0.5%) uplift in Dedicated Schools Grant (DSG) funding, although how this flows down to individual schools is a matter for further discussion with the Schools Forum.
- 1.8 The lack of significant real growth in funding for schools is likely to impact on the extent to which schools agree to fund/de-delegate budgets for certain education services that are currently provided centrally by the Council. However, the creation of the Schools Central Services (SCS) block within DSG and subsequent cap on reduction at 2.5% means that any loss of funding for central services is restricted to the level of the cap.
- 1.9 Although, the Council has delivered some very significant levels of savings over the past years to mitigate government funding reductions, the level achieved to date has not kept up with the pace of cuts in central government funding. This has, over time, created an underlying gap between what we spend and our total annual recurring revenue. The options for delivering savings will always need to be balanced against the Council's strategic priorities and the need to continue to provide quality services to our residents. But additional efficiencies savings is required over the MTFS period in order to get to a balanced budget position. This report set out the strategy for this.
- 1.10 These are just a few issues which highlight the much more complex world we now operate in, how important our partnerships will continue to be and that together, we are setting out an ambitious vision for Haringey as a place, not just on our own organisations.
- 1.11 Given the pace and extent of change to local authority funding, it is important that the MTFS is refreshed annually in order to ensure that the longer term financial impact of decisions including decisions on level of savings and growth can be regularly assessed and where necessary adjusted to reflect new realities that were not apparent when such decisions/policies were initially adopted.
- 1.12 The Council's refreshed MTFS presented in this report sets out the strategic financial context and details of the major budget changes being proposed for the five year planning period 2018/19 to 2022/23, and, in addition, the process for setting the Council's 2018/19 Budget.



- 1.13 The strategy considers the estimated revenue funding from all available sources together with estimated expenditure budgets, particularly in the high demand areas, for each of the five years, setting out and seeking approval for the savings proposals aligned to the Council's priorities.
- 1.14 This report considers all relevant components of the Council's revenue budget including the Housing Revenue Account (HRA) which is a ring fenced account for the delivery of the Council's social housing activities, and the Dedicated Schools Budget (DSB) which is ring fenced for the delivery of education services.
- 1.15 The report also considers the Council's capital budget, bringing sources of capital funding together with prioritised projects that reflect the Council's priorities. Given the level of complexity due to the regeneration aspirations of the Council, the capital budget will become an increasingly important component of the Council's overall financial position.
- 1.16 The detail in this report is based on the best available information but is still subject to significant uncertainty particularly in relation to later years. Haringey, along with 97% of local authorities, agreed in 2015 to a multi-year settlement up to 2019/20 in 2015, giving us a good indication of what level of government funding support we will receive for 2018/19. However, any funding assumption is still subject to confirmation of final government settlement for 2018/19 which will not be announced until mid-January 2018.
- 1.17 Future reports to Cabinet and Council will take account of the impact of the funding changes outlined above as far as is possible. However, the Council's current medium-term working assumptions is that these changes will have a neutral impact on revenue support grant (RSG) or that any reduction in RSG will be matched by an upside in business rates revenue. At this moment in time, we do not have enough information to make any other assumption.

## **2 Cabinet Member Introduction**

- 2.1 The proposals set out in this report are to deliver a five-year Medium Term Financial Strategy for 2018 – 2023 that will give financial certainty over an unprecedented period of uncertainty for Local Authority budgeting. However, even at this stage of the process and despite our best endeavours, there remain uncertainties partly due to legislative changes that the government are yet to implement in the future, and partly due to the significant demand for some Council services.
- 2.2 The Government has already implemented a number of legislative changes that have had a major impact on the finances of our Council. Right-to-Buy legislation means that we continue to reduce our stock of homes but do not receive sufficient money back to replace these units of accommodation. Recent announcements that the government is committed to lifting the borrowing cap on the HRA to allow the Council to raise necessary financing to build more social housing, are welcome.
- 2.3 But we also know that more of our residents are living longer and often have more complex needs, so the Council plays a role in funding those in real

needs of our Adult Social Care Service. The rise in the number of people who are in need of these services has gone up considerably and although the government has provided some additional one off funding, it is not at the level required to deal with the problem and this additional funding is scaled down over the years and ends altogether in 2019/20.

- 2.4 We have experienced a significant increase in numbers of people presenting themselves to the Council as homeless, which is now more of a reflection of the housing crisis in London where rents in the private sector have increased beyond people's ability to pay for them. On top of all of these issues, reductions to the welfare benefit system means that more of our residents have even less money with which to pay for the basics including rent.
- 2.5 These major uncertainties make providing the range and quality of services needed to meet local demands, challenging. However, this administration is determined to do everything within our power to set a realistic and robust budget for 2018/19 and over the following four years. We know that this is an essential component to managing the risks facing the Council in light of continued funding reductions and I believe that the position set out in this report represents appropriate proposals for consideration at Full Council later on this month.
- 2.6 The budget monitoring report I have presented to Cabinet over this last year will show the significant pressures we face to provide adult social care in Haringey. As a result, I am proposing to use the mechanisms given to us by the Government to raise a separate precept for Adult Social Care which will be 3% on the Council Tax Bill in 2017/18. This will raise an additional £3.1m in 2018/19 and add around £37 annually to a Band D council tax bill in 2018/19.
- 2.7 I am however also proposing that this budget will see the eighth consecutive freeze of the Council Tax rate in order to protect families individuals and families facing the cost of living crises. There will be significant investment in Adult Social Care and continued support for regeneration schemes that bring in significant external investment and much needed new homes and jobs to Haringey.
- 2.8 It is clear that the Council and our Borough will continue to face challenging times. However, despite the failure of the Government to recognise the important role local authorities play in building strong communities, in Haringey we will continue to use the resources at our disposal to support economic growth and tackle inequality.

### **3 Recommendations**

- 3.1 It is recommended that Cabinet:
  - 3.1.1 Note the initial budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the provisional Local Government Finance Settlement is published in December;
  - 3.1.2 Consider and note the draft 5 year MTFS 2018/19 to 2022/23 to be reviewed at Cabinet in February 2018, to be recommended for approval at Full Council's meeting in February 2018 to set the budget for 2018/19;

- 3.1.3 Consider and note new savings proposals summarised in section 9 and Appendix 2;
- 3.1.4 Consider and note the draft capital budget for as set out in Appendix 3;
- 3.1.5 Agree to commence consultation with residents, businesses, partners, staff and other groups as necessary on the draft revenue proposals for 2018/19-2022/23;
- 3.1.6 Note that the results of the consultation on the draft revenue proposals will be considered by Cabinet in February 2018 and recommendations made to Full Council at its meeting in February 2018 for the Council's formal budget setting for 2018/19;
- 3.1.7 Note that the detailed proposals will be submitted to Scrutiny Committees in December and January for scrutiny and comments;
- 3.1.8 Note proposed changes to fees and charges in respect of executive functions will be considered by Cabinet in February 2018 and those requiring approval by the Regulatory Committee to be considered at its meeting in January 2018;
- 3.1.9 Note that the Housing Revenue Account (HRA) budget will be considered by Cabinet in February for approval – this will include:
- Council housing rent charges for 2018/19;
  - Proposed weekly tenants service charges 2018/19;
  - HRA hostels rent charges for 2018/19.
- 3.1.10 Note the proposed changes to the draft Dedicated Schools Budget (DSB) set out in section 18 and that the final agreed budget will be presented to Cabinet in February.

#### **4 Reasons for decision**

- 4.1 The Council has a statutory requirement to set a balanced budget for 2018/19 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are put on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

#### **5 Alternative options considered**

- 5.1 This report recommends that the Cabinet should consider proposals to deliver a balanced and sustainable MTFs over the five-year period 2018/19 to 2022/23, to be reviewed further at Cabinet in February, and ultimately adopted at the final budget meeting of Full Council in February 2018, which is a statutory requirement in terms of agreeing the Council's 2018/19 budget.
- 5.2 Clearly there are a number of options available to achieve a balanced budget and officers have developed the proposals for determining levels of both income and service provision in this report taking account of the Council's

priorities, the extent of the estimated funding shortfall and the Council's overall financial position.

- 5.3 These proposals are subject to consultation both externally and through the Overview & Scrutiny process and the outcomes of these will inform the final budget proposals.

## 6 Background information and the national context

### Local Government Finance Settlement 2016/17 to 2019/20

- 6.1 The 2016/17 local government finance settlement received in December 2015 provided Revenue Support Grant and other grant funding allocations for 2016/17 and indicative figures up to 2019/20. At a national level the Core Spending Power<sup>1</sup> (CSP) figures (which include Council Tax and un-ring fenced grants) showed a 0.4% reduction in government funding over the period 2015/16 to 2019/20, as shown in Table 1 below.

**Table 1 – Core Spending Power (National Figures)**  
**Table 1: Core Spending Power totals for England**

England					
	2015-16	2016-17	2017-18	2018-19	2019-20
		£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment*	21,250	18,601	16,624	15,559	14,500
Council Tax of which;	22,036	23,163	24,459	25,853	27,353
<i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i>	22,036	22,749	23,602	24,513	25,486
<i>additional revenue from referendum principle for social care</i>	-	393	821	1,290	1,804
<i>additional revenue from £5 referendum principle for all Districts' Band D Council Tax level</i>	-	21	37	51	63
Improved Better Care Fund	-	-	105	825	1,500
New Homes Bonus	1,200	1,485	1,493	938	900
Rural Services Grant	16	81	65	50	65
Transition Grant	-	150	150	-	-
<b>Core Spending Power</b>	<b>44,501</b>	<b>43,480</b>	<b>42,896</b>	<b>43,225</b>	<b>44,318</b>
In year change in funding %		-2.3%	-1.3%	0.8%	2.5%
Cumulative Change in funding %		-2.3%	-3.6%	-2.9%	-0.4%

- 6.2 The equivalent government assumptions for Haringey are shown at table 2. It shows that government projects that core spending power for Haringey will increase by 1.6% over the period. However, it is important to note that:

- Excluding council tax, government funding actually falls by 23% from £147m in 2015/16 to £114m in 2019/20.
- The council tax figures assume increases to the taxbase and council tax increases at the 1.99% (the Council has frozen council tax since 2010/11) referendum limit plus a 2% increase per annum for the Social Care Precept for the three years ending March 2019.
- The New Homes Bonus Funding is subject to building new homes and therefore more residents to provide services to.

<sup>1</sup> Core Spending Power describes the expected available revenue to fund expenditure. From 2016/17 onwards Core Spending Power is defined as the sum of the Settlement Funding Assessment (comprising NNDR Baseline Funding Level and Revenue Support Grant), estimated Council Tax income, additional Council Tax income from the Adult Social Care flexibility, Better Care Fund, and the New Homes Bonus.

- iv. The Settlement Funding Assessment (SFA) amount assumes local authorities will collect Business Rates at the target set by government (see below for Haringey's current projections on business rates).

**Table 2: Core Spending Power totals for Haringey**

<b>Haringey</b>				
<b>DCLG - Core Spending Power Figures</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Business Rates - CSP	75.0	76.6	79.0	81.8
Revenue Support Grant	51.0	38.6	30.2	21.6
Council Tax - CSP	87.2	94.6	102.7	111.4
Improved Better Care Fund	-	0.4	3.8	6.7
New Homes Bonus - CSP	6.9	5.7	4.2	4.1
Rural Services Delivery Grant	-	-	-	-
Transition Grant	-	-	-	-
2017-18 ASC Support Grant		1.2		
Budget 2017 - Adult Social Care Funding		5.0	3.3	1.6
<b>Core Spending Power</b>	<b>220.1</b>	<b>222.1</b>	<b>223.2</b>	<b>227.3</b>
In year change in funding %		0.89%	0.52%	1.84%
Cumulative Change in funding %		0.89%	1.42%	3.25%

- 6.3 Settlement Funding Assessment (SFA) allocations for 2018/19 to 2019/20 are fixed for Haringey as part of the multi-year settlement arrangement agreed to between local authorities and the government, but final approval is subject to the normal statutory consultation processes and to parliamentary approval.
- 6.4 A summary of the main changes to local government financing is provided below.

### **Business Rates**

- 6.5 A number of changes were introduced to business rates in April 2017. The potential effects of these changes are set out below, but the full impact will not be known until the end of the current financial year.
- 6.6 The business rates base was revalued in April 2017 and although, the revaluation was revenue neutral nationally, some businesses in Haringey were set to experience an increase in business rates charges.
- 6.7 The impact of the changes on the Council is difficult to estimate due to the number of unknowns, especially in relation to the extent to which local appeals are above or below estimated national average. Also, given Haringey's status as a top up authority for business rates, it has been assumed the Council will not be worse off and that revaluation will be revenue neutral for Haringey under the new system. Officers will continue to monitor developments around the updated rateable values and the DCLG's approach to appeals with a view to adjusting the medium term resources projection, where needed.
- 6.8 As part of the autumn budget announcement, the uprating of business rates was switched from RPI to CPI. Although, the switch is expected to result in less business rates being collected than originally assumed in the 2015 spending review, but the government has assured local authorities that it will

not affect current funding level commitment and that any shortfall arising from the switch to CPI will be covered off by central government.

- 6.9 The government is also committed to introducing 100% business rates retention by 2020 which will end the revenue support grant system and mean that the vast majority of external funding sources for the council will be raised from local sources. In the autumn budget, the Chancellor confirmed that there will be a London pilot of 100% business rates retention starting from April 2018 before 100% business rates retention is implemented nationally by 2020.
- 6.10 The London pilot scheme that has been agreed by all participants (32 London boroughs, Corporation of City of London and the GLA) is based on the principle that no authority will be worse off than they are under the current 50% retention model and that any net gain in the region as a whole will be distributed in such a way that all partners receive some share of the benefits directly by allocating some of the additional benefits on a per capita basis.
- 6.11 The 2018/19 budget/MTFS assumes that the London 100% business rates pooling scheme will result in additional revenue income of £3m to Haringey starting from October 2019. This is based on modelling work undertaken by London Councils.

### **Fair Funding Review**

- 6.12 The sources of the funding of the SFA allocations announced at the settlement are Revenue Support Grant and Business Rates (with the Revenue Support Grant being guaranteed and the Business Rates element being subject to local collection versus target). However, the actual SFA amounts are determined by historic needs assessment. The last time this assessment was undertaken was for the 2013/14 settlement. The government propose to update the needs assessment along a similar timeline for implementing 100% business rates retention nationally by 2020.
- 6.13 It is possible that authorities could gain or lose from this re-assessment of need. In particular, for high population growth areas, such as Haringey and the majority of authorities in London. How population figures are determined and updated will be crucial in determining future funding allocations. The MTFS currently assumes that the review will be revenue neutral, as the work is at a very early stage. It is also likely that even where changes do occur, there will be transitional arrangements that will delay / dampen impact and any such impact may be mitigated by the introduction of 100% business rates retention. Officers will monitor developments of this review and update forecasts accordingly.

### **New Homes Bonus**

- 6.14 It has been confirmed that the New Homes Bonus (NHB) scheme will now continue indefinitely. However, the government changed the process for awarding NHB from 2017/18 onwards. Also, in 2017/18, the government top sliced NHB to provide one off funding for Adult Social Care (ASC) grant further reducing NHB funding to local authorities.

6.15 The government has confirmed the following on the NHB Scheme:

- Funding for 2018/19 and 2019/20 remain at pre-announced levels subject to any reduction in national NHB total funding;
- Funding will be reduced from 5 years' worth of growth in 2017/18 to 4 years' worth of growth from 2018/19 onwards – this and overall reduction at national level means that NHB funding has reduced to £2.7m (2018/19) from £5.7m (2017/18);
- A national baseline of growth was adopted below which no payment is made for the year in which growth was below the baseline. This was set at 0.4% for 2017/18; and the government retains the option to adjust this baseline for 2018/19 and beyond, but there are currently no plans to do so.

### **Summary**

6.16 All of the above changes could have an impact on Haringey's future resources, depending on the final approach taken by Government to each of the reforms outlined. Whilst at this stage an assumption of revenue neutrality would appear reasonable, each of the elements will be monitored closely to ensure the medium term financial projection reflects likely future material variances. In addition to monitoring developments, officers will also be contributing to consultation papers and engaging with other stakeholders where appropriate, to try and influence the changes made in a positive way for the borough.

## **7 Funding assumptions for Haringey**

7.1 There are 5 main sources of funding for the Council:

- Council Tax
- Business Rates (Retention/Top up) and Revenue Support Grant
- Core Grants
- Fees and Charges
- One of Use of Reserves

7.2 At the time of writing the Council is waiting for the local government settlement announcement which will provisionally set out the financial support that the Council will receive from government. Taking into account the uncertainties outlined above, the assumptions currently built into the proposed 5 year MTFS set out in this report are set out below.

### **Council Tax**

7.3 The latest position on council tax income for 2017/18 is that taxbase increases during the year will result in an additional £1.3m of income.

**Table 3 – Improved Council Tax position for 2017/18**

	<b>2017/18 Original £000</b>	<b>2017/18 Forecast £000</b>
Taxbase for year	77,605	79,984
Collection Rate	95.50%	95.5%
<b>Taxbase after collection rate</b>	<b>75,365</b>	<b>76,384</b>
Council Tax increase	0%	0%
Social Care precept	3%	3%
Band D rate	1,244.25	1,244.25
<b>Council Tax Yield</b>	<b>93,773</b>	<b>95,041</b>
<b>Change</b>		<b>1,268</b>

7.4 There is also an expectation that less claims will be made under the council tax reduction scheme resulting in collection fund surplus in the region of £2.5m for use in 2018/19. Council tax collection fund surpluses over the past two years have been above £6m. Therefore, this forecast has been included as the base position for the MTFS.

7.5 Key assumptions in the MTFS on council tax are that:

- Members will continue the policy of freezing council tax up until 2018/19, in line with this administration's manifesto commitment and then 2% increase is assumed from 2019/20 (for modelling purposes only);
- The 3% adult social care precept will be applied in 2018/19 and nil ASC precept in 2019/20;
- The taxbase is assumed to grow in line with GLA housing projections;
- The collection rate will be 96.25%.

7.6 The resulting projections for council tax income are set out below. These figures are subject to confirmation of the council tax base which is due to be finalised in January 2018. The Chancellor also announced that local authorities would be able to raise empty homes premium from current level of 50% to 100% - this will also have some impact on the final taxbase and revenue to be raised from council tax.

**Table 4 – Council Tax assumptions 2018/19-2022/23**



COUNCIL TAX ASSUMPTIONS						
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Taxbase	77,605	78,916	80,596	83,092	83,952	85,633
Taxbase change	1.69%	2.13%	3.10%	1.04%	2.00%	2.00%
Taxbase for year	78,916	80,596	83,092	83,952	85,633	87,346
Collection Rate	95.50%	96.25%	96.25%	96.25%	96.25%	96.25%
<b>Taxbase after collection rate</b>	<b>75,365</b>	<b>77,574</b>	<b>79,976</b>	<b>80,804</b>	<b>82,422</b>	<b>84,070</b>
Council Tax increase	0%	0%	2%	2%	2%	2%
Social Care precept	3%	3%	0%	0%	0%	0%
Band D rate	£1,244.25	£1,281.57	£1,307.20	£1,333.35	£1,360.01	£1,387.21
<b>Council Tax Before Surplus (£000)</b>	<b>£93,773</b>	<b>£99,417</b>	<b>£104,545</b>	<b>£107,740</b>	<b>£112,094</b>	<b>£116,623</b>
<b>Previous Year Surplus</b>	<b>£0</b>	<b>£2,500</b>	<b>£2,000</b>	<b>£1,500</b>	<b>£1,500</b>	<b>£1,500</b>
<b>Council Tax Yield (£000)</b>	<b>£93,773</b>	<b>£101,917</b>	<b>£106,545</b>	<b>£109,240</b>	<b>£113,594</b>	<b>£118,123</b>

### Revenue Support Grant (RSG)

- 7.7 The Spending Review (December 2015) forecast funding pegged the level of residual RSG for Haringey at £21.6m for 2019/20 (£30.2m in 2018/19). The latest MTFS assumes that RSG will cease from 2018/19 as part of the pooling scheme for London authorities after the introduction of 100% business rates retention.
- 7.8 The London pilot of the 100% business rates retention scheme maintains the principle that no authority will be worse off, so resource equalisation would be achieved through the continuation of the top-up and tariff system within the business rates retention scheme. Our assumption therefore is that the increase in retained business rates will offset the loss of RSG.
- 7.9 RSG has therefore been forecast in line with the Spending Review 2015 information and is assumed to end in 2017/18, but after that will be matched by an equivalent increase in business rates.

### Business rates

- 7.10 Alongside the move to 100% business rates retention, the target level of business rates that authorities need to collect (known as the Business Rates Baseline) is to be reset in 2020. This figure is key to individual authorities, because where a target is set too high they will receive a lower amount of business rates revenue than was originally allocated via the needs based funding formulae (although, there are resource gains to be made if it is set lower than anticipated business rates income).
- 7.11 If the methodology in determining the baseline is similar to that used in 2013/14 (for the current baseline), it will be based upon actual amounts collected in a specified number of prior years. This approach may be advantageous to Haringey as we have been below our baseline over the period 2013/14 to 2016/17 and therefore, all things being equal, the Council could expect to have its baseline reduced as part of this reset. This should provide Haringey with a lower target amount to collect and therefore increase the chance of exceeding the future target and therefore receive higher revenue from business rates relative to needs than the current target allocation.

- 7.12 The assumption in the MTFS is that business rates collection will be in line with government targets, but adjusted for expected additional income from London business rates pooling.
- 7.13 Realisation of business rates income is dependent on collection performance, prevailing economic conditions and decisions on appeal by the Valuation Agency Office, although some risk has already been built into the target. Business rates income is expected to grow by £2.5m in 2018/19.

### **Core Grants**

- 7.14 The Council will also receive a number of specific or special grants in addition to its main funding allocation. The Council is mostly allowed to use these grants to fund any council services but some are ring-fenced, which means they can only be spent on specific services.
- 7.15 The level of core grants for 2018/19 announced as part of the 2016 multi-year settlement are provisional until confirmed in January 2018. The MTFS assumptions for these grants are as follows:
- Improved Better Care Fund increases by £3.44m to £3.83m;
  - New Homes Bonus reduces by £3m to £2.7m;
  - Adult Social Care Grant reduces by £1.2m to nil;
  - Public Health Grant to reduce by £0.54m to £20.2m;
  - Housing Benefit & Council Tax Administration to reduce by £0.5m to £1.5m; and
  - Section 31 Grant (Business Rates) – small increase of £20k to £0.98m.

### **Fees and Charges**

- 7.16 The Council's policy in relation to varying external income rates requires service managers to review the level of fees and charges annually as part of budget setting and that charges should generally increase by the rate of inflation to maximise allowable income.
- 7.17 The setting of fees and charges, along with raising essential financial resources, can contribute to meeting the Council's objectives. Through the pricing mechanism and wider market forces, outcomes can be achieved and services can be promoted through variable charging policies and proactive use of fees to promote or dissuade certain behaviours.
- 7.18 In the main, fees and charges are set at a level where the full cost of provision is recovered through the price structure. However, in many circumstances those charges are reduced through subsidy to meet broader Council priorities.
- 7.19 Each year the Council reviews the level of its fees and charges through consideration of a report by the Cabinet and its Regulatory Committee where it is a requirement that they are considered and approved outside of the Executive.

- 7.20 Separate reports will be considered in February 2018 by the Cabinet and in January 2018 by the Regulatory Committee which will bring together those areas where fees and charges apply; the assumption in the MTFS is that an increase of 2.4% (based on CPI inflation) will be made as a minimum. Where there is a service proposal to raise them at a rate other than a simple inflationary increase this will be highlighted for specific approval, including where this has already been included as a saving proposal.
- 7.21 The process of reviewing all fees and charges commenced in July and the level of additional income to be realised and included within the 2018/19 budget is being discussed with service managers. Current estimate is that an additional income of £0.5m can be raised from increasing fees and charges in 2018/19.

### Use of Reserves

- 7.22 The Council's (Non-Earmarked) General Fund Reserve is held to cover the net impact of risks and opportunities and other unforeseen emergencies. This funds held in the General Fund Reserve can only be used once and therefore non-recurring sources of income that can mitigate the underlying budget gap.
- 7.23 The Council agreed in February 2017 to set non-earmarked General Fund reserve at £15m. This is the level that was deemed appropriate given the Council's overall budget. Full Council also agreed draw contributions of £8.8m from reserves in 2017/18. The draft budget for 2018/19 assumes that £7.5m of one-off contribution would be required from reserves in order to set a balanced budget.
- 7.24 This strategy is in line with the principle of using one-off use of reserves to smooth the impact of savings subject to the level of General Fund reserves not falling below the 2017/18 approved minimum amount of £15m. This position will be reviewed in future to ensure that the recommended level of reserves is still appropriate and commensurate with overall level of risk associated with the Council's budget.

### Summary

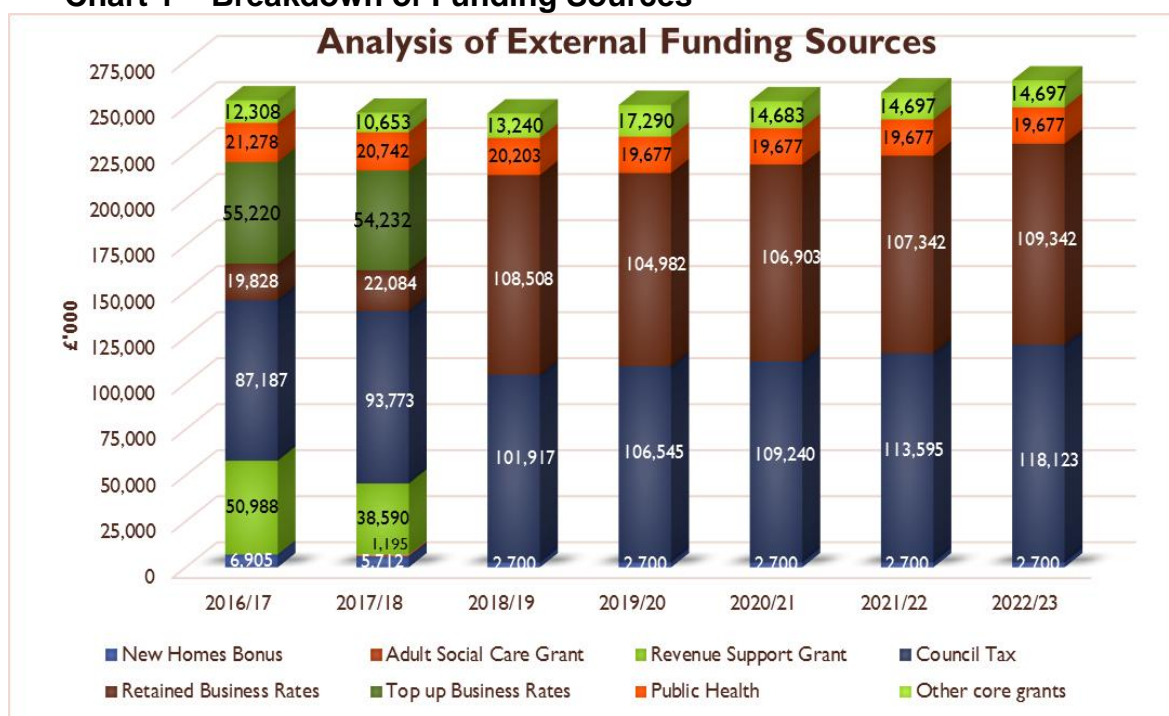
- 7.25 A summary of the funding assumptions and breakdown of funding sources is set out in the table and chart below.

**Table 5: Summary of funding assumptions 2018/19 -2022/23**

FUNDING ASSUMPTIONS							
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
			£'000	£'000	£'000	£'000	£'000
New Homes Bonus	6,905	5,712	2,700	2,700	2,700	2,700	2,700
Adult Social Care Grant	0	1,195	0	0	0	0	0
Revenue Support Grant	50,988	38,590	0	0	0	0	0
Council Tax	87,187	93,773	101,917	106,545	109,240	113,595	118,123
Retained Business Rates	19,828	22,084	108,508	104,982	106,903	107,342	109,342
Top up Business Rates	55,220	54,232	0	0	0	0	0
<b>Settlement Funding Assessment + NHB</b>	<b>220,128</b>	<b>215,585</b>	<b>213,125</b>	<b>214,226</b>	<b>218,842</b>	<b>223,636</b>	<b>230,164</b>
Public Health	21,278	20,742	20,203	19,677	19,677	19,677	19,677
Other core grants	12,308	10,653	13,240	17,290	14,683	14,697	14,697
<b>TOTAL (External) Funding</b>	<b>253,714</b>	<b>246,980</b>	<b>246,568</b>	<b>251,193</b>	<b>253,202</b>	<b>258,011</b>	<b>264,539</b>
Change Year on Year (£)		-6,734	-412	4,625	2,009	4,808	6,529
Change Year on Year (%)		-2.7%	-0.2%	1.9%	0.8%	1.9%	2.5%

- 7.26 Direct contribution to local government financing has reduced significantly as a proportion of overall budget funding. For example, RSG funding alone has dropped by 63% since 2010. Consequently, a larger proportion of funding for the services provided by the Council are raised locally. When the 100% business rate retention pilot starts in 2018, it is estimated that approximately 86% of funding will be from local sources. Chart below illustrates how Haringey's funding sources is set to change in the future.

**Chart 1 – Breakdown of Funding Sources**



- 7.27 The latest funding announcement is expected in December and an update will be provided further on in the process.

### **New responsibilities – Homelessness Reduction Act**

- 7.28 The Homelessness Reduction Act places new statutory responsibilities on local authorities to prevent homelessness including a requirement to make short-term accommodation provision available for those not currently in priority need. Some funding has been provided to mitigate the cost of carrying out the requirements of the Act, but it falls significantly short of what has been estimated to be the required funding.
- 7.29 Haringey has been awarded provisional allocation of £1.3m which is the tenth largest allocation in the country. The funding will be released over 3 years with the first payment of £0.44m in 2017/18 and then £0.41m and £0.38m in 2018/19 and 2019/20 respectively.

## 8 Expenditure assumptions and budget gap

### 2017/18 Financial Performance – Operating

- 8.1 At Quarter 2 (September 2017) the Council is projecting a full-year deficit of £6.4m. We are actively planning and managing for a reduced bottom-line impact at year-end. Aside from the projected overspend, the budget that was approved by Council in February already assumed that £8.8m will be drawn down from reserves. Although the Council is able to call on its reserves in the short term, it has to address the underlying recurrent gap between annual budgeted income and expenditure which is estimated to be in the range of £15m.
- 8.2 Of the overspend, a significant proportion resides in the areas which continue to face increasing demand pressures: Adults (£3.5m), Children's (£2.2m) and Temporary Accommodation (£0.8m), mitigated by some reductions elsewhere in the corporate revenue budgets.

### 2017/18 Financial Performance – Capital

- 8.3 The approved capital budget is £210m. A challenge exercise was undertaken for Quarter 2 to ensure that business cases and delivery programmes for each scheme are robust, and that future year expenditure profiles accurately reflect expected progress in each case. There will be another programme challenge process for Quarter 3 (December 2017).
- 8.4 This challenge has facilitated the identification of an overall positive variance to budget of £108m comprising of £89m General Fund and £19m HRA project slippage.
- 8.5 The major variances reside in the following Priorities:
- i. **Priority 4 [Employment and Growth]**, (£54.8m underspend against a £73.8m budget):
    - Slippage at Wards Corner where the Compulsory Purchase Order is now expected to be executed next year (£17.9m);
    - Bruce Grove station forecourt (£0.45m) and the White Hart Lane improvements (£1.8m), amended to align with TfL activity;
    - Delay at the Council's Marsh Lane Depot development (£14.3m) which will have a knock on effect to the demolition and relocation at the Ashley Road site and CCTV upgrades;
    - High Road West business acquisitions this year include Jones Baker and the British Queens site (£5.2m slippage);
    - Strategic Acquisitions
    - The Opportunity Investment Fund will not be fully utilised this year (roll forward £1.1m);
  - ii. **Priority 5 [Housing] – (£12.8m under spend against a £16.4m budget)**

- The underspend in this area relates to strategic acquisition of assets for temporary accommodation. However, a number of the schemes are awaiting approval by the Secretary of State as they relate to CPO of empty homes.
- iii. **Housing Revenue Account (HRA)** – (£19.5m under spend against a £68.9m budget)
- Significant re-profiling of the leaseholder buy-backs (£8.5m) due to the phased nature of leaseholder acquisitions taking into account the support that needs to be given for relocation;
  - The HRA stock acquisition has been placed on hold and budget earmarked for post Grenfell works along with budget for Home Loss Disturbance payment is estimated at £17.1m.

### **Demand pressures**

8.6 As outlined above the cost of providing support to our vulnerable residents continues to grow. The assumptions underpinning the estimated increases built into the MTFS for adult and children social care and for temporary accommodation are set out in this section. The Council provided significant funding growth to these areas as part of the 2017/18 budget as follow:

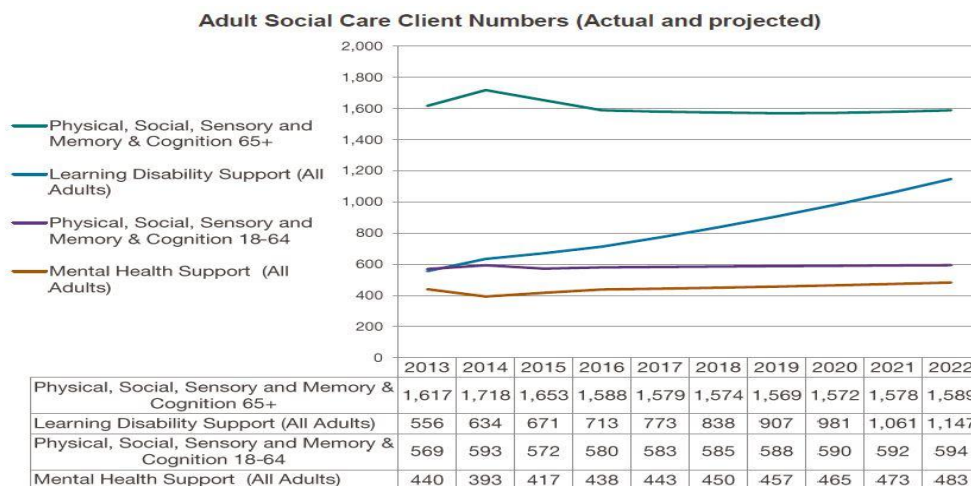
- Temporary Accommodation: £7.13m
- Adults Social Care: £11.9m
- Children's Social Care: £2.6m

### **Adult Social Care**

8.7 In addition to the significant investment in these services last financial year, it is expected that more investment will go into adult social care. In line with government legislation, the Council intends to passport an estimated £3.1m from the ASC precept to mitigate rising demand and cost pressures in this area.

8.8 The key cost drivers in adult social care are the number of clients and the cost and duration of packages of care for individual clients. The actual and forecast numbers of clients in the main categories of need are set out in the table below. These figures take account of the likely level of cases which would be expected to cease. Physical, Social, Sensory and Memory and Cognition client numbers are likely to be broadly stable up to 2022. Mental Health is expected to rise modestly by an average of 1.5% per year (45 clients or 10% by 2022). Learning Disabilities, however, is expected to rise by an average of 8% per year (434 clients or 60% by 2022).

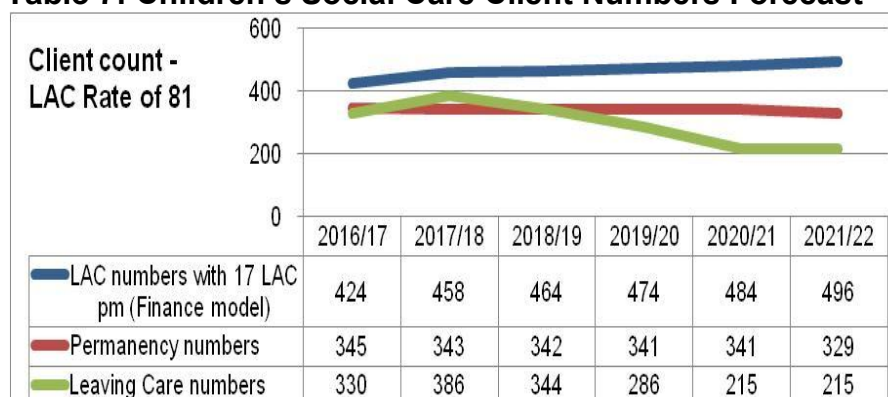
**Table 6: Projected adult social care client numbers**



## Children's Social Care

- 8.9 The key cost drivers in children's social care are the costs of provision for Looked After Children (LAC), permanency cases (special guardianship and adoption) and care leavers. These costs are net of any specific government grants for support for asylum seekers or contributions from health or education partners. A local model had been developed, which started with the cohort of existing placements, identified what the future pathways were expected to be for those children, then considered the number of new cases and leavers at prevailing costs.
- 8.10 The current LAC rate per 10,000 is 72, assuming a future stable rate of 76-81 (in line with Statistical Neighbour trends), we will continue to have a significant budget pressure. For LAC, the assumption has been 17 new cases per month (consistent with the rate of new admissions during 2015/16, to get to a rate of 81 LAC per 10,000 people by 2012/22). This would be the level if there were no savings initiatives being pursued.
- 8.11 For permanency cases, the assumption is that current rates of cases moving from LAC to special guardianship/adoption will continue. For care leavers, new cases will predominantly be LAC who reach the age of 18, plus some cases which arise through homelessness or eligible young people returning to seek support from the service. Below table reflects the profile of cases for each of these client groups.

**Table 7: Children's Social Care Client Numbers Forecast**



### Budget Strategy

- 9.1 The Council has a well-established approach to strategy and resource planning based around the 5 key priorities agreed as part of the Corporate Plan 2015.
- 9.2 Haringey along with other local authorities have to manage within a tight funding envelope due to significant reduced government funding support. Nevertheless, the Council focussed on delivering its key priorities despite financial challenges. Currently, the Council has an underlying budget deficit of approximately £15m. Therefore, further cost reduction/resource prioritisation will need to be considered by the Council as part of future refresh of the MTFS in order to close the current budget gap. However, this will need to be done in a way that gives due regard to the needs of residents and service users.
- 9.3 The Council, as part of the process by which it sets its budget, seeks the views and opinions of residents and service user which is used to inform the final decision of the Council when setting the budget.
- 9.4 After taking into account the funding and expenditure assumptions outlined above, there is still an underlying budget gap. The Chief Finance Officer is working with colleagues to develop options that will allow the Council to balance the budget by 2020/21. The below table details the current projected gap in each year of the MTFS period.

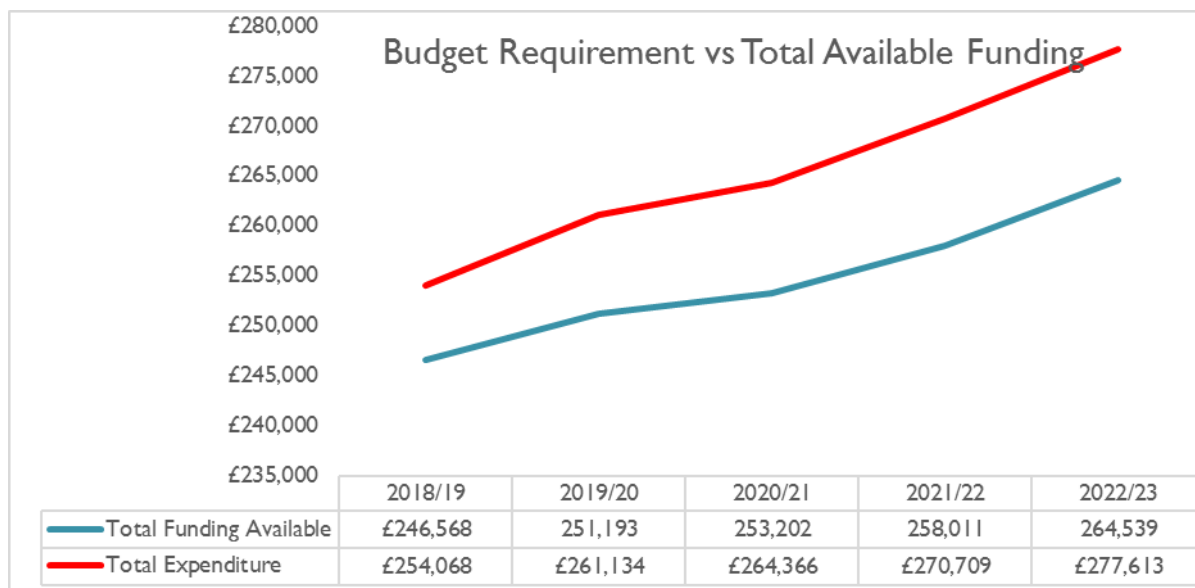
**Table 8: Summary (Draft) Budget 2017/18-2022/23**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Main Funding</b>							
New Homes Bonus	5,712	2,700	2,700	2,700	2,700	2,700	13,499
Adult Social Care Grant	1,195	0	0	0	0	0	0
Revenue Support Grant	38,590	0	0	0	0	0	0
Council Tax	93,773	101,917	106,545	109,240	113,595	118,123	549,419
Retained Business Rates	22,084	108,508	104,982	106,903	107,342	109,342	537,075
Top up Business Rates	54,232	0	0	0	0	0	0
<b>Total Main Funding</b>	<b>215,585</b>	<b>213,125</b>	<b>214,226</b>	<b>218,842</b>	<b>223,636</b>	<b>230,164</b>	<b>1,099,993</b>
<b>Core Grants</b>							
Public Health	20,742	20,203	19,677	19,677	19,677	19,677	98,912
Other core grants	10,653	13,240	17,290	14,683	14,697	14,697	74,607
<b>TOTAL (External) Funding</b>	<b>246,980</b>	<b>246,568</b>	<b>251,193</b>	<b>253,202</b>	<b>258,011</b>	<b>264,539</b>	<b>1,273,513</b>
Contribution from/(to) Reserves	-8,782						0
<b>TOTAL FUNDING</b>	<b>238,197</b>	<b>246,568</b>	<b>251,193</b>	<b>253,202</b>	<b>258,011</b>	<b>264,539</b>	<b>1,273,513</b>
<b>Total Expenditure</b>	<b>255,762</b>	<b>254,068</b>	<b>261,134</b>	<b>264,366</b>	<b>270,709</b>	<b>277,613</b>	<b>1,327,890</b>
<b>Budget Deficit</b>	<b>0</b>	<b>7,501</b>	<b>9,941</b>	<b>11,163</b>	<b>12,699</b>	<b>13,073</b>	<b>54,377</b>

- 9.5 The MTFS assumes that savings of £16.8m will be delivered in 2018/19. Despite this level of planned savings next financial year, a further £7.5m contribution from reserves will be required. Therefore, projected budget gaps stated above are predicated on the full delivery of 2018/19 savings. Any shortfall will increase the current deficit projection.

**Table 9: Projected gap between funding and expenditure projections**





9.6 The scale of the recurring budget gap in 2018/19 before one-off mitigations is approximately £15m, as such, it is not possible to make sufficient savings to bridge the gap in one year. Therefore, the strategy has been to smooth the savings over the MTFS period through the use of reserves in the earlier years of the MTFS period. The challenge is to achieve this through:

- A review of workforce efficiency/structure including management layer and spans of control;
- Balancing the need to maintain our focus on transformation in high demand priorities with acknowledgement of the growing pressures in those areas;
- Ensuring the proportion of total budget committed to those high demand areas is in line with appropriate benchmarks;
- Ensuring an appropriate balance between the proportion of the gap apportioned to delivery of priorities and to growth; and
- Providing an element of cushioning for non-essential but important services.

9.7 The process to refine the variables set out in this report will continue until the final budget report in February 2018.

## 10 Savings proposals 2018/19-2022/23

10.1 In addition to previously agreed savings from earlier MTFS process, the Council approved total new savings of £22.7m in February of 2017 for the MTFS to 2021/22. Of these savings, £10.2m are planned savings set to be delivered in 2017/18 and the remainder over the next four financial years to 2021/22. These savings are set out in the below table.

**Table 10: MTFS 2017/18 Approved Savings**

	2017/18	2018/19	2019/20	2020/21	2021/22	Total
--	---------	---------	---------	---------	---------	-------

	£'000	£'000	£'000	£'000	£'000	£'000
Priority 1	2,762	1,748	310	0		4,820
Priority 2	2,411	3,137	84			5,632
Priority 3	1,685	1,660	150			3,495
Priority 4	503					503
Priority 5						0
Priority X	2,798	551	3,400	1,500	20	8,269
<b>Total</b>	<b>10,159</b>	<b>7,096</b>	<b>3,944</b>	<b>1,500</b>	<b>20</b>	<b>22,719</b>

10.2 In addition to the above pre-agreed savings, new savings have been developed by services which Cabinet is asked to consider as part of ongoing measures to address the underlying budget gap. Each new savings proposal is supported by a document describing the action/outcome, highlighting the value of the saving, the impact on workforce numbers, and setting out the associated risks and assumptions.

10.3 Table below is a summary of the new proposed savings totalling £14m over the MTFS period. The individual proposals are attached at Appendix 2.

**Table 11: Summary of savings proposals (2018/19 – 2022/23)**

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Priority 1						0
Priority 2	2,390	2,390	2,990	2,990	2,990	13,750
Priority 3						0
Priority 4	50					50
Priority 5	50	170				220
Priority X						0
<b>Total</b>	<b>2,490</b>	<b>2,560</b>	<b>2,990</b>	<b>2,990</b>	<b>2,990</b>	<b>14,020</b>

10.4 These proposals are being put forward for consideration and in principle agreement, and will be further refined over the next few weeks. Specifically, the immediate challenge is to review the scope to bring forward the implementation timeframes in order to achieve £15m of savings net of new growth requirement over the next two years.

### **Savings Shortfall**

10.5 The agreed 2017/18 budget required that services deliver a total of £20.6m of savings made up of £10.2m MTFS 2017; and £10.4m MTFS 2015). Current projection indicates that only £10.2m of these savings will be delivered as planned in 2017/18. Therefore, a total of £10.4m will be carried forward into 2018/19 as set out in table below.

**Table 12: Projected 2017/18 Savings Shortfall by Priority**

	2017/18 Savings	Savings Achieved 2017/8	Shortfall carried forward to 2018/19
	£'000	£'000	£'000
Priority 1	4,131	1,288	2,843
Priority 2	7,810	4,264	3,546
Priority 3	2,615	2,540	75
Priority 4	828	578	250
Priority 5	765	765	-
Priority X	728	569	159
Council-Wide Savings	3,686	167	3,519
<b>Total</b>	<b>20,563</b>	<b>10,171</b>	<b>10,392</b>

10.6 The below table sets out the savings to be delivered by priority for 2018/19. This includes savings that were not delivered in 2017/18 and carried forward for delivery next financial year.

10.7 As part of the 2018/19 budget setting, services were allowed to review and confirm that 2018/19 savings that were approved in February 2017 and therefore included in the MTFS are still achievable. As a result of this exercise, Adults Social Care services within Priority 2 have re-profiled their savings over the MTFS period. The below table sets out savings expectation by priority area in 2018/19.

**Table 13: 2018/19 Savings Target by Priority**

	2017/18 Savings	Savings Achieved 2017/8	Shortfall carried forward to 2018/19	2018/19 Savings (Identified in 2017/18 MTFS)	(New) 2018/19 MTFS Savings	Total Savings to be achieved in 2018/19
	£'000	£'000	£'000	£'000	£'000	£'000
Priority 1	4,131	1,288	2,843	1,748	-	4,591
Priority 2	7,810	4,264	3,546	-	2,390	5,936
Priority 3	2,615	2,540	75	1,660	-	1,735
Priority 4	828	578	250	-	50	300
Priority 5	765	765	-	-	50	50
Priority X	728	569	159	301	-	460
Council-Wide Savings	3,686	167	3,519	250	-	3,769
<b>Total</b>	<b>20,563</b>	<b>10,171</b>	<b>10,392</b>	<b>3,959</b>	<b>2,490</b>	<b>16,841</b>

## 11 Budget (Growth) Pressures

11.1 The MTFS also allows for some unavoidable budget growth. These relate to non-controllable costs such as pay/non-pay inflation costs, pensions costs relating to retired/deferred members of the pension fund and payments due to levying bodies. Growth proposals for 2018/19 that currently add up to £9.5m are as follows:

- **Pensions Costs** - £1.2m

- **Pay Inflation** - **£3.75m**
- **Non Pay Related Inflation** - **£3.7m**
- **Local Elections (One Off)** - **£0.35m**
- **Levies** - **£0.5m**

- 11.2 The pensions cost pressure is estimated at £2.8m (£1.2m each in 2018/19 and £1.6m in 2019/20) over the next two years and it relates to additional employer's contribution to the pension fund requirement arising from the triennial revaluation of the Fund undertaken in March 2017. The working assumption is that a further £1.5m will be required following the next revaluation in 2020/21.
- 11.3 An allowance of £3.75m has been made to meet the cost of pay inflation and London Living Wage rise demands. Although, the Council is expecting to offset this cost by implementing measures that will hold the pay budget at 2017/18 level through workforce review with a view to reducing staff headcount and realignment of management layers and spans of control across the Council.

## 12 Summary Revenue Budget Position 2018/19-2022/23

- 12.1 The summary revenue budget position over the five-year period is shown in the table below. This position is subject to approval of proposed savings or the addition/deletion of submitted or previously approved proposals.

**Table 14: Summary of proposed budgets**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Priority 1</b>	£55,165	£55,855	£56,855	£57,855	£58,855
<b>Priority 2 (Adult Social Care)</b>	£77,941	£77,951	£78,016	£78,205	£78,524
<b>Priority 2 (Others)</b>	£13,913	£13,913	£13,913	£13,913	£13,913
<b>Priority 3</b>	£28,557	£28,407	£28,407	£28,407	£28,407
<b>Priority 4</b>	4,180	4,180	4,180	4,180	4,180
<b>Priority 5</b>	19,909	19,789	19,789	19,789	19,789
<b>Priority X</b>	£38,534	£34,809	£33,309	£33,289	£33,289
<b>Non Service Revenue</b>	£15,871	23,231	21,898	27,073	32,657
	<b>£254,069</b>	<b>£258,134</b>	<b>£256,366</b>	<b>£262,710</b>	<b>£269,614</b>

## 13 Consultation and Scrutiny

- 13.1 A formal consultation is being planned alongside this process the result of which is expected in January and will be shared with Cabinet and feedback provided to all relevant committees of the Council.
- 13.2 Statutory consultation with businesses will also take place in January and any feedback will be incorporated before final decisions are taken in February.
- 13.3 Additionally, the Council's budget proposals will be subject to a rigorous scrutiny review process which will be undertaken by the Overview and Scrutiny Panels and Committee during December/January on a priority themed basis. The Overview and Scrutiny Committee will then meet in

January 2017 to finalise its recommendations on the budget package to be reported to the Cabinet in February.

- 13.4 The government is effectively setting rent charges in 2018/19 by instructing local authorities to reduce rent on HRA owned properties by 1%. Therefore, there is no need to consult on rent charges this year.

#### **14 Review of assumptions and risks 2018/19-2022/23**

- 14.1 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget – and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment will be made as part of the final report on the Council's budget in February 2018.

- 14.2 The main uncertainties and risks identified to date which will impact on the Council's budget are:

- Funding assumptions are subject to the local government settlement (early Dec), and therefore there may be changes.
- Move to Council Tax and Business Rates as the main funding driver exposes the Council to risks such as collection rates, adverse changes in the size of the taxbase, appeals and negative cashflows.
- The Council's Transformational Programmes do not deliver the required savings, do not deliver savings quickly enough, or are counteracted by demographic trends particularly in critical areas such as Children's and Adults Social Care and Temporary Accommodation.
- Increases in national minimum wage (NMW) and London living allowance (LLA) which will particularly affect care providers and Direct Payment rates and may drive up prices even further than planned.
- Any deterioration in the forecast 2017/18 position, including the risk that the measures put in place to reduce spending do not deliver as expected.
- Changes in Non Service Resources budgets over the next few months – for example the amounts provided for levies are currently based on estimates.
- General population increases that are expected over the next 5 years and any associated growth in demand - other than specifically allowed for – may lead to financial pressure.
- The need to balance revenue and capital priorities to ensure the most appropriate use of available resources.

- 14.3 Other risks which we are aware of that may impact on the Council's budgets:

- National economic uncertainty, including economic stability, inflationary pressures, etc, including any factors relating to Brexit.
- Housing Benefit admin fee may end during the period of the MTFS.
- The impact of changes in legislation – for example the Homelessness Reduction Act and whether the funding provided to undertake the new responsibilities under the Act will be sufficient.

- The impact of inflation pressures above current assumptions (e.g. energy costs which are currently estimated at well above the rate of inflation for 2018/19.
- Ability to work collaboratively with a number of partner organisations – for example on shared services and for such collaborations to deliver much needed efficiency gains.
- Impact of NHS Sustainable Transformation Plans (STPs) may result in a transfer of costs.
- Ability to implement savings.

14.4 Each of these and any further emerging issues will be considered and assessed over the next two months and reflected in the final version of the MTFS in February 2017 where appropriate.

## **15 Council's Capital Strategy and Capital Programme 2018/19-2022/23**

15.1 The Council's ten-year council wide Capital Strategy was approved by Cabinet in June 2016. This strategy has been developed to ensure that the Council takes a longer-term view of the assets required to deliver its Corporate Plan priorities and support its MTFS.

15.2 The Council's Capital Strategy is ambitious for regeneration and growth that will deliver a range of improved outcomes for its residents. Also, it aims to secure stability for financial planning purposes as government funding support reduces and the Council becomes more reliant on locally determined sources of funding such as Council Tax and Business Rates.

15.3 The MTFS capital programme funding assumes a mix of capital receipts, grant funding and prudential borrowing. Borrowing has an on-going impact on the Council's revenue budget and must be affordable. Such borrowing is closely controlled by legislation defined under the Prudential Code for Capital Expenditure and monitored through Treasury Management reporting. To the extent that capital receipts and grant do not meet the cost of the capital programme, there are two main options for borrowing:

- Temporary borrowing, pending the realisation of future capital receipts, providing that there is certainty over the amount and timing of the receipt;
- Prudential borrowing on an on-going basis to finance that capital expenditure that cannot be met from capital receipts.

15.4 In the context of the MTFS this means that the cost of any additional borrowing is an additional pressure which must, therefore, be matched by additional savings to deliver a balanced budget.

15.5 There has so far been no new request for capital schemes, however, the ten-year programme has been refreshed as part of setting the 2018/19 budget. This ensures that the capital programme reflects latest delivery expectation for current approved schemes. Also, any changes in funding including prudential borrowing needs have been updated to ensure revenue implications of the capital programme is fully reflected in the MTFS.

15.6 The proposed capital programme is set out at appendix 3 of this report.

### **MTFS Affordability and Governance**

- 15.7 Members consider annually, as part of the Treasury Management Strategy, a number of prudential indicators which are largely concerned with ensuring the affordability of capital expenditure decisions. This strategy also includes the Council's MRP policy statement.
- 15.8 Any proposed revisions to the current policy statement arising from the Section 151 Officer's review will be presented to the Council's appropriate Committees for scrutiny/agreement prior to submission to Full Council for approval.

### **Other considerations**

- 15.9 As with any longer term strategy, there is a need to undertake regular reviews of detailed action plans to take account of changing circumstances.
- 15.10 As stated above, there is likely to be a need to revise the capital programme, subject to appropriate approvals, to take account of changes to existing schemes or to fund new schemes and in particular to take advantage of additional external funding or capital receipts.
- 15.11 The Council's regeneration projects are likely to have further impacts on the Council's capital programme, particularly the Haringey Development Vehicle (HDV) and High Road West projects.
- 15.12 The current capital programme contains provision for funding certain elements of the proposed schemes but these may need to be revised as the regeneration projections progress.

## **16 HRA Capital Programme**

- 16.1 The HRA capital programme along with the rest of the Council's capital programme is still being finalised. It will take into account both the resources available and the new Affordable Homes standard. The report will be submitted to Cabinet in February 2018 with the Council rent review.

## **17 Housing Rent Increases**

- 17.1 The Welfare Reform and Work Act 2016 requires the Council to reduce social housing rents (excluding service charges) by 1% every year for four years starting from 1 April 2016. This is the third financial year that the Council must reduce rents by 1%. There are no other options for the Council to consider when setting the rents for 2018/19.
- 17.2 Provisional rents for general needs and sheltered / supported housing for 2018/19 has been calculated so that the weekly rent paid by existing tenants is reduced by 1%. On this basis, the current average weekly rent for these properties will reduce by £1.04 from £103.89 to £102.85.
- 17.3 Under the previous rent restructuring policy, the rents for these properties would have increased by 4% (Consumer Price Index (CPI) at September 2017 of 3% plus 1%). Shared ownership rents will increase by 4% (CPI plus 1%) as the 2016 Act and Regulations exempt them from the 1% rent reduction.

- 17.4 Government announced in October 2017 that annual increases in social housing rents will return to CPI plus 1% for the next five years after the social housing rent reduction ends in March 2020. This offer is a welcomed certainty for housing income growth in the short term.

**Table 15 – Proposed rents for general needs and sheltered / supported housing**

Number of Bedrooms	Number of Properties	Current average weekly rent 2017/18	Proposed average weekly rent 2018/19	Proposed average rent decrease
Bedsit	137	£84.07	£83.23	-£0.84
1	5,468	£89.10	£88.21	-£0.89
2	5,240	£103.86	£102.82	-£1.04
3	3,782	£118.98	£117.79	-£1.19
4	586	£135.17	£133.82	-£1.35
5	102	£156.38	£154.82	-£1.56
6	13	£164.52	£162.87	-£1.65
7	2	£156.01	£154.45	-£1.56
8	1	£176.62	£174.85	-£1.77
<b>All dwellings</b>	<b>15,331</b>	<b>£103.76</b>	<b>£102.72</b>	<b>-£1.04</b>

- 17.5 The current policy of increasing rents to the 2015/16 formula rent (adjusted for 1% reduction each year thereafter) on new secure tenancies will continue.

#### **Licences and Non Secure Tenancies**

- 17.6 Rents for licences and non-secure tenancies are not affected by the government's social rent reduction policy, so the Council has flexibility to keep these rents at their current levels based either on the hostel rate or Local Housing Allowance (LHA). However, there are current government plans to limit housing benefit to the Local Housing Allowance (LHA) rate, to be applied from 1 April 2018, for new or re-let tenancies signed from 1 April 2016 onwards (and from 1 April 2017 onwards for tenants in supported accommodation).
- 17.7 There is also a significant decant programme underway, to support the current and future regeneration projects on housing estates. There is usually a long gap between the time when tenants move out, and when the blocks are demolished. Cabinet approval was given to use these properties as temporary accommodation for people whom the Council has a duty to provide, when they are homeless.
- 17.8 Such properties are occupied under licence and excluded from becoming secure tenancies under the Housing Act 1985 Schedule 1 (4). Cabinet approval was given to charge the Local Housing Allowance (LHA) rate on these properties.

#### **New build**

- 17.9 On 12 July 2016, the Cabinet approved the rent levels for new homes built under the Council's New Build Infill Programme. Phase 1 of the programme has delivered fifteen new homes which are let at affordable rents. A further four shared ownership homes have also been delivered.

#### **Rent Consultation**



- 17.10 Under the previous rent restructuring regime, Homes for Haringey (HfH) consulted tenants informally on behalf of the Council from late December to mid-January. In the past, HfH sent letters to the various Residents Associations asking for their views on proposed rent increases. The rent consultation was also published on the HfH website inviting comments from tenants. Responses to the consultation are usually reported to the Cabinet before a decision is made at the Cabinet meeting in February.
- 17.11 Similarly, no separate consultation is planned for this year as the requirements of the Welfare Reform and Work Act mean that the Council is not able to apply an increase.
- 17.12 The Council must give tenants statutory notice in writing at least four weeks before new rent charges apply from the first Monday in April 2018.

### **Service charges**

- 17.13 In addition to rents, tenants pay service charges for services they receive which are not covered by their rent. Service charges must be set at a level that recovers the cost of the service, and no more than this. The Council's policy has been to set charges at the start of each financial year to match budgeted expenditure. Therefore, the weekly amount is fixed and a flat rate is charged.
- 17.14 Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.
- 17.15 Tenants pay for the services listed below:
- Concierge
  - Grounds maintenance
  - Caretaking
  - Street sweeping (Waste collection)
  - Light and power (Communal lighting)
  - Heating (including Gas or Oil/Electricity)
  - Integrated reception service (Digital TV)
  - Estates road maintenance
  - Bin and chute cleaning
- 17.16 These applicable charges for 2018/19 are still being calculated.

### **Water rates**

- 17.17 Tenants also pay weekly water rates with their rent if the water supply to their home is unmetered. The amount is set by Thames Water Utilities Ltd on the basis of the rateable value of each property.
- 17.18 The weekly water rates to be paid by each tenant in 2018/19 will be provided by Thames Water in March 2018. Tenants will be notified accordingly.

## **18 HRA Revenue Budget and MTFs 2017/18-2021/22**

- 18.1 The draft HRA budget for 2018/19 is still be developed and will be presented to Cabinet in February 2018 as part of the rent setting process, together with a HRA 5-year Medium Term Financial Strategy and a 30-year business plan.

## 19 Dedicated Schools Budget (DSB)

- 19.1 The Dedicated Schools Budget is substantially funded from the ring-fenced Dedicated Schools Grant and two other funding streams (Pupil Premium and Post 16 Grant) which are, in effect, passported to schools. Spending must be consistent with the requirements of the prevailing Schools and Early Years Funding Regulations and there are requirements about whether Schools Forum has a decision-making or a consultative role in determining budget levels for each year.
- 19.2 The financial position reported to Schools Forum in October 2017 set out the prevailing financial position. There are budget pressures within both the Early Years Block and High Needs Block and this will reduce available DSG reserves to a deficit of £0.945m by the end of 2017-18 financial year.
- 19.3 Table below sets out Haringey's Dedicated Schools Grant allocations for 2017-18, the minimum rebased DSG baseline allocation for 2018-19, the provisional National Funding Formula DSG allocations for 2018-19 and the illustrative National Funding Formula for 2019-20.

**Table 16: Haringey's Dedicated Schools Grant Allocation**

<b>Dedicated Schools Grant</b>	<b>2017-18 DSG allocations as at 10 Oct 2017</b>	<b>2018-19 Provisional NFF funding</b>	<b>2019-20 Illustrative NFF</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
<b>Schools Block</b>	195.29	193.38	194.24
<b>Central School Services Block</b>	0.00	3.07	2.99
<b>Early Years Block</b>	18.67	18.67	18.67
<b>High Needs Block</b>	35.85	35.82	35.93
<b>Total DSG</b>	<b>249.81</b>	<b>250.94</b>	<b>251.82</b>

- 19.4 The 2017-18 Schools Block allocation was rebased into Schools Block and Central School Services Block in 2018-19 and 2019-20. The items that were previously top sliced as Centrally Retained elements in Schools Block have been rebased into Central School Services Block in 2018-19 and 2019-20 under the National Funding Formula.
- 19.5 Overall, Haringey received a provisional increase of 0.45% in its DSG allocation which is equivalent to £1.12M in its Dedicated Schools Budget. This is based on October 2016 census pupil numbers of 33,450.
- 19.6 The Schools Block received an uplift of 0.44% which is equivalent to £850k.

- 19.7 The Central School Services Block has lost £80k from 2017-18 Centrally Retained elements that was rebased into 2018-19 which is the maximum possible loss capped at 2.5% from 2017-18.
- 19.8 The High Needs Block received an increase of 1% of its funding from 2017-18 which equates to £350k.
- 19.9 The financial position for the Dedicated Schools Grant is dependent on the final school's finance settlement for 2018-19, which is due in December 2017.

### **DSG Reserves**

- 19.10 DSG Reserves is expected to close with a deficit of £0.945 at the end of 2017-18 and the need to reduce and contain expenditure in both the Early Years Block and the High Needs Block as both blocks had agreed spending plans and trajectories in place which going forward have insufficient funding. This will need to be addressed by the Schools Forum at its meeting in December 2017. The below table sets out the projected closing position for the DSG
- 19.11 The final figures for Schools Block and news about the school's settlement more generally are expected in December 2017. High Needs Block funding may be known early in 2018 and the Early Years block funding in 2017/18 financial year is based partly on the January 2017 pupil census and partly on the January 2018 pupil census.
- 19.12 The Schools Forum will consider key issues at their December 2017 and January 2018 meetings.

## **20 Statutory Officers' comments**

### **Chief Finance Officer Comments**

- 20.1 As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are essentially contained throughout the report.
- 20.2 Ensuring the robustness of the Council's 2018/19 budget and its MTFS 2018/19 – 2022/23 key functions for the role for the Council's Section 151 Officer. This includes ensuring that the budget proposals are realistic and deliverable and that they will be achieved in a number of ways including consideration of the budget setting process itself, the quality and extent of both statutory and non-statutory consultation, the assessment and management of risks, feedback and challenge via scrutiny processes, and the coherence of the working papers supporting budget proposals.
- 20.3 The basis for the £23m underlying recurrent budget deficit is set out clearly in this report and flows largely from central government funding reductions, and from expenditure pressures due to local demographic and demand increases which have been set out in some detail above. We have also refreshed all financial assumptions to ensure a base for the development of this MTFS, including close scrutiny of the current year position and the ongoing impact of savings agreed in the last MTFS.

20.4 Whilst the size of the budget shortfall for 2018/19 is at this stage, of necessity, an estimate, it is clear that it is a robust assessment of the extent of the challenge facing the Council. It is appropriate, in the view of the S151 officer, to tackle the estimated shortfall over the next three years of the MTFS period rather than over a single year given that:

- There is often a significant lead-in time for delivering and embedding service improvements and we need to be confident that assumed savings can be delivered both individually and in terms of capacity within the organisation.
- Members need to be given real choices and options about where to make service changes and the appropriate use of reserves allows this to take place over a realistic timeframe.
- The Council needs to have clarity over the medium term on its funding levels, and there are currently a number of uncertainties - including the end of the agreed four-year settlement, the impact of business rates changes, etc. It makes sense to wait for a clearer picture to emerge in terms of resources before agreeing additional cuts now.
- Services are already planning to deliver £10m savings in 2018/19. This is in addition to the previous year's total savings target of £21m.

20.5 Specific consideration has been given to the appropriateness of using reserves strategically to assist in achieving the plans set out in the MTFS report. As reserves can only be used once they are an appropriate response to a need to smooth the £23m over three years in order to bring expenditure more in line with estimated resources.

20.6 Further work will be undertaken between now and the final budget report to review savings proposals, update on the latest funding position and any other known changes.

#### **Assistant Director of Corporate Governance Comments**

20.7 The revised Medium Term Financial Strategy (MTFS) is closely linked to the budget process and may be viewed as a related function. In addition, it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

20.8 The Council is a best value authority and under section 3 of the Local Government Act 1999 has a duty 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. The revision of MTFS which incorporates the initial proposals for savings and investment is one of the ways in which the Council can achieve best value.

20.9 There are statutory requirements as to the keeping of a Housing Revenue Account (HRA). Under section 76 of the Local Government and Housing Act 1989 the Council is under a duty to budget to prevent a debit balance on the HRA. In January and February in the preceding year, prior to the relevant financial year the Council must formulate proposals relating to income from rent and charges, expenditure and any other matters connected HRA

properties. Within one month of formulating these proposals revising them, the council must prepare a statement setting out those proposals; the estimates made and the basis of which those proposals formulated or revised; and such other particulars as the Secretary of State may direct.

- 20.10 Under S24 of the Housing Act 1985 the Council has power to make such reasonable charges as it may determine for the tenancy or occupation of its council houses, and is required from time to time, to review rents and make such changes as circumstances may require. However, this discretion as to rents and charges made is subject to restrictions arising from the provisions of the Welfare Reform and Work Act 2016 which mandates that rents payable by tenants reduces by 1% each year between 2016 and 2019.
- 20.11 Changes to rent and other charges are not matters of housing management which the council is required to undertake statutory consultation with their tenants pursuant to Section 105 of the Housing Act 1985 and Sections 137 and 143A of the Housing Act 1996. However, section 16, of the report indicates that the Council will consult with tenants before seeking to change rent and other service charges. The Council is required, to give tenants notification of variation of rent and other charges to tenants of at least four weeks, or one rental period of the tenancy, whichever is the longer variation.
- 20.12 When considering the MTFS, and any savings and investment proposals, the Council must have due regard to the public sector equality duty (PSED) contained within section 149 of the Equality Act 2010 which requires the Council to have due regard in its decision-making processes to the need to: eliminate discrimination, harassment, victimisation or other prohibited conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 20.13 A proportionate equality analysis is required to inform the consideration these proposals to meet the requirements of the public sector equality duty. The Council will need to finalise its equality analysis and out how equality impacts are addressed in relation to savings proposals.
- 20.14 Where savings proposals involve service changes which impact on individuals, consultation there is a need to consult with representatives of council tax payer, business rates payers, persons likely to use services and persons appearing to have an interest in any area within which the Council carries out functions. Consultation will likely be required at the time of preparing the 2018-2019 budget.
- 20.15 Any consultation carried out under the Council's best value duty and public sector equality duty will need to comply with the following requirements:
- i. it should be at a time when proposals are still at a formative stage;
  - ii. the Council must give sufficient reasons for any proposal to permit intelligent consideration and response;

- iii. adequate time must be given for consideration and response; and
- iv. the product of consultation must be conscientiously taken into account.

### **Equalities Comments**

20.16 We are proud of our diversity and of the potential this offers:

- Around 270,000 people live in Haringey (an increase of 13,300 since the 2011 Census). By 2021, it is projected that the population will rise by a further 13,000.
- Over 100 languages are spoken.
- Haringey is the eighth most ethnically diverse in the country; over two thirds of residents are non-White British. English is an additional language for over half our children and young people.
- Haringey is a “young” borough. Children and young people aged 0 to 19 comprise about a quarter of the population.

20.17 It is a welcoming place where there is a tradition of people settling here, finding a base to live, work, bring up families, thrive and achieve. Haringey has yet more potential but in order to realise this, we must address a number of key challenges.

20.18 Achieving better outcomes and ensuring we have the capacity to deliver against a background of high levels of deprivation is a continuing challenge. Haringey is the sixth most deprived borough in London, mostly related to low incomes, poor housing conditions and high crime. Nearly one third of working-age residents in Haringey earns below the London Living Wage. One in three children live in poverty and one in six live in a household where no adult works. Over 3,000 households live in temporary accommodation.

20.19 There are wide differences in the levels of deprivation and health; the more deprived the area, the shorter the life expectancy, especially for men, and the shorter the healthy life expectancy. While levels of teenage pregnancy are reducing, the numbers are still high. We also have high levels of childhood obesity, mental illness and sexually transmitted infections.

20.20 Addressing the significant social, economic and health issues are made more difficult by the significant financial challenges the council and the public sector faces.

### **Our Equalities Duties:**

20.21 The Equality Act 2010 places a ‘General Duty’ on all public bodies to have ‘due regard’ to:

- Eliminating discrimination, harassment and victimisation
  - Advancing equality of opportunity
  - Fostering good relations
- In addition, the Council complies with the Marriage (same sex couples) Act 2013.

20.22 The Act covers nine protected characteristics which are:

- age
- disability
- gender and gender reassignment
- pregnancy and maternity status
- marriage and civil partnership
- ethnicity
- religion or belief
- sexual orientation

20.23 The Public Sector Equality Duty came into force on 5 April 2011. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities - in shaping policy, in delivering services and in relation to their own employees, and for these issues to be kept under review. If we do not consider how a function can affect different groups in different ways, it is unlikely to have the intended effect. This can contribute to greater inequality and poor outcomes.

20.24 Every person can identify with a combination of these characteristics; we all have an age, a disability status, a gender, our own beliefs and a sexual orientation. It is not the purpose of equalities monitoring to put people in boxes but to ensure that all groups of people have their needs met.

20.25 Haringey Council believes the Equality Impact Assessment process is an important way of informing our decision making process.

20.26 The Corporate Plan 2015-18, sets out how we plan to support Haringey's residents to build a stronger future through 5 priorities:

- Outstanding for all: Enable every child and young person to have the best start in life, with high quality education;
- Empower all adults to live healthy, long and fulfilling lives;
- A clean and safe borough where people are proud to live, with stronger partnerships and communities;
- Drive growth and employment from which everyone can benefit;
- Create homes and communities where people chose to live and are able to thrive.

### **Haringey's Priorities:**

20.27 These are underpinned by 6 cross-cutting principles:

- Prevention and early intervention – preventing poor outcomes for children, young people and adults and intervening early when help and support is needed;
- Tackling inequality – tackling the barriers facing the most disadvantaged and enabling them to reach their potential;
- Working together with communities – building resilient communities where people are able to help themselves and support each other;
- Value for money – achieving the best outcome from the investment made;
- Customer focus – placing our customers' needs at the centre of what we do;

- Working in partnership – delivering with and through others.

- 20.28 The Council's 2018/19 budget and its Medium Term Financial Strategy (MTFS) 2018/19 – 2022/23 are aligned with the 5 corporate plan priorities. All priorities have delivery plans including a clear vision, objectives and performance indicators that are publicly available so our progress against those targets is transparent.
- 20.29 The council has ambitious plans for the borough and it is committed to achieving the best outcomes for residents, rather than just managing decline. In the context of delivering millions of pounds of savings, the council will need to make changes to the way it delivers its services. Where budget reductions have adverse impacts on service users, detailed analysis will be conducted to identify and mitigate impact.
- 20.30 At this stage, the assessment of the potential impact of decisions is high level and has not been subjected to a detailed quantitative and qualitative analysis. This is a live process and, as proposals are developed, full impact assessments will be completed and consulted on and work to mitigate the impact on protected groups.
- 20.31 We have a legal responsibility to ensure that our impact assessments, where needed are an integral part of the formulation of a proposal policy and not justification for its adoption. If a risk of adverse impact is identified, consideration will be given to measures that would mitigate that impact before fixing on a particular solution.

**Next steps:**

- 20.32 Tackling inequality is a priority for the council and this is reflected in the objectives and performance targets we have set out in the corporate plan 2015-18, as well as the ambition for the Council's Borough Plan, which will set the vision for Haringey from 2018 to 2022.
- 20.33 The new savings proposals in this report are currently at a high level and will be developed further as new operating models, service changes and policy changes are progressed and implemented. Equalities impact assessments will be developed as part of this process. Where there are existing proposals on which decisions have been taken, existing equalities impact assessments will be signposted.
- 20.34 Any comments received will be taken into consideration and a further update will be brought to Cabinet in February 2018.

**21 Use of Appendices**

Appendix 1 – Proposed summary revenue Medium Term Financial Strategy (MTFS) 2018/19-2022/23 – to follow

Appendix 2 – Proposed revenue savings proposals – summary – to follow

Annex 1 – Priority 1

Annex 2 – Priority 2



Annex 3 – Priority 3

Annex 4 – Priority 4

Annex 5 – Priority 5

Annex 6 – Priority X

Appendix 3 - General Fund Capital Programme

**22 Local Government (Access to Information) Act 1985**  
Period 1-6 budget monitoring reports 2017/18.

**HARINGEY COUNCIL MEDIUM TERM FINANCIAL PLAN - APRIL 2018 - MARCH 2023**
**Appendix 1**

	2017/18	Movement	2018/19	Movement	2019/20	Movement	2020/21	Movement	2021/22	Movement	2022/23
<b>Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Priority 1	55,913.43	(1,748)	54,165.18	(310)	53,855.18	0.00	53,855.18	0.00	53,855.18	0.00	53,855.18
Priority 2	91,173.29	679.82	91,853.11	10.29	91,863.41	65.05	91,928.46	188.71	92,117.17	319.10	92,436.28
Priority 3	29,073.90	(1,660)	27,413.90	(150)	27,263.90	0.00	27,263.90	0.00	27,263.90	0.00	27,263.90
Priority 4	5,372.53	(50)	5,322.53	0.00	5,322.53	0.00	5,322.53	0.00	5,322.53	0.00	5,322.53
Priority 5	19,959.01	(50)	19,909.01	(120)	19,789.01	0.19	19,789.20	(0)	19,788.96	0.00	19,788.96
Priority X	38,759.28	(226)	38,533.78	(3,725)	34,808.78	(1,500)	33,308.78	(20)	33,288.78	0.00	33,288.78
Non Service Revenue	15,510.83	1,360.14	16,870.97	11,360.25	28,231.22	4,666.28	32,897.50	6,175.24	39,072.74	6,584.18	45,656.92
<b>Total Budget Requirement</b>	<b>255,762.27</b>	<b>(1,694)</b>	<b>254,068.48</b>	<b>7,065.54</b>	<b>261,134.03</b>	<b>3,231.52</b>	<b>264,365.55</b>	<b>6,343.72</b>	<b>270,709.26</b>	<b>6,903.28</b>	<b>277,612.54</b>
Unidentified Savings	0.00		0.00		9,941.05		11,163.08		12,698.74		13,073.41
<b>Balanced Budget Position</b>	<b>255,762.27</b>		<b>254,068.48</b>		<b>251,192.98</b>		<b>253,202.46</b>		<b>258,010.52</b>		<b>264,539.14</b>
<b>Funding</b>											
New Homes Bonus	5,711.50	(3,012)	2,699.78	0.00	2,699.78	0.00	2,699.78	0.00	2,699.78	0.00	2,699.78
Adult Social Care Grant	1,195.00	(1,195)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Support Grant	38,590.00	(38,590)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Council Tax	93,773.00	8,143.77	101,916.77	4,627.88	106,544.65	2,695.04	109,239.69	4,354.84	113,594.53	4,528.61	118,123.14
Retained Business Rates	22,084.00	86,423.98	108,507.98	(3,526)	104,981.51	1,921.29	106,902.79	438.77	107,341.56	2,000.00	109,341.56
Top up Business Rates	54,232.00	(54,232)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Main Funding</b>	<b>215,585.50</b>	<b>(2,461)</b>	<b>213,124.54</b>	<b>1,101.40</b>	<b>214,225.94</b>	<b>4,616.32</b>	<b>218,842.26</b>	<b>4,793.61</b>	<b>223,635.87</b>	<b>6,528.61</b>	<b>230,164.49</b>
Public Health	20,742.00	(539)	20,202.71	(525)	19,677.44	0.00	19,677.44	0.00	19,677.44	0.00	19,677.44
Other core grants	10,652.76	2,587.66	13,240.43	4,049.17	17,289.60	(2,607)	14,682.76	14.45	14,697.21	0.00	14,697.21
Contribution from /to Reserves	8,782.00	(1,282)	7,500.00	(7,500)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FUNDING</b>	<b>255,762.26</b>	<b>(1,695)</b>	<b>254,067.67</b>	<b>(2,875)</b>	<b>251,192.98</b>	<b>2,009.49</b>	<b>253,202.46</b>	<b>4,808.06</b>	<b>258,010.52</b>	<b>6,528.61</b>	<b>264,539.14</b>

## Corporate Priority 1

Enable every child to have the best start in life, with high quality Education

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
1.1	Service Redesign and Workforce	300	150	-	-	-	450	10,601	545	Amber
1.2	Early Help & Targeted Response	62	100				162	12,583	47	Amber
1.3	Family Group Conferencing	200	100	-	-	-	300	30	n/a	Green
1.4	Family Based Placements	100	175	-	-	-	275	12,583	147	Amber
1.5	Care Leavers - Semi Independent Living	25	75	-	-	-	100	1,699	147	Amber
1.6	Adoption and Special Guardianship Order payments	150	148	310	-	-	608	2,739	147	Amber
1.7	New Models of Care		1,000				1,000	pooled budgets	pooled workforce	Red
	<b>Total</b>	<b>2,762</b>	<b>1,748</b>	<b>310</b>	<b>-</b>	<b>-</b>	<b>4,820</b>			

## Children's Services - Service Redesign and Workforce

Priority	1
Current Service Area	Children's Services
Responsible Officer:	Director of Children's Services
Reference:	Children's Services - Service Redesign and Workforce
Type of saving:	Efficiency saving/service redesign
Version:	1.0

Impact on Residents	Outcomes
In relation to the contact service this will impact on parents and carers in need of using the service.	More responsive service which will contribute to a more timely service for this cohort
In relation to the Independent Reviewing Service this will impact on the looked after children cohorts	A greater level of independence from the service should ensure better outcomes for looked after children
In relation to the front door assessment proposal, this should impact on families accessing social care services	Ensuring that only those families in need of social care services are in receipt of them, rather than engaging with families that do not meet the threshold for intervention.

PROPOSAL
<p><b>Proposal:</b> A number of pieces of work are included within this proposal which together contribute to savings across the workforce. This includes:</p> <p><b>Contact Service</b> Reconfiguration of the service based around typical contact need (sessional evening &amp; weekend) in order to reduce the cost of contact per hour, alongside the introduction of a rota system which enables a reduction of</p> <p><b>Independent Reviewing Officers</b> This function is currently provided in-house and could be externally commissioned to yield savings. This would also enable a much greater level of independent challenge, supporting the delivery of better outcomes for our looked after children. This proposal will also enable a greater level of accountability across this function which would be set out within the procurement and contract process.</p> <p><b>Reduction in Agency Spend</b> Actively reduce the levels of agency by converting posts to permanent staff alongside developing a strong retention strategy to ensure this is a sustainable proposal.</p> <p><b>Service Redesign</b> It is proposed that we redesign our services, as a consequence of managing demand into social care, which will enable the service to appropriately reduce the workforce to better meet need.</p> <p>This proposal will be delivered by ensuring that only those that require social care services are assessed, based upon the Thresholds of Need partnership document.</p> <p>Those that are provided with support will receive it in a more timely and effective way, through the implementation of new practice tools which strengthen our work with families. This will also enable cases to be progressed through</p>

SUMMARY			
	Financial Data £000		Workforce Data
Base Data			
Current budget	10,601	Employees	545
Savings/Invest	£000	Change in employees	
Year 1	300	Year 1	10
Year 2	150	Year 2	30
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	450	Total	40

## Rationale

### Contact Service

At present the service delivers contact across the year at £81 per hour. However contact is typically required after school, during the evenings or at weekends and there is an opportunity to reduce the hourly unit cost by reconfiguring the service so that workforce availability is matched to service need

### Independent Reviewing Officers

This is a statutory requirement and a number of other local authorities have externally commissioned the service to release workforce savings. Some initial analysis has indicated that a new delivery model could provide a £100k saving.

### Reduction in Agency Spend

Although there have been some success in efforts to reduce the number of agency by recruiting permanent staff over 16/17, there is a need to continue this work in order to build a robust and sustainable workforce whilst releasing savings across 17/18.

### Service Redesign

By more effectively managing demand, a reduction in the workforce could be delivered which would better meet need. This would mean that by ensuring that only those that require social care services are assessed, practitioners can more effectively focus upon families who need a service. Those that are provided with support will receive it in a more timely way, through the implementation of new practice tools which strengthen and support our work with families. This will also enable cases to be progressed through the system more efficiently.

## Key benefits - financial and non-financial

### Contact Service

Financial: £80k

Non-Financial: More flexible pool of resources for this function based upon need.

### Independent Reviewing Officers

Financial: 100k

Non-Financial: Increased levels of independence and scrutiny as well a more flexible pool of resources

### Reduction in Agency Spend

Financial: £120k

Non-Financial: More sustainable and robust workforce

### Front Door Assessments

Financial: £150k

Non-Financial: Increase the timeliness of assessments and permanency planning

## Internal dependencies and external constraints

- Commissioning and Procurement dependencies related to the IRO service
- Implementation of the Recruitment and Retention Strategy
- Market dependencies: Availability of permanent staff

## Procurement strategy:

Yes - this saving includes a reduction of staff

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300	150	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated	0	0			
Net Impact Cost/(Savings)	300	150			0
Cumulative Cost/(Savings)	300	450	450	450	450
Payback Period: Not applicable					

## Early Help & Targeted Response

Priority	1
Current Service Area	Early Help & Targeted Response
Responsible Officer:	AD Early Help & Prevention/Head of Targeted Response and Youth Justice
Reference:	Early Help
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p><b>Proposal:</b></p> <p>Through the implementation and delivery of the Targeted Response offer as part of the Early Help model it is anticipated that escalation in the number of Looked After Children would be prevented and the associated saving delivered. This will be as a consequence of enabling supporting families to remain together where possible.</p> <p>This work would also contribute to the prevention of further escalation of the number of looked after children, by providing the right support at an earlier point.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>- Direct work with children and parents,</li> <li>- Improving school / home relationships and behaviour management approaches,</li> <li>- Supporting positive parental attitudes &amp; behaviours as well as a range of other services which support assessment and decision making.</li> </ul>
<p><b>Rationale:</b></p> <p>We believe that children are best supported in strong and resilient families and want to promote this by offering a range of early help and targeted support services to enable families to do this where possible. This will decrease the demand for social care intervention, specifically for looked after children, whilst providing better outcomes for children and their families.</p>

<p><b>Benefits:</b></p> <p>Financial: £162k</p> <p>Non-Financial: A reduction in children needing to become looked after.</p>
---

<p><b>Procurement strategy:</b></p> <p>n/a</p>
--

Impact on Residents	Outcomes
Fewer Children and Young People in Care	Improve lives of children and young people

SUMMARY					
Base Data	Financial Data £000		Workforce Data		
	Current budget Savings/Invest		Employees Change in employees		
	£000				
Year 1	62	Year 1	n/a		
Year 2	100	Year 2	n/a		
Year 3	0	Year 3			
Year 4	0	Year 4			
Year 5	0	Year 5			
Total	162	Total	0		

<p><b>Internal dependencies and external constraints:</b></p> <p>none</p>
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	62	100			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	62	100			
Cumulative Cost/(Savings)	62	162	162	162	162
Payback Period: Not applicable					

## Family Group Conferencing

Priority	1
Current Service Area	Looked After Children
Responsible Officer:	AD Safeguarding & Social Care/Head of Quality Assurance
Reference:	Family Group Conferencing
Type of saving:	New delivery model
Version:	1.0

## PROPOSAL

### Proposal:

This proposal relates to increasing the use of Family Group Conferences (FGC), to support those children who have just become looked after by the council or are on the edge of care, so that they can safely be returned home or remain with their families.

This will enable better outcomes for families and also reduce the cost of placements.

**Rationale:**

Haringey Council continues to experience high demand for statutory services, including a persistently high number of children and young people becoming Looked After. Whilst decision-making and application of thresholds have both been strengthened over the past 18 months, any further net reductions in Looked After Children (LAC) will require different forms of intervention with families before a child is accommodated.

Family Group Conferencing is an internationally recognised evidence-based intervention, which originated in New Zealand, and has shown good results in diverting of children from coming from care and reduction in dependency on specialist services, by increasing family capacity to make decisions and increased resilience.

Impact on Residents	Outcomes
Fewer Children and Young People in Care	Improve lives of children and young people

## SUMMARY

Base Data		Financial Data £000	Workforce Data	
Current budget		30	Employees	n/a
Savings/Invest		£000	Change in employees	
	Year 1	200	Year 1	n/a
	Year 2	100	Year 2	n/a
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	300	Total	0

**Key benefits:**

Phase 1 of this project delivers on the cross-cutting theme of Value for Money, by replacing the commissioned service with a new, tested provider.

Phase 2 is expected to have an immediate, measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers.

Phase 3: is expected to have medium term (2017/18), measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers. It will achieve this through three measurable benefits

- Decrease the number of children coming into care, with a focus on 15-17 age group
- Increase the number of children/young people returned home
- Reduce the number of short term placements (1week – 6months)

Phase 4 is expected to extend the outcomes from Phase 3 with further positive impacts on the number and duration of cases within other parts of the Children's Social Care system, such as subject to Child in Need or Child Protection plans, and Care Leavers. It achieves this through delivering on two key cross-cutting themes from the Corporate Plan:

- Prevention and early intervention – supporting families to solve their problems before they become too entrenched and to reduce their need for statutory services.
- Working together with our communities – the Family Group conferences model supports wider Council efforts to build family and community resilience by giving a child's wider network a central role in co-producing positive outcomes for the child.
- Providing better outcomes for young people within the criminal justice system

**Internal dependencies and external constraints:**

Dependent on having an appropriate Looked After Children cohort who would benefit from Family Group Conferences

**Procurement strategy:**

By May 2017 award a block contract for a Family Group Conferences supplier.

<b>Cost Benefit Analysis (CBA)</b>	<b>2017-18 £k</b>	<b>2018-19 £k</b>	<b>2019-20 £k</b>	<b>2020-21 £k</b>	<b>2021-22 £k</b>
Benefits Estimated	330	160	0	0	0
Reduced benefits due to					
Additional Cost Estimated	130	60	0	0	0
Net Impact Cost/(Savings)	200	100	0	0	0
Cumulative Cost/(Savings)	200	300	300	300	300
<b>Payback Period: 1 years</b>					



## Family Based Placements

Priority	1
Current Service Area	<b>Looked After Children</b>
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Family Based Placements
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p><b>Proposal:</b></p> <p>By increasing the range and type of in-house foster carers, alongside strengthening our Independent Fostering Agency arrangements, young people will be enabled to remain more locally, in appropriate family based placements which better meet their needs and achieve improved outcomes.</p> <p>An initial review had indicated that there are a small number of children currently in residential placements where we could deliver care closer to home, which would also be better value for money.</p> <p>This will mean that children and young people are provided with placements that better meet their needs as part of our ambition to deliver high quality care for our Looked After Children.</p> <p><b>Rationale:</b> Analysis has indicated that by offering more family based placements, savings could be achieved, with a focus on those children who would most benefit from being appropriately stepped down into in-house foster care or Independent Fostering Agency.</p>

<p><b>Benefits:</b></p> <p>Financial: £275k</p> <p>Outcome: Will better meet the needs of Looked After Children more locally</p>
--

<p><b>Procurement strategy:</b></p> <p>A commissioning exercise would need to be undertaken with an Independent Fostering Agency.</p>
---

Impact on Residents	Outcomes
Looked After Children cohort positively impacted via more appropriate care offer	Better permanency outcomes for Looked After Children

SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	12,583	Employees	147	
Savings/Invest	£000	Change in employees		
	Year 1	100	Year 1	n/a
	Year 2	175	Year 2	n/a
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	275	Total	0

<p><b>Internal dependencies and external constraints:</b></p> <p>This saving is dependent on the availability of appropriate foster carers and Independent Fostering Agency arrangements</p>
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	175	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	100	175	0	0	0
Cumulative Cost/(Savings)	100	275	275	275	275
Payback Period: not applicable					

## Care Leavers: Semi-Independent Living

Priority	1
Current Service Area	<b>Care Leavers</b>
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Care Leavers: Semi-Independent Living
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p><b>Proposal:</b> Review the current Semi Independent Living cohort and where appropriate, consider easing the transition to financial independence more efficiently, where care leavers have successfully been supported to live independently. This provision of support would remain in line with statistical neighbours and aligned with the Supporting Housing proposal.</p>
<p><b>Rationale:</b> The Leaving Care Service has a function to support the transition of living independently for care leavers. Analysis has suggested that an indepth review would identify cases where payments could be ceased and clarify for future.</p>

<p><b>Benefits:</b> Financial: £100k</p>
--

<p><b>Procurement strategy:</b> N/A</p>
---

Impact on Residents	Outcomes
Reducing dependence; building financial independence; careleavers living as other young people in the community but with support.	Improved independence for care leavers; better tenancy sustainment; higher employment rates for vulnerable young people.

SUMMARY					
Financial Data			Workforce Data		
Base Data			£000		
Current budget			1,699	Employees	147
Savings/Invest (up to)			£000		
			Change in employees		
Year 1	25	Year 1	n/a		
Year 2	75	Year 2	n/a		
Year 3	0	Year 3			
Year 4	0	Year 4			
Year 5	0	Year 5			
Total	100	Total	0		

<p><b>Internal dependencies and external constraints:</b> None</p>
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated	25	75			
Reduced benefits due to					
Additional Cost Estimated					
Net Impact Cost/(Savings)	25	75	0	0	0
Cumulative Cost/(Savings)	25	100	100	100	100
Payback Period: Not applicable					

## Adoption and Special Guardianship Order Payments

Priority	1
Current Service Area	<b>Permanency</b>
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Adoption and Special Guardianship Order Payments
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p><b>Proposal:</b> The proposal is based upon a review of support provision across adoption and Special Guardianship Orders, with a view to bringing the council in line with comparator boroughs and achieve savings through changes in the policy in three areas:</p> <p><b>Payments for Adoptive Parents (£298k)</b> To refresh the payment policy for adoptive parents in order to reduce the spend in this area by limiting the length of time financial support is provided.</p> <p><b>Special Guardianship Order Payments (£250k)</b> To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making this by exception rather than a standard practice</p> <p><b>Adoption Transport Allowances (£60k)</b> To review and refresh the adoption transport allowance in order to reduce spend in this area.</p> <p><b>Rationale:</b>  <b>Payments for Adoptive Parents</b> Whilst it is common practice for support to be offered to adoptive parents this should be provided as an outcome of decisions following the financial capacity assessment. It is thought that by refreshing the policy and implementing it from April 2017, it is possible to reduce payments by having a clear process to follow which includes provision of assessed and time limited financial support.</p> <p><b>Special Guardianship Order Payments</b> To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making bringing payments in line with other local authorities. Initial analysis indicates that savings could be yielded by implementing these changes going forward but it would be highly challenging to do this retrospectively.</p> <p><b>Adoption Transport Allowances</b> There is a need to review the transport payment offer for adoption as there are currently significant transport payments being made. Early analysis indicates that there could be a monthly saving once this expenditure is brought into line.</p>

<p><b>Benefits:</b> Financial: £608k</p>
--

<p><b>Procurement strategy:</b> n/a</p>
---

Impact on Residents	Outcomes
Financial implications for Adopters and guardians	Increased equitability of support

SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	2,739	Employees	147	
Savings/Invest	£000	Change in employees		
(up to)	Year 1	150	Year 1	n/a
	Year 2	148	Year 2	n/a
	Year 3	310	Year 3	n/a
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	608	Total	0

<p><b>Internal dependencies and external constraints:</b> This saving is based upon implementation of policy changes</p>
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150	148	310	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	150	148	310	0	0
Cumulative Cost/(Savings)	150	298	608	608	608
Payback Period: Not applicable					

## New Models of Care

Priority	1
Current Service Area	<b>Children's Social Care and Health</b>
Responsible Officer:	Director of Children's Services/AD Commissioning/Director of Public Health
Reference:	New Models of Care
Type of saving:	New Delivery Model
Version:	1.0

PROPOSAL
<p><b>Proposal:</b></p> <p>There are potentially further savings achievable across Priority 1 through partnerships and joint working including: integration with Haringey CCG, development of an Accountable Care Partnership with Islington Council and both Haringey and Islington CCGs, transformation across North Central London cluster, and shared services with other authorities.</p> <p>These savings have not yet been quantified but we anticipate joint working will add at least £1m by 18/19 to the achievement of savings targets for P1.</p> <p><b>Rationale:</b></p> <p>In the context of the MTFS, it is important that services explore opportunities to work together to improve service offer through integration and Value for Money.</p>

<p><b>Benefits:</b></p> <p>Financial: £1m</p>
---

<p><b>Procurement strategy:</b></p> <p>N/A</p>
--

Impact on Residents	Outcomes
More efficient pathways for accessing care	More efficient pathways for accessing care

SUMMARY					
Base Data		Financial Data	Workforce Data		
		£000			
Current budget		pooled budgets	Employees	pooled workforce	
Savings/Invest (up to)		£000	Change in employees		
Year 1	0	Year 1			
Year 2	1,000	Year 2	tbc		
Year 3	0	Year 3			
Year 4	0	Year 4			
Year 5	0	Year 5			
Total	1,000	Total	0		

Internal dependencies and external constraints:
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		1000			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	1000			
Cumulative Cost/(Savings)	0	1000	1000	1000	1000
Payback Period: n/a					

## Corporate Priority 2

## Empower all adults to live healthy, long and fulfilling lives

Ref	Proposal	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	2022-23 £000's	Total £000's	Current Budget £000's	Current Staff	Delivery Risk RAG
2.1	<b>Haringey Learning Disability Partnership</b> - Demand/Market/Operational Management	1,140	1,140	1,430	1,430	1,430	6,570	24,588	N/A	Amber
2.2	<b>Mental Health</b> - Demand/Market/Operational Management	390	390	490	490	490	2,250	9,352		Amber
2.3	<b>Physical Support</b> - Demand/Market/Operational Management	860	860	1,070	1,070	1,070	4,930	24,320		Amber
	<b>Total</b>	<b>2,390</b>	<b>2,390</b>	<b>2,990</b>	<b>2,990</b>	<b>2,990</b>	<b>13,750</b>	<b>58,260</b>		

# Savings and Investment Pro-forma

## Financial (Savings) information to be presented on incremental basis

Priority	2
Current Service Area	Haringey Learning Disability Partnership
Reference:	Maximising independence for Adults with LD
<b>Council-Wide Saving (Yes/No)</b>	No

Over five years, the Haringey Learning Disability Partnership, working jointly with Children's Services and with key partners such as the Clinical Commissioning Group and the London Borough of Islington, will implement a coherent strategy that aims to bring Haringey's demand and spending on adults with learning disabilities in line with our statistical neighbours and limit growth in spending in line with population growth. This strategy will require the following actions, which will realise benefits cumulatively as it is implemented:

### Demand management

- Improved Transitions from CYPS to ASC
- Application of indicative needs bandings
- Assistive Technology to reduce the need for live-in or double-handed care
- Strengths-based assessment and support planning, with annual review

### Market management

- Expand Supported Living units for adults with learning disabilities
- Deregistration of current residential providers
- Avoid residential and facilitate step-downs from residential where VfM
- Developing the market for Day Opportunities and Personal Assistants
- Specialist brokerage capacity for Learning Disabilities care packages
- Outcomes based commissioning from providers on Positive Behaviour Support
- Joint commissioning of LD services with London Borough of Islington and across the NCL five boroughs

Impact on Residents	Outcomes
Preventing, reducing or delaying the need for acute or long-term care	Integration of health and social care services
Maximising independence, choice and control for service users	Better use of resources to meet needs
	Personalised care & support

	Financial Data		Workforce Data
<b>Base Data</b>			
Current budget	24,588	Employees	n/a

Savings/ Invest	£000	Change in employees	
2018/19	1,140	2018/19	
2019/20	1,140	2019/20	
2020/21	1,430	2020/21	
2021/22	1,430	2021/22	
2022/23	1,430	2022/23	
Total	6,570	Total	0

**Operational management**

- Workforce development on strengths-based assessment and support planning for workers and brokers
- Operational alignment across CCG and Adult Social Care as part of implementing a pooled budget from 2018/19
- Apply 'top up' policy to enable choice of provision while containing cost to the council

**Key Policy Decisions**

What	When
Direct Payments	Jan-18
Capitalisation of OT capacity	Nov-17
Top-up policy	Oct-17
LD Section 75 agreement	Apr-18
Respite Policy	Jan-18
Fees & Charges	Jun-18

Owner	John Everson
Version	v1.0
Date	06.10.2017

## Savings and Investment Pro-forma

**Financial (Savings) information to be presented on incremental basis**

Priority	2
Current Service Area	Mental Health
Reference:	Maximising independence for Adults with MH
<b>Council-Wide Saving (Yes/No)</b>	No

Over five years, Adult Social Care will work closely with our delivery partner, Barnet, Enfield & Haringey Mental Health Trust, the Clinical Commissioning Group and our communities to strengthen the prevention and 'enablement' pathways for mental health and to ensure the support we provide minimises the long-run dependency of adults with mental health issues. For those whose needs require a social care intervention, we will develop the market and look at new commissioning arrangements to improve value for money as well as promoting choice and control for the service user. This strategy will require the following actions, which will realise benefits cumulatively as it is implemented:

### Demand management

- 'Enablement' pathway, including Primary Care Mental Health Locality Hubs
- Application of indicative needs banding
- Increase take-up of Direct Payments by Mental Health clients
- Strengths-based assessment and support planning, with annual review
- Coordinate response to forensic mental health cases community discharge

### Market management

- Expand Supported Living units for adults with mental health needs
- Deregistration of residential mental health providers to become Supported Living
- Avoid residential and facilitate step-downs from residential where VfM
- Specialist brokerage capacity for mental health care packages
- Develop the Clarendon Recovery College provision
- Joint commissioning of Mental Health services across the NCL five boroughs

Impact on Residents	Outcomes
Preventing, reducing or delaying the need for acute or long-term care	Integration of health and social care services
Maximising independence, choice and control for service users	Better use of resources to meet needs
	Personalised care & support

	Financial Data		Workforce Data
<b>Base Data</b>			
Current budget	9,352	Employees	

Savings/ Invest	£000	Change in employees	
2018/19	390	2018/19	
2019/20	390	2019/20	
2020/21	490	2020/21	
2021/22	490	2021/22	
2022/23	490	2022/23	
Total	2,250	Total	0



- Operational management**
  - Address recruitment & retention challenges for Mental Health social workers
  - Workforce development on strengths-based assessment and support planning for workers and brokers
  - Operational alignment across BEH Mental Health Trust and Adult Social Care
  - Apply 'top up' policy to enable choice of provision while containing cost to the council

Key Policy Decisions	
What	When
Direct Payments	Jan-18
Capitalisation of OT capacity	Nov-17
Top-up policy	Oct-17
MH Section 75 agreement	Apr-18
Respite Policy	Jan-18
Fees & Charges	Jun-18

Owner	Beverley Tarka
Version	v1.0
Date	06.10.2017

## Savings and Investment Pro-forma

### Financial (Savings) information to be presented on incremental basis

Priority	2
Current Service Area	Physical Support
Reference:	Maximising independence for Adults needing Physical Support
<b>Council-Wide Saving (Yes/No)</b>	No

Over the next five years, Adult Social Care, working with the CCG, acute providers and primary care will seek to extend independence, choice and control to those with physical support needs and further strengthen the pathways that prevent, reduce and delay the need for social care. This will offset projected growth, particularly from the 76-85 cohort of older people with physical support needs.

This strategy will require the following actions, which will realise benefits cumulatively as it is implemented:

#### Demand management

- Use of preventative equipment, adaptations & technology
- Admission avoidance, including falls, working with CCG
- Targeted expansion of reablement, including for cases from community
- Discharge to Assess, Out of Hospital services & intermediate care
- Expand the Assistive Technology offer within reablement & long-term care

#### Market management

- Develop a more outcomes-focused Homecare offer
- Develop the market for Day Opportunities for older people
- Target intermediate care provision and manage voids
- Expand the provision of ExtraCare supported housing for older people

#### Operational management

- Continued evaluation and review of BCF-funded services
- Apply 'top up' policy to enable choice of provision while containing cost to the council
- Develop an integrated Occupational Health offer across acute, social and primary care

Impact on Residents	Outcomes
Preventing, reducing or delaying the need for acute or long-term care	Integration of health and social care services
Maximising independence, choice and control for service users	Better use of resources to meet needs
	Personalised care & support

	Financial Data		Workforce Data
<b>Base Data</b>			
Current budget	24,320	Employees	
<b>Savings/ Invest</b>	<b>£000</b>	<b>Change in employees</b>	
2018/19	860	2018/19	
2019/20	860	2019/20	
2020/21	1,070	2020/21	
2021/22	1,070	2021/22	
2022/23	1,070	2022/23	
Total	4,930	Total	0

Key Policy Decisions	
What	When
Direct Payments	Jan-18
Capitalisation of OT capacity	Nov-17
Top-up policy	Oct-17
Respite Policy	Jan-18
Fees & Charges	Jun-18
Community Alarms Monitoring & Response	Jun-18

Owner	Beverley Tarka
Version	v1.0
Date	06.10.2017

This page is intentionally left blank

## Corporate Priority 3

## A clean and safe borough where people are proud to live

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
3.1	Charge Green waste - income generation	375	375				750	N/A	N/A	Amber
3.2	Charging for Bulky Household Waste	300	100				400	N/A	N/A	Green
3.3	Charging for Replacement Wheelie Bins	100	50				150	N/A	N/A	Green
3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	50				100	N/A	N/A	Green
3.5	Reduce Outreach/ Education team - Service reduction	50	65				115	N/A	N/A	Green
3.6	Closure of Park View Road R&R - Service reduction	115	115				230	N/A	N/A	Green
3.7	Rationalisation of Parking Visitor Permits	125	225				350	N/A	N/A	Green
3.8	Relocation of Parking/CCTV processes and appeals		380				380	N/A	13	Amber
3.9	Sustainable Transport in CO2 Parking Permit Charge	100	300				400	N/A	N/A	Green
<b>Total</b>		<b>1,685</b>	<b>1,660</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>3,495</b>			

## Green Waste Charging

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Green Waste Charging
Type of saving:	Increase in income
Responsible Officer:	Waste Strategy Manager
Version:	1.0

PROPOSAL
<b>Proposal:</b> Charging for Garden Waste: Stopping the current free weekly universal green waste collection service and reverting to a weekly opt in charged green waste collection service. The charge would be set at £75 per annum.
<b>Rationale:</b> Green garden waste is household waste for which a charge can be made for the collection. The service will be paid for by those who opt in only rather than a contract cost which is funded universally by all residents.

<b>Key benefits:</b> An estimate of £150K has been deducted and includes, call centre, IT development, container costs administration and any additional treatment/disposal costs. By charging for green waste and proposing that we provide composting bins 'at costs' we will be encouraging residents to deal with their waste sustainably at source.
--

<b>Procurement strategy</b> - N/A
-----------------------------------

Impact on Residents	Outcomes
Free garden waste collection service stops	Resident satisfaction rates decrease
	Potential increase in fly tipping
	Reduction in recycling rate - 2%
	Potential greater contamination of Dry Recycling
	Increased side waste

SUMMARY					
Financial Data			Workforce Data		
Base Data	£000				
Current budget	N/A		Employees	N/A	
Savings/Invest	£000		Change in employees		
Year 1	375		Year 1	n/a	
Year 2	375		Year 2	n/a	
Year 3			Year 3		
Year 4			Year 4		
Year 5			Year 5		
Total	750		Total	0	

<b>Internal dependencies and external constraints:</b> Chargeable service will be fully administered by Veolia. Develop IT booking provision. Will need to complete a communications plan.
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	375	375			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	375	375	0	0	0
Cumulative Cost/(Savings)	375	750	750	750	750
Payback Period: n/a					

## Charge for Bulky Household Waste

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charge for Bulky Household Waste
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<p><b>Proposal:</b></p> <p>To move from a free bulk collection service for recyclables to a standard bulky waste collection service where a charge of £25 would be levied for the collection of up to 4 items plus £10 for each additional item.</p>
<p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>- 24 London boroughs charge for all bulky collections.</li> <li>- 10 offer some form of concession.</li> <li>- In North London – only Hackney and Waltham Forest also have some element of free bulky collections</li> <li>- Evidence from Newham saw a 75% reduction demand with no discernible increase in fly-tipping when they introduced a charge.</li> <li>- Modelled a 60% drop in demand for bulky collections from 30,850 p/a to 11500 p/a.</li> </ul> <p>Impact on recycling rate will be low as material will still go to the bulk waste recycle facility at Edmonton.</p>

<p><b>Key benefits</b></p> <p>Total savings and Income generated has been estimated at £400K pa based on the demand levels noted above and an average price of £35 per collection.</p>
--

<p><b>Procurement strategy</b></p> <p>N/A</p>
---

Impact on Residents	Outcomes
Stopping a free bulk waste collection service to a	Fly tipping may increase
	Increased use of R & R
	Resident Satisfaction may be reduced
	Could increase side waste

SUMMARY				
Base Data	Financial Data		Workforce Data	
	£000			
Current budget	N/A		Employees	N/A
Savings/Invest	£000		Change in employees	
	Year 1	300	Year 1	n/a
Year 2	100		Year 2	n/a
Year 3			Year 3	
Year 4			Year 4	
Year 5			Year 5	
Total	400		Total	0

<p><b>Internal dependencies and external constraints</b></p> <ul style="list-style-type: none"> <li>- Likely to lead to increase in tonnage through Reuse &amp; Recycling centres.</li> <li>- Veolia will need to develop with the Council an IT online booking system.</li> <li>- A Communications plan will need to be developed.</li> </ul>
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300	100			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	300	100	0	0	0
Cumulative Cost/(Savings)	300	400	400	400	400
Payback Period: n/a					

## Charging for replacement wheelie bins

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charging for replacement wheelie bins
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Free service becoming chargeable for new or replacement residual and recycling bins	May discourage recycling
	Increase in stolen bins
	Impact on resident satisfaction

PROPOSAL
<p><b>Proposal:</b> Charging for new and replacement containers to residents for both recycling and residual bins.</p>
<p><b>Rationale:</b> Based on the assumption that once the charge is introduced demand for containers will reduce by 50%, resulting in the number of requests for containers reducing from 8,000 to 4,000. The savings are made up of two components, the reduction in the current contractual sum (£100K) together with a profit of £11.00 per bin equating to an annual sum of £50K. It is assumed that both recycling and residual bins will be charged for.</p> <p>Creates a value to the bins – engender greater responsibility for looking after bins and responsible waste management. Some other local authorities charge for replacement containers – Enfield and Brent for example.</p> <p>The Outreach team would continue to vet requests to encourage recycling and correct use and allocation of containers.</p>

<p><b>Key benefits:</b> Total Income generated has been estimated at £100K in the 1st year and £50k in the following year based on the demand levels noted above.</p>
---

<p><b>Procurement strategy</b> N/A</p>
--

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	100	Year 1	n/a
Year 2	50	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	0

Page 240

<p><b>Internal dependencies and external constraints:</b> Continued outreach team to determine residents needs. Risk that if this policy is announced in advance it could lead to a demand on containers whilst still free. New IT / online payment system to be developed with Veolia.</p>
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	50			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	100	50	0	0	0
Cumulative Cost/(Savings)	100	150	150	150	150
Payback Period: n/a					



## Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<b>Proposal:</b> Extend charging of managing agents/developers for hire/replacement of communal recycling bins and review communal residual bin hire charge
<b>Rationale:</b> Currently managing agents of blocks of flats are charged £145/year (£2.80/week) for Communal Residual Waste bin hire but Communal Recycling bins are made available free of charge, at the council's expense for supply, repair/maintenance and replacement. Set Recycling Hire @ £145/year (£2.80/week); Additional Income = £100K Increase Residual hire charge by 20% to £3.40 per week = £20K additional income

<b>Key benefits:</b> Total Income generated has been estimated at £50K pa.
---

<b>Procurement strategy:</b> N/A
-------------------------------------

Impact on Residents	Outcomes
Free service to Managing agents/developers becoming chargeable for supply/replacement of Communal Recycling bins - possibility of costs being passed to residents	May discourage recycling Charging for recycling bin hire would make flats policy consistent with schools bin charges
	Could increase levels of stolen bins
	Could increase side waste

SUMMARY				
		Financial Data		
			Workforce Data	
Base Data	£000			
Current budget	N/A	Employees		N/A
Savings/Invest	£000	Change in employees		
	Year 1	50	Year 1	n/a
	Year 2	50	Year 2	n/a
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	100	Total	0

<b>Internal dependencies and external constraints:</b> Income not guaranteed
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	50	50			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	50	50	0	0	0
Cumulative Cost/(Savings)	50	100	100	100	100
Payback Period: n/a					

## Reduce Education & Outreach Team

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Reduce Education & Outreach Team
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
<b>Proposal:</b> Restructure entire Veolia Communications, Education & Outreach function and reduce Education/Outreach team by 50%.
<b>Rationale:</b> Following changes in the Veolia contract with service level reductions and changes in legislation relating to recycling (i.e. TEEP) the need for Veolia to have all the tools to deliver performance targets has reduced. Therefore it is proposed to reduce the educational and outreach team and review how the remaining resources can be used more effectively by working more closely with Council's communication team.
<b>Key benefits:</b> The proposed changes would deliver a savings of £115K pa.

<b>Procurement strategy:</b>
<b>Personnel Implications:</b> Up to 4 Veolia staff members could be made redundant. The Council will be liable for redundancy payments.

Impact on Residents	Outcomes
Potentially less engagement/ communications with residents on waste minimisation, recycling and waste collection issues	Reduced recycling
	Increased fly tipping
	Residents satisfaction levels reduced

SUMMARY				
Base Data	Financial	Workforce		
	£000			
Current budget	N/A	Employees	N/A	
Savings/Invest	£000	Change in employees		
	Year 1	50	Year 1	n/a
	Year 2	65	Year 2	n/a
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	115	Total	0
Internal dependencies and external constraints:				
Review and negotiation of contractual performance targets/ payment mechanism with Veolia.				
There will be a greater need for the outreach team to support the other income/service change proposals as set out in this document. Therefore savings split over two years.				

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	50	65			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	50	65	0	0	0
Cumulative Cost/(Savings)	50	115	115	115	115
Payback Period: n/a					

## Close Park View Road R&R

Priority	3
Current Service Area	Commercial & Ops
Reference:	Close Park View Road R&R
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
<b>Proposal:</b> To close the Park View Road Reuse and Recycling Centre
<b>Rationale:</b> Historically Haringey has had only one Reuse and Recycling Centre, which has been a small site on Park View Road (PVR), Tottenham. The borough now has a larger second site in the centre of the borough, which can cater for the waste which is currently deposited at PVR. The impact of the closure of PVR is assumed to be minimal as those who wish to responsibly dispose of their waste in a car will travel to an alternative site within the NLWA network, including the Western Road site. As part of its DCO application NLWA intend to add to the current network by building a new R&R site at Edmonton in 2020/21. The PVR site is earmarked for redevelopment as part of the wider regeneration proposals for residential housing/ new school on Ashley Road Depot. Relocating the site locally (Sedge Road) has been considered, however the cost of this site has been estimated at a £1m plus and would not deliver the £230K revenue savings. Also the site could be made redundant with the building of the new R&R site at Edmonton.

<b>Key benefits:</b> Revenue savings of £230K paid to NLWA through the levy payment.
---

<b>Procurement strategy:</b> Personnel Implications: London Waste Limited will need to relocate or make redundant up to 5 staff
--

Impact on Residents	Outcomes
Reduction of an R&R site	Reduction in resident satisfaction
	Potential increase in fly tipping

SUMMARY				
Base Data	Financial Data £000		Workforce Data	
Current budget	N/A	Employees	N/A	
Savings/Invest	£000	Change in employees		
Year 1	115	Year 1	n/a	
Year 2	115	Year 2	n/a	
Year 3		Year 3		
Year 4		Year 4		
Year 5		Year 5		
Total	230	Total	0	

<b>Internal dependencies and external constraints:</b> Value of the regeneration site at Ashley Road has been calculated on the site being vacant, including the PVR R&R. The capital receipt for this site is helping to fund the proposed new depot site/ development at Marsh Lane.
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	115	115			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	115	115	0	0	0
Cumulative Cost/(Savings)	115	230	230	230	230
Payback Period: n/a					

## Rationalisation of Visitors Permits and increase in hourly permit charge.

Priority	3
Current Service Area	Traffic Management
Reference:	Rationalisation of Visitors Permits and increase in hourly permit charge.
Responsible Officer:	Head of Traffic Management
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Residents will have to pay more for VP	Less VPs issued
Residents aged between 60 and 75 will no longer be entitled to a concession	More journeys undertaken by walking, cycling or public transport

PROPOSAL
<p><b>Proposal:</b></p> <p>This involves a review of the Visitor Parking (VP) Permit scheme, rationalising provision of permits and bringing charges in line with other boroughs, see below.</p> <p>Proposals also involve reducing the concessionary entitlement, which currently offers a 50% reduction in charge to residents aged 60 years or over, and those registered disabled (this group is also allowed double the normal allocation of permits). In future it is proposed that this concession will be limited to those aged 75 years or over. No change is proposed to those residents registered as disabled.</p> <p>The proposals include a reduction in the range of different types of VP permits offered, reducing unnecessary overheads. This will involve removing the two hourly, weekend and two weekly Permits.</p> <p>It is proposed to increase the VP from 35p to 80p per hour.</p>
<p><b>Rationale:</b></p> <p>For a borough with Inner London parking pressures the cost of an hourly visitor permit is low, which in turn does not help to manage demand for parking space and encourage residents and visitors to walk, cycle or use public transport. Rationalisation of the number of permits will help the administration of the scheme and reduce overheads.</p>

SUMMARY

	Financial Data		Workforce Data	
Base Data	£000			
Current budget	N/A	Employees	N/A	
Savings/Invest	£000	Change in employees		
	Year 1	125	Year 1	n/a
	Year 2	225	Year 2	n/a
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	350	Total	0

Page 250

<p><b>Key benefits:</b></p> <p>This would involve removing the current limit on the number of hourly permits that may be purchased, but increasing charges from 35p per hour to either;</p> <ul style="list-style-type: none"> <li>-60p per hour, which would generate in the region of an additional £250k annually or</li> <li>-80p per hour, which would generate in the region of an additional £300k annually</li> </ul> <p>Both estimates take account of a possible reduction in the numbers purchased</p> <p>The concession change would result in a saving of £50K.</p>
--

<p><b>Internal dependencies and external constraints:</b></p> <p>Will require IT development and working closely with Customer Services</p>
---

**Procurement strategy:**

N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	125	225			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	125	225	0	0	0
Cumulative Cost/(Savings)	125	350	350	350	350
Payback Period: n/a					

## Relocating Parking/CCTV Back office Processing & Appeals

Priority	3
Current Service Area	Traffic management
Reference:	Relocating Parking/CCTV Back office Processing & Appeals
Responsible Officer:	Head of Traffic Management
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p><b>Proposal:</b> To relocate 1st stage parking appeals and CCTV enforcement processing outside London. A number of operating models will be considered. Final 2nd stage appeals will be retained by the Council.</p>
<p><b>Rationale:</b> Services delivered outside of London attract reduced cost due to a number of factors which includes accommodation costs and staffing costs as well as benefits in being able to recruit more readily. The London Borough of Islington successfully operate an in house service provision in Manchester. We are also aware that the London Boroughs of Barnet, Enfield and Waltham Forest operate 1st stage appeals outside of London through a third party provider.</p>

<p><b>Key benefits:</b> A reduction in operating costs of £380K</p>
---

<p><b>Procurement strategy</b> A full procurement of the service would need to be undertaken, taking between 12 to 18 months</p>
<p><b>Personnel Implications:</b> If agreed up to 13 staff would be relocated or transferred (TUPEd) to a new provider. Staff not willing to relocate will face compulsory redundancy.</p>

Impact on Residents	Outcomes
None	None

SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	N/A		Employees	13
Savings/Invest	£000		Change in employees	
	Year 1		Year 1	
	Year 2	380	Year 2	13
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	380	Total	13

<p><b>Internal dependencies and external constraints:</b></p> <ul style="list-style-type: none"> <li>- IT systems will have to be developed and aligned between offices.</li> <li>- Finding suitable accommodation to relocate staff.</li> <li>- The potential recruitment of new staff.</li> </ul>
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		380			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	380	0	0	0
Cumulative Cost/(Savings)	0	380	380	380	380
Payback Period: N/A					

## Permits CO2 charging regime

Priority	3
Current Service Area	Sustainable Transport
Reference:	Permits CO2 charging regime
Responsible Officer:	Head of Traffic Management
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<b>Proposal:</b> To review the existing CO2 charging regime and change the banding linked to the DVLA scheme. Also to remove the additional charge per vehicle per household.
<b>Rationale:</b> The council's transport policies aim to reduce the harmful emissions from transport and improve air quality. As a result the Council introduced a CO2 emissions based permit charging structure in 2008. It is proposed to review the existing charges and introduce the same CO2 banding as used by the DVLA.  It also intended to remove the current incremental increase for additional cars per household as this has proved to be difficult to administrater.

<b>Key benefits:</b> To charge vehicles with higher CO2 emissions. It is expected the charging regime will increase revenue up to £400K.
---

Procurement strategy N/A
--------------------------

Impact on Residents	Outcomes
Increased cost for those resident with higher CO2 emissions.	Residents select vehicles with lower CO2 emissions
	Improved air quality
	Reduced vehicles

SUMMARY			
Base Data	Financial Data £000	Workforce Data	
Current budget	N/A	Employees	N/A
<b>Savings/Invest</b>	<b>£000</b>	<b>Change in employees</b>	
Year 1	100	Year 1	n/a
Year 2	300	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	400	Total	0

<b>Internal dependencies and external constraints:</b> New charging for bands will require IT development/costs. Permit charge increase will be subject to statutory consultation.
---

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	300			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	100	300	0	0	0
Cumulative Cost/(Savings)	100	400	400	400	400
Payback Period: n/a					

This page is intentionally left blank



## Corporate Priority 4

Drive growth and employment from which everyone can benefit

Ref	Proposal	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	2022-23 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
1.1	Consultancy Spend (Tottenham Regeneration)	50		-	-	-	50	1,604	38	Green
	<b>Total</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	1,604	38	

# Savings and Investment Pro-forma

## Financial (Savings) information to be presented on incremental basis

Priority	4
Current Service Area	Regeneration
Reference:	
<b>Council-Wide Saving (Yes/No)</b>	No

Following a detailed review of the overall Tottenham Regeneration programme budget, savings from General Fund (£50k) have been identified from 2018/19 on consultancy spend. These proposed savings followed a detailed review with the budget holders to determine what spend could be delayed or reduced to meet the savings the Council is required to make. The impact of reduced spend on consultants will mean that progression of regeneration schemes or projects may be delayed.

Key Policy Decisions	
What	When
N/A	N/A

Impact on Residents	Outcomes
Delay to progression of some regeneration schemes / projects	Slow the progress of the regeneration programme

	Financial Data		Workforce Data	
Base Data				
Current budget	1,604,228	Employees	38	
Savings/ Invest	£000	Change in employees		
2018/19	50	2018/19		
2019/20		2019/20		
2020/21		2020/21		
2021/22		2021/22		
2022/23		2022/23		
Total	50	Total		

Owner	Helen Fisher
Version	1
Date	Oct-17

**Corporate Priority 5      Create homes and communities where people choose to live and are able to thrive**

Ref	Proposal	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	2022-23 £000's	Total £000's	Current Budget £000's	Current Staff	Delivery Risk RAG	Political Risk RAG	Delivery Risk RAG
5.1	Reduction in Housing Related Support budget	50	120	-	-	-	170	8,652				Amber
	<b>Total</b>	50	120	-	-	-	170					

## Savings and Investment Pro-forma

### Financial (Savings) information to be presented on incremental basis

Priority	5
Current Service Area	Housing
Reference:	S56300
<b>Council-Wide Saving (Yes/No)</b>	No

This is a budget that commissions services so does not fund council employees. The current budget (2017/18) still includes the funding due to be transferred to Adults Services following the implementation of the Housing Related Support Review. The split is as follows:

£4,654k to Adults Services  
£3,999k to remain in Housing Related Support

Savings offered:

Reduction in Housing Related Support budget by:

Potential Savings for 2018/19 of approx 50k by bringing monitoring roles back into the HRS team from HfH.

Additional savings of approx 120k in 19/20 by recommissioning community based homelessness prevention work.

Impact on Residents	Outcomes
If a BME service is decommissioned, previous s	More appropriate and effective services d

Financial Data		Workforce Data	
<b>Base Data</b>			
Current budget	8,652,300	Employees	none
<b>Savings/ Invest</b>	<b>£000</b>	<b>Change in employees</b>	
2018/19	50	2018/19	0
2019/20	120	2019/20	0
2020/21		2020/21	
2021/22		2021/22	
2022/23		2022/23	
Total	170	Total	0

Key Policy Decisions	
What	When
Homelessness Strategy	Feb-18

Owner	Alan Benson
Version	1
Date	28/09/2017



This page is intentionally left blank

## Corporate Priority X

## Enabling

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget £000's	Current Staff	Delivery Risk RAG
6.1	<b>Shared Service Centre</b> - new delivery model for shared services		250	1,500	1,500		<b>3,250</b>	9,025	336	Amber
6.2	<b>Alexandra House - Decant</b>		250	750			<b>1,000</b>	n/a	n/a	Amber
6.3	<b>Closure of internal Print Room</b>		51				<b>51</b>	1,364	22	Green
	<b>Total</b>	<b>2,798</b>	<b>551</b>	<b>3,400</b>	<b>1,500</b>	<b>20</b>	<b>8,269</b>			

## Shared Service Centre

Priority	X
Current Service Area	Shared Service Centre

<b>Proposal:</b>	
	6.3

Impact on Residents	Outcomes
No impact on residents	N/A

Current budget	9,025	Employees	336
Savings/Invest	£000	Change in employees	
Total	<u>3,250</u>	Total	<u>0</u>

BENEFITS CASE						
<b>Detailed description:</b> i. Carry out a high-level options review (November 2016) ii. Carry out a detailed options appraisal including cost and benefit analysis (April 2017) iii. Members agree new Service Delivery Model (June 2017) iv. Complete Transition to New Service Delivery Model (April 2018)  Benchmark and industry standard savings for shared services have been used to establish likely savings.	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	Benefits Estimated (Savings)	0	250	1500	1500	
	Reduced benefits due to lead-on time (if applicable)					
	Additional Cost Estimated					
	Net Impact Cost/(Savings)	0	250	1500	1500	0
	Cumulative Cost/(Savings)	0	250	1750	3250	3250
	Additional Cost Estimated					



## COMMERCIAL CASE

### Procurement strategy :

Procurement Strategy is dependant on the option chosen. Factors influencing timescale will include:

- The requirement to tender;
- Availability of appropriate existing Shared Service model;
- Need to bespoke standardised processes.

## FINANCIAL CASE

### Key benefits

**Financial** - delivery of proposed MTFS savings. The benefits shown have yet to be verified through a detached business case but are an indication of when the savings would be realised. Confirmation of exact costs, benefits and timescales will be known once a detailed business case is prepared

**Non-financial** - improved service delivery through partnership working with other organisations, including access to better IT systems and sharing of improved processes and procedures

Funding Position	Total	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	(project life)					
Revenue funding from existing budget	0	TBC				
Revenue funding required – new	0					
Project Management costs	0					
Capital funding from existing budget	0	0	0	0	0	0
Capital funding required – new	0	0	0	0	0	0

## MANAGEMENT CASE

### Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements:

The preferred option for new delivery model for back-office services has yet to be determined as it is subject to an options review.

The Programme Management Office is currently leading a high-level options review. This will include alternative delivery models, risks, benefits, implementation costs and transition timescales.

### Internal dependencies and external constraints:

Front-office services - significant potential synergies with front office services; needs of both services need to be considered as part of any future service delivery option

Personnel - significant impact on staff; could be subject to TUPE, and requirement to consult with Trade Unions and Staff

## Alexandra House - Decant

Priority	X
Current Service Area	All
<b>Proposal:</b>	
	6.3

Impact on Residents		Outcomes	
No impact on residents		N/A	
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Total	1,000	Total	0

BENEFITS CASE						
<b>Detailed description:</b> The proposal is to vacate 5 floors of Alexandra House in 2017 and the remaining floors in the following twelve months. Realisation of savings will depend on renegotiation of rent as we vacate the building or our ability to sub-let those floors we do vacate. Hence, the cost/benefit model assumes savings appearing in 2018/19 and 2019/20.	<b>Cost Benefit Analysis (CBA)</b>	<b>2017-18 £k</b>	<b>2018-19 £k</b>	<b>2019-20 £k</b>	<b>2020-21 £k</b>	<b>2021-22 £k</b>
	Benefits Estimated (Savings)		250	750		
	Reduced benefits due to lead-on time (if applicable)					
	Additional Cost Estimated					
	Net Impact Cost/(Savings)	0	250	750	0	0
	Cumulative Cost/(Savings)	0	250	1000	1000	1000
	Additional Cost Estimated					

## Closure of internal print room

Priority	X
Current Service Area	Communications

### Proposal:

To close the internal print service with a saving of £50.5K in the year 2018/19. The current bulk print service is only 65% utilised.

We will utilise our existing print framework to use suppliers which can continue to deliver a high volume and responsive service.

### Resources required:

N/A

### What needs to happen and when?

Work with Committee Services to reduce the demand for printed agendas, looking at IT solutions which allow councillors to mark up PDFs using their laptop or tablet. This development is already in the workplan of the new Shared Digital Service.

Impact on Residents	Outcomes
No impact on residents	N/A

Base Data	£000		
Savings/Invest	£000	Change in employees	
Year 1		Year 1	
Year 2	51	Year 2	1
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	51	Total	1

This page is intentionally left blank

SCHEME REF	SCHEME NAME	16/17 Actual Spend	17/18 Sept. 17 Forecast Outturn	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget	25/26 Budget	Total MTFS Cost	26/27 Budget Proposal	Future Years to 2046	Total Scheme Cost
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
101	Primary Sch - repairs & maintenance	621	628	1,721	1,030	1,000	1,000	1,000	1,000	1,000	1,000	10,000	0	0	10,000
102	Primary Sch - mod & enhance (Inc SEN)	1,073	4,781	4,840	8,240	1,165	720	525	480	485	490	22,799	0	0	22,799
103	Primary Sch - new places	4,445	931	0	58	39	0	0	0	0	0	5,473	0	0	5,473
104	Early years	85	100	0	87	93	0	0	0	0	0	365	0	0	365
109	Youth Services	120	508	118	14	0	0	0	0	0	0	760	0	0	760
110	Devolved Sch Capital	532	531	531	531	531	531	531	531	531	531	5,311	0	0	5,311
114	Secondary Sch - mod & enhance (Inc SEN)	924	1,279	288	3,552	4,200	750	110	0	0	0	11,103	0	0	11,103
199	P1 Other (inc Con't & Social care)	39	469	425	0	0	0	0	0	0	0	933	0	0	933
<b>Priority 1 - Children's</b>		<b>7,838</b>	<b>9,227</b>	<b>7,922</b>	<b>13,512</b>	<b>7,028</b>	<b>3,001</b>	<b>2,166</b>	<b>2,011</b>	<b>2,016</b>	<b>2,021</b>	<b>56,743</b>	<b>0</b>	<b>0</b>	<b>56,743</b>
201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	990	2,237	2,097	1,503	1,503	1,503	1,503	2,003	2,003	2,003	17,345	0	0	17,345
206	Community Reablement Hubs	42	50	0	0	0	0	0	0	0	0	92	0	0	92
207	New Day Opp's Offer	527	197	0	0	0	0	0	0	0	0	724	0	0	724
208	Supported Living Schemes	0	0	1,500	0	0	0	0	0	0	0	1,500	0	0	1,500
209	Assistive Technology	0	0	620	200	0	0	0	0	0	0	820	0	0	820
210	Capitalisation of OT	0	0	500	500	500	500	500	0	0	0	2,500	0	0	2,500
299	P2 Other (inc Multi Client)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Priority 2 - Adults</b>		<b>1,559</b>	<b>2,485</b>	<b>4,716</b>	<b>2,203</b>	<b>2,003</b>	<b>2,003</b>	<b>2,003</b>	<b>2,003</b>	<b>2,003</b>	<b>2,003</b>	<b>22,981</b>	<b>0</b>	<b>0</b>	<b>22,981</b>
301	Street Lighting	1,045	955	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	0	0	10,000
302	Borough Roads	2,686	3,314	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	0	0	30,000
303	Structures (Highways)	122	497	813	568	0	0	0	0	0	0	2,000	0	0	2,000
304	Flood Water Management	570	530	560	590	620	650	680	710	750	790	6,450	0	0	6,450
305	Borough Parking Plan	327	277	300	300	0	0	0	0	0	0	1,204	0	0	1,204
307	CCTV	0	0	0	0	0	900	1,000	200	0	0	2,100	0	0	2,100
309	Local Implementation Plan(LIP)	4,522	2,999	3,399	3,199	3,199	3,199	3,199	3,199	3,199	3,199	33,313	0	0	33,313
310	Developer S106 / S278	1,604	1,631	1,576	1,700	1,700	1,700	1,700	1,700	1,700	1,700	16,711	0	0	16,711
311	Parks Asset Management:	355	388	300	300	300	300	300	300	300	300	3,143	0	0	3,143
313	Active Life in Parks:	440	376	230	230	230	230	230	230	230	230	2,656	0	0	2,656
314	Parkland Walk Bridges	49	80	720	300	0	0	0	0	0	0	1,149	0	0	1,149
316	Asset Management of Council Buildings	92	1,364	3,636	2,500	0	0	0	0	0	0	7,592	0	0	7,592
317	Down Lane MUGA	0	0	0	420	0	0	0	0	0	0	420	0	0	420
318	Parkland Walkway Bridges	0	0	1,000	1,000	1,000	0	0	0	0	0	3,000	0	0	3,000
319	Bull Lane MUGA	0	0	1,750	1,850	0	0	0	0	0	0	3,600	0	0	3,600
419	NPD Phase 2 LBH Match Funding	1,141	63	477	0	0	0	0	0	0	0	1,681	0	0	1,681
399	P3 Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Priority 3 - Safe &amp; Sustainable Places</b>		<b>12,954</b>	<b>12,475</b>	<b>18,760</b>	<b>16,957</b>	<b>11,049</b>	<b>10,979</b>	<b>11,109</b>	<b>10,339</b>	<b>10,179</b>	<b>10,219</b>	<b>125,020</b>	<b>0</b>	<b>0</b>	<b>125,020</b>
401	Tottenham Hale Green Space	203	1,626	4,344	4,990	5,946	900	2,680	600	1,450	0	22,739	0	0	22,739
402	Tottenham Hale Streets	75	618	4,921	4,142	3,790	1,480	750	450	150	150	16,526	0	0	16,526
403	Tottenham Regeneration Fund	0	197	0	0	0	0	0	0	0	0	197	0	0	197
406	Opportunity Investment Fund	631	1,759	10	0	0	0	0	0	0	0	2,400	0	0	2,400
407	Growth on the High Road	894	137	-84	0	0	0	0	0	0	0	947	0	0	947
411	Tottenham High Rd & Bruce Grove Stn	6	230	444	0	0	0	0	0	0	0	680	0	0	680
415	North Tott Heritage Initiative	162	1,464	557	0	0	0	0	0	0	0	2,183	0	0	2,183
418	Heritage building improvements	0	2,000	500	0	0	0	0	0	0	0	2,500	0	0	2,500

SCHEME REF	SCHEME NAME	16/17 Actual Spend	17/18 Sept. 17 Forecast Outturn	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget	25/26 Budget	Total MTFS Cost	26/27 Budget Proposal	Future Years to 2046	Total Scheme Cost
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
421	HRW business acquisition	457	314	10,218	5,847	26,993	9,352	10,496	24,033	0	0	87,711	0	0	87,711
426	Northumberland Park	0	0	400	1,500	400	435	0	0	0	0	2,735	0	0	2,735
427	White Hart Lane Public Realm (LIP)	263	75	125	0	0	0	0	0	0	0	463	0	0	463
429	Site Acq (Tott & Wood Green)	17,733	4	10,146	10,000	8,867	0	0	0	0	0	46,750	0	0	46,750
430	Wards Corner CPO	0	0	8,950	8,950	0	0	0	0	0	0	17,900	0	0	17,900
434	Wood Green Regeneration	117	339	127	100	0	0	0	0	0	0	683	0	0	683
435	Wood Green Station Road	97	160	155	120	0	0	0	0	0	0	532	0	0	532
438	Vacant possession Civic Centre	58	146	3,268	72	0	0	0	0	0	0	3,544	0	0	3,544
444	Marsh Lane	990	159	2,227	821	6,823	4,200	266	0	0	0	15,487	0	0	15,487
445	Hornsey Town Hall	361	220	170	90	86	0	0	0	0	0	927	0	0	927
446	Alexandra Palace - Heritage	0	3,294	0	0	0	0	0	0	0	0	3,294	0	0	3,294
447	Alexandra Palace - Maintenance	585	470	400	400	400	400	400	400	400	400	4,255	0	0	4,255
450	Winkfield Road	69	767	145	0	0	0	0	0	0	0	981	0	0	981
451	Alexandra Palace -West Yard	0	0	0	0	0	0	0	0	0	0	0	0	0	0
452	Low Carbon Zones	16	170	185	15	0	0	0	0	0	0	386	0	0	386
460	Techno Park	0	0	0	0	0	0	0	0	0	0	0	0	0	0
461	Green Lanes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
462	Western Road Recycling	23	86	0	0	0	0	0	0	0	0	109	0	0	109
463	Tott Hale Gyratory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
464	Bruce Castle	0	80	94	0	0	0	0	0	0	0	174	0	0	174
465	District Energy Network (DEN)	280	284	1,072	800	0	0	0	0	0	0	2,436	0	0	2,436
466	Redevelopment of Walthefo Gardens	7	15	0	0	0	0	0	0	0	0	22	0	0	22
467	Contribution to Community Events & Public Space (THFC)	0	4,000	1,000	0	0	0	0	0	0	0	5,000	0	0	5,000
468	Keston Road (Maya Angelou Contact Centre)	0	253	289	0	0	0	0	0	0	0	542	0	0	542
469	Re-provision of schools in North Tottenham area	0	0	500	4,000	20,000	12,000	600	200	0	0	37,300	0	0	37,300
470	New corporate headquarters within Wood Green	0	0	100	500	1,400	2,000	5,000	10,000	14,000	0	33,000	0	0	33,000
471	New Wood Green Library/Customer Services.	0	0	150	450	1,000	4,000	3,400	0	0	0	9,000	0	0	9,000
472	JLAC Match Fund	0	0	0	500	500	0	0	0	0	0	1,000	0	0	1,000
473	Bruce Grove Public Realm	0	0	2,800	500	0	0	0	0	0	0	3,300	0	0	3,300
474	Tottenham High Road Strategy	0	0	800	0	0	0	0	0	0	0	800	0	0	800
475	Tottenham Green Public Realm Scheme Phase 2	0	0	600	0	0	0	0	0	0	0	600	0	0	600
476	HDV Acquisitions & Receipts	0	0	1,639	5,163	0	12,082	28,657	0	0	46,078	93,618	0	151,737	245,355
477	SDP Acquisitions & Receipts	0	0	0	700	2,688	10,155	7,546	0	0	0	21,089	0	0	21,089
499	P4 Other	0	24	-24	0	0	0	0	0	0	0	0	0	0	0
<b>Priority 4 - Growth &amp; Employment</b>		<b>23,029</b>	<b>18,890</b>	<b>56,229</b>	<b>49,661</b>	<b>78,893</b>	<b>57,005</b>	<b>59,794</b>	<b>35,683</b>	<b>16,000</b>	<b>46,628</b>	<b>441,812</b>	<b>0</b>	<b>151,737</b>	<b>593,548</b>
505	TA Solutions	601	500	0	0	0	0	0	0	0	0	1,101	0	0	1,101
506	TA Property Acquisitions Scheme	0	2,497	0	0	0	0	0	0	0	0	2,497	0	0	2,497
509	CPO - Empty Homes	0	525	525	525	525	525	525	525	525	525	4,725	0	0	4,725
510	Temporary Accommodation Acquisition Programme	0	0	17,500	17,500	4,409	0	0	0	0	0	39,409	0	0	39,409
<b>Priority 5 - Homes &amp; Communities</b>		<b>602</b>	<b>3,522</b>	<b>18,025</b>	<b>18,025</b>	<b>4,934</b>	<b>525</b>	<b>525</b>	<b>525</b>	<b>525</b>	<b>525</b>	<b>47,732</b>	<b>0</b>	<b>0</b>	<b>47,732</b>

SCHEME REF	SCHEME NAME	16/17 Actual Spend	17/18 Sept. 17 Forecast Outturn	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget	25/26 Budget	Total MTFs Cost	26/27 Budget Proposal	Future Years to 2046	Total Scheme Cost
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
601	Business Imp Programme	925	608	3,204	0	0	0	0	0	0	0	4,737	0	0	4,737
602	Corporate IT Board	-113	533	3,934	0	0	0	0	0	0	0	4,354	0	0	4,354
603	ICT Shared Service - Set Up / Seed Money	0	1,679	821	0	0	0	0	0	0	0	2,500	0	0	2,500
604	Continuous Improvement	478	843	2,255	950	950	950	950	950	950	950	10,227	0	0	10,227
605	Customer Services (Digital Transformation)	453	175	1,319	0	0	0	0	0	0	0	1,947	0	0	1,947
606	Hornsey Library Refurbishment	2,512	68	833	99	0	0	0	0	0	0	3,512	0	0	3,512
621	Libraries IT and Buildings upgrade	243	52	592	1,056	25	85	0	0	0	0	2,053	0	0	2,053
639	Ways of Working	230	659	300	0	0	0	0	0	0	0	1,189	0	0	1,189
698	Responsiveness Fund	0	0	3,500	3,500	0	0	0	0	0	0	7,000	0	0	7,000
699	Approved Capital Programme Contingency	0	775	0	0	0	0	0	0	0	0	775	0	0	775
Priority 6 - Enabling		4,728	5,392	16,759	5,605	975	1,035	950	950	950	950	38,294	0	0	38,294
TOTAL GF CAPITAL PROGRAMME		50,711	51,990	122,412	105,963	104,883	74,548	76,547	51,511	31,673	62,346	732,583	0	151,737	884,319

This page is intentionally left blank



**Report for:** Cabinet, 12 December 2017

**Item number:**

**Title:** Policy: Grants and assistance regime for housing adaptations for Disabled Persons in Haringey.

**Report authorised by:** Beverley Tarka, Director, Adult Social Care

**Lead Officers:** Anita Marsden, Head of Integrated Care

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Key Decision

**1. Describe the issue under consideration**

- 1.1 Haringey Council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so.
- 1.2 In Haringey we are seeking to make use of the increased resources provided to us (we received a £700 000 increase in capital budget in 2016/17) to implement a new policy that will ensure we can meet the needs of Haringey residents in a greater, more flexible and innovative way.
- 1.3 We have developed this policy in response to some specific service and operational challenges we identified and this policy builds on existing practice and seeks to ensure that residents have a consistent experience in the service and an efficient service with a wider scope of services available. The DFG monies are now contained within the Better Care Fund (BCF) and it is expected that health priorities will become more important in the way DFG is spent. So that delayed transfers of care and readmission to hospital, which are key health priorities, could be supported using some of the DFG finance.
- 1.4 This report outlines Haringey Council's approach to the delivery of its service to customers who require adaptations to their home.
- 1.5 The draft policy (Appendix 1) is based on the legislation which governs the implementation of major adaptations via Disabled Facilities Grants under the Housing Grants, Construction and Regeneration Act 1996 and other

assistance under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

## **2. Cabinet Member Introduction**

- 2.1 It is very important that residents are able to remain in their own home for as long as it is practicable to do so. This policy sets out the obligations of the Council to ensuring that residents have a range of options by creating greater flexibility within the DFG fund and through adopting the reforms allows the Council to decide whether it provides grants, loans, advice etc for the purpose of repairing, improving, extending, converting or adapting housing accommodation.
- 2.2 This policy builds on existing practice and seeks to ensure that residents have a consistent experience in the service and an efficient service with a wider scope of services available. The DFG monies are now contained within the Better Care Fund (BCF) and it is expected that health priorities will become more important in the way DFG is spent. So that delayed transfers of care and readmission to hospital, which are key health priorities, could be supported using some of the DFG finance.

## **3. Recommendations**

- 3.1 Cabinet is asked to approve the draft Policy: Grant and assistance regime for housing adaptations for disabled persons in Haringey, attached at appendix 1.

## **4. Reasons for decision**

- 4.1 Having a policy will clearly set out and define what services we are able to provide and a clear pathway for accessing services, increase the range of services and scope the council are able to provide to maximise service user's independence. Thereby, providing clarity and consistency for all service users across Haringey regardless of tenure.
- 4.2 It will provide us with ability to use the DFG funding in innovative ways that will:
- reduce the bureaucracy in administering grants for residents
  - simplify the application and adaptation process
  - rapidly deal with inaccessible housing
  - award grants to excess of mandatory grant limit, currently £30 000, to meet eligible needs larger grants to meet needs,
  - complete adaptations in a timely manner therefore potential reduce package of care spend,
  - capitalise staffing costs and procurement to manage demand

- 4.3 We will pilot for a 12-month period from January 2018 removing the test of resources. This will reduce the bureaucracy in administering grants for residents, simplify the application and adaptation process and enable the LA to complete adaptations in a timely manner therefore potential reduce package of care spend.
- 4.4 Since 2014 to date we have assessed 40 residents as requiring to make a client contribution and the total value received is £36,133.64. Therefore, the financial risk to the LA is minimal. We employ x2 FTE Assessment Officers to administer the test of Resources. The current process to complete the Test of Resources is also reported on average to take 3-6 months.

## **5. Alternative options considered**

- 5.1 The contents of the Policy reflect the wider strategic aims of the Council to give all children the best start in life and empower all adults to live healthy, long and fulfilling lives and also the ever closer integration of health and social care. The option of maintaining the current model for adaptations was considered to not fully meeting these wider strategic aims.

## **6. Background information**

- 6.1 This draft Policy seeks to bring into one place, and to ensure consistency of approach. This Policy does not affect eligibility for services or support
- 6.2 The policy offers a single, improved approach to services. The aim is to ensure that the services provided and the user experience are improved and increased and that the most efficient, effective and suitable assistance is provided regardless of tenure.
- 6.3 In 2008, the government made a number of changes to the way DFG was administered and the ways in which it could be used. This was as a result of a cross departmental review of the programme, and independent study carried out by Bristol University. These changes included the relaxation and removal of the ring-fence (in 2010), allowing DFG monies to be used more flexibly and as part of wider strategic projects to keep people safe and well at home, and to reduce bureaucracy in the grant's administration
- 6.4 Although local authorities have had this power since 2008 few have had the resources available to develop programmes expanding their grant delivery. Now that the mandatory grant programme has been considerably expanded from £220m in 2015/16 to £431m in 2017/18 we are seeing an increasing number of authorities updating their policies to include more innovative spend of the DFG monies. In 2002 the government brought in the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) which provide freedom and opportunities for the Local Authority to address housing issues.

- 6.5 This Order had important implications for the Council because it repeals much of the existing prescriptive legislation governing the provision of renewal grants to homeowners and replaces it with a new wide-ranging power to provide assistance for housing renewal
- 6.6 In Haringey we are also seeking to make use of the increased resources provided to us (we received a £700 000 increase in capital budget in 2016/17) to implement a new policy that will ensure we can meet the needs of Haringey residents in a greater, more flexible and innovative way.
- 6.7 In order to make use of the RRO, a local authority must comply with the following conditions:
- There must be a formally adopted policy in place, which sets out how the authority intends to use its powers;
  - There must be notice to the public that a policy is in force;
  - They must ensure that a copy of the full policy is available to the public for free at the council offices;
  - There must be a summary document available on request (though a small charge to cover costs may be allowed).
- 6.8 Schemes can be aligned to ‘people’ outcomes – for example, services driven by the needs of a particular client group (older people, disabled people or families with disabled children, for example) or be more ‘theme’ based – accident prevention, relieving fuel poverty or assisting with hospital discharge would be examples of this type of scheme.

## **7. Contribution to strategic outcomes**

- 7.1 The Corporate Plan, ‘Building a Stronger Haringey Together’, sets out the vision and priorities for the Council over the next three years. The draft Grants policy will deliver outcomes that meet Priority 1 to enable every child and young person to have the best start in life, with high quality education, Priority 2 to empower all adults to live healthy, long and fulfilling lives and Priority 5 to create homes and communities where people choose to live and are able to thrive

## **8. Statutory Officers comments (Chief Finance Officer, Procurement, Assistant Director of Corporate Governance, Equalities).**

### **8.1 Chief Finance Officer**

- 8.1.1 The DFG allocation to the council in 2016/17 was £1,818k of which £819k was unspent at the end of the year and was carried forward into 2017/18. This plus the in-year allocation of £1,818k gives total available DFG funding in 2017/18 of £2,637k.

- 8.1.2 There is a risk that funding which is not spent will be required to be returned to the DH. The proposed policy will enable the council to implement a wider range of spending plans against the DFG funding to ensure that it is fully utilised.

## **8.2 Procurement**

- 8.2.1 Strategic Procurement notes the contents of this report; however, there are no procurement implications at this point in the process.

## **8.3 Assistant Director of Corporate Governance**

- 8.3.1 Cabinet is being asked to approve the draft Policy: Grants and assistance regime for housing adaptations for Disabled Persons in Haringey. The policy falls within the statutory framework for disabled facilities grant (DFG) as set out in the Housing Grants, Construction and Regeneration Act 1996 (the Act) and the Regulation referred to below. The Act permits the local housing authority to award mandatory DFG for purposes which include facilitating access by the disabled occupant to dwelling, making safe the dwelling for the disabled occupant and facilitating access by the disabled occupant to the principal family room, or a room used or usable for sleeping. DFG are subject to means test and a maximum grant limit of £30,000 per application.

- 8.3.2 Where the cost of eligible works is more than the DFG limit, the Council may use its discretionary powers under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (the Regulation) to bridge part or all of the funding gap. Article 3 of the Regulation permit housing authorities to give discretionary assistance, in any form (e.g. grant or loan) to, amongst others, adapt or improve living conditions. The assistance may be subject to conditions including repayment of the assistance. Authorities are required to consider a person's ability to repay the assistance, both before imposing a condition to that effect and before taking steps to enforce a condition of that kind. They are also required to provide a written statement of the conditions to which assistance is subject, and to ensure that a person to whom assistance is given has received advice or information about any obligations to which he would be subject once assistance has been provided. They may take security in respect of the assistance, including a charge on property.

- 8.3.3 Article 4 of the Regulation provides that the power to provide assistance is not exercisable until the authority has adopted and published a policy relating to their exercise of the power, and the power must be exercised in accordance with the policy. The then Office of the Deputy Prime Minister (ODPM) published a non-statutory circular titled Housing Renewal (17<sup>th</sup> June 2003) that includes advice on the content of the policy to provide assistance. It provides at Paragraph 4.4 "As the mandatory Disabled Facilities Grant will not normally be adequate to deal with all the likely requests for assistance

with housing adaptations for disabled people, it is also important for the policy to set out what additional adaptations assistance is to be provided.” Further at Paragraph 4.6 that the policy document should include the following – “how the policy will contribute towards strategic aims, objectives and priorities; a statement of the key priorities which the policy will address: a description of the types of assistance available; the circumstances in which persons will be eligible for assistance; the amounts of assistance that will be available to eligible persons, and how these amounts will be determined; the process to be used to apply for assistance; details of conditions that will apply to the provision of assistance: advice that is available, including financial advice, to assist persons wishing to enquire about, and apply for, assistance” etc.

- 8.3.4 The adoption of the policy will enable the Council to exercise its powers to provide assistance under the Regulations.

## **8.4 Equalities**

- 8.4.1 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity for those with ‘protected characteristics’ and those without them
- Foster good relations between those with ‘protected characteristics’ and those without them.

The protected characteristics are: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

- 8.4.2 An Equalities Impact Screening Assessment (EqIA) has been carried out for the proposed policy. The findings are described in more detail in the EqIA screening tool in appendix 2. The proposed changes will not have a negative impact on those people with ‘protected characteristic’.

## **9. Use of Appendices**

- i. Appendix 1: Draft Policy: Grants and assistance regime for disabled adaptations to housing in Haringey
- ii. Appendix 2: EqIA Screening Tool

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

N/A



**Policy: Grants and assistance regime for  
Disabled adaptations to housing in Haringey**

DRAFT

## **Contents**

Section 1 Introduction

Section 2 Key Principles

Section 3 Role of The Housing Panel

Section 4 Emergency Adaptations

Section 5 Major Adaptations

Section 6 Mandatory Grants

- Disabled Facilities Grants (DFG)
- Emergency adaptations
- Enhanced Schemes
- Land Charges on Mandatory Grants

Section 7 Discretionary Grants

- Relocation Assistance Grant/Re-Housing
- Home Repair Grant
- Home Safety Grant

Section 8 Test of Resources

Section 9 Conditions



## 1. Introduction

- 1.1 This document explains Haringey Council's approach to the delivery of its service to customers who require adaptations to their home. Assistance with understanding this policy and translated versions are available by contacting the First Response Team on 020 8489 1400.

Our vision for all adults in Haringey places an emphasis on the values which promote and maximizes an individual's independence, dignity, choice and control, shifting away from institutional care towards community and home based solutions where this is appropriate for the individual.

This approach is embodied by Priority 2 of the Corporate Plan, which seeks to 'empower all adults to live healthy long and fulfilling lives', and is underpinned by the following objectives:

- 1) A borough where the healthier choice is the easier choice
- 2) Strong communities where all residents are healthier and live independent fulfilling lives
- 3) Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing
- 4) Residents assessed as needing formal care and /or health support will receive responsive high quality services
- 5) All vulnerable adults will be safeguarded from abuse

In response to this strategic vision Adult Social Services have put in place rigorous and systematic actions. This has included implementing operational improvement approaches throughout the service. This has secured a consensus around the actions that will guide us coherently towards the improved outcomes and the financial sustainability for the health and social care system we are aiming to achieve.

A key component of this work and where we have seen some significant impact improvements, has been around objective 2 - Strong communities where all residents are healthier and live independent fulfilling lives

Haringey Council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so.

We have developed this policy in response to some specific service and operational challenges we identified and This policy builds on existing practice and seeks to ensure that residents have a consistent experience in the service and an efficient service with a wider scope of services available. The DFG monies are now contained within the Better Care Fund (BCF) and it is expected that health priorities will become more important in the way DFG is spent. So that delayed transfers of care and readmission to hospital, which are key health priorities, could be supported using some of the DFG finance

Having a policy will clearly set out and define what services we are able to provide and a clear pathway for accessing services, increase the range of

services and scope the council are able to provide to maximise service user's independence. Thereby, providing clarity and consistency for all service users across Haringey regardless of tenure.

## 2. Key Principles

- 2.1 This policy is based on the private sector housing policy and the legislation which governs the implementation of major adaptations via Disabled Facilities Grants under the 'Housing Grants, Construction and Regeneration Act 1996'. The aim is to provide a consistent service across all housing tenures.

The council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so.

This 3-year period shall not apply where the works are necessary to meet the needs of the applicant on the grounds of ill health or disability. If the adaptations are for the benefit of a child the parent or legal guardian is considered the applicant.

- 2.3 For grants in excess of £1,000 applicants must sign a declaration of intent to occupy the property as their sole or main residence for a period of 5 years from the certified date of completion of the works. If the undertaking is breached without a valid reason as set out in section 2 of the mandatory DFG land charges policy the council reserves the right to recover the grant, together with compound interest
- 2.4 The council is committed to improving people's lives by giving people more choice and control in the services they use. Wherever possible, and to ensure that public money is properly spent the council will be seeking to carry out the most cost-effective adaptation to the property which adequately meets an applicant's assessed needs. Usually this means that an adaptation is carried out within the existing structure of a dwelling.
- 2.5 In accordance with the current legislation only one family room is necessary to meet the family's needs, as such the council will consider the use of one of any additional reception rooms in a property to provide adaptations. Where it is not possible to adapt a property or if there are likely to be excessive costs in adapting a property the council will consider offering re housing or in the case of owner occupiers a relocation grant (see below) this would be at the discretion of the Adaptations Panel.
- 2.6 Proposed schemes must be supported by a referral from the council's Occupational Therapy team or the designated OT Contractor working on their behalf, and enquiries arising without such support will be referred back to Adult Social Care team to arrange an assessment. The Occupational Therapists (OT's) work in collaboration with the surveyors to decide and agree upon a scheme. **The OT must determine what is necessary and appropriate** for the disabled person to meet their eligible assessed needs and the **surveyor must**

**consider what is reasonable and practical** given the structural, planning and other restraints. The most modest solution is recommended and the OT and surveyor are required to differentiate between the 'needs' and 'wants' of the service user.

- 2.7 Wherever possible if the Council is funding personal care services for the disabled applicant, adaptations should aim to reduce the ongoing revenue cost by enabling the person to attain or regain more independence in daily living. The OT and Surveyor will consider this aspect before agreeing the capital allocation for the scheme and where this is likely to exceed £30 000 will be agreed by the Adaptations Panel.

### **3. The Adaptations Panel**

- 3.1 To ensure an equitable and transparent approach to decision making, value for money and the appropriateness of proposed adaptations the council has a panel to review emergency and larger adaptations over £30k as well as to set guidance on general adaptation principles and standards e.g. whether the property is currently suitable for occupation, whether decanting is required and whether work should be completed before occupation etc.

- 3.2 The panel is made up of the following senior managers:

- Adaptations Team Manager
- Short Term Team Manager and Lead OT
- Housing Allocations Manager

- 3.3 The panel meets on a monthly basis, however they can convene an extra meeting in the case of an emergency adaptation request in addition to the scheduled meetings. Appeals against the decisions of the panel will be to the Head of Service for Access and Independence (HOS). The Appeals must be in writing within 2 weeks of the notification of the panel's decision detailing the grounds for the appeal. The HOS will consider the appeal based on written representations and there is no right for applicants to make oral representations. The HOS can request additional information from applicants if it feels this will be relevant to their decision-making. Decisions of the HOS will be made within 4 weeks of receipt of the appeal, unless further information is required, in which case the applicant will be informed of the revised timescale for determination of the appeal.

### **4. Emergency Adaptations**

- 4.1 The council can allow at its discretion, in certain cases, an emergency adaptation. This will only be used in urgent cases for clients who for example:
- Cannot sustain living, or life, at home unless essential adaptations are undertaken.
  - Cannot access essential hospital appointments, dialysis or day care without adaptations.

- The current situation is placing the service user and their carers at considerable risk of injury e.g. from unsafe moving and handling property stair lifts where living on the ground floor is not possible.
  - Other works which in the opinion of the OT would facilitate hospital discharges or are needed urgently
- For adaptations funded via the scheme, the normal adaptation process will be bypassed in order to install the adaptations as speedily and efficiently as possible. However, the means test will still apply as with mandatory DFG for owner-occupiers or private sector tenants. As well as providing emergency adaptations this process will considerably reduce the time spent by Local Authority officers processing full applications. There will also be funding available to RSL tenants to be used in the same circumstances, as the statutory obligation to provide adaptations to the residents of Haringey remains with the Local Authority council?

#### **4.2 Processing emergency adaptations**

- Emergency referral to the Adaptations team from the Occupational Therapist (OT)
- Adaptations Team ensures the client signs a 'consent form' confirming they own the Property or in the case of private tenants that the landlord agrees to the adaptations and undertake a land registry search to obtain a copy of the land registry document to confirm ownership
- The works will be ordered and overseen by the Adaptations team in consultation with the OT
- If the OT assesses a service user who meets the criteria for urgent adaptations, they will refer the case to the next scheduled Adaptations Panel for discussion and approval however to ensure the adaptation is not delayed by the panel and out of panel decision can be sought from the HOS if appropriate
- The OT and/or surveyor must present cases at the Adaptations panel for approval before proceeding. The upper limit for works under this scheme will be £5K. Clients must either prove ownership or be prepared to sign a declaration of ownership in order to allow works to proceed

#### **4.3 Relocation Assistance Grant/ Re-housing**

Undertaking major adaptations may not always be recommended. Re-housing or re-locating the disabled person will be the preferred option in some circumstances:

- Where the existing property is not suitable for adaptation within the available resources to meet long term needs or
- Where it is not economically viable to do so.

Re-housing for council tenants a re-location grant for owners or private tenants will be considered to address the housing needs of the whole household. The Adaptations Panel determines the decision of whether this option will be considered.

The disabled person and/or their advocate will be asked to consider re-housing by the Adaptations Panel. If a tenant agrees to being re-housed their housing transfer

application will be assessed in line with the council's Allocation Policy, which will take into consideration the effect their current accommodation, is having on their housing needs and health. The disabled person and tenant can decline to move property and continue to pursue their mandatory DFG application. In cases of tenant applications, the landlord's consent will be required for adaptations to be carried out. The Council in its capacity as landlord will only withhold its consent where it is reasonable to do so.

Circumstances where it may be reasonable to withhold consent include the following:

- Where suitable alternative accommodation is or will become available within 6 months in an area where the disabled person's support needs can be fulfilled. Suitable alternative accommodation could include accommodation that can be adapted to meet the tenant's needs within 12/18 months;
- Where a tenant has submitted a Right to Buy application;
- Where a tenant is awaiting a transfer to alternative accommodation;
- Where a tenant is not a secure tenant eg. Service occupancy, temporarily accommodated under homeless legislation

If landlord consent is withheld, the Occupational Therapist will ensure all risks are reduced to the lowest possible level and their request for major adaptations will be cancelled. Minor emergency works will still be available if deemed necessary and appropriate.

#### **4.4 The relevant 'Moving Costs' that the re-location grant includes: Owners and Leaseholders**

- Estate agent fees
- Conveyance costs
- Stamp duty
- Mortgage cancellation fees if arranged more than 12 months prior to application)
- Surveyor costs
- Home Energy Certificates

#### **Owners and council tenants:**

- Removal costs including the disconnection and reconnection of appliances and aerals etc. For council tenants the council will normally make such arrangements via their own contractors.

Any essential items needed for moving e.g. carpets, curtains where existing will not fit new property

#### **RSL Tenants**

We will negotiate with the RSL to establish a cost effective solution.

The OT and surveyor will view any prospective properties and identify whether they require any adaptations and whether these need to be done before the disabled

person moves in or whether they can be done once they have moved. Any adaptation work, which is required to the prospective property, must be brought back to the Adaptations Panel to be agreed. In most cases the costs relating to the work and the relocation must be less than the cost of adapting their existing accommodation, however, consideration will also be given to the best long term use of the council's housing stock.

#### **4.5 A DFG of up to £15k may also be awarded for adaptations to the property to which you relocate**

##### **Conditions:**

**The relocation costs and any required adaptation to the new property will count as one application up to the £30k limit**

- This assistance is subject to the Council's test of the applicant's financial resources, which will be the same as the test applied for DFG eligibility.
- The grant will only be offered if there are no alternative sources of funding available.
- Inspections of the existing and prospective properties by a surveyor and occupational therapist must be carried out before a relocation grant is agreed.
- In the case where the applicant moves outside of the borough, a paper check may be undertaken rather than a surveyor's visit.

#### **4.6 Awarding the Grant**

Applicants will not be automatically awarded the full grant. The Relocation Grant will be considered based on fee estimates submitted up to a maximum of £15,000 to cover 'Moving Costs'.

- The applicant is not restricted to the area of the relocation, however it may affect the level of assistance the applicant is eligible for (as below).
- If the disabled person moves out of the Borough of Haringey s/he will only be eligible for a grant to cover the 'moving costs' and not towards adapting the new property.
- If the applicant is relocated within the Borough of Haringey the disabled occupant will be considered for further grant to cover adaptation costs for the new property.

This is subject to a surveyors visit and determined by the Adaptations Panel.

The total grant payable including relocation 'moving costs' and adaptations to the new property must not exceed the mandatory DFG grant or the cost of the original proposed scheme, whichever is lower.

## **5 Major adaptations**

- 5.1 Major adaptations are available to assist a disabled person in gaining access to and from, and in and around their dwelling.

## 5.2 The main areas where major adaptations are considered:

### i. Facilitating Access and Provision

This includes adaptations to remove any barriers preventing the service user from moving freely around the property:

- Facilitating access to and from the dwelling or building in which the dwelling is situated.
- Facilitating access to the garden.
- Facilitating access to a room used or useable as the principal family room.
- Facilitating access to and from a room used or useable for sleeping or alternatively providing such a room for the disabled occupant.
- Facilitating access to a room in which there is a lavatory, a bath or shower (or both) and a wash hand basin or providing a room in which there is such a facility or facilities.
- Facilities for the preparation and cooking of food.

### ii. Making a dwelling or building safe

For example, minimising the risk of danger where a disabled person may have behavioural problems, which cause them to act in a boisterous or violent manner, damaging the house, themselves and perhaps other people. Examples include: an enhanced hearing system specialised lighting, toughened or shatterproof glass, installation of guards around particular facilities e.g. fires, radiators, reinforcement of floors, walls or ceilings, or cladding or exposed surfaces and corners to prevent self injury.

### iii. Room usable for sleeping

Providing a room is usually only considered when it isn't possible to adapt the service users existing bedroom e.g. because of access or size constraints. Where the service user shares a bedroom with another person, funding may be given to provide a room so that the normal sleeping arrangements can be maintained. This may be considered if a child has behavioural problems and is disturbing or disturbed by the person they share a room with.

### iv. Facilitate access to the principal family room

This may include widening doorways, creating wheelchair circulation space, or possibly providing lift access to the room. A family room may not be the existing family room. The principal family room can be re-designated as part of the works.

### v. Bathroom

A service user should have access to a wash hand basin, WC, shower and/or bath.

vi. Facilitation of preparation of food

Potential works: re-arrangement or enlargement of kitchen, modified/specially designed storage units, gas, electricity and plumbing installation etc. to enable the user to be independent.

vii. Improve any heating system in the dwelling or provide this if none exists  
Potential works include: improvement of an existing heating system, or provision of a heating system where it is unsuitable or where there is no heating. Funding should not be given to adapt or install heating in rooms that are not normally used by the disabled person.

viii. Adapt heating, lighting or power controls to make them easier to use.  
Works may include: relocation of power points or thermostat, provision of adapted controls, and installation of additional controls or sockets.

ix. Facilitate access and movement around the dwelling to care for a person who is normally resident in the dwelling and is in need of care. This provides for works to enable a service user to access their child's bedroom or the bedroom of a parent whom they care for.

x. Wherever possible, and to ensure that public money is properly spent the council will be seeking to carry out the most cost-effective adaptation to the property which adequately meets an applicant's needs. Except in exceptional circumstances this means that an adaptation is carried out within the existing structure of a dwelling.

xi. Legislation is already in place to govern the provision of major adaptations for the private sector and to ensure transparency and equity across tenures; the same principles apply to council tenancies:

- Only one family room is necessary to meet the family's needs, as such the council will consider the use of one of the reception rooms in a property to provide adaptations.



- Where it is not possible to adapt a property or if there are likely to be excessive costs in adapting a property the council will consider re-housing the disabled person. The recommendation to re-house a person as an alternative to adapting the property would be at the discretion of the Housing Panel.
- On adaptations to council property stair lifts, through floor lifts and hoists installed become the property of the council who will pay for servicing and maintenance. This may be subject to a service charge in future
- Overcrowding is not taken in to account when determining the most appropriate scheme. Major adaptations, for example additional rooms, will not be recommended on the basis that the property is overcrowded. Overcrowding issues will be dealt with under the council's housing policies.

## 6 MANDATORY GRANTS

The council must provide certain grants to residents in the borough on a compulsory or mandatory basis if conditions are met. Other grants are discretionary and are provided on the basis of how they contribute to meeting the wider strategic objectives to support residents and adaptations service in the borough.

### 6.1 Disabled Facilities Grants (DFG)

Disabled Facilities Grants (DFGs) are mandatory and carried out under the provisions of the Housing Grants, Construction & Regeneration Act 1996 (as amended) and are awarded to applicants who are registered or eligible for registration as a disabled person, to help them remain in their own home. DFGs are available to leaseholders, owner/occupiers and private sector tenants and Housing Association tenants. Whilst council tenants are eligible to apply for a DFG, the Council funds adaptations to its own properties from the housing revenue account. The application process for council tenants is dealt with in the same way to ensure they are treated fairly.

The proposed scheme must be supported by a referral from the council's Occupational Therapy team or the designated OT Contractor.

Mandatory DFGs are available to assist a disabled person in gaining access to and from, and in and around their dwelling. They are subject to a Test of Financial Resources (which is strictly controlled by Government legislation), and are limited to a maximum. The amount limit changes from time to time and is currently £30,000 per application. Subject to all other qualifying criteria being met, the council *must* approve a mandatory DFG.

Where the costs of an adaptation scheme exceed these financial limits, the council may award additional funds at the discretion of the Adaptations panel (see section 7).

Stair lifts, through floor lifts and hoists installed under a Disabled Facilities Grant become the property of the grant applicant and, as such, it is the applicant's responsibility to pay for servicing and maintenance, although the council includes within the cost of a Disabled Facilities Grant, a servicing and maintenance contract for these items. Thereafter, the council recommends that equipment is serviced at intervals prescribed by the manufacturer and there are a number of private companies able to undertake this work although the installer of the equipment is usually also able to make such arrangements.

## **6.2. Housing Association Tenants**

Housing association tenants can apply for a disabled facilities grant, however the council would expect the RSL to make a contribution towards the cost of the adaptation, this will be negotiated on a case by case basis and approved by the Adaptations panel.

## **6.3. Enhanced Schemes**

The council understands that sometimes a service user may wish to have a scheme designed which goes over and above the approved eligible scheme (i.e. the scheme recommended by the adaptations surveyor and occupational therapist), the council may allow this however in practice this can be quite complicated. Please see the procedure detailed below:

- i. The council will provide the applicant with the amount of allocation (either grant or council funding for Haringey tenants) they may receive for the eligible scheme; this is based on standard prices for similar schemes the council has approved in the past.
- ii. The applicant will need to appoint their own architect to design the full scheme including the eligible elements. The council will allow an amount for payment of the architect. This amount will be equal to 5% of the eligible schemes value if it is for design only, or 8% of the eligible schemes value if it is for the design and supervision of the works.
- iii. The design must incorporate all of the Occupational Therapists specification, and any additional works proposed must not impinge on these specifications.
- iv. Once confirmation has been received that the scheme meets the needs of the applicant, the proposed scheme must be submitted for planning and building control approval by the applicant and a detailed specification must be prepared for pricing purposes.
- v. The client's architect/surveyor should send the drawing and specification to a minimum of two contractors for pricing.
- vi. Once the appropriate planning and building control approvals and priced specifications are received by the council, they will be subject to the necessary checks by the grants department and the grant will be calculated taking into account any assessed contribution and approval notification issued.

- vii. Once the approval is received by the applicant's works may commence on site.
- viii. 'As we are awarding grants of public money, the council needs to ensure that the contractors/professionals employed are registered with HMRC. As such we will need to see evidence of either VAT registration or CIS registration and/or their unique tax reference number (UTR). You should therefore ensure that you have evidence of this before you authorise the contractor to undertake the works as without this, the authority will not consider releasing any monies'.

Delays in making the application may affect entitlement to a grant, with this in mind the council would expect to be in receipt of a valid application within 6 months of the original grant surveyor's visit. If not received by that deadline and no valid reason is provided the application will be cancelled and a new application will need to be made by the client or their surveyor/architect.

All applications for enhanced schemes will need to be approved by the Adaptations Panel and the decision will be based on the needs of the applicant and ongoing costs to the council, NHS, and other public bodies.

#### **6.4. Land Charges on Mandatory Disabled Facilities Grants**

Where, in the Council's adaptations panels view an adaptation given under a mandatory disabled facilities grant adds tangible value to a dwelling, then a 10-year charge will be placed on the property if:

- i. The applicant is the owner or joint owner of the premises on which the works were carried out.
- ii. The grant awarded is more than £5000.00.  
The council may reclaim part of the grant, which exceeds £5000 (but may not demand an amount in excess of £10,000).

The council has the discretion as to whether or not to place a land charge on the property, or reclaim any or all of the grant paid, but it will consider the following: -

- a) the extent to which the recipient would suffer financial hardship if the grant was reclaimed;
- b) Whether the disposal of the property was to enable the recipient to take up employment, or change the location of their employment;
- c) Whether the disposal of the property is made for reasons of the recipient's physical or mental health or wellbeing, or;
- d) Whether the disposal is made to enable the recipient to live with, or near any person who will provide care for the recipient by reason of their disability.

### **7. DISCRETIONARY GRANTS**

Please note mandatory grants will be the first priority for all available funding. The following facilities may be offered to support the council's commitment to improve people's lives by giving people more choice and control in the services they use. The priority order subject to available resources is:

- Discretionary Disabled facilities grants to supplement £30k mandatory grant limit
- Home Repair Grant
- Home Safety Grant
- Empty Property Grants see separate leaflet

#### **7.1 Discretionary Disabled facilities grants to supplement £30k mandatory grant limit**

Where the costs of an adaptation scheme exceed the £30k statutory financial limits, the Council may in exceptional circumstances award additional funds at the discretion of the Housing panel. Any monies paid above the mandatory limit are subject to an interest-free charge on the property for owner-occupier applicants and become repayable, in full to the Council in the event of a change of ownership or breach of occupation conditions.

#### **7.2 Home Repair Grant**

Home Repair Grants aim to cover the cost of minor repairs that present a serious health and safety risk to owner/occupiers on a low income. Eligible works are any item of disrepair that causes a serious health and safety risk. These grants also cover urgent repairs to specialist equipment installed under disabled facilities grants that are no longer covered by a warranty.

Grant assistance will be paid towards the cost of eligible works, on completion of the works. There is no limit to the number of grant applications that can be made but a total limit of £5,000 per dwelling over a three-year period applies.

In exceptional circumstances a larger grant of maximum £20,000 will be considered for cases of vulnerable adults referred by Adult Services, where larger repairs were deemed necessary to safeguard occupants or the general public. These grants are subject to available funding and at the discretion of the council after all other avenues of funding have been exhausted. In these cases the costs remain as a permanent charge on the property.

Qualification for the Home Repair Grants is based on the following criteria:  
Eligible applicants:

- All applicants must be in receipt of a means tested benefit or will be subject to a means test
- All applicants must have savings of less than £10,000

All applicants must be either:

- Owner/occupiers of the property concerned. They must not have any non-dependants in employment living in the household. Note all joint owners must be in receipt of a means tested benefit or will be subject to a means test.
- Leaseholders, with a responsibility to undertake such works as a condition of their lease. They must not have any non-dependants in employment living in the household. Note all joint leaseholders must be in receipt of a means tested benefit or will be subject to a means test.
- In the event of the demand for assistance exceeding available funding, a waiting list will be operated, subject to the following priority rating.

Group 1 being the highest priority and 3 the lowest:

**Group 1** Applicants who have previously received DFG with an item of specialist equipment that is in need of repair.

**Group 2** Over 60 years of age or registered/registerable as disabled and vulnerable adults referred by Adult Services

**Group 3** Over 18 years of age with a child in the household of under 16  
Each case within each group will be processed in chronological order with respect to the date of enquiry.

### 7.3 Eligible work:

General housing repairs (not including items of decoration) such as roof leaks, electrical faults, gas pipe work defects or repair of defective fixtures and fittings such as central heating boilers/systems and other repairs likely to have serious effects on the occupier's health or safety.

#### Home Safety Grant

This grant is available where the applicant, or the applicant's spouse or partner, is aged 60 years or over who are on a means tested benefit, or people identified as at risk or are clients referred from the councils Safeguarding Adults Team, Domestic Violence Unit or the Metropolitan Police Crime Reduction Unit regardless of age.

The total value of grant assistance that may be given in respect of any one application is £500.00

No further application for a Home Safety Grant will be eligible during a period of 5 years from the certified date of completion of the relevant works except where the client is referred from the councils Domestic Violence Unit or Crime Reduction Unit.

All applicants must be in receipt of a means tested benefit.

- The applicant for grant must certify that he or she has the power or duty to carry out the necessary works.
- The applicant must have been resident for a minimum period of residence of one year unless the referral is via the Councils Safeguarding Adults Team, Domestic Violence Unit or Crime Reduction Unit where there is no minimum residence.

- there is no repayment of grant required on sale of the dwelling.
- there is no certificate of future occupancy required in respect of owners or tenants.
- a minimum of one estimate is to be submitted from the appointed building contractor. This estimate must clearly show the contractor's name, address and telephone number. The estimate must be signed and dated by the contractor or someone authorised to do so on behalf of the Company. If the estimate submitted is considered unreasonable on any grounds by the council a second estimate will be required.
- final payment of grant monies will be made following an inspection of the dwelling and on receipt of the applicant's declaration of satisfactory completion of the relevant works. This declaration will also show the names of the contractor who carried out the work, date of estimate and the actual cost incurred.
- the applicant for grant must give prior written agreement to the works proposed.
- payment of grant will be subject to receipt of a satisfactory contractor's invoice or demand for payment.
- No grant can be paid in respect of works started or completed before the Council has given a Notice of Grant Approval.

## **8 Test of resources**

- 8.1 The test of resources will remain, and be the same, as that set down in the Housing Renewal Grants Regulations 1996 and in the Housing Renewal Grants (Amendment) (England) Regulations 2008 and any subsequent amendments for all grants where the assessed need exceed the mandatory maximum limit of £30 000.

In the case of grants where the assessed need is less than £30 000 we will trial for a period of 1 year no means test and 100% grant being awarded up to the maximum limit of £30 000.

It is based on the regulations governing entitlement to housing benefit and council tax benefit. The income and capital of each relevant person (the disabled occupant and their spouse or partner) is taken into account in the assessment of financial resources.

In the case of families with a disabled child or young person there is no means test and 100% grant is awarded up to the maximum limit.

Where all relevant persons are in receipt of income support, income-based job seekers allowance, council tax benefit, housing benefit, working tax credit (where income is below £15,050) or guaranteed pension credit, 100% grant is awarded up to the maximum limit.

### **Non-means Tested adaptations**

- 8.2 Where a simple adaptation which does not require major structural works, for example conversion of a bathroom into a shower room, a stairlift, hoist or

ramp and can provide a fast and effective solution to reduce current or potential future care and NHS costs the means test will not be applied. A fast track adaptation can only be provided if the councils recommended scheme is agreed by the applicant/applicants representative and where the councils approved contractors carry out the works. The enhanced scheme cannot be used with a fast track adaptation.

## 9 GRANTS GENERAL TERMS AND CONDITIONS

- 9.1 Interim payments will not be made unless the services of more than one contractor are involved in the works, or circumstances arise which could result in excessive delays in payment for works that have already been satisfactorily completed.

The applicant must have occupied the subject property as their only or main residence for at least 3 years prior to the date of application. This 3 year period shall not apply where the works are necessary to meet the needs of the applicant on the grounds of ill health or disability.

For grants in excess of £1,000 applicants must sign a declaration of intent to occupy the property as their sole or main residence for a period of 5 years from the certified date of completion of the works. If the undertaking is breached without a valid reason as set out in section 2 of the mandatory DFG land charges policy. The council reserves the right to recover the grant, together with compound interest.

*For further information please refer to the **Housing Grants Construction and Regeneration act 1996 part 1 Chapter 1 51.***

<http://www.legislation.gov.uk/ukpga/1996/53/section/51>

Assistance will not be given if:

The works for which financial assistance is sought have already started, unless prior permission has been given at the discretion of the Grants team manager.

The applicant or a member of their family carries out the work, however grant aid may be given for materials only

All electrical works are to be carried out by a contractor registered to self-certify the installation with Building Control as compliant with Part P of the Building

Regulations on completion e.g. NICEIC domestic installer. Works should also be covered by appropriate completion certificate.

All gas related works are to be carried out by a GAS SAFE registered fitter licensed to carry out the work and covered by the appropriate certificates on completion. All new gas boilers to be installed by company registered to self-certify the installation with Building Control.

All replacement windows must be certified as complying by Building Control, or covered by a certificate from an installer registered to self-certify the job with building control e.g. FENSA registered.

Unforeseen works arising during the course of the work will not be eligible for assistance unless permission is obtained from the grant surveyor dealing with the application prior to such works being carried out. Any costs exceeding the grant maximum under these circumstances will be the responsibility of the grant applicant.

Where applicable, all works must have the relevant Building Control and/or Planning Permission.

All works must be completed to a satisfactory standard within 12 months of approval of the grant.

Final payments will only be released on satisfactory completion of all of the work. Building Control clearance and evidence of self-certification for building regulations compliance must be obtained if appropriate before payment can be made.

## **9.2 Performance and Timescales**

Our current performance for the processing of DFG's and major adaptations exceeds 52 weeks. We are aiming to reduce this down to an average of 12 weeks by 2019/20

All applicants will be kept informed of the progress of their application by letters on receipt of the initial application, following initial assessment and final approval.

## **9.3 Monitoring and Review**

This Policy will be reviewed regularly to take account of any changes in legislation, statutory guidance, local priorities, capital funding or for any other reasons.

## **9.4 Complaints**

Any complaints about this Policy and/or its implementation should be addressed through the Council's Corporate Complaints Procedure.

### **Contact details:**

**First Response Team Adult Social Care**

**Email:** [Firstresponseteam@haringey.gov.uk](mailto:Firstresponseteam@haringey.gov.uk)

**Website:** <http://www.haringey.gov.uk/social-care-and-health/accessing-services/contact-us>

**Tel:** 020 8489 1400



DRAFT

This page is intentionally left blank

## Equality Impact Assessment Screening Tool

1	Lead officer contact details: Anita Marsden								
2	Date: 01/11/2017								
3	<p>Summary of the proposal:</p> <p>This policy outlines Haringey Council's approach to the delivery of its service to customers who require adaptations to their home. Having a policy will clearly set out and define what services we are able to provide and a clear pathway for accessing services, increase the range of services and scope the council are able to provide to maximise service user's independence. Thereby, providing clarity and consistency for all service users across Haringey regardless of tenure.</p> <p>The council is committed to assisting people who are registered, or eligible for registration as a disabled person, to help them in gaining access to and from, and in and around their dwelling to help them remain in their own home whenever it is practicable to do so.</p> <p>It will provide us with ability to use the DFG funding in innovative ways that will:</p> <ul style="list-style-type: none"> <li>• reduce the bureaucracy in administering grants for residents</li> <li>• simplify the application and adaptation process</li> <li>• rapidly deal with inaccessible housing</li> <li>• award grants to excess of mandatory grant limit, currently £30 000, to meet eligible needs larger grants to meet needs,</li> <li>• complete adaptations in a timely manner therefore potential reduce package of care spend,</li> <li>• capitalise staffing costs and procurement to manage demand</li> </ul>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%; text-align: left;">Response to Screening Questions</th> <th style="width: 10%; text-align: center;">Yes</th> <th style="width: 10%; text-align: center;">No</th> <th style="width: 40%; text-align: left;">Please explain your answer.</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		Response to Screening Questions	Yes	No	Please explain your answer.				
Response to Screening Questions	Yes	No	Please explain your answer.						

<b>a) Type of proposal</b>				
4.	Is this a new proposal or a significant change to a policy or service, including commissioned service?	x		<b>The policy will have a positive impact on service users and service delivery</b>
5.	Does the proposal remove, reduce or alter a service or policy?		x	
6.	Will there be a restructure or significant changes in staffing arrangements? Please see the restructure pages for guidance for <a href="#">restructure EqlAs</a> .		x	
7.	If the service or policy is not changing, have there been any known equality issues or concerns with current provision. For example, cases of discrimination or failure to tackle inequalities in outcomes in the past?		x	<b>The service has been effective in managing equalities as demonstrated by no cases of discrimination or failures highlighted. The service has followed National Guidance and reforms set by relevant legislation and central government policies.</b>
<b>b) Known inequalities</b>				
8.	Could the proposal disproportionately impact on any particular communities, disadvantaged or vulnerable residents?		x	
9.	Is the service targeted towards particular disadvantaged or vulnerable residents?  <i>This can be a service specifically for a group, such as services for people with Learning Disabilities. It can also be a universal service but has specific measures to tackle inequalities, such as encouraging men to take up substance misuse services.</i>		x	

10.	Are there any known inequalities? For example, particular groups are not currently accessing services that they need or are more likely to suffer inequalities in outcomes, such as health outcomes.		x	
11	If you have answered yes to at least one question in both sections a) and b), Please complete an EqIA.			<p>The proposal will have no negative impact on groups that share the protected characteristics or other disadvantaged groups.</p> <p>The policy will increase services the Council can offer to groups to maintain independence and wellbeing and remove processes that cause delays in service delivery.</p> <p>The service currently is effective in tackling inequalities and the draft policy will not have any impact on staff</p>

This page is intentionally left blank

**Report for:** Cabinet 12 December 2017

**Item number:**

**Title:** Award of Call-off contract for the Purchase of Library Stock to Askews and Holts Library Services Ltd and Peters Book Selling Services

**Report authorised by :** Richard Grice – Interim Director for Transformation and Resources

Signed \_\_\_\_\_ date \_\_\_\_\_

**Lead Officer:** Judith Walker, tel: 07817 571503  
e-mail: [Judith.walker@haringey.gov.uk](mailto:Judith.walker@haringey.gov.uk)  
Erica Worth, tel : 0208 489 2764  
email: [Erica.Worth@haringey.gov.uk](mailto:Erica.Worth@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Key Decision

## 1. Describe the issue under consideration

- 1.1.1 Approval is sought to enter into call-off contract for the purchase of Library Stock with the preferred Contractors (Askews and Holts Library Services Ltd and Peters Book Selling Services) for a period of 3 years with an option to extend for a further 2 years as allowed under the Council Contracts Standing Order (CSO) 9.07.1(d) for a total contract value of not exceeding £1,000,000.
- 1.1.2 The contract is broken down in the following Lots:
  - Lot 1 (Adult Books) – Askews and Holts Library Services Ltd
  - Lot 2 (Children's Books) – Peters Book Selling Services
  - Lot 3 (Audio Visuals) – Askews and Holts Library Services Ltd

## 2. Cabinet Member Introduction

At a time when libraries across the country continue to close due to significant funding cuts by central government, the Council remains committed to library service provision in Haringey and to delivering the high quality library service that our communities deserve. Whether helping learners of all ages, supporting jobseekers to build their skills or through their traditional role as a place to explore the joys of reading.

We are continuing to invest in our libraries through a capital programme that has already seen a circa £3.3m investment in Tottenham at Marcus Garvey Library and there will be a further £2.4m investment in the next 12 to 16 months. This will include improved technology, the upgrade of Hornsey Library, some updating and maintenance works in the six branch libraries, and at Wood Green Library, there will be layout improvements and furniture replacement commensurate with its status as one of the big three libraries, but within the context of the life span of the building.

A quality supply of books is the back bone of our core library provision, with DVDs and CDs also continuing to be popular. Therefore, it is critical that we have robust supplier contracts in place to ensure we get value for money and the books we need in our libraries. I'm pleased to say the award of these contracts for 3 to 5 years is a further demonstration of the Council's commitment to library services.

### **3. Recommendations**

- 3.1 That Cabinet approval is given for the Council to enter into Call-off contracts with Askews and Holts Library Services Ltd and Peters Book Selling Services for purchase of library stock in accordance with CSO 7.01(b) as permitted under CSO 9.07.1(d) for a maximum value of £1,000,000.
- 3.2 The contract period is 1 January 2018 – 31 December 2020 (with option to extend for up to a further 2 years)

### **4. Reasons for decision**

Library services contribute to key priorities 1, 2 & 3 by providing access to education, learning and employment opportunities through the resources they provide and staff expertise. They are at the heart of communities and help to foster a sense of place, helping to combat social isolation.

The purchase of stock is budgeted for and forms a fundamental part of Business As Usual. Library stock is a core element of the service. It provides communities and individuals with access to materials that facilitate learning for all ages, it supports educational attainment, helps to improve literacy levels and to get people into further education and the work place. It combats social isolation, for example through book groups and baby and toddler storytimes.

Failure to provide quality library stock impacts significantly on the levels of use and the ability of libraries to contribute to the Council's priorities; it carries a reputational risk for the Council and compromises our ability to comply with the Public Libraries Act of 1964.

In order to ensure compliance with procurement legislation and ensure value for money, strategic procurement led a Mini Competition exercise in accordance with CSO 7.01(b). The ESPO Framework, Library Stock supply (ref 376F) was used. The tender was sent to six suppliers (industry leading suppliers) that were registered in the Framework Agreement. The Mini Competition was based on:



Price 50%  
Quality 50%

The reason the above evaluation weighting was applied was to ensure the Council's requirement for high quality, sensitive, accurate and critical data was met by the winning supplier/s.

The Pricing Schedule for each Lot was a shopping basket of 50 books (for Lots 1 and 2 and audio visual material for Lot 3), that suppliers were asked to bid for (net of discount of retail price).

## 5 Suppliers

The following is the summary of the outcome of the tender evaluation and clarification process for all Suppliers that tendered for the various Lots:

### Lot 1

Supplier	Price Score	Quality Score	Final Score	Ranking
Askews and Holts Library Services Ltd	47	45	92	1st
Supplier B	50	41	91	2nd

### Lot 2

Supplier	Price Score	Quality Score	Final Score	Ranking
Peters Book Selling Services	50	45	95	1 <sup>st</sup>
Supplier A	49	45	94	2 <sup>nd</sup>
Supplier B	49	44	93	3 <sup>rd</sup>

### Lot 3

Supplier	Price Score	Quality Score	Final Score	Ranking
Askews and Holts Library Services Ltd	50	40	90	1st
Supplier D	49	39	88	2nd

## 6. Alternative options considered

### 6.1 Do nothing

This was not an option as purchase of new library stock is essential to ensure that library provision is current and in the case of non fiction and reference

materials accurate.

#### 6.2 Direct Award as an alternative to a mini competition

This was not considered as viable option as the mini competition would yield a better cost effective (value for money) outcome.

### 7. **Background information**

The contract for the supply of library resources (books for adults and children and audio visual material – DVD and CDs) expired in August 2016. As the contract expired at a time when the service was undergoing a full staffing restructure, there was limited capacity to embark on a full procurement process and interim arrangements were put in place in the form of two short term contracts for the purchase of mainstream library stock.

With approval sought from Strategic Procurement, direct awards were made to preferred suppliers via The ESPO Library Stock Framework Agreement. The spend value of each of these direct awards was less than £160,000. The second and current short term direct award was agreed whilst Strategic Procurement led the Mini Competition exercise to provide the most cost-effective long term contract(s) solutions to meet the needs of Haringey Council's library service.

### 8. **Contribution to strategic outcomes**

This procurement exercise has contributed to achieving value for money and enable the library service to continue to contribute to key priorities 1, 2 & 3 by providing access to education, learning and employment opportunities, sense of place and helping to combat social isolation.

### 9. **Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

#### 9.1 **Finance**

The Stock budget of £336,8000 for Library Resources Stock is held on profit centre C52002 and takes account of the annual cost for Audio, Children and Audio books and Newspapers and periodicals.

The report focuses on the securing suppliers to provide an indicative pricing which reflect the discount and processing cost for a basket of 50 books and audio visual materials for the English language, the budget for which is broken down as an annual budget of Adult (£100k), Children (£70k) and Audio (£30k). these pricing will remain as controllable cost for the 3 years of the contract.

The service will monitor these contracts as part of the budget monitoring process to ensure that they remain in line with budget.

#### 9.2 **Procurement**

This procurement (RFQ) was lead by Strategic Procurement (Corporate supplies & Services) in accordance with CSO 7.01(b) and therefore is supportive of the recommendations made in this report.

### **9.3 Legal**

- 9.3.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 9.3.2. The contract which this report relates to was procured by undertaking a mini-competition under the Eastern Shires Purchasing Organisation (ESPO) Framework Agreement.
- 9.3.3 The ESPO Framework Agreement was established in accordance with EU procurement legislation. The terms of the ESPO Framework Agreement provide for contracts to be awarded by undertaking a mini-competition.
- 9.3.4 Pursuant to CSO 7.01(b) and pursuant to the Public Contracts Regulations 2015, the Council may select one or more Contractors from a Framework established by a public body where the Council has been named in the OJEU Contract Notice.
- 9.3.5 It is confirmed that the Council is identified as an approved user of this framework contract in the OJEU Contract Notice published by ESPO
- 9.3.6. Pursuant to CSO 9.07.1(d), Cabinet may approve a contract if the value of the contract is valued at £500,000 or more and as such the Cabinet has the power to approve the award of the Call-Off contract in this Report.
- 9.3.7 The Assistant Director of Corporate Governance sees no legal reasons preventing the approval of the recommendations in the report.

## **10. Equalities**

This award is for written stock in English for all ages and in all subject areas. Other languages and large print stock are procured through a different specialist suppliers. Library books are available and free to all, however historically the usage can be more significant for the disadvantaged and vulnerable.

## **11. Use of Appendices**

Equality Impact Assessment Screening Tool – Appendix 1

Procurement submissions - Appendix 2 - This contains exempt information 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)).



## Equality Impact Assessment Screening Tool

1	Lead officer contact details: Judith Walker, tel: 07817 571503, e-mail: <a href="mailto:Judith.walker@haringey.gov.uk">Judith.walker@haringey.gov.uk</a> Erica Worth, tel : 0208 489 2764, email: <a href="mailto:Erica.Worth@haringey.gov.uk">Erica.Worth@haringey.gov.uk</a>
2	Date: 27 <sup>th</sup> November 2017
3	Summary of the proposal: Award of Call-off contract for the Purchase of Library Stock to Askews and Holts Library Services and Peters Book Selling Services

	Response to Screening Questions	Yes	No	Please explain your answer.
--	---------------------------------	-----	----	-----------------------------

### a) Type of proposal

4.	Is this a new proposal or a significant change to a policy or service, including commissioned service?		No	The provision of library stock is core to library service provision in Haringey. Purchase of stock is budgeted for and forms a fundamental part of BAU
5.	Does the proposal remove, reduce or alter a service or policy?		No	The provision of library stock is core to library service provision in Haringey. Purchase of stock is budgeted for and forms a fundamental part of BAU
6.	Will there be a restructure or significant changes in staffing arrangements? Please see the restructure pages for guidance for <a href="#">restructure EqlAs</a> .		No	This decision does not relate to staffing
7.	If the service or policy is not changing, have there been any known equality issues or concerns with current provision. For example, cases of discrimination or failure to tackle inequalities in outcomes in the past?		No	This award is for written English text for all ages and in all subject areas. Other languages and large print stock is procured through a different supplier.

### b) Known inequalities

8.	Could the proposal disproportionately impact on any particular communities, disadvantaged or vulnerable residents?		No	This award is for written English text for all ages and in all subject areas. Other languages and large print stock is procured through a different supplier
9.	Is the service targeted towards particular disadvantaged or vulnerable residents?  <i>This can be a service specifically for a group, such as services for people with Learning Disabilities. It can also be a universal service but has specific measures to tackle inequalities, such as encouraging men to take up substance misuse services.</i>		No	Library books are available and free to all, however historically the usage can be more significant for the disadvantaged and vulnerable.
10.	Are there any known inequalities? For example, particular groups are not currently accessing services that they need or are more likely to suffer inequalities in outcomes, such as health outcomes.		No	Library books are available and free to all, however historically the usage can be more significant for the disadvantaged and vulnerable
11	If you have answered yes to at least one question in both sections a) and b), Please complete an EqIA.			The service currently is effective in tackling inequalities and it is not changing  Any changes will not have any impact on service users, residents or staff

**MINUTES OF THE MEETING OF THE CABINET MEMBER  
SIGNING HELD ON WEDNESDAY, 8TH NOVEMBER, 2017, 10.30  
am**

**PRESENT:**

**Councillors: Eugene Ayisi (Chair)**

**172. FILMING AT MEETINGS**

Noted

**173. URGENT BUSINESS**

None

**174. DECLARATIONS OF INTEREST**

None

**175. PUBLIC SPACES PROTECTION ORDERS TO REPLACE EXISTING DESIGNATED  
PUBLIC PLACE ORDERS AND DOG CONTROL ORDERS**

Councillor Ayisi considered, after a brief discussion, the report seeking approval of a continuation of the Councils Designated Public Place Orders and Dog Control Orders as by law these will automatically convert to Public Space Protection Orders (PSPO) on the 20<sup>th</sup> October 2017. The PSPOs will be treated as if the provisions of the existing orders were provisions of a PSPO made under the Anti-Social Behaviour, Crime and Policing Act 2014.

**RESOLVED**

The Cabinet Member for Communities approved the continuation of all of the Council's Designated Public Place Orders (DPPOs) and Dog Control Orders (DCOs) as Public Space Protection Orders (PSPOs) for a period of 3 years from 20<sup>th</sup> October 2017.

**REASONS FOR DECISION**

Whilst the existing terms of DPPOs and DCOs will convert to PSPOs automatically on 20<sup>th</sup> October 2017, the Act is silent as to their duration and there therefore needs to be clarity as to their continued need and how long they should last, for which a decision is required. Since October 2014 when part 4 of the 2014 Act came into force, it has no longer been possible to make any new DPPOs or DCOs. For this reason, it is essential that the areas covered by existing DPPOs are converted to PSPOs to

enable the continuation of enforcement in regards to nuisance caused by irresponsible drinking and dog control.

### **ALTERNATIVE OPTIONS CONSIDERED**

To allow the existing DPPOs and DCOs to become PSPOs without clarification as to their duration or review as to the need for their continuation. However, this option was not considered appropriate as this approach would create uncertainty and possibly confusion.

#### **176. ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - REQUEST TO COMMENCE PUBLIC SPACES PROTECTION ORDER CONSULTATION**

Councillor Ayisi considered, after a brief discussion, the report seeking approval for a consultation regarding anti-social behaviour on the Love Lane Estate. The issue of drug dealing and drug misuse has worsened over the last year due to the increased numbers of rough sleepers many are dependent on either heroin or crack cocaine. Some of the women who are rough sleeping have engaged in sex work within the blocks or on estate roads to support their drug habit. There has been urination and defecation on the stairwells which has necessitated increased cleaning by estate service staff. In addition to this, young men have been loitering on the upper stairwells smoking marijuana during the early afternoon into the late evening. All these behaviours are having a detrimental effect on the lives of those living on the estate.

### **RESOLVED**

The Cabinet Member for Communities approved for consultation the draft Public Space Protection Order (PSPO) as contained in Appendix 2. The consultation will commence in accordance with section 72 of the Anti-Social Behaviour, Crime and Policing Act, with consultation to run for a period of eight weeks.

### **REASONS FOR DECISION**

The Council and partner agencies have undertaken a number of enforcement actions to tackle the anti-social behaviour on the estate, further details will be provided later in the report. A number of partly successful actions have been taken against individuals to prohibit them from entering the estate but this has not resolved the issues. A PSPO will provide a long term solution to the problems that residents experience on a daily basis. It will also provide to the police an additional enforcement tool to tackle persistent anti-social behaviour on the estate and will help break the cycle of anti-social behaviour which is having a detrimental effect on the lives of residents.

The Anti-Social Behaviour, Crime and Policing legislation allows the use of penalties such as Fixed Penalty Notices and prosecution. In order to support the legislation targeted and sustained enforcement will be used by partners including both the Metropolitan Police, Northumberland Park Policing Team, Homes for Haringey, ASBAT, Home Office Immigration Enforcement Team and Tactical Enforcement. Assistance in gathering evidence can be provided through the Regeneration Team, Estate Service Officers and Community Champions who live on the estate. There will



continue to be a cost to the council if enforcement action is taken but no cost where the decision to prosecute is undertaken by the police.

**ALTERNATIVE OPTIONS CONSIDERED**

Not to pursue a PSPO. Given the length of time that the behaviour has been ongoing and the detrimental effect the behaviour is having on the residents Of Love Lane this is not considered a viable option.

**177. NEW ITEMS OF URGENT BUSINESS**

None

CHAIR: Councillor Eugene Ayisi

Signed by Chair .....

Date .....

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE CABINET MEMBER  
SIGNING HELD ON WEDNESDAY, 8TH NOVEMBER, 2017, 11.00  
am**

**PRESENT:**

**Councillor: Peray Ahmet (Chair)**

**178. FILMING AT MEETINGS**

Noted.

**179. URGENT BUSINESS**

None.

**180. DECLARATIONS OF INTEREST**

None.

**181. REVIEW OF THE OUT OF HOURS NOISE SERVICE**

Councillor Ahmet considered the report which outlined and sought approval for re-configuring the operational hours of Enforcement Response (Noise and Nuisance investigations) to target resources at times where demand for the responsive service is highest. The Head of Community Safety & Enforcement notified the Cabinet Member that a plan for communicating the changes to the residents was being formulated and would be shared before implementation.

**RESOLVED**

The Cabinet Member for Environment;

- Agreed a new noise and nuisance responsive service as set out in Section 7, subject to staff consultation.
- Agreed to delegate to the Director of Commercial and Operations the implementation of the reconfigured service, including any changes arising from the consultation.

**REASONS FOR DECISION**

The proposed changes will deliver a noise and nuisance service that reflects the operational times where demand for the responsive service is highest, allowing the service to re-focus resources /priorities towards wider ASB issues.

**ALTERNATIVE OPTIONS CONSIDERED**

Local Authorities have a statutory duty to investigate noise and nuisance, therefore considering ceasing the service is not an option. The report considers the future out of hours operation, as detailed in section 8.3 of this report.

**182. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the reminder of the meeting as the items contained exempt information, as defined under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**183. REVIEW OF THE OUT OF HOURS NOISE SERVICE**

Councillor Ahmet noted the exempt section of the report.

CHAIR: Councillor Peray Ahmet

Signed by Chair .....

Date .....

## **MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON FRIDAY, 24TH NOVEMBER, 2017, 10.00am**

### **PRESENT:**

**Councillors: Claire Kober (Chair)**

#### **184. FILMING AT MEETINGS**

Noted.

#### **185. URGENT BUSINESS**

There were no items of urgent business.

#### **186. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **187. HORNSEY TOWN HALL (HTH) - AGREEMENT TO CONTRIBUTE THE COUNCIL'S CAPITAL RECEIPT TOWARDS AFFORDABLE HOUSING**

The Leader noted that following the Development and Lease Agreement with FEC, the Council was expected to receive £3.5m in land premium for the Site. FEC had submitted a planning application for the scheme and this was due to be considered by the Planning Sub-Committee on 11<sup>th</sup> December 2017.

FEC's planning proposal currently included 11 affordable housing units and the outcome of recent viability discussions had confirmed the developer will be funding these units. There was now an opportunity for the Council to invest its £3.5m capital receipt in more affordable housing in wards in the west of the borough, such as Crouch End, Hornsey, Highgate, Muswell Hill, Fortis Green and Alexandra and this additional £3.5m was likely to achieve at least another 15 affordable housing units.

The attached report sought authority to use up to £3.5m of the Council's land receipt from the Site to fund affordable housing in this area to boost the affordable provision linked to this project.

### **RESOLVED**

1. To agree that up to £3.5m, which is the total capital receipt the Council is due to receive for the long lease of the Site, be used to fund affordable housing in

wards in the west of the borough, such as Crouch End, Hornsey, Highgate, Muswell Hill, Fortis Green and Alexandra.

2. To give delegated authority to the Strategic Director of Regeneration, Planning and Development in consultation with the Section 151 Officer to decide the final amount to be spent, the number and type of affordable housing to be provided.

### **Reasons for Decision**

Hornsey Town Hall is an iconic building right at the heart of Crouch End which must be restored and preserved for future generations of Haringey residents. Finding a plan for the Town Hall which restores the stunning historical features, opens up the building to the public, enables community use and gives the building a sustainable financial footing has been a challenging task because of the deteriorating condition of the building and significant community focus required for the building. As a result of this, securing affordable housing on this Site has been difficult however there is an opportunity for the Council to commit its land receipt from the Site to fund affordable housing in this area.

The Council's commitment to fund affordable housing in this area using its land receipt should be set out clearly in advance of Planning Committee meeting on 11<sup>th</sup> December 2017, therefore this recommendation is not going to Cabinet on 12<sup>th</sup> December and is instead coming forward through a Key Decision Report for Leader Signing.

### **Alternative options considered**

The alternative option that have been considered for the Hornsey Town Hall project can be defined as follows:

- Option A - Do nothing: The Council's land receipt for the Site goes into the Council's capital strategy to fund other priorities across the borough.

### **188. NEW ITEMS OF URGENT BUSINESS**

There were no new items of business.

### **189. EXCLUSION OF THE PRESS AND PUBLIC**

Not required.

### **190. NEW ITEMS OF EXEMPT URGENT BUSINESS**

None.

CHAIR: Councillor Claire Kober

Signed by Chair .....

Date .....

This page is intentionally left blank



**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY 19 OCTOBER 2017**

Councillors Cllr Weston [Chair], Cllr Berryman, Cllr Stennett, Cllr Hare & Cllr Opoku

Apologies Cllr Morris

Also attending Margaret Dennison (Interim Director of Children's Services) Sarah Alexander (Assistant Director – Safeguarding and Social Care), Jo Moses (Interim Head of Children in Care & Placements), Fiona Smith (Virtual School Head), Emma Cummergen (Deputy Head of Safeguarding and Social Care), Annie Walker (Deputy Head of Service - Children in Care & Placements), Lynn Carrington (Designated Nurse Children in Care), Philip Slawther (Clerk), Anneke Fraser.

**CPAC337. APOLOGIES FOR ABSENCE (IF ANY)**

Apologies for absence were received from Cllr Morris, Cllr Hare and Cllr Opoku.

Apologies were also received from Kim Holt, Margaret Gallagher and Denise Gandy.

**CPAC338. ACTIONS ARISING FROM THE MEETING WITH ASPIRE**

NOTED: The actions listed in the notes of the meeting with Aspire.

- A schedule of available benefits be developed and included in the leaving care handbook.
- Aspire case study to be included on the next agenda.
- Consideration to be given on how to publicise the Aspire pledges.
- Initial review of Aspire pledges as a potential agenda item in March.

**CPAC339. URGENT BUSINESS**

NONE

**CPAC340. DECLARATIONS OF INTEREST**

NONE

**CPAC341. MINUTES**

The minutes of the meeting held on 4<sup>th</sup> July 2017 were AGREED.

In relation to the previous action around developing a response to the cut-off for the local housing cap, officers advised that the guidance had just been released and that consideration would be given to next steps and whether a letter should be drafted to the Minister. **(Action: Sarah Alexander).**

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY 19 OCTOBER 2017**

An update in the Adoption scorecard to be included on the January agenda. **(Action: Margaret Gallagher).**

**CPAC342. MATTERS ARISING**

The Committee NOTED the Corporate Parenting Agenda Plan 2017/18.

The Chair requested that an update on the new Ofsted inspection regime be brought to the Committee meeting. (Action: Margaret Dennison).

**CPAC343. LEAVING CARE RE-DESIGN**

RECEIVED a presentation setting out a summary of findings and proposals from the leaving care re-design, which was presented by the Transformation Strategy Manager, Marc Kidson. Report included in the agenda pack (pages 11 to 26).

NOTED in response to the discussion:

- The wider context of the work was around identifying elements of future service design that provided improvements to the care leaver offer, but without requiring any additional resources.
- In response to a concerns around the statistic that 49 out of a cohort of 419 care leavers were estimated to be gang affiliated, the Committee was advised that there were no comparable data available as other boroughs did not publish the information.
- In response to a question, officers advised that there were saying put arrangements for care leavers but that there were not as many available as they might wish, given the different requirements involved with the transition in to adulthood.
- The Committee noted the high proportion of the cohort with emotional, mental health and behaviour issues, and raised concerns about the termination of CAMHS services at 18. The Chair advised the Committee that the CCG had agreed to ease the adjustment period down beyond 18 and that this should be reflected in the next iteration of the CAHMS Transformation Plan.
- In response to a question around the ratio of social workers to care leavers, the Committee were advised that the cohort of 419 were supported by 7 social workers and 14 personal advisors.
- Aspire fed back that several Aspire sessions had been focused around mental health, reflecting the level of importance in which the topic was held within the group. The Designated Nurse for CIC suggested that Aspire invite the psychologist from First Step to attend a future discussion on mental health.
- The Chair advised that a next steps report would be taken to Cabinet in February.
- The Committee thanked the officers concerned for the time and effort invested into a detailed and important piece of work.

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY 19 OCTOBER 2017**

AGREED to note the presentation.

**CPAC343. IRO ANNUAL REPORT**

RECEIVED the IRO Annual Report presented by the AD Safeguarding and Social Care, Sarah Alexander. Report included in the second dispatch agenda pack (pages 1 to 19).

NOTED in response to the discussion:

- The Committee sought assurances around the performance of the IRO function, given that it was highlighted in the 2014 Ofsted report. In response officers advised that the service had improved but that was not yet at the position that officers hoped for, particularly around escalation actions.
- In response to a query on how the IROs were perceived by the young people, officers advised that they were perceived favourably and that for some young people it was likely to be the longest running relationship that they had with Children's Services.
- In response to a question, officers advised that the current caseload for an IRO was around 70 children.

**CPAC344. LAC PLACEMENTS.**

In the absence of the Director of Housing Demand, HfH the Committee agreed to defer the Looked After Children Sufficiency Analysis until the next meeting.

The Committee had a brief discussion around unaccompanied asylum seeking children, including current caseloads and the reasons that Haringey was over its quota.

The Chair requested that a brief update be provided to the next meeting which focused on the reasons behind a reduction in the number of children ceasing to be looked after and the trend of an increasing number of placement moves. **(Action: Margaret Gallagher/Clerk).**

**CPAC344. FOSTER CARERS**

The Committee received an update from the AD Safeguarding and Social Care on the commissioning plan for the recruitment assessment of an in-house model of foster carers.

NOTED in response to the discussion:

- A dedicated communications officer had been appointed to manage the communications process for foster carer recruitment.
- The Committee were advised that the process was envisaged to take around 12 months, however this was contingent on meeting a number of tight deadlines.
- The Committee suggested that there could be some interest in the west of the borough around fostering UASC. The AD Safeguarding and Social Care agreed to send details of how residents could assist with fostering for the Chair to circulate to all ward Councillors. **(Action: Sarah Alexander).**

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY 19 OCTOBER 2017**

- As part of the review into the previous foster care arrangements an audit was being undertaken of the NRS contract.

**CPAC345. DENTAL CHECK AUDIT**

The Committee noted the report.

**CPAC346. CARE LEAVERS WITH NO CONTACT TO COUNCIL SERVICES**

NOTED the verbal report of the Assistant Director of Safeguarding & Social Care on care leavers with no contact with Council services. Children's services undertook a data return on the birthday of 17-21 year olds in care. This took place 1 month prior to their birthday and three months after their birthday to ascertain whether they were in suitable accommodation and whether they were in education, training or employment. The definition of whether they were in touch was whether they had been in contact during that 4 month period.

The Chair requested that any further detail around care leavers with no contact with Council services be sent to the clerk to circulate with the minutes. **(Action: Emma Cummergen).**

**CPAC345. SAFEGUARDING AND SEMI-INDEPENDENT LIVING PROVIDERS**

NOTED the verbal report of the Assistant Director of Safeguarding & Social Care around the monitoring of safeguarding arrangements for semi-independent living providers.

The Assistant Director of Safeguarding & Social Care agreed to circulate a report on this item to the Committee. **(Action: Sarah Alexander).**

**CPAC348. NEW ITEMS OF URGENT BUSINESS**

None.

**CPAC350. ANY OTHER BUSINESS**

The Chair advised that there was a position available for a Councillor to sit on the Virtual Schools Management Board, alongside the Cabinet Member for Children and Families. The Board met 3 times a year, with the first meeting being 6<sup>th</sup> November at 15:30-17:00. Committee members were invited to contact the Chair if they were interested, otherwise it would be opened up to all Councillors.

Future meetings

NOTED the following provisional dates:

16<sup>th</sup> January 2018  
20<sup>th</sup> March 2018

Meetings are scheduled to start at 6.30pm.

**MINUTES OF CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY 19 OCTOBER 2017**

The meeting ended at 20:40 hours.

**Cllr Elin Weston**  
**Chair**

This page is intentionally left blank

**Report for:**               **Cabinet 12 Decmber 2017**

**Title:**                    Delegated Decisions and Significant Actions

**Report**

**authorised by :**       Zina Etheridge, Interim Chief Executive

Bernie Ryan AD Corporate Governance

**Lead Officer:**        **Ayshe Simsek**

**Ward(s) affected:**   **Non applicable**

**Report for Key/**

**Non Key Decision: 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.       Reasons for decision**

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of "particular significance", to be reported individually by officers, shall mean a matter not

within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or
- (b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

**5. Alternative options considered**

Not applicable

**6. 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.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

**7. Contribution to strategic outcomes**

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council's transparency agenda.

**8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

Where appropriate these are contained in the individual delegations.

**9. 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.

**10. 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

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 Ayshe Simsek on 020 8489 2929.

This page is intentionally left blank

**DIRECTOR OF (insert name of Service Area)**

**Significant decisions - Delegated Action - For Reporting to Cabinet 12 December 2017**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			

**Delegated Action**

Type	Number
9.06.1c Provision of Crèche Workers to Triangle Children's Centre	£10,000 1

Director/Assistant Director Signature ..... *[Signature]* Date ..... 30.11.17 .....

This page is intentionally left blank

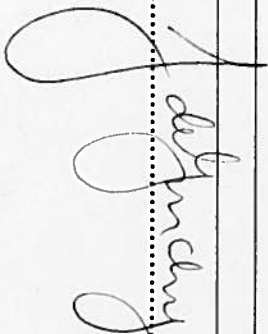
**DIRECTOR OF PUBLIC HEALTH****Significant decisions - Delegated Action - For Reporting to Cabinet on 12 December 2017**

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	28/11/17	Extension of Contract for Provision of Breastfeeding Peer Support Service	The Director of Public Health has approved the extension of the existing contract for the provision of Breastfeeding Peer Support Service for a period of 24 months commencing from 1 <sup>st</sup> April 2018 to 31 <sup>st</sup> March 2020, at an estimated maximum cost of £132,000.

**Delegated Action**

Type	Number
The Director of Public Health has approved the waiver for commissioning specialist expertise from Webstare Lane for a period starting from September 2017 for Pharmaceutical Needs Assessment refreshment until the PNA is published in 2018. The estimated cost of the contract will be £20,000 paid over 10 months' period.	1

Director's Signature ..... Date.....4<sup>TH</sup> December 2017 .....


This page is intentionally left blank

## INTERIM DIRECTOR OF TRANSFORMATION & RESOURCES

### Significant decisions - Delegated Action - For Reporting to Cabinet on 12 December 2017

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	8 <sup>th</sup> Nov. 2017	Award of Contract under Standing Order 9.07.01 (C)	To award the contract for provision of an Employee Assistance Programme to the Council to People at Work, for a period of up to 4 years from February 2018. The four year cost of the contract will be £57,500.
2.	22 <sup>nd</sup> Nov. 2017	Award of Contract under Standing Order 9.07.01 (C)	To award the contract for the provision of Occupational Health services to the Council to the Whittington NHS Hospital for a period of up to 4 years from February 2018. The four year cost of the contract will be £419,633
3.			
4.			

### Delegated Action

Type	Number

Director's Signature  Date..... 4/12/2017.....

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank