
Cabinet

TUESDAY, 8TH SEPTEMBER, 2009 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Kober (Chair), Reith (Vice-Chair), Amin, Basu, Bevan, Canver, Dogus, Haley and B. Harris

AGENDA

1. APOLOGIES FOR ABSENCE

(if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 25 below. New items of exempt business will be dealt with at item 30 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES

To confirm and sign the minutes of the meeting of the Cabinet held on 21 July 2009.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS REFERRED BY THE OVERVIEW & SCRUTINY COMMITTEE

- a. Scrutiny Review of Support to Young People at Risk of Substance Abuse (To be introduced by Councillor Alexander)
- b. Scrutiny Review of Recycling – Source Separated and Co-mingled (To be introduced by Councillor Adamou)

Note by the Head of Local Democracy and Member Services

Part 4 Section G Paragraph 1.3 (vii) of the Constitution states that following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting. The Cabinet will note the report and request a responding report from the Chief Executive or Chief Officer and Cabinet Member responsible. The request is to be available within 6 weeks of the request and will include a detailed tabulated implementation action plan.

7. THE COUNCIL'S PERFORMANCE: APRIL - JUNE 2009 (PERIOD 3)/QUARTER 1

(Joint Report of the Chief Executive and the Chief Financial Officer – To be introduced by the Leader): To report on an exceptions basis financial and performance information for the year to June 2009 and to agree budget virements in accordance with financial regulations.

8. ANNUAL REPORT FOR 2008-09 ON THE HANDLING OF CUSTOMER FEEDBACK, MEMBERS' ENQUIRIES

(Report of the Assistant Chief Executive for Policy, Performance, Partnerships and Communications - To be introduced by the Cabinet Member for Community Cohesion and Involvement): To receive the annual reports on customer feedback and Members' enquiries and to seek approval to the introduction of a charge for subject access requests under the Data Protection Act.

9. ADULT SERVICES ANNUAL STATUTORY COMPLAINTS REPORT 2008/09

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To report on the statutory complaints procedure for Adult Services for the year 2008/09; to make appropriate recommendations to improve complaint handling and performance and to seek approval to the Adult Services Annual Complaints Report for 2008/09.

10. CABINET RESPONSE TO SCRUTINY REVIEW OF DAY CENTRE TRANSPORT - ADULT SOCIAL CARE

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult Social Care and Wellbeing): To propose a response to the recommendations of the scrutiny review of Day Centre Transport (Adult Social Care).

11. LORDSHIP RECREATION GROUND RESTORATION

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Leisure, Culture and Lifelong Learning): To update the Cabinet on the continuing progress of Lordship Recreation Ground's Restoration Programme, which is a major park restoration project in the heart of Tottenham.

12. FOOTBALL DEVELOPMENT PLAN

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Leisure, Culture and Lifelong Learning): To recommend adoption of a revised Football Development Plan and Action Plan for Haringey and the approval of a programme of investment in upgraded facilities across the Borough.

13. CHILDREN & YOUNG PEOPLE'S SERVICE CAPITAL PROGRAMME UPDATE

(Report of the Director of Children and Young People Services - To be introduced by the Cabinet Member for Children and Young People): To provide an update on the capital programme for Children and Young People's Service and request approval to re-profiling the 2009/10 and future budgets

14. CHILDREN ACT COMPLAINTS ANNUAL REPORT

(Report of the Director of Children and Young People Services - To be introduced by the Cabinet Member for Children and Young People): To inform Members about complaints made under the Children Act procedures between April 2008 and March 2009.

15. REVIEW OF DECENT HOMES PROGRAMME, PREPARING FOR HFH AUDIT INSPECTION AND REVIEW OF MANAGEMENT AGREEMENT.

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide a review of Year 1 of the Decent Homes programme; to seek ratification of the decision made by the Housing Management Board to install the full I.R.S system; inform Cabinet of Homes for Haringey's arrangements for re-inspection by the Audit Commission in 2010; and to inform of the Management Agreement review.

16. BUILDING BRITAIN'S FUTURE - DEVELOPMENT IN NATIONAL HOUSING POLICY

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To update Members on recent developments in national housing policy being delivered via the Homes & Communities Agency (HCA) single conversation and the requirement for local authorities to prepare a borough investment plan for the delivery of housing and regeneration objectives leading to a Local Investment Agreement (LIA) between the Council and the HCA for 2010 - 2014.

17. BROADWATER FARM ESTATE - FIRE RISK MANAGEMENT

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): Following the recent fire in a Camberwell block, the CLG and the Fire Authority asked all local authorities to review any stock which might be of a similar design. This report updates Members on the outcome of the review and the implications arising from it. **TO FOLLOW**

18. TRANSPORT PROPOSALS FOR 2010/11 - SUBMISSION TO TFL FOR FUNDING

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To set out the Council's transport proposals for 2010/11 based on the reforms to the Local Implementation Plan (LIP) funding system, to provide details of the reforms and to seek approval to the submission to Transport for London (TfL) for funding for 2010/11.

19. NORTH LONDON WASTE PLAN PREFERRED OPTIONS

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Enforcement and Safer Communities): To agree the Preferred Options report of the North London Waste Plan for the purpose of consultation; to authorise the Assistant Director – Planning and Regeneration to agree any minor consequential changes prior to consultation and to agree the supplemental Memorandum of Understanding.

20. MINUTES OF OTHER BODIES

- a. Procurement Committee – 7 July 2009
- b. Procurement Committee – 28 July 2009

21. URGENT ACTIONS IN CONSULTATION WITH CABINET MEMBERS

(Report of the Chief Executive): To inform the Cabinet of urgent actions taken by Directors in consultation with the Leader and Cabinet Members.

22. DELEGATED DECISIONS AND SIGNIFICANT ACTION

(Report of the Chief Executive): To inform the Cabinet of delegated decisions and significant actions taken.

23. TREASURY MANAGEMENT REVIEW UPDATE

(Report of the Chief Executive – To be introduced by the Cabinet Member for Resources): To provide an update on the actions arising from the review of treasury management arrangements.

24. THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS

(Report of the Chief Financial Officer – To be introduced by the Cabinet Member for Resources): To report the current position following a legal challenge to London Authority Mutual Ltd. and to agree arrangements for securing the Council's interim and long term corporate insurance cover.

25. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

26. EXCLUSION OF THE PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public as they contain exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).

Note by the Head of Local Democracy and Member Services

Items 27 - 29 allow for the consideration of exempt information in relation to items 22 -24 which appear earlier on the agenda.

27. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

(Report of the Chief Executive): To inform the Cabinet of delegated decisions and significant actions taken.

28. TREASURY MANAGEMENT REVIEW UPDATE

(Report of the Chief Executive – To be introduced by the Cabinet Member for Resources): To provide an update on the actions arising from the review of treasury management arrangements.

29. THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS

(Report of the Chief Financial Officer – To be introduced by the Cabinet Member for Resources): To report the current position following a legal challenge to London Authority Mutual Ltd. and to agree arrangements for securing the Council's interim and long term corporate insurance cover.

30. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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28 August 2009.

**MINUTES OF THE CABINET
TUESDAY, 21 JULY 2009**

Councillors *Kober (Chair), Amin, *Basu, *Bevan, *Canver, *Dogus, *Haley
*B. Harris, and *Reith

*Present

Also Present: Councillors Bull, Dobbie, Mallett and Wilson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB23.	APOLOGIES FOR ABSENCE (Agenda Item 1) An apology for absence was submitted by Councillor Amin.	
CAB24.	MINUTES (Agenda Item 4) We noted that as a consequence of Councillor Cooke's resignation as a Cabinet Member Minutes CAB.18 (1) and (3) needed to be varied. RESOLVED: That, subject to Minute CAB.18 (1) being varied by the replacement of Councillor Cooke by Councillor Amin as one of the representatives on the Haringey Strategic Partnership Board and Minute CAB.18 (3) by the replacement of the Cabinet Member for Regeneration and Partnerships by the Cabinet Member for Environment and Conservation on the Enterprise Partnership Board, the minutes of the meeting of the Cabinet held on 16 June 2009 be confirmed and signed.	HLDMS
CAB25.	DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5) <u>Inspection of Independence, Wellbeing and Choice</u> We received a presentation from Louise Lawton, Alison Rix and John Wiltshire of the Care Quality Commission (CQC) and we noted that the CQC was the single, independent regulator of all health and adult social care in England whose aim it was to make sure better care was provided for everyone. Inspections were used to inform the improvement agenda and to inform the wider performance assessment of Councils in terms of safeguarding all adults, delivering personalised services to older people and of leadership, commissioning and the use of resources. We also noted that the Commission rated Council performance using four grades - poor, adequate, good and excellent. The CQC had concluded that Haringey's performance in relation to both the safeguarding of adults and the delivery of personalised services for older people was adequate. The Commission also rated Council's capacity to improve using four grades. These were poor, uncertain, promising and excellent. The Commission had concluded that Haringey's capacity to improve was promising.	

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Over last 18 months the Council and its partners had promoted an increased awareness of adult safeguarding across the community and had strengthened strategic arrangements for adult safeguarding through the Adult Safeguarding Board. Some progress had also been made on implementing the safeguarding adults action plan 2008/09 and staff were generally alert to the need to take action to secure people's immediate safety;

However, the quality and consistency of practice was variable and recordings of safeguarding activity were not always comprehensively completed. Also risk assessment was not well profiled within case files and while a broad range of preventative services and community safety initiatives were in place to support the management of low level risks these were not always used appropriately. There were good multi-disciplinary contributions to investigations where appropriate but the profile of the police in some investigations was inconsistent. It was also evident that advocacy was not always used to support people through safeguarding processes and a performance culture was not embedded in adult safeguarding. However, arrangements were in place to provide adult safeguarding training to staff, internal and external to the Council, and more staff had received adult safeguarding training over the last 12 months.

The inspection had found that there was a single point of contact for older people that provided a prompt response to callers as well as a good range of public information but these were not always available at all public access points. There had been improved performance over the last 12 months in some area of care management but assessment, care planning and review processes were not sufficiently person centred or outcome focused. While there was a lack of identification of religious and cultural needs in assessments, there was also a good range of specialised services for people from black and minority ethnic communities. An increased number of carer's assessments had been completed and a review of the carer's strategy was underway. Services to meet the needs of older people with mental health problems were in need of review and modernisation but services to promote independence and well being, including the use of telecare, were commendable and the continued increase in the use of direct payments had resulted in positive outcomes for some older people although this work was in need of greater strategic oversight.

There was a clear vision for the future of older people services supported by the structure of the Adult, Culture and Community Services Directorate and most staff had experienced a change to the culture of working in adult social care with greater communication and support mechanisms in place. There was a scarcity of multi agency plans that reflected joint priorities for the modernisation of services and despite a good response to the transformation of the adult social care agenda, there was considerable work to do to transform the current traditional pattern of services. Keeping people safe was a priority across the Council, with increased high level leadership for adult safeguarding and

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	<p>while a culture of effective commissioning was still developing for older people's services a comprehensive and ambitious health and wellbeing strategy for older people had begun to improve the lives of older people. A corporate performance management framework was in place, which had successfully improved performance of national performance indicators and although its effectiveness was reduced by the lack of specific targets there were constructive working relationships with the Haringey Primary Care Trust and the voluntary and independent sectors.</p> <p>There was a need for a suite of recommendations to reinforce the 'improvement agenda' and for the action plan developed in response to act as a focus for regular business meetings with the CQC and to inform a wider view of Council performance.</p> <p>Questions were then put by Members of the Cabinet and answers given following which our Chair thanked the Care Quality Commission for their attendance and presentation.</p>	
CAB26.	<p>CARE QUALITY COMMISSION SERVICE INSPECTION REPORT (Report of the Director of Adults, Culture and Community Services - Agenda Item 6)</p> <p>We noted the outcome of Care Quality Commission's (CQC) service inspection for older people, safeguarding across all adult care groups and the Directorate's ability to continue developments. We also noted both the strengths and the areas for improvement highlighted as well as the Service Inspection Action Plan for Improvement developed as a response to the CQC's recommendations.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the content and outcomes of Care Quality Commission's judgement from the service inspection as set out at Appendix 1 to the interleaved report be noted. 2. That approval be granted to the action plan for improvement in response to the Care Quality Commission's recommendations as set out at Appendix 2 to the interleaved report. 	DACCS
CAB27.	<p>MATTERS REFERRED BY THE OVERVIEW & SCRUTINY COMMITTEE (Agenda Item 7)</p> <p><u>Scrutiny Review of Day Centre Transport</u> (Agenda Item 7)</p> <p>We noted the Scrutiny Review of Day Centre Transport and our Chair expressed our appreciation and thanks to the Panel members (Councillors Bull (Chair), Butcher and Gorrie) for their work in carrying out the review.</p> <p>RESOLVED:</p> <p>That the report is noted and, in accordance with the requirements</p>	DACCS

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	of the Constitution, officers be requested to submit a Cabinet response to our meeting on 8 September 2009 including a detailed tabulated implementation action plan.	
CAB28.	<p>THE COUNCIL'S PERFORMANCE: APRIL - MAY 2009 (PERIODS 1 & 2) (Joint Report of the Chief Executive and the Chief Financial Officer - Agenda Item 8)</p> <p>We noted that the report outlined on an exception basis financial and performance information for the year to May 2009 and sought approval to budget virements in accordance with financial regulations.</p> <p>Concern was expressed about the performance in relation to the percentage of household waste sent for re-use, recycling and composting (NI 192). We were informed that the shortfall in performance reported was largely due to a reduced tonnage of recycled materials apportioned to Haringey by the North London Waste Authority (NLWA) compared to previous years and changes to the methodology for calculating the household/non-household waste split, which had led to a greater amount of waste being classified as domestic, and the application of an increased contamination rate to mixed recycling processed by materials recovery facilities through NLWA. These factors accounted for a shortfall in performance of 4-5%. It was reported that NLWA were undertaking a modelling exercise as part of procurement process for waste disposal facilities post 2014, to determine what recycling rate could be realistically achieved in the NLWA boroughs. The Council were engaging with this process to gain a better understanding of what rates could be achieved in Haringey and it was expected to receive results within the coming 2 months. A Recycling Action Plan was in place to improve performance.</p> <p>Clarification was sought of the basis of the 2008/09 figures shown in Appendix 1 and we noted that these varied between percentages and absolute numbers we asked that in future a legend be provided to accompany the table.</p> <p>We noted that the percentage of initial and core assessments for children's social care carried out in timescale (NI 59 and 60) were both below target. This was attributed to an increased focus on quality, ensuring the assessments were completed to a high standard and also the completion of a number of outstanding assessments which were out of timescale. We also noted that it was anticipated that June performance would also be low as the outstanding work was dealt with but a more accurate measure of future performance should be available in the July figures.</p> <p>In response to a question about debt recovery (Fin 5b), it was confirmed that issues surrounding invoices raised with Homes for Haringey had now been resolved and this would be reflected in the figures contained in future reports.</p> <p>Councillor Wilson questioned increases in the time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181) and suggested that the processing of other discretionary benefits which were not subject to the target had been adversely affected. In this</p>	CE

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	<p>latter connection he referred to a particular case which he had drawn to the attention of the Cabinet Member for Resources. We were informed that with regard to NI 181 performance had been affected by the continued steep increase in demand for assistance to pay rent and Council Tax with new claims received in May up by 15% over the same month last year. As such workloads across the whole benefit processing service had increased and the service had re-organised and sought additional support through an external remote processing house in order to reduce the backlog of claims. Haringey had been granted additional ring fenced funding by the Department of Work and Pensions to deal with higher workloads on benefit claims and it was proposed to use this to employ additional resources to deal with the increase in new claims and assist in improving performance to the customer in this service. It was also confirmed that an initial response had been supplied to Councillor Wilson on the individual case to which he had referred and that a further response would follow shortly.</p> <p>In response to a question by Councillor Wilson about average re-let times (BV212), it was reported that work was continuing with Homes for Haringey to improve the management of void properties and an action plan had been produced, a copy of which would be supplied to the Councillor.</p> <p>RESOLVED:</p> <p>That the report and the progress being made against Council's priorities be noted and approval granted to the budget changes (virements) as set out in Appendix 2 to the interleaved report.</p>	<p>DUE</p> <p>CFO</p>
CAB29.	<p>FINANCIAL PLANNING 2010/11 – 2012/13 (Report of the Chief Financial Officer - Agenda Item 9)</p> <p>We noted that there were a number of national policy issues outlined in the report that would need to be considered as part of the Council's business planning process. The national funding position for local government for 2010/11 was informed by the three year settlement following the comprehensive spending review in 2007. For 2011/12 onwards this would be guided by the Budget in May 2009 and would be detailed after the next full Government spending review expected in 2010.</p> <p>The local strategic context was defined by the manifesto commitments and their incorporation into the Community Strategy and the Council Plan and that these priorities and actions informed the business planning and resource allocation process.</p> <p>The existing medium term financial strategy was soundly based and provided additional investment in Council priorities whilst delivering significant levels of efficiency savings. We also noted that the report rolled the three year strategy forward one year and noted the savings target for 2010/11 of £2.0m and a potential significant budget gap of £17.1 million plus a further £3.7 million of target savings to be identified for the later two years.</p>	

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	<p>In response to a question by Councillor Wilson, it was confirmed that the existing budget target savings position was as set out in Appendix B to the report which had been rolled forward from the last financial year. In response to a further question by Councillor Wilson concerning NLWA waste disposal increased costs, we were informed that the NLWA had agreed a joint waste strategy and a procurement process for future provision of disposal facilities which had been reported to us and was now progressing.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the estimated financial position as set out in the interleaved report for planning purposes. 2. That approval be granted to the budget changes and variations as set out in the interleaved report. 3. That approval be granted to the proposed business planning process as set out in the interleaved report. 4. That approval be granted to the additional one-off resource to fund the reduction in emergency temporary accommodation as set out in paragraph 10.4.9 of the interleaved report. 	<p>CFO</p> <p>CFO</p> <p>CFO</p> <p>CFO</p>
<p>CAB30.</p>	<p>TRANSLATION AND INTERPRETATION STRATEGY (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications - Agenda Item 10))</p> <p>We noted that the report proposed an approach to the Council's translation and interpretation services and made a number of recommendations to improve the service for users. Members commented, that for some, the strategy would provide a gateway to other Council services.</p> <p>With regard to the proposed development of an ESOL strategy, reference was made to the Sustainable Communities Act 2009 and the proposal to use that strategy to ensure that a single source of information should be compiled and kept up to date about access to classes. This would ensure use by all providers so that learners had access to the course most likely to successfully recruit them and retain their attendance.</p> <p>Reference was also made to the need to monitor the quality of ESOL services provided which it was thought were subject to major variations in quality and we asked that this be included in the action plan.</p> <p>Concern was expressed about the proposal that translation panels would ask customers for a contact telephone number and arrangements made for an interpreter to call the customer arising from which we asked that officers ensure that appropriate safeguards were put in place for vulnerable groups.</p>	<p>ACE-PPPC</p> <p>ACE-PPPC</p>

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	<p>Having noted that the strategy now proposed had been formulated following research with staff, partners, users of the Translation and Interpreting Services and a number on non English speaking communities, we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the approach to the Council's translation and interpretation strategy as outlined in the interleaved report. 2. That approval be granted to the ten specific points below noting that more detail on each recommendation was included in the interleaved strategy document - <ul style="list-style-type: none"> • Haringey Council's new Citizen Welcome Pack - Develop a simple and inexpensive pack giving detailed information on how to access services, how residents are expected to behave, sign post to community organisations, details on English lessons etc. • Translation and Interpreting corporate policy - Agree, produce and distribute a short and simple policy setting out the types of material that should be translated. • Ensure staff training is in place – Ensure that all front-line staff trained in equality issues and are made aware of the interpretation and translation service and policy. • Develop an ESOL strategy - The Council should engage with all ESOL providers in the Borough and our voluntary and community organisations to develop a medium and long term strategy for learning English in Haringey. This will be lead by the appropriate department. • Review translated material - We should use existing communications networks with other London Boroughs and our partners to review translated material. • Utilise the Web - Translated key documents and service summaries should be put on the web with the functionality to view them in different languages. • Pilot new approaches - The Council will pilot and evaluate a revised approach to translation panels and translation requests. • Work in partnership – We will work more closely on delivering and promoting translation and interpretation with partners including Voluntary and Community Organisations, community radio and community 	<p>ACE-PPPC</p> <p>ACE-PPPC</p>
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	<p>newspapers.</p> <ul style="list-style-type: none"> • Clarify the role of interpreters - Review the published description of the interpreters' role and circulate to interpreters and staff who will commission them. The use and cost of interpretation will be monitored to ensure it is effectively used. • Build in evaluation - In order to make sure our approach is effective we will, continue to monitor the requests for the translation of documents, collect feedback from customers through customer feedback forms and end users through the residents' survey. 	
CAB31.	<p>BROADWATER FARM COMMUNITY CENTRE (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications - Agenda Item 11)</p> <p>We noted that the report asked us to consider options for the Broadwater Farm community centre and to evaluate which option would deliver a sustainable solution for the locality that maximised use, provided equality of access, delivered community benefits and offered better value for money.</p> <p>We noted that there had been engagement with a wide number of stakeholders and the majority view was that the community centre was an important asset and should be seen in the context of the wider developments taking place. The conclusions drawn from the consultation and engagement programme had been influential in the development of the final recommend option. Consideration also needed to be given to the financial implications of keeping the centre open particularly in the light of the recent decision of CONEL to withdraw the current learning provision and also to close the crèche there which would result in a loss of rental income.</p> <p>We also noted that work was on-going to address concerns around widening the usage of the centre in terms of safeguarding and the condition/decoration of the interior. Developments were taking place, a community kitchen had been developed on site and a three year commitment has been given. It was envisaged that this service would enhance the offer being created with the development of the Lordship Recreation Ground. The use of other sources of finance including the Tottenham Hotspur Foundation, the Mayor's Great Spaces Scheme and Lottery funding could be explored.</p> <p>Having emphasised that there was equality of access to any services provided from the centre which would need to be inclusive of all communities on the estate, we</p> <p>RESOLVED:</p> <p>That, having considered the three options outlined in the interleaved report for the Broadwater Farm Community Centre,</p>	

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	<p>approval be granted to option 3 – a full project for the re-modelling of services based at the Centre, forming part of an overall programme to implement the regeneration of Lordship Recreation Ground, and encompassing a bid for an all weather football pitch and changing facilities.</p>	ACE-PPPC
CAB32.	<p>FORMER HOSTEL UNITS, 20-108 PARKLAND ROAD N22 (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>We noted that the report asked us to revise a decision taken in 2007 to dispose of the Housing Revenue Account (HRA) hostel properties located within the Council owned block at 20-108 Parkland Road, N22, and to convert them back to permanent family homes retained in Council ownership and managed by Homes for Haringey. We also noted that the original decision had been made on financial grounds of insufficient resources to refurbish the hostel but negotiations for the sale had proved unsuccessful and funding had now been identified to allow the hostel units to be retained and converted to provide 9 units of permanent family accommodation.</p> <p>RESOLVED:</p> <p>That the decision to dispose of the former hostel units at 20-108 Parkland Road, N22 be revoked and the property be retained within the Housing Revenue Account (HRA) and converted back into permanent family accommodation to be managed by Homes for Haringey.</p>	DUE
CAB33.	<p>BRUCE GROVE AND WEST GREEN WARDS - PARKING CONSULTATION (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>We noted that the report informed us of the feedback received from the local community consultation on parking issues carried out in March/April 2009 and proposed a way forward.</p> <p>It was confirmed that Westbury Avenue and Downhills Way formed natural boundaries to the proposed extension and that a majority of the respondents in the roads to be included had supported the proposals we</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the feedback from the consultation and additional comments set out in the interleaved report be noted. 2. That officers be authorised to proceed to statutory consultation for an extension of the Wood Green (Outer) CPZ to include: <ul style="list-style-type: none"> • Boreham Road • Westbury Avenue • Boundary Road • Sirdar Road • Crawley Road 	DUE

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	<ul style="list-style-type: none"> • Downhills Way • Sandringham Road • Belmont Road (from the junction with Downhills Park Road to the boundary with Wood Green CPZ (Outer). • Walpole Road • Downhills Park Road (from the junction of Belmont Road to the back of No. 2 Walpole Road) • Colton Gardens • Rusper Road <p>3. That officers be authorised to distribute a letter to Walpole Road residents requesting them to confirm if they wish to be included in the Wood Green CPZ.</p> <p>4. That officers be authorised to inform all residents/traders of the original consultation of the Council's decision.</p>	<p>DUE</p> <p>DUE</p>
CAB34.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF ANIMAL WELFARE (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>We noted that the report provided a proposed response to recommendations made by in the Scrutiny Review of Animal Welfare which was reported to our meeting on 16 June 2009.</p> <p>With regard to the proposed Service Responses to Recommendations 5 and 6 of the Scrutiny Review viz that the</p> <ul style="list-style-type: none"> • 'ALMO team to ensure Homes for Haringey develops Service Level Agreement with Community and Strategic Housing Services and Involve Housing Development team to ensure SLA is extended to RSLs through the RSL forum'; and that the • 'ALMO team to encourage Homes for Haringey to participate in educational initiatives by raising awareness of animal welfare issues in Home Zone newsletter for secured tenants and for new tenants during induction. It is anticipated that this can be achieved within existing resources' <p>Consideration be given to them being extended so as to include leaseholders as well as tenants.</p> <p>With regard to Recommendation 9 – 'The Urban Environment Directorate consult with Homes for Haringey, Registered Social Landlords, Children and Young People Services and Adult Social Services; the RSPCA; Battersea Cats and Dogs Home and Wood Green Animal Shelter to devise appropriate procedures to enable the sharing of information when animal welfare issues, child abuse or domestic violence are brought to their attention. These bodies should be alert to animal abuse as a possible indicator for domestic violence and child abuse' we welcomed the Service Response proposed in the light of the frequent link between animal welfare and child abuse cases and we</p>	<p>DUE</p>

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	<p>asked that the development of a Strategy Steering Group to implement the proposal be highlighted.</p> <p>Concern was expressed about Recommendation 11 – ‘That consideration be given to amending the current policy prohibiting the use of performing animals at organised events on Council land in order to allow animal circuses using domestic animals to be held on the Council’s open spaces’ and the proposed Service Response to it and we asked that this be subject to a trial period of one year and an evaluation.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, subject to the foregoing, approval be granted to the recommendations and actions proposed in Appendix 1 to the interleaved report. 2. That approval be granted to an amendment to the Council’s policy on animals performing in circuses so that domesticated animals, namely equine (horses ponies and donkeys), dogs, and bird (budgerigars) acts were allowed to perform for a trial period of one year following which an evaluation be carried out. 	<p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
CAB35.	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF SCHOOL EXCLUSIONS (Report of the Director of the Children and Young People’s Service - Agenda Item 15)</p> <p>We noted that the report provided a proposed response to recommendations made by in the Scrutiny Review of School Exclusions (Part 2) which was reported to our meeting on 16 June 2009.</p> <p>RESOLVED:</p> <p>That the recommendations contained in the Scrutiny Review of School Exclusions (Part 2) be endorsed and the responses to them asset out in the Appendix to the interleaved report be approved</p>	<p>DCYPS</p>
CAB36.	<p>CHILD CARE SUFFICIENCY ASSESSMENT - ACTION PLAN (Report of the Director of the Children and Young People’s Service - Agenda Item 16)</p> <p>We noted that from 1 April 2008 local authorities had a duty to secure sufficient childcare to enable parents to work, or to undertake education and training leading to work. In fulfilling this duty, local authorities had to help to shape the childcare market in response to what parents needed.</p> <p>A Childcare Sufficiency Assessment (CSA) conducted in Haringey in 2007/2008 and published in 2008 had provided information on the supply and demand for childcare, and identified where any potential gaps in provision might be. Annual updates were expected for the CSA, with the next complete CSA to be published in 2011.</p>	

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	<p>We also noted that in order to address the identified gaps in Haringey's provision, the Council were required to produce an Action Plan that outlined what actions it proposed to take to shape the borough's childcare. The Action Plan was a yearly requirement and the actions outlined represented the first stage in addressing the gaps that had been identified in the borough and approval was now sought to this Action Plan.</p> <p>Concern was expressed that four of the five Actions related to parents only while only one related to children. Also that there should be an overarching priority about providing good quality child care. We were informed that the emphasis of the legislation was to secure sufficient child care to enable parents to work. Consideration could be given to the inclusion of a reference to 'quality' in the introduction to the Action Plan.</p> <p>RESOLVED:</p> <p>That approval be granted to the Childcare Sufficiency Action Plan as set out at Appendix 1 to the interleaved report and that the following five main objectives for the coming year be endorsed –</p> <ul style="list-style-type: none"> • Objective 1: Improve the affordability of childcare • Objective 2: Improve provision for disabled children and those with special educational needs • Objective 3: Improve take-up of before-school and after-school provision • Objective 4: Increase holiday provision for all ages • Objective 5: Develop a long term commissioning strategy for childcare 	<p>DCYPS</p> <p>DCYPS</p>
<p>CAB37.</p>	<p>CHILDREN AND YOUNG PEOPLE'S PLAN 2009-20 (Report of the Director of the Children and Young People's Service - Agenda Item 17)</p> <p>We noted that Children and Young People's Plan (CYPP) was the single statutory, overarching plan for all services which directly affected children and young people in Haringey. It showed how, by working together, the Children's Trust would integrate provision to improve the well-being of children and young people across all five Every Child Matters (ECM) outcomes, focussing on specific priorities.</p> <p>The emphasis on partnership working was stressed throughout the Plan and particularly through area based working in the three geographic Children's Networks. It also provided an improved focus on target groups like support for looked after children and a re-doubling of efforts to address high levels of teenage pregnancy. There was a greater emphasis on joint commissioning of services in partnership with Health Services and the Police to achieve better value for money and a more focused use of resources. The Plan had to cover all services for those in Haringey aged 0-19, young people age 20 and over, leaving care and young people up to the age of 25 with learning difficulties/disabilities.</p> <p>We also noted that, until now, the CYPP had been a local authority plan led by the Director of Children and Young People and the Cabinet</p>	

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	<p>Member for Children and Young People. The new Plan marked a step change as it was being developed and owned by all partners making up the Children's Trust and would be the central document for the strategic planning of services for children, young people and families in Haringey.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the draft Children and Young People's Strategic Plan 2009 – 2020 as set out at Appendix 1 to the interleaved report be noted. 2. That the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People be authorised to approve the Children and Young People's Strategic Plan and Implementation Plan on behalf of the Council. 3. That in agreeing to sub-delegate authority to sign off the Plan to the Director in consultation with the Cabinet Member drafts be made available for inspection and Council Members be given the opportunity to comment before final sign off. 	<p>DCYPS</p> <p>DCYPS</p>
CAB38.	<p>ANNUAL SCHOOL PLACE PLANNING REPORT (Report of the Director of the Children and Young People's Service - Agenda Item 18)</p> <p>We noted that the report informed us of the demand for pupil places in Haringey's primary, secondary and special schools and updated us on action to respond to this demand.</p> <p>We also noted that the Government had now made additional resources for additional primary schools and that a bid was to be formulated to access these funds.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the working priorities set out below with recommendations arising from this work to be presented in July 2010 - <ul style="list-style-type: none"> • Continued monitoring of the proposed additional provision around Tottenham Hale, and work on consultation; • Continued monitoring of housing developments and its impact on school rolls and the demand for school places • Continued monitoring of changes in need for special school provision • Continue to develop post 16 projections. • Monitor the demand for secondary school places in light the opening of the new school • Support London Councils' campaign to secure further funding for primary school places 2. That continued work on contingency planning for additional places to reflect the continued high birth rate be endorsed. 	<p>DCYPS</p> <p>DCYPS</p>

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	<p>3. That approval be granted to continued work with colleagues across the service to ensure that post 16 provision meets demand.</p> <p>4. That a further annual report on school places be presented in July 2010.</p>	<p>DCYPS</p> <p>DCYPS</p>
CAB39.	<p>RHODES AVENUE STATUTORY CONSULTATION ON PROPOSED EXPANSION (Report of the Director of the Children and Young People's Service - Agenda Item 19)</p> <p>We noted that following our meeting on 24 March 2009 statutory notices proposing the expansion of Rhodes Avenue had been published in April 2009 with a four week consultation period ending on 22 May 2009. Concurrent with these notices, four weeks of consultation with interested parties had been carried out. As objections had been received to the proposal, a decision had to be made as to whether or not the expansion should go ahead. We also noted that the report recommended that the expansion should go ahead.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the feedback from the consultation on the issuing of statutory notices be noted. 2. That the analysis of other factors influencing the provision of and demand for school places in Haringey and, in particular, in Alexandra ward be noted. 3. That approval be granted to the expansion of Rhodes Avenue Primary School in Alexandra Ward from 2 forms of entry (60 pupils per year) to three forms of entry (90 pupils per year) with effect from September 2011. 4. That it be noted that work on the design of how the additional form of entry would be delivered on-site was ongoing. 	<p>DCYPS</p>
CAB40.	<p>EARLY YEARS QUALITY AND ACCESS CAPITAL GRANT PROGRAMME (Report of the Director of the Children and Young People's Service - Agenda Item 20)</p> <p>We noted that the report sought our agreement to the proposed strategy and delivery programme for the Early Years Quality and Access (EYQA) Capital Grant of £4.029 million.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the strategy for utilising the Early Years Quality and Access (EYQA) Grant to support the aim of improving the overall Early Years provision within the Borough as outlined in the interleaved report. 2. That approval be granted to the outlined delivery programme for 	<p>DCYPS</p> <p>DCYPS</p>

	the Early Years Quality and Access EYQA Grant as outlined in the interleaved report.	
CAB41.	<p>TRANSFORMING TOTTENHAM HALE - PROGRESS AND NEXT STEPS (Report of the Director of Urban Environment - Agenda Item 21)</p> <p>We noted that the report updated us on progress in implementing the ‘Transforming Tottenham Hale’ Urban Centre Masterplan and summarised the conclusions of a development study of the Greater Ashley Road area, recommending approval to a set of development principles to guide the preparation of detailed development and improvement proposals (in addition to overall planning policies) and to approve community consultation on those principles.</p> <p>We noted that the report also proposed the entering into agreements with the Homes and Communities Agency and Transport for London to change the Tottenham Hale Gyratory system to two-way traffic flow with a new bus interchange at Tottenham Hale. These agreements would cover the Council contributing to funding the works using resources approved in March 2009 and transferring to Transport for London specific areas of Council land currently in service use that first needed to be appropriated to highway purposes.</p> <p>In response to questions we were informed that overall costs of the scheme had been reduced and that value engineering was continuing. We were also informed that the Town Hall Approach Road had been part pedestrianised but that some access for emergency vehicles remained. Detailed design work was continuing. Reference was made to the requirements of the European Water Framework Directive and we were advised that the development proposed would involve a sustainable drainage system.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the development feasibility assessment for the Greater Ashley Road area of Tottenham undertaken by consultants commissioned by the London Development Agency and involving Design for London, Transport for London and the Council in identifying and selecting options be noted. 2. That approval be granted to the Development Principles listed in paragraph 6.48 of the interleaved report to guide the preparation of a Development and Infrastructure Delivery Plan for the Greater Ashley Road area to be transformed as part of Tottenham Hale Urban Centre. 3. That approval be granted to community consultation on those principles and the proposals within the consultant’s study of the Tottenham Hale/Greater Ashley Road area to inform the drafting of the Development & Infrastructure Delivery Plan. 4. That approval be granted to the appropriation of three areas of Council-owned land indicated on Plan 3 from (variously) 	 DUE DUE DUE

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	<p>community, open space and housing use to public highway.</p> <p>5. That the new funding proposals for the Gyratory and other infrastructure projects in Tottenham Hale set out in paragraph 6.22 of the report be noted.</p> <p>6. That approval be granted to the commitment of £1 million as a further Council contribution to the Tottenham Hale Gyratory two-way flow works (in addition to existing approved contributions from the Growth Fund (£5 million), Community Infrastructure Fund (£4 million) and £3.5 million provided for within the Hale Village Section 106 agreement dated 9 October 2007.</p> <p>7. That officers be instructed to develop a Section 106 development tariff policy for new homes and commercial floor space in the Tottenham Hale/Gyratory area (as outlined in paragraph 6.24 of the report to support the funding proposals for the Gyratory and other infrastructure projects in the Tottenham Hale area and to report back to Cabinet with detailed proposals for approval.</p> <p>8. That the Director of Urban Environment be authorised to negotiate and, in consultation with the Head of Corporate Property Services, the Head of Legal Services and the Leader of the Council, to agree the terms of funding/collaboration agreements with the Homes and Communities Agency and with Transport for London for the works needed to change the current Tottenham Hale gyratory system to two-way traffic flow having regards to resolutions 5-7 above, with those agreements also providing for the Council to transfer the areas of land in resolution 4 above to Transport for London as one of the Council's contributions to the project supporting the regeneration of the area subject to appropriate authorities from Government and Valuation.</p> <p>9. That officers be authorised to initiate discussions with the Homes and Communities Agency and the London Development Agency on the principles and opportunities for collaboration and partnership to secure the long term regeneration of Tottenham Hale in general and the Greater Ashley Road area in particular.</p>	<p></p> <p>DUE</p> <p>DUE</p> <p>DUE</p> <p>DUE</p>
CAB42.	<p>APPOINTMENT OF CABINET ADVISORY COMMITTEES (Report of the Assistant Chief Executive (People and Organisational Development - Agenda Item 22)</p> <p>RESOLVED:</p> <p>That approval be granted to the establishment of a Corporate Parenting Advisory Committee and a Children Safeguarding Policy and Practice Advisory Committee, their membership, quorum and terms of reference as detailed in paragraph 7.3 of the interleaved report.</p>	<p></p> <p>HLDMS</p>
CAB43.	MINUTES OF OTHER BODIES (Agenda Item 23)	

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	<p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved -</p> <ul style="list-style-type: none"> a) Procurement Committee – 11 June 2009; b) Cabinet Member (Environment & Conservation) Signing – 15 June 2009; c) Haringey Strategic Partnership Board – 23 June 2009; d) Voluntary Sector Committee – 30 June 2009 	
CAB44.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 24)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB45.	<p>HORNSEY TOWN HALL REFURBISHMENT AND REDEVELOPMENT (Report of the Director of Corporate Resources - Agenda Item 25)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>In response to a question, it was confirmed that the option recommended involved the relocation of the Customer Service Centre from the Town Hall and that the feasibility of re-locating it in the Library building was under consideration.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to implementation of the site development option 2b as set out in the interleaved report. 2. That approval be granted to the continued preparation and submission of the application for planning consent for option 2b including the whole development, taking account of the feedback from the public consultation recently undertaken. 3. That approval be granted to an increase in the extent of the Council's forward funding from £6 million to £7.1 million to accommodate the revised timescale for the marketing and building of the enabling development. 4. That approval be granted to the additional preparatory costs of £450,000 required to support the preparation of the full planning application for the proposed development and the sale of the land (noting the at risk nature of the costs and mitigation being undertaken to manage the risks). 	<p>DCR</p> <p>DCR</p> <p>DCR</p> <p>DCR</p>

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<p>CAB46.</p>	<p>WELBOURNE COMMUNITY CENTRE (Report of the Director of Corporate Resources - Agenda Item 26)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That approval be granted to implementation of the decision taken at our meeting on 17 June 2008 vide Minute CAB23 being deferred and to the Head of Corporate Property being instructed to monitor the property market with a view to reporting to us when there was an upward change in the residential property market that warranted implementation of the decision, taking into account regeneration issues.</p>	<p>DCR</p>
<p>CAB47.</p>	<p>DISPOSAL OF LAND AT SALTRAM CLOSE N15 (Report of the Director of Corporate Resources - Agenda Item 27)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that the report sought our approval for the disposal of the Council's freehold interest in Saltram Close Playground Site on the open market with the benefit of planning permission. Concern was expressed that the disposal was of the freehold interest and we asked that further consideration be given to the disposal being on the basis of a long leasehold.</p> <p>It was confirmed that planning permission would be sought for the development of the site prior to its disposal and that it would be improved by the proposals contained in the 'Transforming Tottenham Hale' Urban Centre Masterplan (see Minute CAB. 41 above).</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That having considered the options outlined in the report, and in view of the current property market, it be agreed that the Council's regeneration and financial objectives be now pursued by securing appropriate planning status for the site through a planning permission. 2. That approval be granted to the disposal of the site on the open market for the best consideration reasonably obtainable once the planning status has been secured through either a Development Brief endorsed by the Planning Committee or by securing planning permission. 	<p>DCR</p> <p>DCR</p> <p>DCR</p>

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	<p>3. That the net capital receipts after deduction of all costs associated with securing the planning permission be ring fenced and re-invested in the regeneration of Saltram Close Estate in line with the Executive (Cabinet) decision of 23 January 2007.</p> <p>(Councillor Haley requested that his dissent from the foregoing decisions be recorded)</p>	DCR
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The meeting ended at 22.05 hours

CLAIRE KOBER
Chair

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Overview and Scrutiny Committee

On 27 July 2009

Report Title. SCRUTINY REVIEW – SUPPORT TO YOUNG PEOPLE AT RISK OF SUBSTANCE ABUSE

Report of Councillor Alexander, Chair of Review Panel

Contact Officer : Carolyn Banks , Principal Scrutiny Support Officer Tel: 0208 489 2965

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose of the report (That is, the decision required)

That Members approve the report and recommendations of the Review, as outlined in the Scrutiny Review report.

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

The Council want to lessen the devastating impact of drugs and alcohol abuse on individuals, families and communities in order to meet their Community Plan objective of making Haringey safer for all.

One of the ways in which Haringey hope to achieve their community plan outcome of healthier people with a better quality of life is by giving people support when they have problems with drugs and alcohol.

3. Recommendations

To consider the report and agree the recommendations below:

1. That training sessions on the Common Assessment Framework and around the Joint Area Review Action Plan be strengthened to include the early identification of substance misuse by children and young people, and the correct assessment processes such training to include school governors.¹

¹ (This recommendation is enhanced by Action 1.3.2 Haringey Young People's Specialist Substance Misuse Treatment Plan 2009/10) "To ensure a rolling training

2. That the Overview and Scrutiny Committee receive a further report in Autumn 2009 on the delivery of the JAR plan, detailing the specific impact on young people for whom substance abuse may be an issue.
3. That the Panel strongly recommends the introduction of a pilot scheme in a number of secondary schools to improve early identification of pupils at risk of substance abuse with the Director of Children and Young People Services reporting to Overview and Scrutiny Committee the results.
4. That the Overview and Scrutiny Committee gives consideration to a further review into the commissioning of treatment services examining the cost effectiveness of early intervention against the high cost of specialist intervention at a later date.
5. That the Director of Children and Young People's Service be asked to consider the merits of introducing the good working model for the Common Assessment Framework adopted by the London Borough of Tower Hamlets and the integrated targeted youth support teams used by the London Borough of Hackney and Leeds City Council.
6. That the Director of Children and Young People's Service consider how best to engage primary and secondary schools, GP practices, the Police and Youth Offending Service and local hospitals and integrate feedback.

4. Reasons for recommendations

Please refer to the scrutiny review report (attached)

5. Other options considered

N/A

6. Chief Financial Officer Comments

The transfer of the post of Young People's Substance Misuse Commissioner referred to in the report reflects a change of management responsibility within The Children's Services and has no financial implications in itself.

It has been confirmed that the recommendations contained within the report, including the undertaking of the pilot project in a secondary school, will be carried out from existing

programme in the use of CAF is implemented for all staff in universal services along with where and how to refer young people to specialist services")

resources and there are therefore no specific financial implications arising from the report itself.

The report suggests that there may be an underreporting of substance misuse. The on-going training and development in the use of the CAF is an activity within the JAR Action Plan that may lead to further referrals and thereby greater demand for services; any such demands will need to be identified and brought forward as part of the Council's Budget Setting process.

7. Head of Legal Services Comments

The Overview and Scrutiny Committee has conducted this review in accordance with its statutory functions. The Council owes duties to children in need in the area under the Children Act 1989 and its related statutory instruments and guidance. The report reviews and makes recommendations about the provision of services to children in need in the area. The Overview and Scrutiny Committee is empowered to do this by s21. of the Local Government Act 2000.

8. Head of Procurement Comments

N/A

9. Equalities &Community Cohesion Comments

These are considered throughout the report.

10. Consultation

Throughout the scrutiny review process views and evidence was considered from relevant Council departments and service providers. Additionally a representative from the Youth Council was co-opted onto the review to represent young people and provide feedback to the Youth Council. Representation from both secondary schools and NHS Haringey was also secured through co-option onto the review.

The attached report was circulated to all those involved in the review for consideration of the technical accuracy and feasibility of the recommendations.

11. Service Financial Comments

12. Local Government (Access to Information) Act 1985

The background papers relating to this report are:

Report to O & S on 17 March 2008- Support to pupils with drugs and/or alcohol problems

Every Child Matters: Change for children and young people and drugs

Haringey's Children and Young People Plan

Haringey's Young People's Specialist Substance Misuse Treatment Plan.

Youth Alcohol Action Plan – Joint Department for Children, Schools and Families,
Home office and Department of Health

HM Government – 2008 Drugs Strategy

British Crime Survey 2006/7

These can be obtained from Carolyn Banks- Principal Scrutiny Support Officer on
0208 489 2965, 7th Floor, River Park House,

E- Mail carolyn.banks@haringey.gov.uk



Scrutiny Review - Support to young people at risk of substance abuse

**A REVIEW BY THE OVERVIEW AND SCRUTINY
COMMITTEE**

JUNE 2009

www.haringey.gov.uk

SCRUTINY REVIEW INTO SUPPORT TO YOUNG PEOPLE AT RISK OF SUBSTANCE ABUSE

1. Reasons for the Review

- 1.1 On 17 March 2008 the Overview and Scrutiny Committee commissioned an in depth review into pupils with drugs and/or alcohol problems. The Committee was particularly keen to undertake this review because reducing young people's use of drugs is central to the Government's drug strategy and an essential part of the "Every Child Matters" programme and the Council's Children Plan. This Plan also envisages increasing drug and alcohol abuse preventive work, especially for vulnerable groups.

2. Panel Membership

- 2.1 A Scrutiny Panel consisting of Councillors Alexander (Chair), Allison and Kober¹ was set up to undertake the review.
- 2.2 The Panel regarded it as essential that the Council's main partners were fully involved in this review so, with the agreement of the Overview and Scrutiny Committee, the following were co-opted on to the Panel:
- Beverley Randall (The Head of the Pupil Referral Unit) to represent Haringey Head teachers
 - Sue Baker - A Non Executive director of the Primary Care Trust
- 2.3 To ensure that young people were represented on this review Chan Amin, who represented the local Youth Council, was also co-opted on to the Panel.

3. Terms of Reference

- 3.1 The Panel decided that it wished to undertake a well focussed, time-limited review, which did not involve officers in unnecessary work, but examined and commented on the early identification and assessment of young people between the ages of 11 and 18 who were at risk of substance abuse².
- 3.2 This included the:
- Early identification process
 - Assessment procedures used to establish the degree of risk and possible treatment pathway, including the use of the Common Assessment Framework³

¹ Councillor Kober resigned from the Panel when she became Leader of the Council.

² This is the term used to describe all illicit and illegal drugs, alcohol, solvents and volatile substances except for tobacco.

³ The Common Assessment Framework is a generic needs based assessment, developed by the Department of Children, Schools and Families, which can be undertaken by practitioners

- Effectiveness of inter-agency working and whether there were any gaps, inconsistencies or variations in the processes used by the agencies involved
- Identification and dissemination of good inter-agency practice.

3.3 There were three panel meetings and besides considering officers reports on the current process, problems and possible solutions the Panel met:

- Sharon Dodds from the Government Office for London who gave an independent perspective
- Agencies and individuals listed in Appendix A to discuss assessment processes and the best way of addressing any shortfalls or gaps.

3.4 The Panel was also told about the merits of the Tower Hamlets model for common assessment in schools with teachers having ownership, and the way in which Hackney and Leeds had developed integrated Targeted Youth Support teams.

4. General Conclusions

4.1 The Panel is pleased to report that the assessment process in Haringey was a robust one in which all the agencies were continually striving to improve the service provided. It was not in the Panel's terms of reference to look at cost, as to do so would have resulted in a far longer and more complicated review. However, services seemed to be properly targeted to achieve maximum effectiveness.

4.2 Although the Panel was informed that there were no gaps, omissions or duplications in the assessment process and all the agencies seemed to be following similar processes and making use of the Common Assessment Framework and other assessment tools, they noted that there were more referrals than were being recorded. A more detailed note on the way assessment processes operate in Haringey is attached at Appendix B. Since the review commenced the Panel were informed that the Common Assessment form would shortly be amended to include reference to young person's substance misuse as well as parental misuse.

4.3 Sharon Dodds advised the Panel on the different ways that local authorities delivered the Common Assessment framework and achieved integrated working. The Head of Children's Networks responded by submitting a paper on what Haringey is doing to integrate working and how progress is reported through the Joint Area Review Action Plan. The Panel supports the suggestion that a report be submitted to Overview and Scrutiny Committee in Autumn 2009 detailing the actions taken under the Joint Action Review Plan in relation to the specific impact on substance abuse.

from a wide range of occupational groups and provides an initial assessment of a young persons need for additional services. In the case of substance misuse there are also more specialist assessment tools which are detailed in appendix B

- 4.4 The Panel considered that young people who smoked were more likely to be at risk of becoming substance abusers. Also they felt that schools with a high rate of truancy should be targeted for early intervention and those pupils in Year 6 and 7 were more vulnerable to peer pressure.
- 4.5 The Panel identified two areas where further work needed to be done and these are detailed below.

5. Size of the problem

- 5.1 Data from the British Crime Survey⁴ suggests that there are around 4,500 young people aged 16 -24 who have used drugs in the last month in Haringey. Among these are an estimated 1300 users of Class A drugs, including over 60 opiate users and approaching 1,000 cocaine users.
- 5.2 Not all drug users will need or seek treatment but using the Home Office Toolkit for assessing need it is possible to estimate there are 236 young people in need of specialist drug treatment in Haringey. However there are only 26 young people who are in specialist treatment. This low number of referral to specialist services was further confirmed by the Senior Practitioner in Leaving Care who had received 13 referrals, all of which were managed as part of an overall care package rather than receiving specialist intervention. The Panel also noted that there had been only two referrals from GPs.
- 5.3 The apparent low numbers of young people in treatment could be due to a number of factors including:-
- (a) young people refusing to have their details incorporated in official returns
 - (b) young people receiving “in house”⁵ treatment and not being referred to specialist treatment .
- 5.4 It was important that work was done to establish if the numbers were accurate and, if not, what needed to be done to rectify the situation.
- 5.5 Since the overwhelming majority of young people are at school, it was strongly recommended that a pilot project should be set up in one secondary school to look into how children at risk of substance abuse were identified. Within a framework decided by the school, all agencies could be involved in the pilot project and the Young People’s Substance Misuse Commissioner could liaise with the agencies and the school. Any lessons learnt from the pilot project should be discussed at Secondary Heads’ meetings and applied to other schools in the Borough. The Panel recognised that this could be a unique opportunity for a school to lead the way in ensuring that Haringey was at the forefront of identifying the problems of substance abuse by young people.

⁴ ‘Drug Misuse Declared: Findings from the 2006-07 British Crime Survey.

⁵ In house refers to treatment taking place in settings such as school, Pupil Referral Unit, Youth Offending Service, by officers within the Children and Young People’s service etc

- 5.6 The secondary schools' representative, Ms Randall, and the Head of Children's Network undertook to raise this matter at a Secondary Heads meeting and discuss with them the merits of such a project and how this could be achieved.

6. Common Assessment Framework Training

- 6.1 It is important that training on the use of the common assessment framework is widely available. The Panel were pleased that training has already taken place for all health visitors; special education needs co-ordinators, family support workers, midwives, health visitors, school nurses and community health staff.
- 6.2 Further training for Connexions and Youth service staff is also planned. There is also a rolling programme of awareness raising for the youth offending service, education welfare officers, educational psychologists; social workers; speech and language therapists, teachers and children's centre staff.
- 6.3 Work has begun on identifying the training needs of the private and voluntary sector to support them in delivering appropriate training.
- 6.4 The Panel considered that it was important that training on the use of the common assessment process was strengthened and included the early identification of substance misuse by children and young people. Training on the use of the framework should also be made available to school governors in both primary and secondary schools.
- 6.5 Some concern was expressed over the framework being used as a further hoop that schools would have to go through before exclusion, but the Panel was particularly concerned that schools should not exclude without an assessment.
- 6.6 The police also considered that there was an opportunity for some training across the partnership on a number of issues including substance misuse. Also the police are arranging for all officers attached to schools - Safer Schools Partnership, to receive training in a number of areas including substance misuse.

7. Future Reviews

- 7.1 In Haringey the Drug and Alcohol Action Team is at present responsible for preventing young people becoming drug users and increasing the number accessing effective drug treatment. This responsibility will, however, transfer to the Children and Young People's Service (CYPS) by April 2010.
- 7.2 A Young Persons' Substance Misuse Commissioner had recently been appointed to deliver Haringey's Young People's Specialist Substance Misuse Treatment Plan. A key priority in this plan is to carry out a robust Needs Assessment in the Borough that will identify any gaps in service and issues that need to be addressed. Once the Needs Assessment has been completed, services can be commissioned against evidenced need. (This is confirmed in Haringey's Young People's Specialist Substance Misuse

Treatment Plan 2009/10 Commissioning and System Management Objective 2).

- 7.3 The Young Person's Substance Misuse Commissioner also has a brief to ensure that specialist substance misuse treatment interventions are commissioned as part of an integrated commissioning process within the Children's Trust and to encourage an integrated approach across universal, targeted and specialist provision. As a first stage a meeting involving the Commissioners in Children and Young People's Services with the Department for Children, Schools and Families Consultant had been arranged to start the process of looking at commissioning structures and systems in Haringey.
- 7.4 The commissioning of treatment is, therefore, an issue which could be next scrutinised, especially how to keep young people engaged in treatment so as to avoid unplanned discharges.

Recommendations

1. That training sessions on the Common Assessment Framework and around the Joint Area Review Action Plan be strengthened to include the early identification of substance misuse by children and young people, and the correct assessment processes such training to include school governors.⁶
2. That the Overview and Scrutiny Committee receive a further report in Autumn 2009 on the delivery of the JAR plan, detailing the specific impact on young people for whom substance abuse may be an issue.
3. That the Panel strongly recommends the introduction of a pilot scheme in a secondary school to improve early identification of pupils at risk of substance abuse with the Director of Children and Young People Services reporting to Overview and Scrutiny Committee the results.
4. That the Overview and Scrutiny Committee gives consideration to a further review into the commissioning of treatment services examining the cost effectiveness of early intervention against the high cost of specialist intervention at a later date.
5. That the Director of Children and Young People's Service be asked to consider the merits of introducing the good working model for the Common Assessment Framework adopted by the London Borough of Tower Hamlets and the integrated targeted youth support teams used by the London Borough of Hackney and Leeds City Council.

⁶ (This recommendation is enhanced by Action 1.3.2 Haringey Young People's Specialist Substance Misuse Treatment Plan 2009/10) "To ensure a rolling training programme in the use of CAF is implemented for all staff in universal services along with where and how to refer young people to specialist services")

6. That the Director of Children and Young People's Service consider how best to engage primary and secondary schools, GP practices, the Police and Youth Offending Service and local hospitals and integrate feedback.

APPENDIX A**Contributors to the Review**

Councillor Alexander	Chair
Councillor Allison	Panel Member
Beverley Randall	Panel Member –Head teacher representative
Sue Baker	Panel Member – Non Executive Director of NHS Haringey
Chan Amin	Panel Member – Youth Council representative
Jan Doust	Head of Children’s Network – Children and Young People’s Service
Marion Morris	Drug and Alcohol Partnership Manager
Jean Croot	Head of Safer Communities Unit
Jane Painter	Young People's Substance Misuse Commissioner
Paula Cronin	Senior Practitioner Substance Misuse
Bob Haynes	Involve
Linda James	Youth Offending Service
Claire Wright	NHS Haringey
Ian McGregor	Director -HAGA
Gail Priddey	Deputy Director HAGA
Kamini Patel	Cosmic
Brigitte Kore Doe	North Middlesex A & E
Ian Kibblewhite	Safer Neighbourhood Police
Sharon Dodds	GOL

The Assessment processes

APPENDIX B

Identifying young people at risk of substance abuse is not easy as it is usually only one element of a number of complex problems experienced by the young person.

The most common method for identifying and assessing children and young people is observation by professionals. In school when a problem is identified, internal resources such as counselling or targeted workers are first used to try to resolve any problems. However where a school has exhausted the expertise that it holds in house, or where the needs of the young person are clearly more complex or specific they need to be referred to a more specialist agency. Usually, though not exclusively, this is through the Common Assessment Framework. However the Panel heard that referrals to specialist agencies are low and there can be delays in referrals.

It is also necessary to observe young people in a range of settings so as to pick up problems experienced by young people who are not attending a school

Although rare, parents/carers and young people themselves may also make self-referrals to advice, support or treatment services where they are concerned that they/their child may be at risk of or actually misusing substances.

General Practitioners are well-placed to identify children on their caseload as having a substance misuse problem requiring further intervention; however in the past twelve months they have made only two referrals to the specialist service 'In-volve'.

The police and Youth Offending Service also have a role to play in identification and referral for treatment, as do Early Years settings and community and voluntary organisations working with families. The police advised that they had core response teams and Safer Neighbourhood Teams who would flag up any young people with whom they had concerns. Also they had Safer Schools officers in secondary schools, the 6th form centre and the Pupil Support Centre to ensure good liaison at an early stage. The Youth Offending Service (YOS) has two substance misuse workers who screen all young people who have been in Court and referred to the YOS. The Triage scheme, whereby 2 YOS workers are based in police stations, should identify increased numbers of young people using drugs.

A number of tools/ forms are used to identify and assess children and young people at risk of or with alcohol and drug problems. These include:

CYPS Initial and Core Assessments;
The Common Assessment Framework (CAF);

The main assessment tool is the CAF which was introduced as part of the Every Child Matters: Change for Children programme. It is designed as an early identification tool to assess the needs of children and young people at risk of not achieving the five key outcomes set out by Every Child Matters to be healthy; stay safe; enjoy and achieve; make a positive contribution and achieve economic well-being and can be used by practitioners across children's services in England. It should also help agencies provide a more integrated service for children, young people and their families and information from the CAF feeds into any further specialist assessments.

The Drug Use Screening Tool (DUST)

DUST is designed for use with young people about whom there may be a concern regarding alcohol/ drug use. Whilst the use of DUST will not provide a comprehensive substance misuse assessment, it will indicate where specialist substance misuse should be sought and will help to identify risk factors.

ASSET (used by the Youth Offending Service (YOS);

ASSET is a structured assessment tool used by Youth Offending Teams in England and Wales on all young people who have offended and come into contact with the criminal justice system. All YOS clients have a further assessment in relation to substance misuse

Substance Abuse Subtle Screening Inventory (SASSI)

SASSI – which is a specialist assessment form to measure the nature, scale and extent of drug and alcohol misuse and is used to ensure provision of appropriate treatment for the young person.



OVERVIEW AND SCRUTINY COMMITTEE MEETING ON 29 JULY 2009

Report Title. Recycling – Source Separated & Co-Mingled Collection methods in Haringey.

Report of Councillor Gina Adamou – Chair of the Scrutiny Review Panel.

Signed :

Contact Officer : Sharon Miller – Principal Scrutiny Support Officer 0208 489-2928

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose of the report (That is, the decision required)

To present to the Overview and Scrutiny Committee the revised recommendations of the Recycling Review of Source Separated and Co-Mingled Collection Methods in Haringey.

2. Introduction by Cabinet Member (if necessary)

2.1. N/A

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

The Greenest Borough Strategy

The work of this Scrutiny Review links closely to the Council's priorities for a The Greenest Borough Strategy aimed at highlight the key environmental issues that the council needs to tackle.

4. Recommendations

That the Overview and Scrutiny Committee agrees:

1. The Panel recommends that the council commission a report on commingled and source separation collection methods, including separate glass and paper collection, as part of the procurement process for the new Waste Services Contract. The report should consider the costs and benefits, environmental impacts and carbon dioxide emissions of both collection systems. The report should be creative in its approach and explore and provide options that could

reduce the need for additional vehicles and staff.

2. The Panel recommends that a report is produced on the impact of the North London Waste Authority's procurement process on Haringey, with regard to co-mingled and source separated collection methods. The report should include analysis of the impact of a crash in the recycle markets owing to the global economic crisis.

5. Summary and Background

5.1 The report and recommendations were presented to the Overview & Scrutiny Committee on 29 April 2009. The Committee recommended that the Council explore the option of collecting paper and glass separately on its recycling services and that (at the direction of the Director of Finance) the Committee receive a further updated report on the Financial Implications of source separated collections for glass and paper.

5.2 The Chief Financial Officer commented on the quality of the financial comments in the report stating that resources issues and value for money did not appear to have been properly considered. The Chief Financial Officer also added that the recommendations of the report request Cabinet to explore various options of different recycling methods without understanding the additional costs of these against the benefit they might bring.

5.3 A revised report on the Financial Implications has now been received from Environmental Services. The cost estimates indicate that the cost to implement separate paper and glass collection immediately would be £1.2M capital and £536K PA revenue costs.

5.4 The Chair of O&S Committee Cllr. Bull and the Chair of the Scrutiny Review Panel on recycling Part 2 Cllr. Adamou have discussed the Financial Implications and are of the view that Recommendations 1 and 2 in the original report should be withdrawn in light of this evidence.

5.5 The Chairs would like comment and agreement from the Scrutiny Review Panel Members and other Overview and Scrutiny Committee Members that given the additional costs involved it is not sustainable to make these recommendations to Cabinet.

Revised recommendations:

1. The Panel recommends that the council commission a report on commingled and source separation collection methods, including separate glass and paper collection, as part of the procurement process for the new Waste Services Contract. The report should consider the costs and benefits, environmental impacts and carbon dioxide emissions of both collection systems. The report should be creative in its approach and explore and provide options that could reduce the need for additional vehicles and staff.
2. The Panel recommends that a report is produced on the impact of the North London Waste Authority's procurement process on Haringey, with regard to co-mingled and source separated collection methods. The report should include

analysis of the impact of a crash in the recycle markets owing to the global economic crisis.

6. Chief Financial Officer Comments

Financial Services have reiterated the financial implications [from the January 2007 report to Cabinet] plus produced an additional section on the cost of implementing the scrutiny recommendation on separate paper glass collection. These are attached at **Appendix 1**.

Head of Legal Services Comments

7.1 The Council has a statutory duty to comply with targets for recycling in the Environmental Protection Act 1990, EU Landfill Directives and Government Guidance

Equalities &Community Cohesion Comments

7.1 These are considered throughout the report

7. Use of appendices /Tables and photographs

8.1 Please see the report.

8. Local Government (Access to Information) Act 1985

Cleaner Environment Act 2005

Overview & Scrutiny Work programme 2009/2010

Report from the Assistant Director, Street Scene Urban Environment
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Attached is a spreadsheet summarising the cost of setting up a separate collection stream. Also attached for comparison is the collection cost spreadsheet from the original Recycling Strategy Report.

The calculations provided are based on the following principles:

- To service 75,000 kerbside collection properties we would mirror the current arrangements for commingled collections which require 10 collection rounds and one narrow access collection round, so 11 rounds in all. Therefore we would purchase 12 vehicles so that one is available as spare to cover servicing, repairs etc.
- Because the paper collection service is only one stream I have assumed that we would require one driver plus only two operatives per round. This compares to the commingled service which requires one driver and four operatives per round, but note that the operatives on the commingled service are required to collect from green boxes, kitchen caddies and green waste sacks, so up to three streams per household. There is a risk that the assumption of two operatives per round is too low and if this proved to be so the collections costs would increase in line with any increase of the number of operatives deployed.
- We would expect to collect around 148 tonnes of paper per week, this equates to 30 tonnes per day, which in turn equates to 2.7 tonnes per round per day. On this basis the suggested vehicle is a small 11 tonne refuse collection vehicle with payload of around 3 to 3.5 tonnes. Capital costs for fleet are based on this level of tonnage.
- To service paper banks at on street bring sites we would allow for 1 collection round. Therefore we would purchase one vehicle and provide spare capacity through short term hire as the type of vehicle required would be freely available from the private sector.
- I have assumed that we would require one driver plus one operative for this round.
- There is a risk that the assumption of one vehicle to service all paper banks at on-street sites is too low. If this proved to be so the collections costs would increase in line with any increase of the number of rounds required.
- We would expect to collect around 12 tonnes of paper per week. The suggested vehicle is an 18 tonne refuse collection vehicle with payload of around 8 tonnes. This provides more than enough spare capacity and in an emergency this vehicle would provide the flexibility to be used to support other parts of the service if required. Capital costs for fleet are based on this level of tonnage.
- We do not have depot space for 13 new RCVs and the proposed new site for a single depot at Marsh Lane is already severely challenged in terms of available space.
- We do not have bulking space for the separately collected paper. We may have to rely on NLWA for this if it became necessary. Therefore there is an area of risk around this issue.
- If we did proceed with a single stream option for paper we would have to look at a depot strategy for vehicles and bulking and there are significant cost implications associated with this.

- The collection cost per tonne for paper looks quite good compared to the per tonne collection costs previously referred to in the Recycling Strategy report. To some degree this is due to the value of paper over other recyclates. However, the knock on effect of separating out paper is that the collection cost per tonne for the remaining mixed multi materials will increase as there is no saving to be made in the existing commingled collection service from the removal of the paper stream.
- The introduction of the paper only stream would increase the carbon footprint from collection services and increase congestion on local roads.

**Revenue cost estimates for the introduction of paper only collections from
kerbside and bring bank collection services**

	Option 1	
	11 collection rounds to serve 75,000 kerbside properties, 1 collection round to serve on street paper banks	
Revenue costs		Total per annum
Operational Team	11 rounds with driver + 2 operatives, 1 round with driver + 1	£795,000
Vehicle running costs for fleet	£12K pa per vehicle for 13 vehicles, plus £4k per annum for short term hire cover on bring bank vehicle to allow for off road time eg servicing, MOT and repair.	£160,000
Fuel for fleet	£10K pa per round	£120,000
Unfair wear and tear for fleet	£4K pa per round	£52,000
	Total revenue cost of kerbside service	£1,127,000

Income generated from sale of recyclable materials	Sorted paper: -£31 per tonne, assuming 160 tonnes per week.	-£257,920
	Total income	-£257,920
Net Collection Costs	Net revenue collection cost	£869,080
Treatment Savings	Saving of £40/t treatment costs for 160 tonnes of paper per week	-£332,800
Net Treatment Costs / Disposal savings	Net treatment costs / disposal savings	-£332,800
Total Costs	Paper only collection, 148 tonnes per week = 7696 tonnes pa	8,320
	Total (net) cost per tonne	£64
	Net revenue collection & treatment costs / disposal savings	£536,280

Recycling Strategy Report, Appendix B

Table 1 - Cost Analysis of Different Kerbside Recycling Collection Systems

	Option 1			Option 2		
	11 collection rounds comprised of 6 mixed multi-material rounds and 5 kerbside sort rounds			11 collection rounds comprised of 9 mixed multi-material rounds (borough-wide service), 1 street-facing blocks of flats round & 1 estates doorstep food waste round		
Revenue costs		Total per annum	Impact on level of service		Total per annum	Impact on level of service
Operational Team	11 rounds with driver + 4 operatives	£1,155,000	Multi-material rounds serve 6,600 properties per week each, Kerbside sort serve 7,000 properties per week each. No change - 40,000 hh receive mixed multi-material service; 35,000 receive kerbside sort service with limited materials collected. Service is not equitable across the borough. No service for blocks of flats.	9 rounds with driver + 4 operatives, 2 rounds with driver + 2	£1,075,000	Multi-material rounds serve 8,300 properties each per week, blocks of flats round serves 5,000 properties per week, food waste round serves 3,000 properties per week. households (inc blocks of flats) receive the multi-material service including plastic bottles and
Vehicle running costs for fleet	£16K pa for mixed material rounds, £7.2K pa for stillage	£148,000		£16K pa per vehicle	£224,000	
Fuel for fleet	£15K pa for mixed material rounds, £6K pa for stillage	£135,000		£15K pa	£210,000	
Unfair wear and tear for fleet	£5K pa for mixed rounds, £2K pa for stillage	£45,000		£5K pa per vehicle	£70,000	
Support costs	Communications and staffing to support service changes	£0		Communications and staffing to support service changes	£100,000	

						cardboard, so service is equitable across the borough.
	Total revenue cost of kerbside service	£1,483,000		Total revenue cost of kerbside service	£1,679,000	
Income generated from sale of recyclable materials	Sorted paper: -£40 per tonne, assuming 30 tonnes per week.	-£62,400		All materials are mixed, so no income generated		Page 43
	Sorted glass -£15 per tonne, assuming 18 tonnes per week.	-£14,040				
	Sorted cans -£950 per tonne aluminium -£40 for steel, assuming 1.23/0.4 tonnes respectively per week.	-£22,738				
	Total income	-£99,178		Total income	£0.00	
Net Collection Costs	Net revenue collection cost	£1,383,823		Net revenue collection cost	£1,679,000	
	Extra revenue required	£0		Extra revenue required	£295,178	
Treatment costs	Mixed materials: £48.35 per tonne, assuming 135 tonnes per week.	£339,417		Mixed materials: £48.35 per tonne, assuming 255 tonnes per week.	£641,121	
	Green/ food waste: £53 per tonne, assuming 65 tonnes per week.	£179,140		Green/ food waste: £53 per tonne, assuming 125 tonnes per week.	£344,500	
	Total Treatments costs	£518,557		Total Treatments costs	£985,621	
Disposal Savings	Saving of £50/t disposal cost for 250 tonnes of recyclables per week	-£650,000		Saving of £50/t disposal cost for 380 tonnes of recyclables per week	-£988,000	

Net Treatment Costs / Disposal savings	Net treatment costs / disposal savings	-£131,443		Net treatment costs / disposal savings	-£2,379	
Total Costs	Multi-material rounds 200 tonnes per week, 50 tonnes for stillage	13,000		380 tonnes per week	19,760	
	Total (net) cost per tonne	£96		Total (net) cost per tonne	£85	
	Net revenue collection & treatment costs / disposal savings	£1,252,380		Net revenue collection & treatment costs / disposal savings	£1,676,621	



Agenda item:

Cabinet		08 September 2009
Report Title. The Council's Performance: June 2009 (Period 3) / Quarter 1 2009		
Report of The Chief Executive and Chief Financial Officer		
Signed :		
Contact Officer : Margaret Gallagher & Richard Hutton – Policy & Performance Telephone 020 8489 2549 Kevin Bartle – Corporate Finance Telephone 020 8489 3743 Dylan Todd – Policy & Performance (Council Plan Update) Telephone 020 8489 2511		
Wards(s) affected: All	Report for: Key Decision	
1. Purpose of the report 1.1.To report on an exception basis financial and performance information for the year to June 2009. 1.2.To agree the budget virements in accordance with financial regulations. 1.3.To provide an update on progress against current Council Plan actions for the year to the end of June 2009		

2. Introduction by Cabinet Member for Performance Management (Cllr Claire Kober)

2.1. I am pleased to see improved performance across the Council's priority areas. The improvements noted by local monitoring of street and environmental cleanliness are promising.

2.2. Although below target I am encouraged by improved performance in processing new benefit claims which is a priority during the current economic climate. I am also very pleased by the significant improvements made in average re-let times to 31.6 days. I am concerned by performance recorded for initial assessments undertaken in 7 days and also core assessments. Not only does performance in this area have to improve but also the quality of practice.

Introduction by Cabinet Member for Resources (Cllr Bob Harris)

2.3. I draw attention to section 16 and to Appendix 2 of the report and note the net forecast overspend on the General Fund of £3m. I continue to urge the relevant Cabinet Members and Service Directors to exercise all appropriate measures to ensure a balanced budget by the year-end. In terms of the financial position, I commend the report to Cabinet.

3. State links with Council Plan Priorities and actions and /or other Strategies:

3.1. This report sets out performance against a number of indicators that measure progress against the Council priorities and the Local Area Agreement targets.

3.2. As this is a quarterly report it provides an update on progress against Council Plan actions and key projects under the five Council priorities.

4. Recommendations

4.1. To note the report and the progress being made against Council's priorities.

4.2. To agree the budget changes (virements) set out in Appendix 2.

5. Reason for recommendations

5.1. Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations.

6. Summary (Performance)

6.1. Paragraph 15 of this report provides a summary of performance for the year to June 2009. Some highlights against targets set are:

- Local monitoring shows good performance on street and environmental cleanliness for litter, detritus, graffiti and fly posting.
- The percentage of young people not in education, training or employment in June is 7.5 against a stretch target of 10.4%.
- The number of carers receiving needs assessment and a specific carer's service or advice and information is better than the target.
- Sport and leisure and library usage continues to exceed target.
- Average relet times for local authority dwellings improved to 31.6 days in June against a target of 31 days.

6.2. Areas where targets are not currently being met are:

- Levels of recorded offences of serious violent crime and knife crime rates are higher than targets set.
- Performance on initial assessments in time for children's social care are below target.
- Household waste sent for recycling remains below the 32% target.
- Average time for processing new benefit claims and change events improved to 26.7 days in June but remains above the 17 day target for 2009/10.
- The number of working days lost to sickness improved slightly to 8.74 in the rolling year. This remains short of the 8.5 day target.

6.3. Council Plan update summary:

Good progress has been reported against activities in the current Council Plan. Of 149 actions detailed in the Council Plan, at the end of the first quarter (April-June 2009), 119 (79%) are reported as on target, 30 (20%) are reported to have some minor issues but the reported due date will still be met. Only one project reported major issues that are likely to affect completion by the original reported due date. This is completion of children centre phase 3 developments. A revision has been made to the location of the new main site which will require further consultation. Project plans are being amended to reflect this and bring delivery back on profile. This programme should be back at Amber status by next quarter.

7. Chief Financial Officer Comments

- 7.1. The overall revenue budget monitoring, based on the June position, shows that the general fund is forecast to spend £3m above budget, after taking into account the possible use of £1m of the general contingency, as shown at Appendix 2. Children and Young People Services (CYPS), Adults, Culture and Community Services (ACCS) and Corporate Resources are each projected to overspend. The reasons for the projected variations are detailed later in this report. The increase of £1m from last month is in Children's Services and is related to increased numbers of looked after children. The possible use of the contingency is being flagged up now and therefore the net overspend remains at £3m. There are also some budget pressures outlined in the report that services are seeking to contain within the budget. The position at period four at the end of July has been taken into account in the financial projections.
- 7.2. The dedicated schools budget (DSB) element of the overall Children & Young People's Service budget is projected to spend at budget.
- 7.3. The net revenue projection with respect to the Housing Revenue Account (HRA) is to achieve the budgeted surplus of £0.7m.
- 7.4. The aggregate capital projected position in 2009/10 is to underspend by £1.9m (1%). The reasons for this projected variation are detailed in the report the majority of which is in ACCS. This projection includes the recommended re-profiling of the capital programme in CYPS including Building Schools for the Future (BSF) as set out in the concurrent report on the agenda.

8. Head of Legal Services Comments

- 8.1. There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

9. Equalities & Community Cohesion Comments

- 9.1. Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications
- 9.2. This report provides an update on progress with projects and activities in the Council Plan, many of which have an impact on different sections of our community. Successful delivery of these projects will improve the services we provide to all sections of our community.

10. Consultation

- 10.1. Throughout the year the report will show the results of consultation with residents, service users and staff.

11. Use of appendices /Tables and photographs

- 11.1. Appendix 1 June performance scorecard
 11.2. Appendix 2 Financial tables
 11.3. Appendix 3 Exception reporting indicators not meeting target
 11.4. Appendix 4 Quarterly update on national indicator set

12. Local Government (Access to Information) Act 1985

- 12.1. Budget management papers
 12.2. Service PI returns including unit cost data
 12.3. Council Plan
 12.4. Business Plans


13. Background

- 13.1 This report covers the regular monthly report for Period 3, June and also the report for Quarter 1 2009. It details the Council's performance against agreed targets for 2009/10. Financial and performance information is based on the financial monitoring reports prepared for the budget and performance review meetings for period 3 although in terms of the projections the latest information up to the end of July is taken into account.
- 13.2 Appendix 1 details performance against monthly reported indicators all linked to the Council's priorities:
- A Greener Haringey
 - A Better Haringey
 - A Thriving Haringey
 - A Caring Haringey
 - Driving change, improving quality
- 13.3 Appendix 2 shows the aggregate projected positions for revenue and capital, proposed budget changes (virements) for approval in accordance with financial regulations, and the Red, Amber Green (RAG) status of planned savings and planned investments.
- 13.4 Appendix 3 shows in more detail indicators where targets are not being met.


- 13.5 A significant number of the new national indicators lend themselves to quarterly or annual monitoring rather than monthly. These will be included in the quarterly reports throughout the year. Appendix 4 shows the latest update on the National Indicator (NI) set.

14. Use of Traffic Lights

- 14.1 Progress on performance indicators continues to be tracked on a monthly/quarterly and year to date position against the 2009/10 targets using a traffic light (RAG) annotation and grouped by council priority.
- 14.2 Appendix 1 is a summary of Performance Indicators (PIs) showing the monthly and year to date position for 2009/10 including some comparative information and the RAG status against target where:

 = Green: Target achieved / performance better than planned

 = Amber: Just below target (typically a 5% tolerance)

 = Red: Target not achieved / below expectation

 = Unable to calculate status – either missing data or target not set.

15. Performance Highlights

- 15.1 The following are performance highlights under the Council's priorities from Appendix 1.

Priority 1. A Greener Haringey

- 15.2 **NI 192: Percentage of household waste sent for reuse, recycling and composting.** This indicator is also included in the Council's 2007-2010 Local Area Agreement (LAA) as a stretch target. Performance for June is 24.8%; this is below the 2009/10 stretch target of 32%. The total amount (tonnage) of waste recycled has continued to increase through 2008/09 and into 2009/10. A number of factors (some external) have contributed and continue to adversely affect reported recycling performance, including:
- a reduction in the North London Waste Authority (NLWA) tonnage recycling reclaimed.
 - a change in methodology for apportioning household and non-household waste
 - the application of a recycled materials contamination rate of 9% compared to 3% in previous years and
- 15.3 A detailed Recycling Action Plan is in place to increase the level of recycling. It shows the schedule for agreed actions including a targeted campaign to increase participation in specific wards where participation is low. The main actions are:

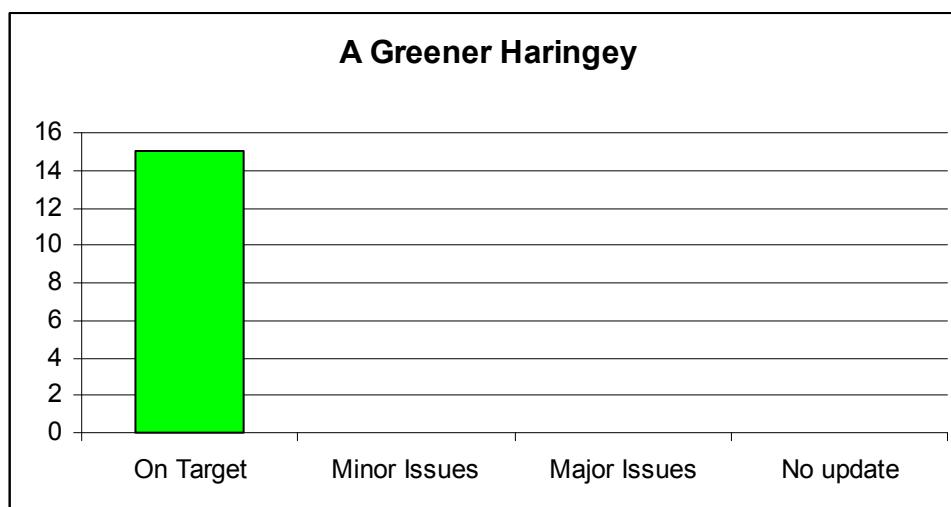
- Extending mixed recycling services to flats above shops, all remaining private blocks of flats and the remaining kerbside collection households;
- Developing and implementing street cleansing recycling;
- Introducing recycle litter bins on to zone 1 streets and town centres;
- Engaging with local businesses through a 'business recycling campaign'.

15.4 Despite the range of actions taken it is unlikely that the 32% target will be achieved in 2009/10 for the reasons outlined above.

15.5 Local monitoring of street and environmental cleanliness shows good performance in all areas including litter. In the year to June only 3% of land was noted with significant deposits of litter, detritus 13.3%, graffiti 2.3% and fly posting 1.2%; all are exceeding 2009/10 targets. A report from ENCAMS is received every four months which details findings from their independent inspections of our streets. This report is expected to confirm the improvement in this area and should be available by early September.

Council Plan update:

15.6 All Council Plan actions under the Greener Haringey priority are reported as being on target to the end of Quarter 1.



15.7 Key Achievements

- Walk to Work week in May and Bike week in June 2009 held to promote sustainable transport
- Green Fair held on Ducketts Common on 13th June 2009 which promoted good environmental practice, recycling, and waste minimisation and hosted the annual Better Haringey awards.
- Activities in the Green Libraries Programme have been completed: St Ann's Library garden planted up by Groundward Gardening Club. Highgate Community Garden established and events taking place such as Gardener's Question time at Alexandra Park and Muswell Hill

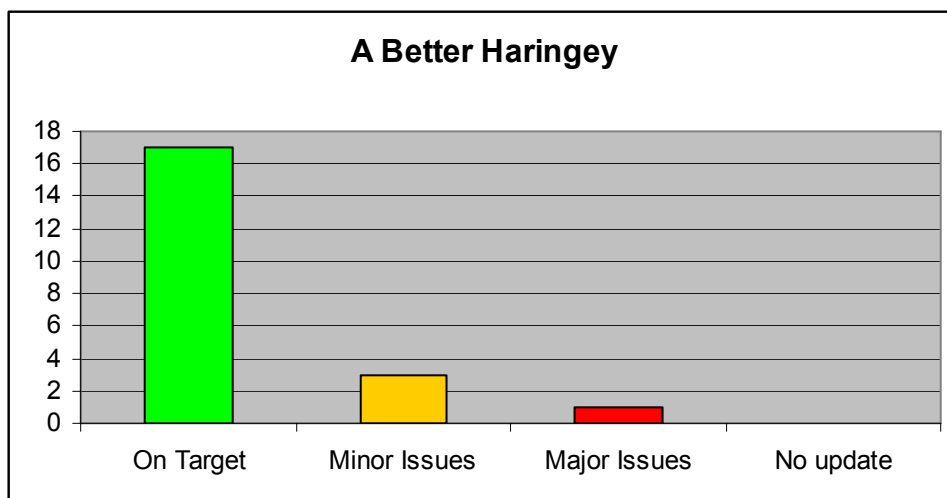
- Enhanced recycling bins to segregate waste have been further rolled out in Council office buildings.
- Funding has been secured through the sustainable investment fund for two years, to introduce improved control systems as well as boiler replacement and upgrade projects to contribute to reducing CO2 emissions in Council buildings

Priority 2. A Better Haringey: Cleaner, Greener and Safer

- 15.8 **NI 28: Knife crime.** In the financial year to June 2009, knife crime has increased when compared with the same period last year. There were 155 incidents of knife crime against a target of 110 in the first quarter.
- 15.9 **NI 15: Violent crime.** There have been 129 violent crimes in the year to June against a target of 100. The Partnership is aware of issues that have led to the recent increase in recorded violent crime and multi-agency action is underway. The business intelligence unit and the community safety team have carried out further analysis of the 129 incidents to identify the proportion that include the actual use of a weapon.
- 15.10 **NI59: The percentage of initial assessments for children's social care carried out within the timescale.** Performance has dropped to 11.9% in June from 25% in April, although the number of assessments completed in June (159) was much higher than April (104). In addition to the 19 assessments carried out in time, 16 assessments were completed just outside the timescale. There continues to be a high volume of cases referred to the service - 50% more than the previous two years- and this together with continued difficulties recruiting suitably qualified staff has impacted on performance. The service is working with the Police to construct a more integrated approach to referrals and a document setting out thresholds and criteria to clarify the circumstances in which a child should be referred for assessment has been drawn up.

Council Plan Update:

- 15.11 Most Council Plan activities under the Better Haringey priority are reported as on target, with only one major issue reported.



15.12 Key Achievements

- 11 out of 12 Green Flag submissions for the borough's parks have been successful in 2009
- 30 'rogue' traders across a range of environmental departments have been identified for enforcement action and a programme is being developed to address compliance issues.
- A triage system to divert children and young people from the criminal justice system is underway and being overseen by the Youth Offending Service Prevention Team. Two workers have been recruited
- Cabinet approval for the Muswell Hill Playing Fields masterplan was received in April. Further consultation has taken place with children and young people via a road show on site, a questionnaire with Fortismere School and meetings being planned for Coldfall Primary. Visitor survey underway to be completed end July. Detailed design of play element to support Planning application which is due for submission 19th July.

15.13 Issues

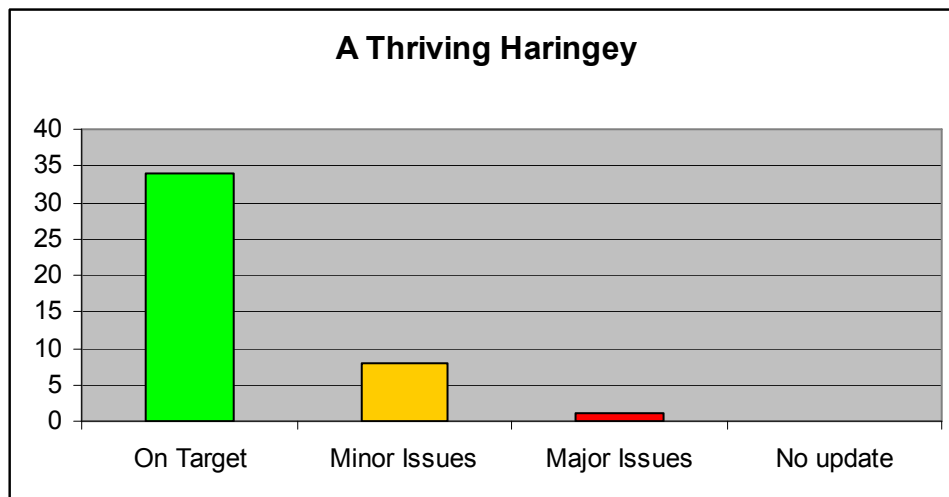
- Develop Burial Provision - Enfield Crematorium. Completion will be now be March 2011 with no construction due until July 2010, however, consultants fees will be incurred from June 2009. Activity has started with a Topographical survey having been commissioned
- Works on the Markfield restoration project are due for completion this summer. The official launch of the new facilities will take place on September 13th. There are some outstanding budgetary issues that are currently being dealt with and therefore some additional risk items in terms of spend at this stage.
- Significant investment is required to meet targets on alcohol related hospital admissions. £100,000 funding has been secured from the Area Based Grant and £60,000 from the Primary Care Trust and an action plan developed to ensure the target is met.

Priority 3. A Thriving Haringey

- 15.14 **NI 117: % of 16 to 18 year olds who are not in education, employment or training (NEET).** The number of young people not in education, training or employment in June is 266 (NEET) or 7.5% of the cohort. Performance for the same month last year was 8.8%. Evidence for the last nine months shows that the NEET level has stabilised at a level below the 2010 target.
- 15.15 The proportion of 'Not knowns' as at June is 3.9%. This is significantly below last June's at 10.2% and the rolling year target of 9.9%. It is a condition of our Local Area Agreement for this stretch target, that the 'Not knowns' do not exceed 9.9%.
- 15.16 **Libraries** are continuing to be busy with the equivalent of 9.3 visits per resident each year in the year to June against a target of 9.0. The cost of each visit is £2.78 against a target of £2.80
- 15.17 **Active card membership and sports and leisure centre usage.** Active card membership stands at 16,183. The number of visits to our sports and leisure centres- 373,550 visits in the year to June 2009. Both are ahead of the 2009-10 targets.

Council Plan update:

- 15.18 Most Council Plan activities under the Thriving Haringey priority are reported as on target, with only one major issue reported.



15.19 Key Achievements:

- Together For Disabled Children on behalf of Department for Children Schools and Families (DCSF) has agreed the strategic plan for delivery of the Aiming High for disabled children initiative. Funding allocations have been made and milestones have all been met.

- School improvement programmes and use of data to inform interventions both rated 'good' by National Strategies monitoring. Support programme for schools causing concern rated as 'very good'.
- The Haringey 'Make a Change' programme designed to increase the numbers of residents and Haringey staff engaging in physical activity was formally launched 27th June
- Free Swimming for Over 60's and 16's and under was successfully launched on April 1st. At the end of June over 10,000 people were registered on the scheme.
- First Natural Play Site opened at Paignton Park under 'Playbuilder' scheme.
- Work on Coombes Croft Library has started. The library has relocated to accommodation provided free of charge by Tottenham Hotspur.
- Well4Work health checks have started and are fully booked under the Libraries for Health programme.
- The North London Arts Map has been completed and will be ready for circulation in the first week of July.

15.20 Issues:

- Completion of children centre phase 3 developments: A revision has been made to the location of the new main site which will require further consultation. Project plans are being amended to reflect this and bring delivery back on profile. This programme should be back at Amber status by next quarter.
- Delivery of major sites such as Tottenham Hale and Haringey Heartlands is reported as slow due to the economic climate

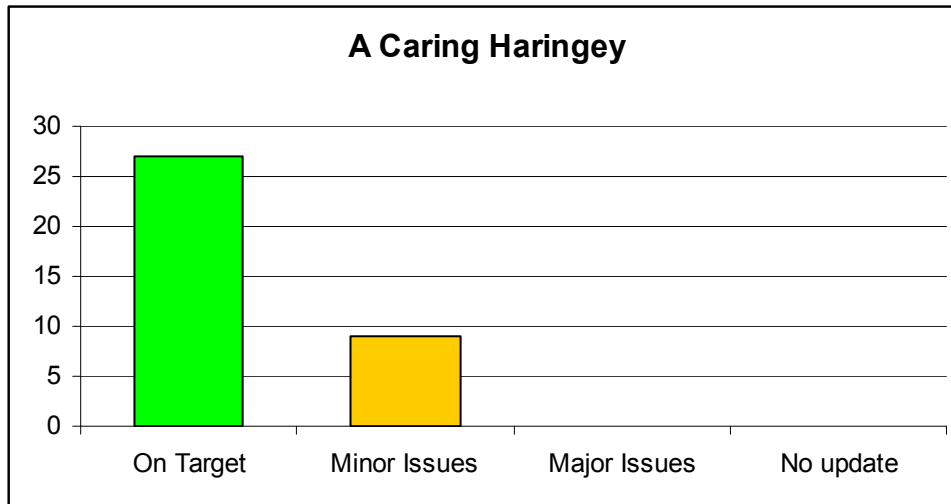
Priority 4. A Caring Haringey

- 15.21 **NI 135: % of carers receiving needs assessment or review and a specific carer's service, or advice and information.** This indicator provides a measure of engagement with and support to carers. Of the 5253 adults receiving a community based service, 402 or 7.7% are recorded as carers who have received a needs assessment or review and a specific carer's service or advice and information. This performance is currently exceeding the profiled target for June and should put us on track to achieve the 19.2% LAA target by the end of the year.
- 15.22 The Adults Carers Strategy sets out a series of initiatives and some commitments to help improve the lives of carers. A Scrutiny review into support to carers has also been commissioned for this year. The review is currently being scoped. The findings and recommendations from the review will be updated and reported on at the conclusion of the review.
- 15.23 **NI 131: Delayed transfers of care.** Delayed transfers of care from hospital is 14.9 per hundred thousand population for June 2009 having reduced from 16.1 in May 2009. Although this figure remains comparatively high and above the target of 9, the trend is one of improvement. Analysis of all delayed transfers has shown that 64% of delays this year are attributable to Health. The service is

working actively with NHS partners to further reduce delays and move closer to our joint target which will bring Haringey into line with its comparator boroughs.

15.24 Council Plan updates:

Most Council Plan activities under the Caring Haringey priority are on target, with no major issues reported.



15.25 Key Achievements

- The Joint Area Review Action Plan is being refreshed to take account of the April submission to Ofsted, Laming 2 Report, 2 SCRs and the recent inspection (June 2009) findings and priority actions.
- An Adults Quality Assessment Framework is now in place which includes a safeguarding component.
- Commissioning Framework for personalisation to develop a market that can respond flexibly to individual users support plans outcomes: signed off by Transforming Social Care Board in May 2009.
- Self Directed Pathway for all Younger Adults with Physical Disabilities went live on 1st July 2009.
- £15,000 of small grant funding has been secured through a bid to the Communities and Local Government (CLG) to set up and launch a rent deposit scheme for non-priority homeless people

15.26 Issues

- A review of the current Preferred Partnership arrangements to maximise the development of affordable housing has been delayed by the need to consult Council colleagues more widely. External consultation with Registered Social Landlords to commence shortly.

Priority 5. Driving change, improving quality

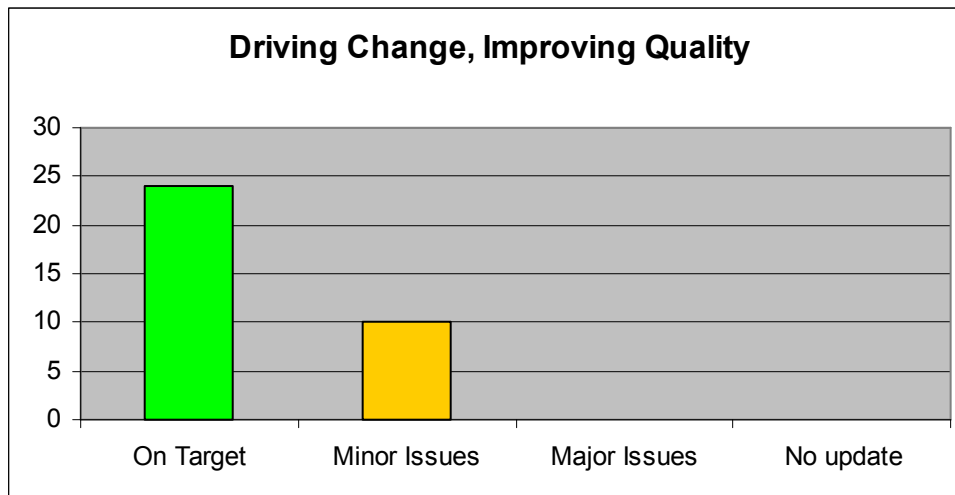
- 15.27 **Working days lost to sickness.** The number of working days lost to sickness is 8.74 in the rolling year to June against a target of 8.5 days for 2009/10.
- 15.28 **NI157a/b&c: Processing of planning applications.** The processing of minor and other planning applications (b&c) are on target but processing of major planning applications (a) is not. The target is for 60% of major applications to be determined in 13 weeks. There was one major application in June which missed the target due to a delay in signing the Section 106 agreement.
- 15.29 **BV 212: Average relet times for local authority dwellings let in the financial year (calendar days).** Performance has improved to a provisional 31.6 days in June against a 2009/10 target of 31 days. Performance in the year to date at 38.2 days remains above target. Following an independent review of Haringey's Voids processes, a project plan was produced and is now being implemented and new streamlined processes are expected to deliver further improvements by the end of December.
- 15.30 **NI 181: Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days).** The average time taken to process new benefits claims and change events reduced to 26.7 days in June but remains above the combined 17 day target set for 2009/10. The increase in housing and council tax benefit caseload since the recession began has severely impacted on processing times, a trend that has been seen across London. Alterations to the processing team structure and additional resources (approved by Cabinet in July) directed through the procurement and remote processing services have begun to reduce processing times. Days taken to pay new claims have come down from 43 days to 30 days at the end of June (below the individual target of 32 days). Once the backlog in relation to change of circumstances to claims has been cleared, performance on this indicator should be back on target on a monthly basis and this is predicted to be around August.
- 15.31 **Call Centre calls answered.** The Council introduced a new number for most council services in April 2009 and an increase in call volumes was encountered which has impacted on performance in recent months. However, in June performance has improved with 82% of calls presented to the call centre answered against a target of 90% and 50% of calls answered in 30 seconds against a target of 70%.
- 15.32 **NI 14 Reducing avoidable contact and minimising the proportion of customer contact that is of low or no value to the customer.** Avoidable contact for June was calculated at 22.2% against a target of 16%. It is calculated in aggregate across specified service channels across selected key service areas recorded on the Council's Customer Relationship Manager (CRM). The percentage of *Avoidable* contact is calculated by dividing the number of customer contacts that are assessed as avoidable (e.g. unnecessary clarification by the customer, poor signposting or call transfer to council services, repeat contact, customers progress chasing or repeat contact after

premature closure of a previous contact) divided by the total number of customer contacts within the relevant services.

- 15.33 The key areas driving avoidable contact are Parking Penalty Charge Notice related enquiries, progress chasing for New Claims/ Change of Circumstances and payment queries for Housing and Council Tax benefit. Actions in place to address these are Benefits and Local taxation undertaking focused work to reduce their backlog and Customer Services working closely with Parking to identify quality issues causing unnecessary contact.

Council Plan update:

- 15.34 Most Council Plan activities under the Driving Change, Improving Quality priority are reported as on target, with no major issues reported.



15.35 Key Achievements

- The Community Engagement Framework was adopted by the Haringey Strategic Partnership (HSP) and Cabinet in April. A draft delivery plan is currently being developed by the multi agency steering group which will be discussed at HSP in October.
- All key actions to enhance Treasury Management (TMSS) procedures. are in place and on target. 2009/10 TMSS has had a significant impact on the dispersion of the Council's invested balances following the Icelandic crisis. New security indicator of credit risk is on target which means that investments have a low counterparty risk. Investment returns are 0.8% above target.
- Haringey Strategic Partnership (HSP) governance report and development plan agreed June 2009. Partnership Learning and Development board established and meeting regularly. Inter-partnership Senior Managers Forum took place May 2009.
- A Talent management approach has been agreed by CEMB. Staff secondments and project placements are now advertised on Harinet.

- Council wide change and improvement network proposals agreed with CEMB May 2009. Innovation and Improvement week held July 13-18.

15.36 Issues

- Implementation of the equal pay rollout has been delayed but it is anticipated that will get back on track with some additional resources.

16. Finance

- 16.1 The overall revenue budget monitoring, based on the June position, shows a forecast gross spend of £4m above budget, which can be partially off set by a £1m contribution from the general contingency, as shown in Appendix 2, resulting in a net forecast of £3m above budget. There is a projected increase in costs of £1m in Children and Young People Services in relation to additional looked after children. The position will be closely monitored during the remainder of the financial year to confirm whether the contingency will need to be fully applied.
- 16.2 There are also some budget pressures detailed below that services are seeking to contain within the approved budget limit.
- 16.3 In Adults, Culture and Community Services the projected overspend remains at £0.5m as reported last month. This largely relates to Older People's Services and Mental Health care purchasing where client numbers and average unit costs have increased. There are other cost pressures in Adult Social Care and Recreation that are being managed within the overall budget position with the Director introducing actions to reduce spend wherever possible. These will be closely monitored as the year progresses.
- 16.4 In Children and Young People's Service there is a projected overspend of £3m. This relates to the looked after children (LAC) placement budget. Although additional resources were provided for this area in the 2009/10 budget there are still significant pressures as a result of increased number of children being placed in care and increased care unit costs.
- 16.5 The Director has identified a number of actions which target specific issues associated with reducing expenditure on LAC. These actions have been focussed on three discrete areas: routes into care, placement costs and routes out of care.
- 16.6 In respect of routes into care these actions include:
- reviewing the availability of intensive and effective earlier interventions to support parents;
 - actions to review the use of police protection as a route into care where Haringey has one of the highest incidences of this in the country;
 - targeting work to prevent teenagers becoming looked after, recognising that this age group is the largest group to become looked after.

- 16.7 Secondly, action has been targeted at reducing the cost of existing and future placement costs including expanding the availability of in-house foster carers, reviewing the role played by the in-house residential care homes, focussing commissioning decisions on those providers where best value can be obtained from bulk purchase, together with ensuring that joint funding arrangements are used in relevant cases.
- 16.8 Finally, the service is putting in place actions to ensure that placements are regularly reviewed with a focus on longer term placements and increasing the number of children moving to adoption placements, recognising the relatively low number historically adopted.
- 16.9 Clearly the impact of these actions will be spread over time and can be taken only after consideration of the effects on the welfare of the children concerned. However, the service is confident that these actions collectively will show effect during the 2009/10 year which is reflected in the service budget projections and will have a bigger impact in the full year.
- 16.10 The Council in forming its 2009/10 budget strategy recognised the need to address the issues which had been identified in Children's safeguarding by the Joint Area Review. It made available provision for an additional £4.2m which has been earmarked for the actions set out in the agreed JAR Action Plan submitted to the Government in February. This report assumes that these resources will be fully used in delivering the outcomes in the Action Plan. The Council has also recently secured additional resources from the Government which have again been targeted at improving safeguarding services for children in the borough in line with the Action Plan. If all of these combined resources are not fully required this year this may assist in reducing the overall cost pressures in CYPS as long as the future financial sustainability of the service is secure.
- 16.11 Urban Environment is currently projected to spend at budget although there are some considerable cost pressures particularly in Planning, Regeneration and Economy that the directorate are currently seeking to contain within the approved budget. These are largely as a result of income shortfalls and mitigating savings elsewhere are in the process of being identified.
- 16.12 The Housing Revenue Account is projected to achieve the budgeted surplus of £0.7m.
- 16.13 Corporate Resources are projecting an overspend of £0.5m, which mainly relates to Property Services where rent on the commercial portfolio is still falling and a shortfall of £0.750m is currently projected. Without a significant change in the short term economic position it is not likely that this income will be achieved. This projected overspend is offset by £0.250m projected underspends in other

areas within the directorate and further cost reduction actions are being investigated.

- 16.14 Policy, Performance, Partnerships & Communications (PPP&C) and People & Organisational Development (POD) are projected to spend at budget. The forecast also assumes that the target for efficiencies of the Haringey Forward programme are achieved as currently projected.
- 16.15 The Government Office for London (GOL) have confirmed that, following an assessment of all of the proposals received from partnerships across London to access the region's share of the Migration Impact Fund, the Council has been awarded £297k in 2009/10 for proposals submitted and provisionally awarded £324k in 2010/11. At this stage the 2010/11 award is not guaranteed and confirmation of funding will follow in the autumn.
- 16.16 This grant is being paid in recognition of work to manage the transitional impacts of migration on specific projects as follows:
- Turkish Speaking Key Worker - £40k funding for 09/10 and £41k in 10/11;
 - Eastern European Street Drinkers Proposal - £20k funding for 09/10;
 - Haringey & Enfield Migrant Female Sex Industry Workers Project - £60k funding for 09/10 and 10/11;
 - Tackling TB in Haringey's Somali Community - £45k funding for 09/10 and 10/11;
 - Reducing Teenage pregnancy, improving teenage sexual health and safeguarding vulnerable children and young people - £86k funding for 09/10 and 10/11;
 - Neighbourhood Liaison in St Ann's and Harringay wards - £46k funding for 09/10 and £92k in 10/11.
- 16.17 Non-service revenue (NSR) is made up mainly of capital financing and budgets for levies and contingency. This is showing an underspend to reflect the possible use of £1m of the general contingency as a contribution towards the total general fund overspend. As previously reported there is a small budget overspend relating to Alexandra Palace Park and Trust of £0.3m that the Trust has been encouraged to reduce. At the Alexandra Palace and Park Board meeting held on 30 June 2009, net savings were identified of £37k that will contribute to reducing this deficit. The Trust has been asked to ensure that discretionary and non-essential expenditure is restricted during 2009/10 to help ensure that the final position is in line with the Council's budget. The position will be carefully monitored but should be contained overall within the NSR budget.

- 16.18 The RAG status of savings and investments is shown in Appendix 2. Planned savings classified as red are mainly in UE where a number of savings are unlikely to be achieved and alternative proposals are being considered. Some of these are not being achieved because of the economic climate, for example in respect of planning and building control fees. The balance classified as red is in Corporate Resources and relates to commercial income in Property Services.

Treasury Management

- 16.19 The first detailed quarterly report on Treasury Management activities was reported to General Purposes Committee on 7 July 2009 and included a number of proposals including a recommended change to the Treasury Management Strategy, which was approved by Full Council on 20 July 2009.
- 16.20 Formal training for Members has been arranged for 8 September. There is also a concurrent report on the agenda providing a six month update to Cabinet following the review of treasury management arrangements earlier this year.

Capital

- 16.21 The aggregate capital projected position in 2009/10 is as shown in Appendix 2 and is projected to underspend by £1.9m (1%) which relates to Adults, Culture and Community Services. This projection includes the recommended re-profiling of the capital programme in CYPS including Building Schools for the Future (BSF) as set out in the concurrent report on the agenda.
- 16.22 Capital projects within Adult, Culture and Community Services are reporting a full year projection of £1.9m underspend this period. The main variances are the sale of land adjacent to Muswell Hill Library has been postponed until 2010/11, thus the project has been delayed (£500k underspend); whilst work continues at Wood Green Cemetery, the feasibility study of Enfield Cemetery has been delayed and tendering is likely to be completed towards the end of 2009/10 with main work to commence from 2010/11, the projected underspend on the project of £1.4m will be required in future financial years.
- 16.23 A number of projects to be funded from GAF round 3 are planned to commence shortly; these projects were agreed by Cabinet on 21 April 2009 and the capital programme now needs to be formally amended for these, as listed in Appendix 2. In addition, capital carry forward requests totalling approximately £0.3m from 2008/09 agreed by Cabinet at its June meeting related to a number of schemes where the Planning, Regeneration and Economy Service now advise that these funds are not needed in the current year.
- 16.24 A significant proportion of the 2009/10 capital programme is funded by the generation of capital receipts from the Council's disposal programme. The target level of receipts assumed for this financial year is £9.1m. However, the latest forecast of in year receipts has been revised by Corporate Property Services to £4.33m. The shortfall is mainly as a result of very difficult property market

conditions currently prevailing and impacting on valuations and hence the deferral of some disposals into later years. It is proposed that the shortfall is partly mitigated by the use of brought forward DCSF non-ring fenced capital funding of £2.283m in 2009/10 to help maintain the capital programme at existing levels. Other options, including restricting expenditure on some capital receipts funded projects, are currently being as well as assessing if there is any slippage on existing schemes that may assist in balancing resources this year. This will be kept under constant review and reported back to Members appropriately.

Virements.

- 16.25 Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations. Explanations of the most significant changes are set out in the following paragraphs.
- 16.26 Within the Parking Service of Urban Environment, self-balancing virements of £5.048m are proposed to create additional cost and income codes. This will assist in analysing service costs (processing, enforcement, removals, CCTV, cash collection, and pay and display maintenance) and provide greater analysis and easier reconciliations of income with source data. These virements reflect a full year implementation of budget changes in 2008/09 following an external review of the service.
- 16.27 Adult, Culture and Community Services have carried out a zero based budgeting exercise into the care purchasing budgets for the four main client groups. As a result the care purchasing budgets have been revised to more accurately reflect activity and can now be monitored against unit costs, activity and income per unit within each cost centre. Further work will be undertaken to replicate this exercise for NRPf and Substance misuse.

HRA Capital

- 16.28 The currently approved capital budget for the HRA for 2009/10 is £50.006m, including £281k of carry forward requests agreed by Cabinet at its meeting on the 16th June 2009. The resources to fund the programme are as follows:

Source of Funding	£000s
Supported Capital Expenditure	6,233
Major Repairs Allowance 2009/10	12,407
Capital Receipts	1,366
Decent Homes Funding Allocation 2009/10	30,000
Total Resources	50,006

16.29 There are additional funds available for the Capital Programme as follows:

Additional Funding	£000s
Accelerated Decent Homes funding from CLG	1,500
Brought forward Major Repairs Reserve including £5m in respect of the Decent Homes Programme accelerated funding	6,558
Estimated Decent Homes Leaseholder Contributions	3,000
Reduction in Capital Receipts for Saltram Close as sale is unlikely to happen in the current year	(485)
Total Additional Funds available	10,573

16.30 Homes for Haringey have undertaken a detailed review of the capital programme and are recommending a number of virements between individual projects to reflect the increase in available funding, as detailed in the table below. It is proposed to allocate the Major Repairs Reserve to the Decent Homes Programme (£5.140m), to Mechanical and Electrical Works (£1.226m), and the balance to professional fees in respect of the enlarged Decent Homes Programme, together with a small virement of £16k .

16.31 Additional funds from the accelerated funding from the CLG, and from leaseholder contributions for works undertaken in their properties as part of the Decent Homes Programme, will both be used to support the enlarged Decent Homes Programme in 2009/10.

16.32 A budget of £1.187m is proposed for Estates Improvement across the borough. The main criteria for work will be designing out crime, creating defensible space and the removal of hazards, lighting improvements, pathways and walkways, pram shed and garage redevelopment and estate boundary fencing. Estate plans are being developed for each estate in the borough which will form the basis for future estate improvement works. The revised budget for Lift Improvements allows for the replacement of lifts that have reached the end of their useful life.

16.33 A Decent Homes Programme Board has been established to oversee its continuing implementation. The proposed revised capital programme for the Decent Homes Programme reflects the accelerated funding from the CLG from 2010/11 and additional leaseholder contributions.

16.34 The budget for Mechanical and Electrical works enables the renewal of mechanical and electrical systems and the installation of new systems where they did not previously exist. The proposed revised budget includes contractual commitments carried forward from 2008/09.

16.35 The Cabinet is asked to approve the proposed budget for HRA capital schemes as set out in the table above, together with the supporting comments.

Appendix 1

A Better Haringey

PI Sort Code	Short Name	2008/09 London TQ	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sept 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
L0504	The number of child contacts received in the month.	1495	1301	1458											4254	
L0505	The percentage of contacts in the month which proceeded to referral.	22.7%	21.1%	22.8%											22.2%	
L0506	The number of children subject to s47 enquiries who go on to be the subject of an initial child protection conference.															
L0507	The percentage of children under three subject to child protection plans who have been visited and seen at the required frequency in the previous month.			88.9%												
L0508	The percentage of referral and assessment posts unfilled by either agency or permanent staff at the end of the month.															
L0509	The number of team manager and senior team manager posts vacant in Referral and Assessment and the Children in Need and Safeguarding services.															
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	25%	14.1%	11.9%											16.1%	53%
NI 60	Percentage of core assessments for children's social care that were	28%	30%	49%											37%	63%

PI Sort Code	Short Name	2008/09 London TQ	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sept 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
NI 61	carried out within 35 working days of their commencement	80.0%	N/A	N/A	0%										0%	78.0%
	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption															
BV49 NI 62	Stability of placements of looked after children: number of moves	14.6%	13.4%	13.9%	13.9%										13.9%	11.0%
PAF-CF/A3 NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	5.6%	33.3%	5.6%	0%										8.3%	10%
NI 66 PAF-CF/C68	Children in care cases which were reviewed within required timescales	95.6%	99.0%	98.8%	99.0%										99.0%	98.0%
BV162 NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	100%	100%	96%										99%	100%
L0035	Domestic burglaries	2870	231	370	544										544	685
L0036	Personal Robberies	997	107	199	282										282	280
L0037	Theft of motor vehicle - YTD	1082	100	160	252										252	294
L0129	Serious Youth Violence - Rolling Year	220														
L0096	Theft from motor vehicle	3158	340	495	700										700	764
NI 15	No. of recorded most serious violent crimes		52	83	129										129	100
NI 16 N_YTD	No. of recorded serious acquisitive crimes YTD	8252	782	1234	1798										1798	2027
NI 20	Assault with injury crime rate		0.92	1.55	2.41										2.41	

PI Sort Code	Short Name	2008/09 London TQ	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
NI 28	Serious knife crime rate	2.25	0.26	0.47	0.69										0.69	0.51
NI 33	Arson incidents	247	No data for this range													360
L0478a	Local monitoring - Improved street and environmental cleanliness: Litter		3%	4%	3%										3.3%	10%
L0478b	Local monitoring - Improved street and environmental cleanliness: Detritus		13%	17%	10%										13.3%	20%
L0478c	Local monitoring - Improved street and environmental cleanliness: Graffiti		2.4%	2.8%	1.8%										2.3%	3%
L0478d	Local monitoring - Improved street and environmental cleanliness: Fly-posting		1.5%	1.8%	0.5%										1.2%	2%
NI 47	People killed or seriously injured in road traffic accidents - Percentage change	4.9%														5%
NI 48	Children killed or seriously injured in road traffic accidents - percentage change	15.4%	No data for this range													6.0%

A Greener Haringey

PI Sort Code	Short Name	2008/09	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sept 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
NI 191	Residual household waste per household	639	55	53	57										165	153
NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)	23.79%	23.31%	24.86%	24.8%										24.6%	32%

A Thriving Haringey

PI Sort Code	Short Name	2008/09	April 2009	May 2009	June 2009	July 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
L0084	Active Card Membership	13,377	13,332	14,732	16,183										16,183	14,946
L0200	Sports and Leisure Usage	1,286,702	115,637	128,003	129,910										373,550	343,931
BV 170a	The no. of visits to/usages of museums per 1,000 population	208	180	230	392										268	224
L0085	Number of library visits per 1000 of the population	9,528	9,072	9,855	9,378										9,435	9,000
L0004 LAA stretch	Number of schools achieving Healthy School Status (2007 - 2010 stretch target)	76%	78%	79%	79%										79%	85%
L0378	Not Knowns -16 to 18 year olds who are not in education, employment or training (NEET)	11.1%	3.8%	4.1%	3.9%										3.9%	9.9%
NI 117	16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 stretch target)	6.8%	7.6%	7.7%	7.9%										7.9%	10.4%

A Caring Haringey

PI Sort Code	Short Name	2008/09	London Boroughs	April 2009	May 2009	June 2009	July 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
L0114 LAA	Number of older people permanently admitted into residential and nursing care (2007 -2010 stretch target)	130		7	15	20										20	29
L0115 LAA	Number of adults permanently admitted into residential and nursing care (2007 -2010 stretch target)	10		0	1	1										1	5
NI 132	Timeliness of social care assessment (all adults)	96.1%	86.9%	91.4%	91.4%	90.9%										90.9%	95.0%
NI 133	Timeliness of social care packages following assessment	95.0%	91.7%	92.3%	96.7%	96.5%										96.5%	93.0%
NI 130 (old)	Social care clients receiving Self Directed Support per 100,000 population	666.0		No data for this range													
NI 131	Delayed transfers of care	17.0		20.4	16.1	14.9										14.9	9.0
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	22.1%		3.1%	5.2%	7.7%										7.7%	4.8%
NI 111	First time entrants to the Youth Justice System aged 10-17	2136		No data for this range													2366

Driving Change, Improving Quality

PI Sort Code	Short Name	2008/09	London TQ	April 2009	May 2009	June 2009	July 2009	August 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Fe 2010	Mar 2010	2009/10 YTD	Target	
ACC001	Unit Cost of Homecare	£15.05		£15.05	✓	£15.05	✓	£15.9	✓							£15.9	✓	£17.51
L0134	Cost per visit to a leisure centre	£1.41		-£0.32	✓	£1.32	△	£0.21	✓							£0.43	✓	£1.05
L0199	Cost per library visit	£2.62		£2.67	✓	£2.7	✓	£2.71	✓							£2.71	✓	£2.8
BV 9	% of council taxes due for the financial year which were received in year by the authority	93%		95.89%	✓	91.37%	✓	92.62%	△							92.97%	△	93.25%
BV 10	% of non-domestic rates due for the financial year which were received in year by the authority.	95.7%		93.58%	✓	98.63%	✓	97.22%	✓							97.14%	✓	98.5%
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	28,427		2,932	✓	2,785	✓	9,500	✓							15,217	✓	8,252
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	18.3		26	✓	32.1	✓	26.7	✓							28.2	✓	17
Fin 5b	Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt	£4.35m		£3.12m	✓	£3.31m	✓	£3.02m	△							£3.02m	△	£2.9m
BV 8	% of invoices for commercial goods and services that were paid by the authority within 30 days. COUNCIL	91.7%		91.58%	✓	88.56%	△	92.62%	✓							91.06%	✓	91%
CS3	Call Centre calls answered as a % of calls presented	92.86%		70%	✓	67%	✓	82%	✓							73%	✓	90%

PI Sort Code	Short Name	2008/09	London TQ	April 2009	May 2009	June 2009	July 2009	August 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Fe 2010	Mar 2010	2009/10 YTD	Target
CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)	75%		43%	43%	50%										46%	70%
CS1	Customer Services Centres- Waiting times – personal callers seen in 15 mins	81%		81%	83%	79%										81%	70%
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide			22.2%	20.1%	22.2%										21.8%	16%
NI 103	Special Educational Needs – statements issued within 26 weeks - excluding exemptions	88.8%		100%	90.9%	100%										96.7%	86%
NI 103b	Special Educational Needs – statements issued within 26 weeks - including exemptions	84.4%		100.0%	90.9%	100.0%										94.0%	86.0%
L0131	Unit cost Independent Schools SEN Placements - Residential	£70980		£81265	£81078	£82854										£82854	£81973
L0132	Unit cost Independent Schools SEN Placements - Day	£38246		£39575	£39567	£39146										£39146	£40449
BV 12 - ytd	The no. of working days/shifts lost due to sickness absence per FTE employee Annual Equivalent. COUNCIL	8.88		5.79	6.73	7.5										7.5	8.5
BV 12- rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL	8.88		8.92	8.8	8.74										8.74	8.5

PI Sort Code	Short Name	2008/09	London TQ	April 2009	May 2009	June 2009	July 2009	August 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2009/10 YTD	Target
L0038	Stage 1 public complaints dealt within target (10 day) timescale. COUNCIL	90%		89%	89%	86%										88%	93%
L0039	Stage 2 public complaints dealt within target (25 day) timescale. COUNCIL	88%		86%	56%	89%										78%	90%
L0041	Members Enquiries dealt with in target time. COUNCIL	91%		77%	83%	82%										80%	93%
BV109a NI 157a	Processing of planning applications: Major applications	77.78%	77.81%	N/A	N/A	0%										0%	60%
BV109b NI 157b	Processing of planning applications: Minor applications	80.56%	82.19%	80.77%	79.31%	86.36%										81.82%	65.00%
BV109c NI 157c	Processing of planning applications: Other applications	89.39%	91.04%	94.44%	87.63%	93.27%										91.91%	80.00%
BV 66a CPA H6	Local authority rent collection and arrears: proportion of rent collected - inc arrears	98.13%		96.24%	95.66%	95.85%										95.85%	97.6%
NI 156	Number of households living in temporary accommodation	4548		4520	4494	4403										4403	4280
BV 212 CPA H8	Average relet times for local authority dwellings let in the financial year (calendar days)	44.3 days		38.6 days	44.4 days	31.6 days										38.2 days	31 days
IC01	% of rent collected (of rent due excluding arrears)	99.17%		94.18%	96.19%	97.95%										97.95%	100.5%

Table 1: **Revenue 2009/10** - The aggregate revenue projected position in 2009/10 is shown in the following table.

	Approved Budget	Projected variation
	£m	£m
Children and Young People	68.2	3.0
Adults, Culture & Community	76.4	0.5
Corporate Resources	7.5	0.5
Urban Environment	50.3	0.0
Policy, Performance, Partnerships & Communications	7.8	0.0
People, Organisation & Development	(0.6)	0.0
Chief Executive	0.7	0.0
Non-service revenue	34.7	(1.0)
Total - General Fund	245.0	3.0
Children and Young People (DSG) - Non-Schools	0.0	0.0
Children and Young People (DSG) - ISB	0.0	0.0
Total - Dedicated Schools Grant	0.0	0.0
Total - Housing Revenue Account	(0.7)	0.0

Table 2: **Capital 2009/10** - The aggregate capital projected position in 2009/10 is as shown in the following table.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People			
BSF Schools Capital Programme	93.0	5.0	0.0
Broadband	0.8	0.8	0.0
New Pupil Places - Expansion	0.9	0.0	0.0
Access Initiative	0.7	0.0	0.0
Children's Centres	4.4	0.2	0.0
Devolved Capital	2.9	0.0	0.0
ICT Managed Service Provider	7.5	0.0	0.0
Primary Capital Programmes	9.9	0.1	0.0
Technical Support			0.0
Other schemes/projects under £1m	1.9	0.1	0.0
Total - Children & Young People	122.0	6.1	0.0 *
Libraries	0.9	0.0	(0.5)
Agency (DFG)	1.5	0.1	0.0
Lordship Recreation Ground	0.6	0.0	0.0
Burial Provision at Cemeteries	1.6	0.0	(1.4)
Refurbishment Leisure centres	1.9	0.2	(1.0)
Markfield Park	0.0	0.6	1.1
Other schemes/projects under £1m	3.7	0.1	(0.1)
Total - Adults, Culture & Community	10.2	0.9	(1.9)
Corporate Resources			
Information Technology	3.5	0.1	0.0
Property Services	6.1	0.0	0.0
Corporate Management of Property	1.8	0.1	0.0
Accommodation Strategy Phase 2	2.6	0.1	0.0
Other schemes/projects under £1m	0.3	0.4	0.0
Total - Corporate Resources	14.2	0.6	0.0
Urban Environment – General Fund			
Reprovision of Recycling Centre	1.0	0.0	0.0
Private Sector Housing Activities	1.0	0.0	0.0
Bus Priority Network	1.0	(0.0)	0.0
Street Lighting	2.0	0.3	0.0
BorRds,H'ways Resurfacing	2.8	0.0	0.0
GAF 3	2.5	0.2	0.0
Other schemes/projects under £1m	6.8	(0.4)	0.0
Total - Urban Environment – General Fund	17.1	0.1	0.0
Total - Policy Perf Partnership & Comms	0.1	0.0	0.0
Urban Environment - HRA			
Housing Aids & Adaptations	1.6	0.0	0.0
Planned Preventative Maintenance	3.0	0.1	0.0
Housing Extensive Void Works	1.2	0.3	0.0
Boiler Replacement	1.6	0.4	0.0
Capitalised Repairs	4.4	1.1	0.0
Lift Improvements	2.3	0.0	0.0
Decent Homes Standard	30.8	5.0	0.0
Mechanical & Electrical Works	1.5	1.0	0.0
Professional Fees	1.2	0.3	0.0
Other schemes/projects under £1m	2.4	0.3	0.0
Total - Urban Environment - HRA	50.0	8.5	0.0
Total- Haringey Capital Programme	213.7	16.2	(1.9)

* These projected variances result assuming that approval of the re-profiling request for the CYP capital programme budget is given at September Cabinet.

Table 3: **Proposed virements** are set out in the following table.

Revenue Virements						
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
4	CR	Rev*	790		Corrective Budget Realignment	£170K to be achieved from increased chargeable hours and £620k through the restructuring of Corporate Legal Services.
4	PP	Rev*	800		Corrective Budget Realignment	Transfer of previously agreed provision to the Haringey Forward budget.
4	PP	Rev*	1,710		Various 2009/10 Grant Allocations	This virement is to incorporate six additional grant allocations confirmed after the start of the financial year. The most significant is Home Office funding of £1,262k for the Drug Intervention Programme.
4	PP	Rev*	620		2009/10 Grant Allocations	Funding arrangement between NHS Haringey and the Drug and Alcohol Action Team as per section 256 of the National Health Act.
4	UE	Rev*	1,044		Corrective Budget Realignment	The virements reflect action taken to contain expenditure following reductions in grant and other income and compensatory savings to offset spending pressures.
4	HRA	Rev*	125		Corrective Budget Realignment	Transfer of budget from Hostel income to General Needs Accommodation income.
4	UE	Rev*	1,557		2009/10 Project Allocations	Allocation of NDC funding to specific budget heads.
4	UE	Rev	112		Corrective Budget Realignment	Transfer of Traffic Management Order function from Transport and Policy Team to Traffic Management Team as set out in Sustainable Transport restructuring report.
4	UE	Rev*	261		Corrective Budget Realignment	Removal of budgets following end of leasing arrangements.
4	UE	Rev*	5,048		Corrective Budget Realignment	Full year implementation of zero based and self balancing exercise for Parking Services undertaken in 2008/09 in connection with an external financial review of the service. See 16.24 of the main report.
4	AC	Rev*	500		Corrective Budget Realignment	A range of measures have been implemented to curtail non-essential expenditure. The resulting savings are to be vired to the Director's budget and allocated to meet budget pressures as they arise.
4	AC	Rev	139		Corrective Budget Realignment	This virement allocates PBPR identified savings to specific budget heads.
4	AC	Rev*	268		Corrective Budget Realignment	This reflects a change in the budget management structure, moving the Older People Mental Health Team from Older People Care Management to Mental Health Services.
4	AC	Rev	142		Corrective Budget Realignment	This vires budgets from Rapid Response to Home Care to facilitate monitoring of NHS funding.
4	AC	Rev	114		Corrective Budget Realignment	This moves budget management responsibility for the Rapid Response Team from Home Care to Older People Care Management.
5	AC	Rev	156		Corrective Budget Realignment	This virement allocates the PBPR Investment, Deprivation of Liberty, to a specific cost centre. Budgets will be reallocated further to cost elements on completion of a Delegated Authority Report creating a new staffing structure.
5	AC	Rev	236		Corrective Budget Realignment	Realignment of the Strategic Commissioning service from C&S to Adults following the CSCI/CQC inspection recommendations.
5	AC	Rev	107		Corrective Budget Realignment	Realignment of the Safeguarding Team from Adults to C&S following CSCI/CQC inspection recommendations.
5	AC	Rev*	7,718		Corrective Budget Realignment	Re-base care purchasing budgets. Following a zero based budgeting exercise care purchasing budgets for the 4 main client groups have been revised to more accurately reflect activity and can now be monitored against unit costs, activity and income per unit.
5	AC	Rev*	887		Corrective Budget Realignment	Re-base Osborne Grove Nursing Home budgets. When budgets were originally created for this home they were allocated to salaries. Following a zero based budgeting exercise this virement will allocate budgets to areas of actual expenditure and income.
5	All	Rev*	7,247		Corrective Budget Realignment	Revision of depreciation budgets following finalisation of fixed assets movements in 2008/09.
5	PP/CE/CY	Rev*	617		2009/10 Grant Allocations	This virement is to incorporate four additional grant allocations confirmed after the start of the financial year.

Capital Virements						
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
4	HRA	Cap*	11,075		Additional resources	Decent Homes Programme - accelerated funding from 2010/11 (£6.5m), leaseholder contributions to capital works (£3m) and application of the Major Repairs Reserve (£1.575m) and other self-balancing amendments to the detailed capital programme.
5	AC	Cap*	1,064		2009/10 Allocations	Markfield Park. External funding to be added to the budget for this project. Virement requested to include S106 receipts £20k, HLF funding £1,010k, Football Foundation £3k and insurance monies £30k.
5	AC	Cap*	451		Corrective Budget Realignment	Muswell Hill Recreation Ground. A virement is requested to increase the budget allocation for this project to £597k. This includes Section 106 funding of £451k and transfers of £121k from Sports Pitches and £25k from Trim Tails as agreed by Cabinet on 21
5	AC	Cap*	440		2009/10 Allocations	Big Lottery Funding of £440k for Coombes Croft Library
5	AC	Cap	137		2009/10 Allocations	Department of Health funding of £137k for Social Care & Mental Health

1. Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table. These changes fall into one of the following categories:
all changes in gross expenditure and/or income budgets between business units in excess of £100,000; and
all changes in gross expenditure and/or income budgets within business units in excess of £100,000.

any virement that affects achievement of agreed policy or produces a future year's budget impact if above £100,000.

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

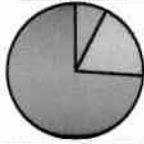
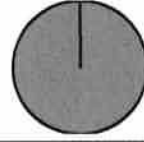
- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

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

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

5. Proposed virements are set out in the above table.

Table 4: **RAG status** of planned savings and planned investments

Council Wide Savings and Investments	2009/10 Target £'000	Jun-09	
Planned Savings - Red		567	
Planned Savings - Amber		1,391	
Planned Savings - Green	7,482	5,524	
Planned Investments - Red		0	
Planned Investments - Amber		0	
Planned Investments - Green	4,260	4,260	

Red light exception reports: Appendix 3

A Greener Haringey

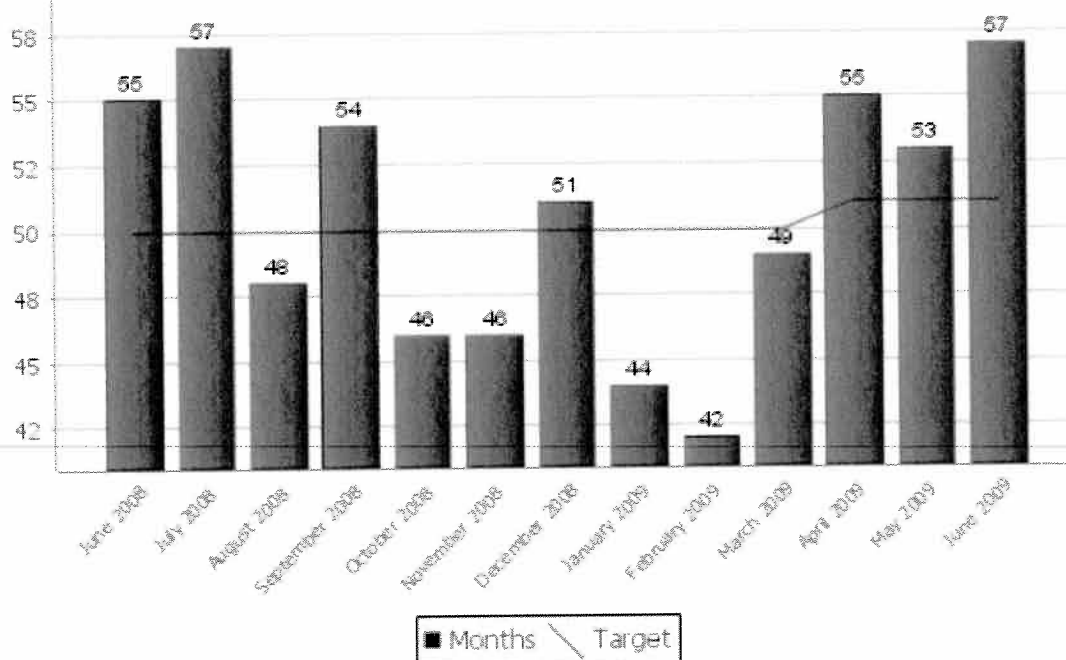
NI 191 Residual household waste per household

In line with the position of waste reduction at the top of the waste hierarchy, the Government wishes to see a year on year reduction in the amount of residual waste (through a combination of less overall waste and more reuse, recycling and composting of the waste that households produce). Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste).

This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.

	Value	Status	Current		
June 2009	57	●	51	↓	● Red
2009/10	165	●			

Performance for June, at 57kg, is slightly short of meeting the target of 51kg per month in order to achieve the annual target of 610kg per household. Year ToDate performance 165kg (55kg p/m).



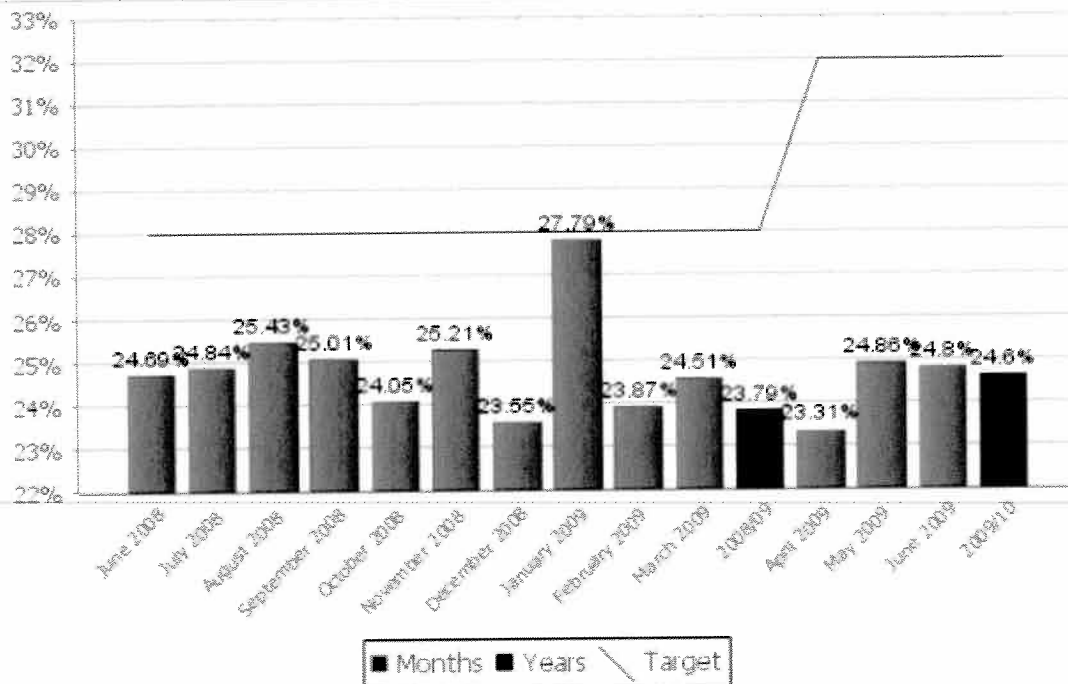
NI 192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)

The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.

	Value	Status	Current		
June 2009	24.8%	●			
2009/10	24.6%	●	32%	↓	● Red

Performance for June is below target at 24.8%. YTD performance is 24.5%. A new Recycling Action Plan is in place and weekly meetings will be held to push through actions in this plan. The LAA stretch target of 32% will be challenging for 2009/10. This is especially the case with the reduction of NLWA's contribution of recycled materials and the change in methodology for calculating the household/non household split.

Note: The monthly figure is based on provisional data and is subject to change.



A Better Haringey

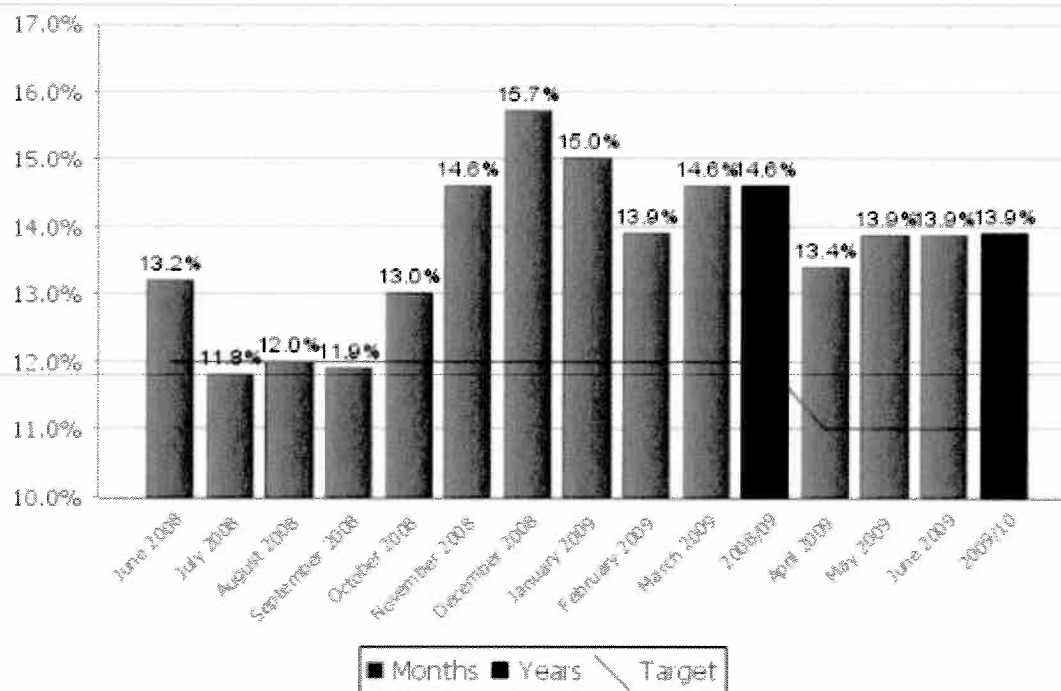
BV49 NI
62

Stability of placements of looked after children: number of moves

This indicator is an important measure of the stability of care that a child has experienced. On the whole stability is associated with better outcomes – placement instability was highlighted by the Social Exclusion Unit as a key barrier to improving educational outcomes. Proper assessment of a child's needs and an adequate choice of placements to meet the varied needs of different children are essential if appropriate stable placements are to be made. Inappropriate placements often break down and lead to frequent moves. The circumstances of some individual children will require 3 or more separate placements during a year if they and others are to be kept safe, but the variation between local authorities' performance in this area suggests that more can be done in many areas to reduce the number of moves.

	Value	Status	Current		
June 2009	13.9%	●			
2009/10	13.9%	●	11.0%	↑	Red

The year to date position is based on the 12 months to the end of June 09. Nine children have had 3 or more placements since April 09 (1.7%).



NI 60

Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement

The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which section 47 (child protection) enquiries are undertaken following a strategy discussion.

The Assessment Framework specifies that core assessments should be completed within 35 working days. It is important that local authorities should investigate and address concerns in a timely and efficient way, and that those in receipt of an assessment have a clear idea of how quickly this should be completed. Successful meeting of the timescales can also indicate effective joint working where multi-agency assessment is required.

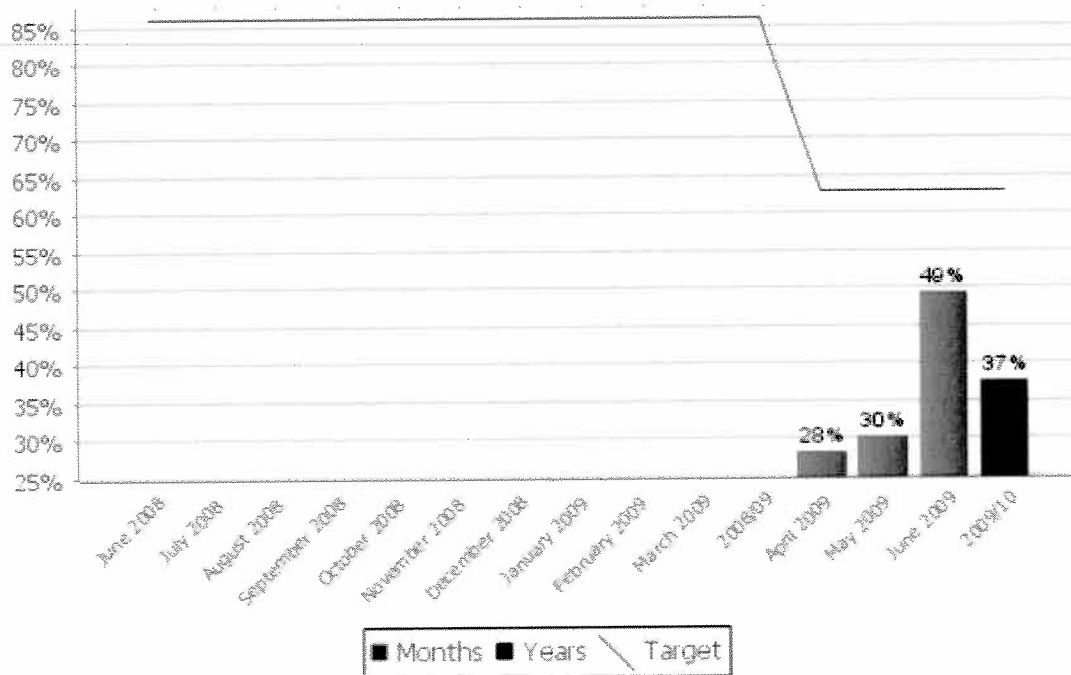
	Value	Status	Current			
June 2009	49%	●				
2009/10	37%	●	63%	↑	●	Red

The percentage of core assessments completed within timescale has risen significantly, from 27.6% in April to 49.1% in June. In addition there has also been an increase in the number of assessments completed, from 29 in April to 57 in June.

There has been an increased focus on ensuring that the quality of assessments being completed is to a high standard and completing a number of out of timescale, outstanding assessments.

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two year. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance.

A draft thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. In addition there has been improved joint working with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment. The service is also working with the Police on constructing a more integrated approach to referrals, as a sizeable number of cases are referred from this source. Combined, these measures will improve our performance in assessments.



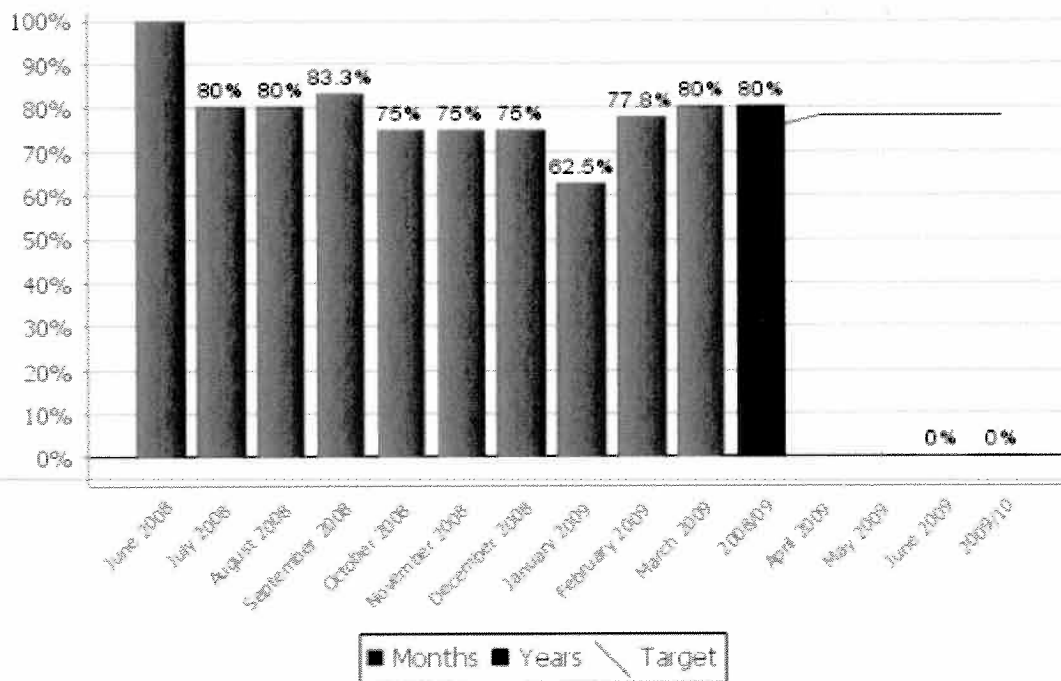
NI 61

Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption

The safeguarding set should include an indicator on adoption, as this is one of the main options for permanence for children in care, who cannot return to live with their birth parents. One of the main aims of the Adoption and Children Act 2002, which came into force on 30 December 2005, is to improve the process of adoption. This indicator will provide an indication of how quickly children are placed with an approved prospective adopter(s) following the decision that they should be placed for adoption, but will exclude cases where a child was placed for adoption but then adopted in a different placement (i.e. disrupted placements) and so avoid the risk of rewarding poor decision making by a local authority.

	Value	Status	Current			
June 2009	0%	●				
2009/10	0%	●	78%	■	●	Red

Two adoptions orders were granted in June, both were after more than 12 months.

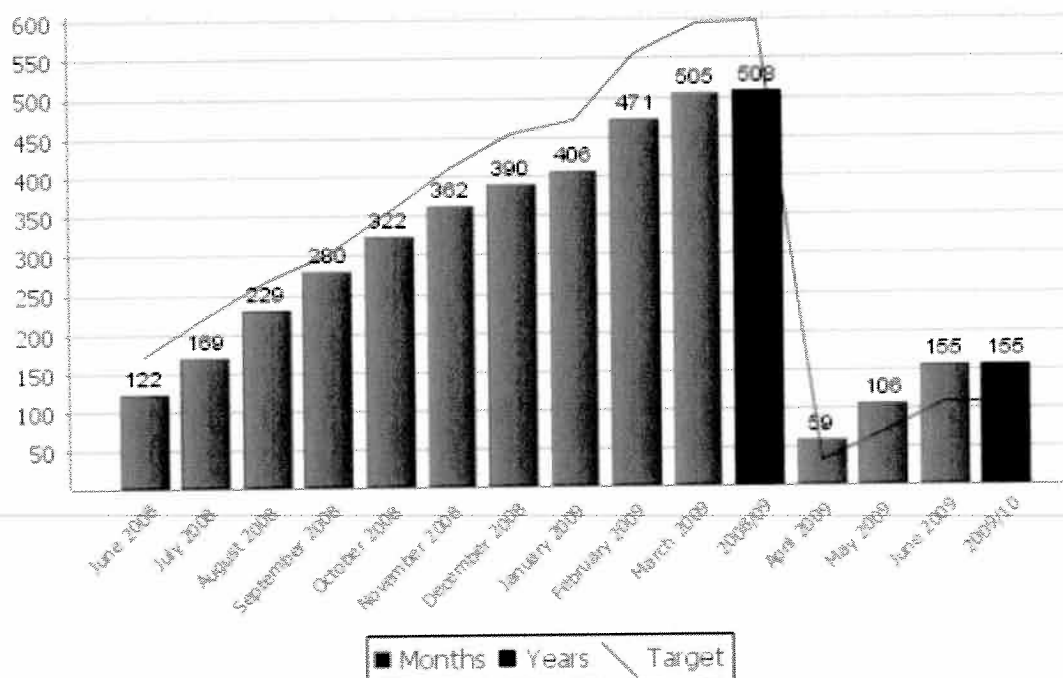


NI 28 Number of recorded serious violent knife crimes - cumulative

	Value	Status	Current		
June 2009	155	●			
2009/10	155	●	110	↓	● Red

Changes in the classification of serious violence offences continue to play a part in performance:

- Gun crime and knife crime now include where an object was; perceived, intimidated or used.
- The BIU and CST will be carrying out further analysis of the 129 most serious violence incidents (in the Financial Year to date) to identify what proportion include the actual use of a weapon. A suitable response will be developed on the basis of this analysis.
- Similar (albeit less significant) increases in GBH and ABH have been experienced during April and May in previous years.

**NI 59** Percentage of initial assessments for children's social care carried out within 7 working days of referral

This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas.

	Value	Status	Current		
June 2009	11.9%	●			
2009/10	16.1%	●	53%	↓	● Red

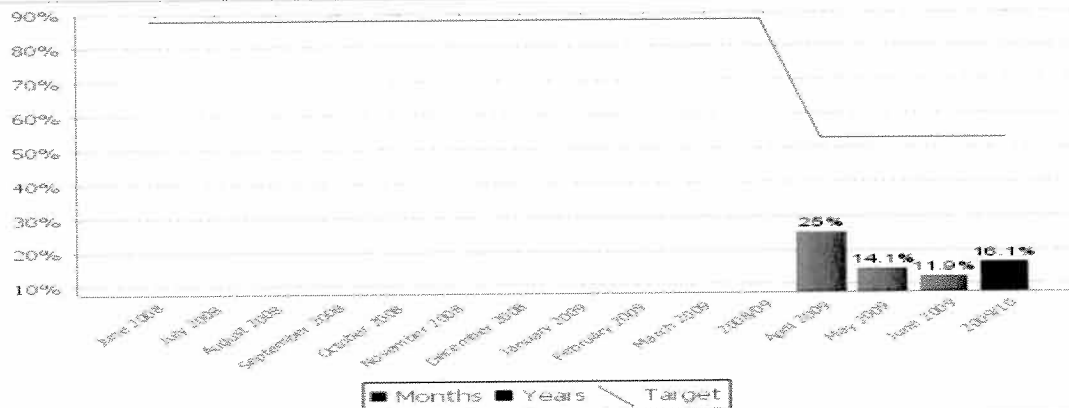
The percentage of initial assessments completed in timescale has dropped to 11.9% in June from 25% in April, although the number of assessments completed in June (159) was much higher than April (104). An additional 16 initial assessments were completed within 12 working days which is just outside the timescale.

There has been an increased focus on ensuring that the quality of assessments being completed is to a high

standard and completing a number of out of timescale, outstanding assessments.

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two year. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance.

A draft thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. In addition there has been improved joint working with the Common Assessment Framework (CAF) coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment. The service is also working with the Police on constructing a more integrated approach to referrals, as a sizeable number of cases are referred from this source. Combined, these measures will improve our performance in assessments.

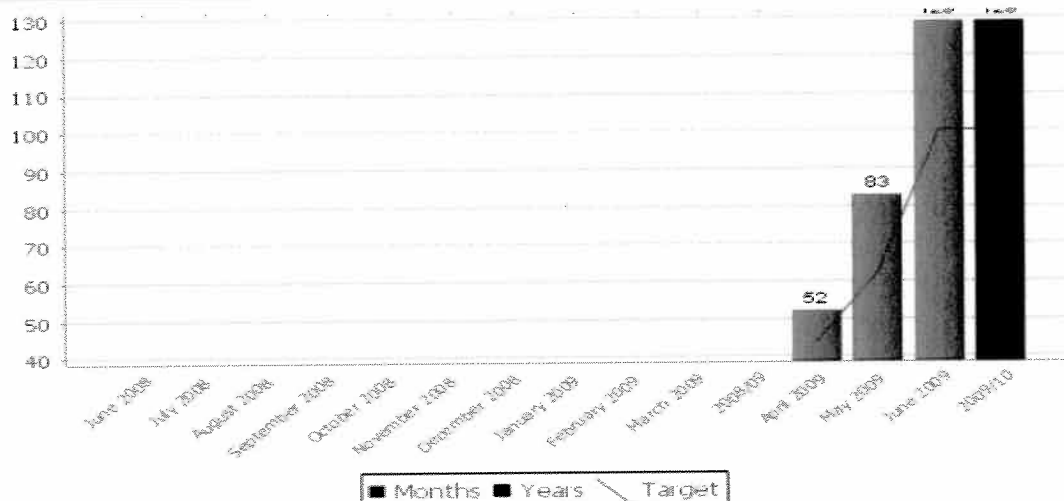


NI 15 No. of recorded most serious violent crimes

	Value	Status	Current			
June 2009	129	●				
2009/10	129	●	100	↓	●	Red

Changes in the classification of most serious violence offences continue to play a part in performance:

- Gun crime and knife crime now include where an object was; perceived, intimidated or used.
- The BIU and CST will be carrying out further analysis of the 129 most serious violence incidents (in the FY to date) to identify what proportion include the actual use of a weapon. A suitable response will be developed on the basis of this analysis. The analysis will be complete by 29th July 2009
- Similar (albeit less significant) increases in GBH and ABH have been experienced during April and May in previous years.



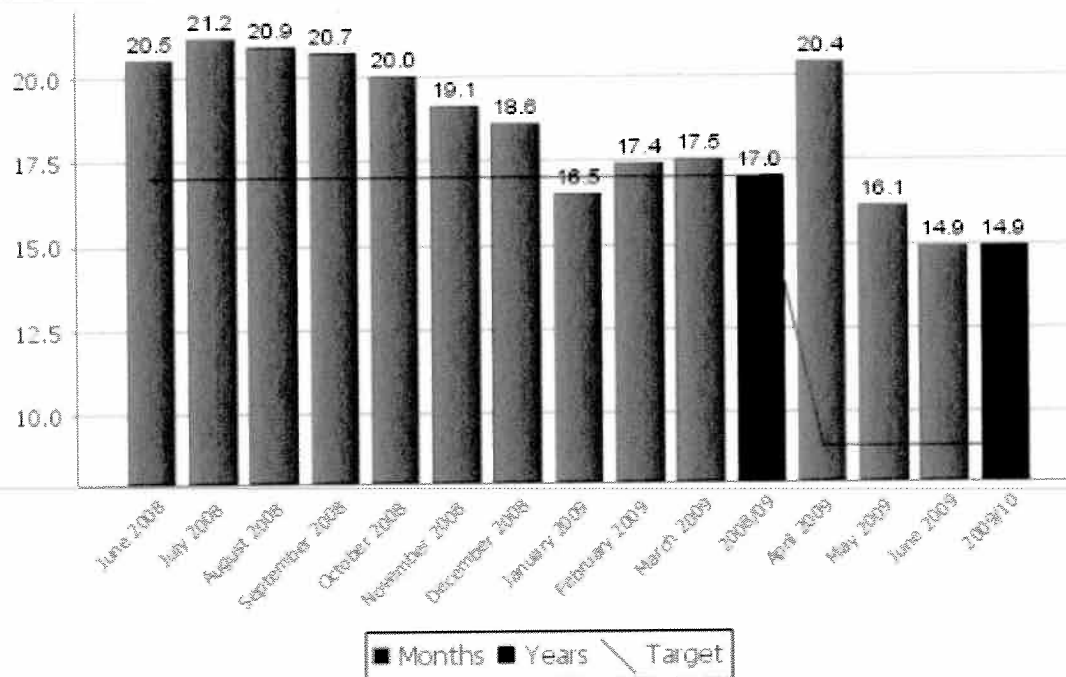
A Caring Haringey

NI 131 Delayed transfers of care

This indicator measures the impact of hospital services (acute and non-acute) and community-based care in facilitating timely and appropriate discharge from all hospitals for all adults. This measures the ability of the whole system to ensure appropriate discharge from hospital for the entire adult population, and is an indicator of the effectiveness of the interface between health and social care services.

	Value	Status	Current		
June 2009	14.9	●			
2009/10	14.9	●	9.0	↑	● Red

This PI continues to improve month on month, whilst remaining a challenge to hit the ambitious target. 64% of all delays this year are attributable to Health. We are actively working with Health to facilitate a reduction in delays to bring us into line with our comparator boroughs.



Driving change, improving quality

BV109a
NI 157a Processing of planning applications: Major applications

To ensure local planning authorities determine planning applications in a timely manner. This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.

	Value	Status	Current			
June 2009	0%					
2009/10	0%		60%	↓		Red

There was one major application determined in June which missed the target. This was due to a delay in signing the Section 106 agreement. The extension of time was agreed by the Assistant Director. Performance in 2008/09 for Haringey was 78% which compares with a London average figure of 71%.

NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide

Local authorities are fundamental points of contact for the citizen when seeking access to public services. They provide key services for their local communities that greatly affect the quality of life for individual citizens and the overall community.

In accord with the vision of the Local Government Delivery Council and the principles of the Service Transformation Agreement (www.hm-treasury.gov.uk/media/B/9/pbr_csr07_service.pdf), the customer experience for both citizens and businesses when contacting their local council should be one which is responsive, timely and efficient.

By identifying customer contact that is 'avoidable', the local authority and its partners are better placed to redesign the way services and information are made more accessible for their customers, so they do not have to make unnecessary, valueless contacts which are both frustrating for the customer and inefficient for the provider.

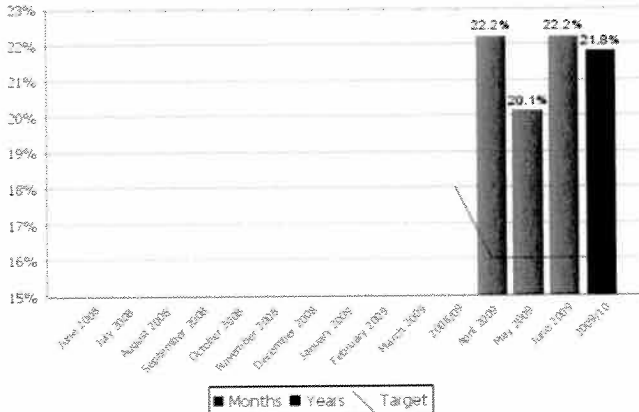
	Value	Status	Current			
June 2009	22.2%					
2009/10	21.8%		16%	↓		Red

The avoidable contact for June has increased by 2.1 percentage points this month in comparison to May 2009 (20.1%).

The key areas driving avoidable contact are in relation to PCN related enquiries, progress chasing for New Claims / Change of Circumstances and Payment related enquiries for Housing/Council Tax Benefit.

The actions in place to address these are that Benefits and Local Taxation are undertaking focused work to reduce their backlog of New Claims and that Customer Services continue to work closely with Parking to identify quality issues causing unnecessary contact.

NI 14



NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

HB/CTB of £19bn is paid to over 5 million low income households. Delays in the administration of these benefits can impact on some of the most vulnerable people in our society by:

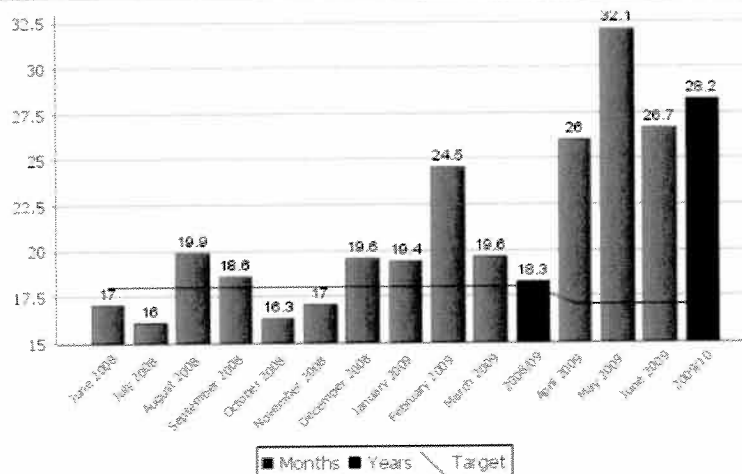
- Leading to rent arrears and evictions
- Preventing access to housing because landlords are reluctant to rent to HB customers
- Acting as a deterrent to people moving off benefits into work because of the disruption to their claim

If HB/CTB customers receive a prompt service from their local authority there are positive outcomes across a range of agendas specifically reducing the number of people living in poverty, reducing homelessness and supporting people into work. An indicator similar to this has helped to deliver significant improvements in recent years, but many customers still have to wait longer than five weeks for their claims to be decided.

This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and changes of circumstances reported by customers receiving those benefits. The indicator supports DWP's DSO 6 and is complemented by the Right Benefit indicator (165) which is designed to ensure that the benefit in payment is correct.

	Value	Status	Current			
June 2009	26.7					
2009/10	28.2		17			Red

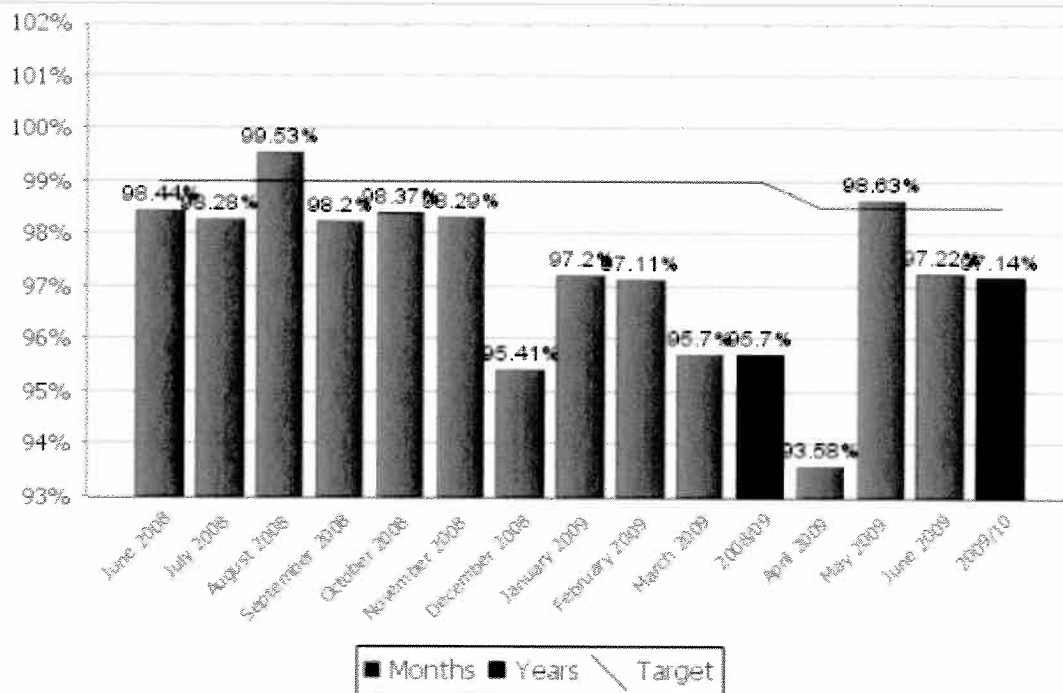
The increase in the HB/CTB caseload has severely impacted on performance times. This is a trend that has been seen across London. Changes to the Processing Team structure and additional resources through the procurement of remote processing services have begun to reverse processing times. Days taken to pay New Claims, which contribute to this PI have tumbled from a high of 43 days down to a performance of 30 days at the end of June (target 32 days). Once the backlog of changes have also been cleared this PI should be back on target. This is predicted to be around August.



BV 10 % of non-domestic rates due for the financial year which were received in year by the authority.

	Value	Status	Current			
June 2009	97.22%	●				
2009/10	97.14%	●	98.5%	↓	●	Red

Collection has shown a slight improvement on previous months with the commencement of recovery action taking place. Further measures have been put in place to ensure that the improvement continues and the target is achieved.

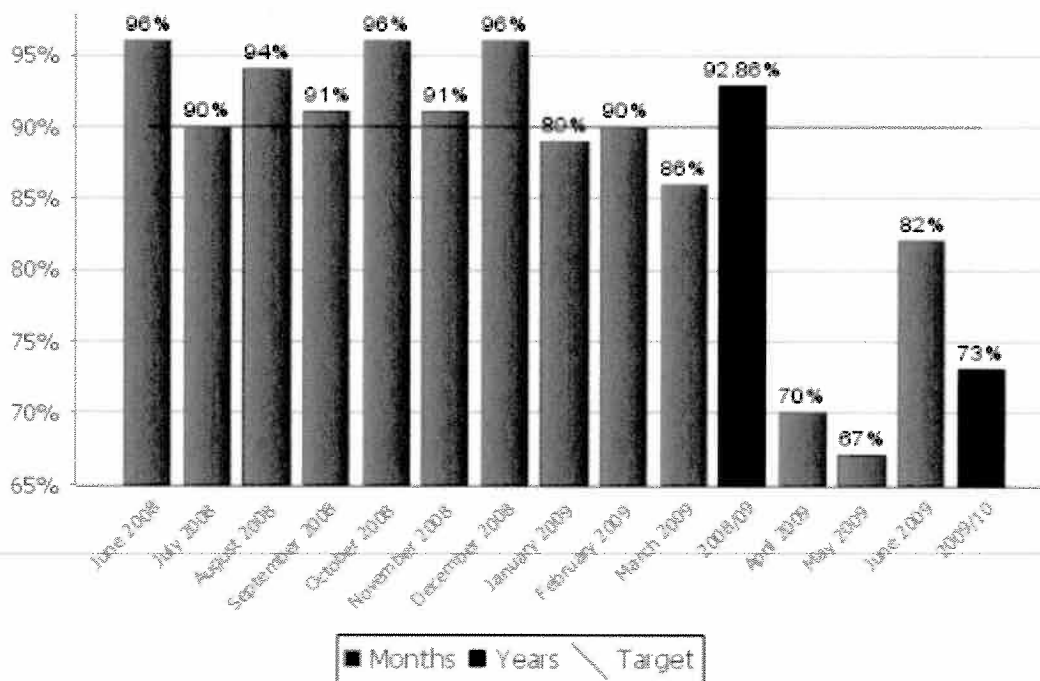


CS3 Call Centre calls answered as a % of calls presented

	Value	Status	Current			
June 2009	82%	●				
2009/10	73%	●	90%	↑	●	Red

The performance has improved by 15 percentage points against May 2009 and continues to improve through to date. The council introduced a new number for most council services in April 2009 which led to an increase in call volumes and impacted on performance in this area. Increases in 'avoidable contacts' has also had an impact although June's performance has improved considerably.

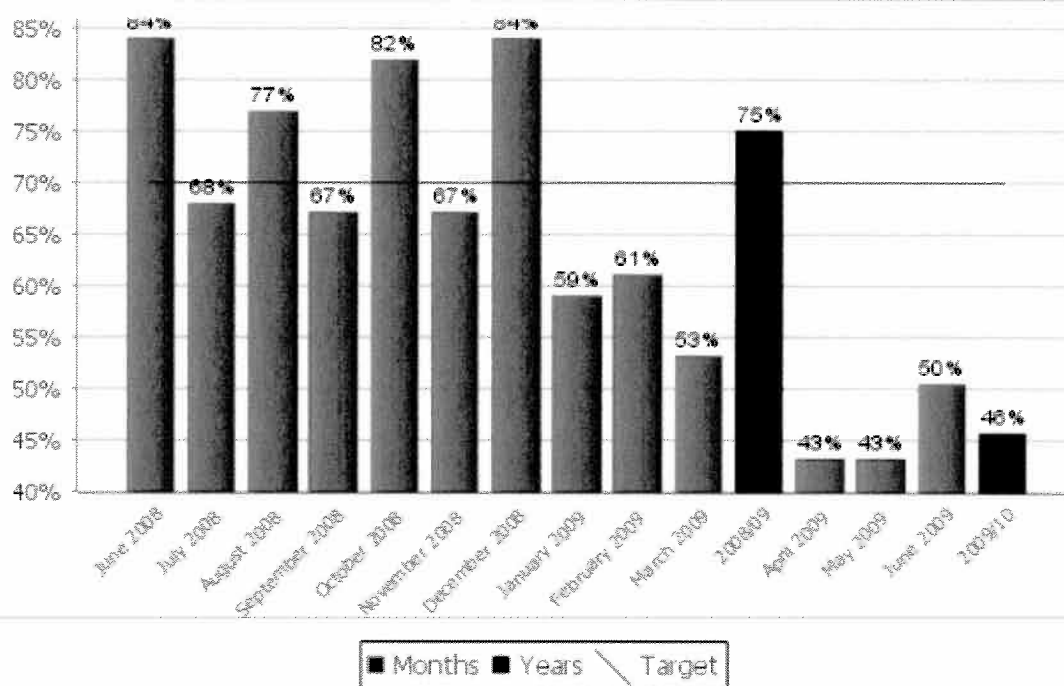
Some of the key areas driving avoidable contact relate to Parking Tickets (parking appeals), New Claims and Change of Circumstances (Benefits - progress chasing). The actions that are being taken to address these are BLT undertaking focused work to reduce backlog of New Claims. For parking, Customer Services are working closely in partnership to identify the quality issues which are causing unnecessary contact.







CS2 Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)

	Value	Status	Current			
June 2009	50%	●				
2009/10	46%	●	70%	↑	●	Red

The performance has improved by 7 percentage points against May 2009 and continues to improve through to date. Impact on performance due to 'one number' and increase in 'avoidable contacts'. Some of the key areas driving avoidable contact relate to Parking Tickets (parking appeals), New Claims and Change of Circumstances (Benefits - progress chasing). The actions that are being taken to address these are BLT undertaking focused work to reduce backlog of New Claims. For parking, Customer Services are working closely in partnership to identify the quality issues which are causing unnecessary contact.

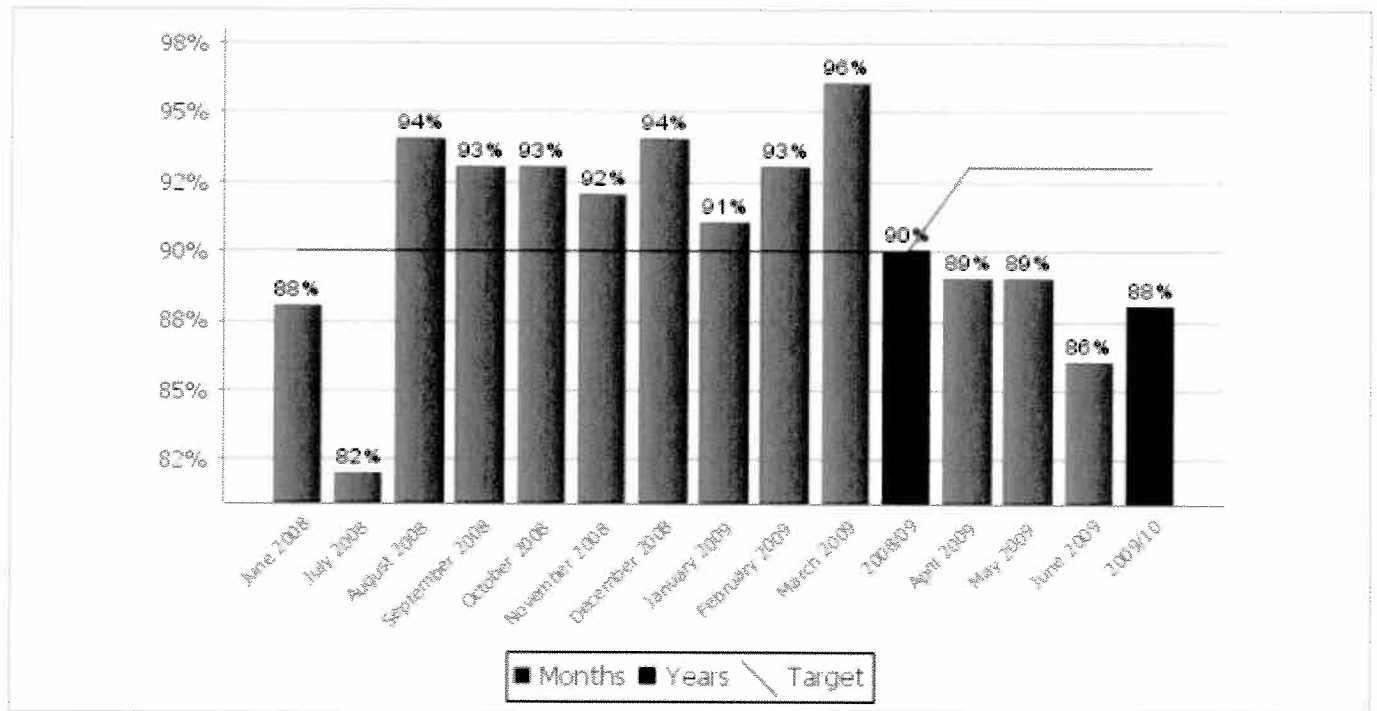


L0038 Stage 1 public complaints dealt within target (10 day) timescale. COUNCIL

	Value	Status	Current		
June 2009	86%				
2009/10	88%		93%		 Red

Stage one Complaints	ACCS		Chief Executive's		CYPs		Corporate resources		Urban Environment		Council Wide	
	No.	%on time	No.	%on time	No.	%on time	No.	%on time	No.	%on time	No.	%on time
Apr	19	95	0	-	1	0	50	92	37	84	107	89
May	37	97	1	0	5	100	70	94	38	74	151	89
Jun	32	94	3	67	2	50	64	97	41	66	142	86
YTD Total	88	95	4	50	8	75	184	95	116	74	400	88

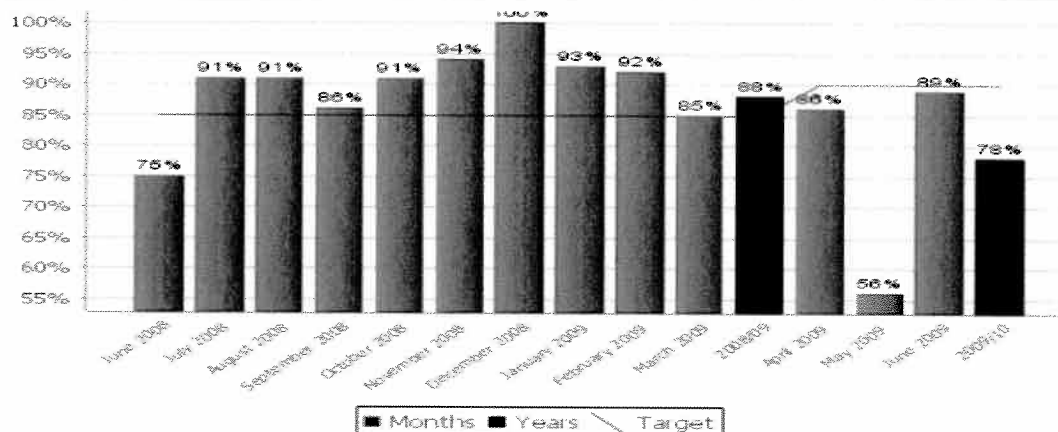
Urban Environment, who have had most late Stage 1 complaints, team is now co-located in River Park House. The Strategic and Community Housing is the last remaining part of the service to be integrated and the knowledge share, processes and standards are being put in place. There have been staffing issues within the Housing Service that has impacted on performance and this has impacted also on the first part of the July performance, however these are now being addressed and performance will improve. There are also issues due to the volumes received in parts of Frontline services these are also being addressed. An action plan is in place to target these specific issues in key areas of concern and also to provide improved performance information across the directorate, this includes daily due reports.



L0039 Stage 2 public complaints dealt within target (25 day) timescale. COUNCIL

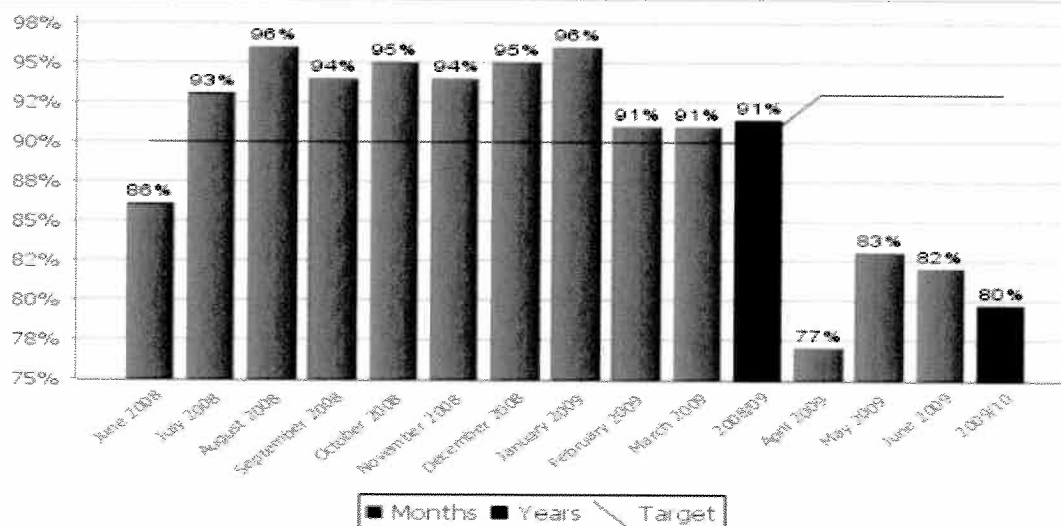
	Value	Status	Current		
June 2009	89%				
2009/10	78%		90%		Red

One reply sent late in June, a total of 7 in the year to date.

**L0041** Members Enquiries dealt with in target time. COUNCIL

	Value	Status	Current		
June 2009	82%				
2009/10	80%		93%		Red

Urban Environment who deal with the bulk of Members' enquiries complaints team is now co-located in River Park House. The Strategic and Community Housing is the last remaining part of the service to be integrated and the knowledge share, processes and standards are being put in place. There have been staffing issues within the Housing Service that has impacted on performance and this has impacted also on the first part of the July performance, however these are now being addressed and performance will improve. There are also issues due to the volumes received in parts of Frontline services these are also being addressed. An action plan is in place to target these specific issues in key areas of concern and also to provide improved performance information across the directorate, this includes daily due reports.



**BV 212
CPA H8**

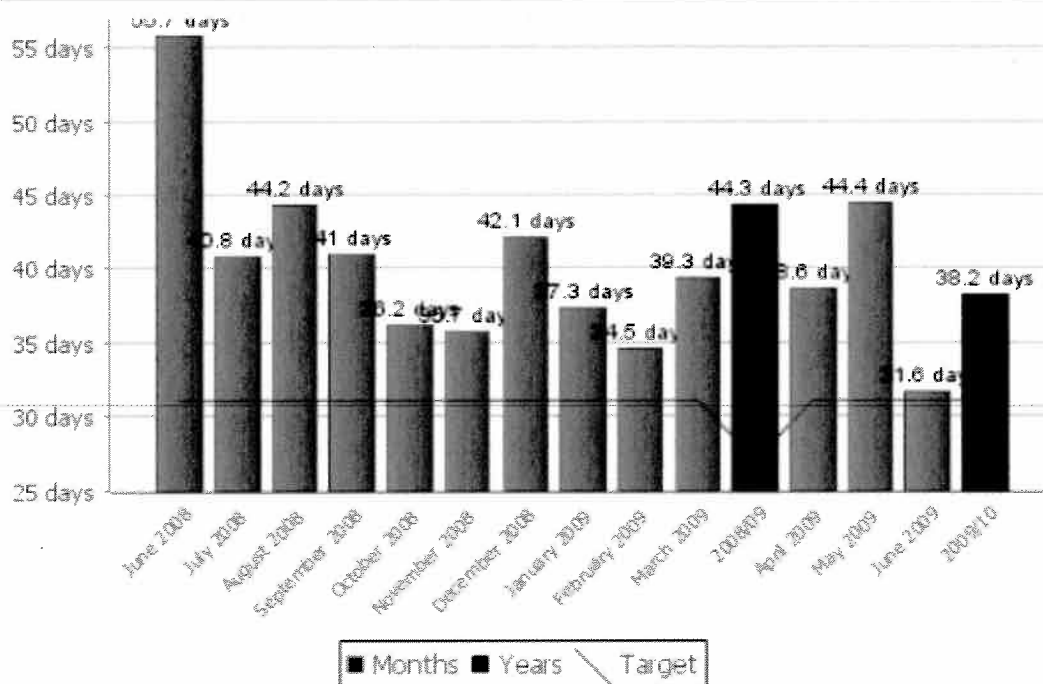
Average relet times for local authority dwellings let in the financial year (calendar days)

	Value	Status	Current			
June 2009	31.6 days	▲				
2009/10	38.2 days	●	31 days	↑	●	Red

The outturn for June 2009 is only provisional until it has been approved by Home for Haringey's Executive Management Team and Board.

Following an independent review of Haringey's Voids processes, a Project Plan has been produced and is now being implemented with the assistance of an external Project Manager. This project will reduce void numbers and turnaround times by introducing new streamlined processes. Most of the improvements are expected to be in place by the end of December 2009.

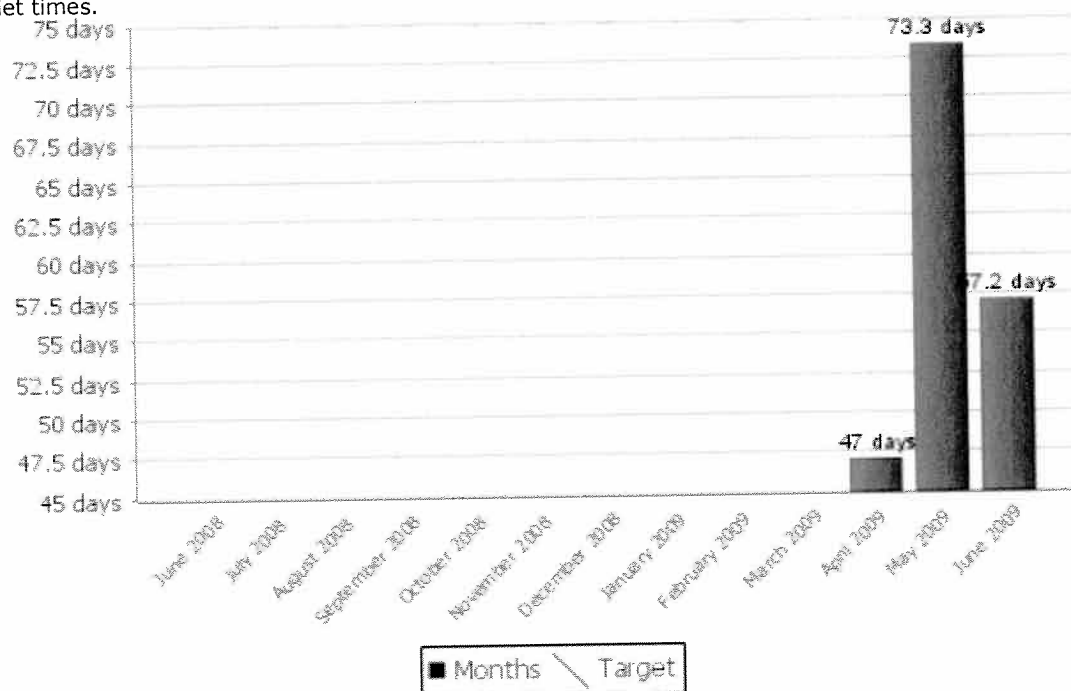
Performance reports for the Voids Repairs Team are currently in draft form and will be fully operational from August 2009, when the cost, performance and productivity reports will be available to the Voids Co-ordinators. These reports will contribute to the Voids Repairs Team achieving its target of 16 days average repair time within three months, and this will be a major contributor to the achievement of the 27 days target for the whole void turn around.



L0066b

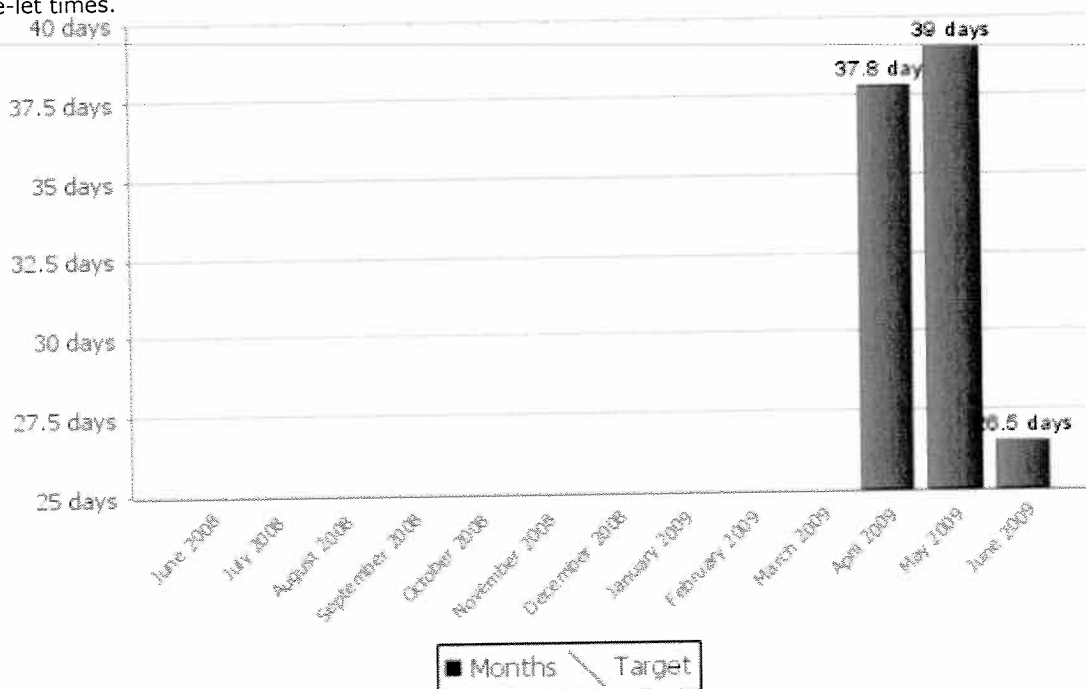
Average **Supported Housing relet times** for local authority dwellings let in the financial year (calendar days)

No targets have been set for this Performance Indicator. It serves to measure the contribution that Supported Housing lets contribute to the overall average re-let time indicator (ex BV212). There has been an independent review of voids management and a project plan put in place to reduce void turnaround times, including re-let times.

**L0066a**

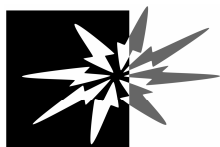
Average **General Needs relet times** for local authority dwellings let in the financial year (calendar days)

No targets have been set for this Performance Indicator. It serves to measure the contribution that General Needs lets contribute to the overall average re-let time indicator (ex BV212). There has been an independent review of voids management and a project plan put in place to reduce void turnaround times, including re-let times.



	PI Short Name	2008/09 Value	2009/10 Latest Value	2009/10 Target	Notes & History Latest Note
NI 1	% of people who believe people from different backgrounds get on well together in their local area	76%		78%	Final published Place Survey result from Communities and Local Government
NI 2	% of people who feel that they belong to their neighbourhood	51%			Final published Place Survey result from Communities and Local Government
NI 3	Civic participation in the local area	18%			Final published Place Survey result from Communities and Local Government
NI 4	% of people who feel they can influence decisions in their locality	40%		43%	Final published Place Survey result from Communities and Local Government
NI 5	Overall/general satisfaction with local area	70%		73%	Final published Place Survey result from Communities and Local Government
NI 6	% of people who take part in formal volunteering at least once a month.	21%		23%	Final published Place Survey result from Communities and Local Government
NI 7	Environment for a thriving third sector	19.00%		22.00%	No target was set for 2008/09, this performance will act as baseline for future years. Targets for 2009/10 and 2010/11 are now set.
NI 08	Adult participation in sport and active recreation (2007-2010 stretch target)			27%	This is an annual survey and the 2008 data shows performance was 20.2%, this is a 2.7% drop from the 2006 survey, however Sport England have not reported a significant drop. Qtr 2 leisure attendance is at 681596 exceeding target, and Active Card Membership is at 11412, also exceeding target.
NI 09	Use of public libraries	52%		53%	This is an annual survey and is the first set of baseline data. A target of a 1% increase has been set for 2009/10. 08/09 result = 51.9%.
NI 10	Visits to museums and galleries	65%		66%	This is an annual survey and is the first set of baseline data. A target of a 1% increase has been set for 2009/10. 08/09 result = 65%.
NI 11	Engagement in the Arts	58%			This is an annual survey and is the first set of baseline data. A target of a 1% increase has been set for 2009/10. 08/09 result = 57.6%.
NI 13	Migrants' English language skills and knowledge	No data for this range		No data for this range	
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide		22%	16%	The avoidable contact for June has increased by 2.1 percentage points this month in comparison to May 2009 (20.1%). As a result of not receiving submissions, this calculation excludes data pertaining to direct customer contact within ACCS and CE. The key areas driving avoidable contact are in relation to PCN related enquiries, progress chasing for New Claims / Change of Circumstances and Payment related enquiries for Housing/Council Tax Benefit. The actions in place to address these are that BLT are undertaking focused work to reduce their backlog of New Claims and that Customer Services continue to work closely with Parking to identify quality issues causing unnecessary contact.
NI 15	No. of recorded most serious violent crimes		129	100	Changes in the classification of most serious violence offences continue to play a part in performance: -Gun crime and knife crime now include where an object was; perceived, intimidated or used. -The BIU and CST will be carrying out further analysis of the 129 most serious violence incidents (in the FY to date) to identify what proportion include the actual use of a weapon. A suitable response will be developed on the basis of this analysis. The analysis will be complete by 29th July 2009 -Similar (albeit less significant) increases in GBH and ABH have been experienced during April and May in previous years.
NI 16	Serious acquisitive crime rate	37		37	Quarter 4 annual equivalent performance is 32.0 per 1000 population (2002 actual offences or a 7.8% decrease on Quarter 3). Financial year 2008/09 performance is 36.6 per 1000 population (8252 offences); an 8.0% reduction compared to 2007/08 exceeding it's 5.5% annual reduction target.
NI 17	Perceptions of anti-social behaviour	28%		30%	Final published Place Survey result from Communities and Local Government

NI 18	Adult re-offending rates for those under probation supervision	1%			
NI 19	Rate of proven re-offending by young offenders			No data for this range	
NI 20	Assault with injury crime rate				
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	28%		32%	Final published Place Survey result from Communities and Local Government
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	30%		58%	Final published Place Survey result from Communities and Local Government
NI 23	Perceptions that people in the area treat one another with respect and consideration	38%		52%	Final published Place Survey result from Communities and Local Government
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour	No data for this range		No data for this range	
NI 25	Satisfaction of different groups with the way the police and local council dealt with antisocial behaviour	No data for this range		No data for this range	
NI 26	Specialist support to victims of a serious sexual offence	No data for this range		No data for this range	
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	29%			Final published Place Survey result from Communities and Local Government
NI 28	Serious knife crime rate	2	1	1	Changes in the classification of serious violence offences continue to play a part in performance: -Gun crime and knife crime now include where an object was; perceived, intimidated or used. -The BIU and CST will be carrying out further analysis of the 129 most serious violence incidents (in the FY to date) to identify what proportion include the actual use of a weapon. A suitable response will be developed on the basis of this analysis. The analysis will be complete by 29th July 2009 -Similar (albeit less significant) increases in GBH and ABH have been experienced during April and May in previous years.
NI 29	Gun crime rate - Rolling Year	0		118	
NI 30	Re-offending rate of prolific and other priority offenders	No data for this range		No data for this range	
NI 32	Repeat incidents of domestic violence				
NI 33	Arson incidents	247			
NI 34	Domestic violence – murder	No data for this range		No data for this range	
NI 35	Building resilience to violent extremism	2		3	Self evaluation has been completed and average score submitted to DCLG Data Interchange Hub.
NI 36	Protection against terrorist attack				
NI 37	Awareness of civil protection arrangements in the local area	14%			Final published Place Survey result from Communities and Local Government
NI 38	Drug related (Class A) offending rate	No data for this range		No data for this range	
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm			1,654	No data available for 2008/09 - awaiting to hear back from North West Public Health Observatory (NWPHO) on timetable for this. Still awaiting Analysis of Alcohol Attributable Hospital Episode statistics (HES) data to identify numbers and trends to commence, this is due to changes in calculations from the Department of Health. There is a delay in the 2007/08 HES final figures. This is due February 2009, with the alcohol related admissions published shortly afterwards.
NI 40	Number of drug users recorded as being in effective treatment			1,011	



Report Title: **Annual report for 2008-09 on the handling of customer feedback – complaints, compliments and suggestions - and members' enquiries**

Report authorised by: **Interim Assistant Chief Executive, Policy, Performance, Partnerships and Communications**

Signed:

Contact Officer: Ian Christie, Feedback and Information Manager
Tel: 020 8489 2557

Wards(s) affected: **All**

Report for: **Non Key Decision**

1. Purpose of the report

- 1.1 To receive the annual report on the operation of the Council's handling of customer feedback – complaints, compliments and suggestions – and members' enquiries.
- 1.2 To seek approval to the introduction of a charge for subject access requests under the Data Protection Act.

2. Introduction by Cabinet Member for Community Cohesion and Involvement

- 2.1 Members are asked to note the continuing improvements made in the Council's handling of complaints and members enquiries, and the increasing customer satisfaction and numbers of compliments staff have received by staff as part of the WOW! awards. We are also making good progress in dealing with the challenges highlighted by the complaints process.

3. Links with Council Plan priorities

- 3.1 Performance in handling complaints and members' enquiries is monitored monthly as part of the Council's customer focus indicators. In addition to addressing the concerns of residents and service users, learning from complaints is an important tool for service improvement. It links to Council priority 5: Delivering excellent, customer focussed, cost effective services

4. Recommendations

- 4.1 That the annual report be received.

- 4.2 That performance and the key achievements in the year be noted.
- 4.3 That the Local Government Ombudsman's annual review and the Council's response be noted. (Appendices 1 and 2 of the attached report.)
- 4.4 That a fee of £10 be introduced for subject access requests under the Data Protection Act. (Paragraph 15.4.)
- 4.5 That Cabinet identify any specific issues relating to customer feedback and members' enquiries that need to be addressed.

5. Reason for recommendations

- 5.1 It is recommended that a fee be charged for subject access requests as it is Council policy to charge wherever there is a power or duty to do so.

6. Summary

Customer feedback and members' enquiries

- 6.1 The annual report on the operation of the Council's corporate feedback and members' enquiries procedures is attached. It details the Council's performance, key achievements and developments in 2008-09.
- 6.2 The report includes the Local Government Ombudsman's annual review, which summarises the complaints that he received against the Council in the year, and any lessons learned. It also includes the Council's response to the issues the Ombudsman raised.

Subject access requests

- 6.3 The Council does not currently charge for processing subject access requests for individuals to access the information we hold about them. The Data Protection Act permits a charge of up to £10, which it is proposed be implemented.

7. Chief Financial Officer Comments

- 7.1 The £10 fee for subject access requests would cover some of the copying and postage costs incurred. Based on the volume of subject access requests received annually the forecast income will be low (circa £2k). However, it is Council policy that wherever there is the power or duty so to do it is council policy to charge. Also, it may well have the effect of discouraging vexatious enquires.

8. Head of Legal Services Comments

- 8.1 The Data Protection Act 1998 gave individuals the statutory right, subject to some exemptions, to access information that organisations hold about them. This applies to CCTV images as well as paper files and computer records. The Legal Service has been consulted about the £10 fee proposal for subject access requests.

9. Equalities and community cohesion comments

9.1 Equalities monitoring data is requested from complainants, but not always supplied. From the data available it appears that disadvantaged groups generally access the complaints procedures in proportion to their numbers in the community. Equalities and community cohesion issues are addressed in detail in section 14 of the attached report.

10. Consultation

10.1 All directorates and Homes for Haringey have been consulted in the preparation of this report.

11. Service financial comments

11.1 The income from a £10 fee for subject access requests would cover some of the copying and postage costs incurred.

12. Use of appendices

12.1 The Annual report is attached. It contains the following appendices:

- Appendix 1: The Local Government Ombudsman's Annual Review
- Appendix 2: The Council's response letter to the Ombudsman

13. Local Government (Access to Information) Act 1985

13.1 The following background paper was used in the preparation of this report:

- Annual report for 2007-08 on the Council's handling of customer feedback and members' enquiries: Cabinet – 16 September 2008

14. Corporate feedback and members' enquiries – key achievements

14.1 Key achievements over the last year include:

- Improved performance to timescale at all complaints stages: target achieved for completion of stage 1 and exceeded for stages 2 and 3;
- Improved and above target performance for completion of members' enquiries to timescale
- Fewer new complaints at stage 1 for the second successive year
- A 2% increase in satisfaction with complaint handling compared with 2007-08
- Improvement on already excellent response times to Ombudsman first enquiries
- A 12% increase in the number of compliments to staff from services users
- Receiving one WOW nomination/compliment for good customer service for every 1.4 complaints, a significant improvement on the 1.8 recorded in 2007-08
- Staff winning 165 national WOW! awards, a 211% increase on the 49 won the previous year.

14.2 Key points in the Ombudsman's annual review were:

- Highest numbers of the 235 enquiries and complaints received were Housing, including Homes for Haringey (90), and transport and highways (33 – all but one of which concerned parking)
- There was one finding of maladministration in a homelessness case, and in 53 of 119 investigation decisions (52%), the Council took action in response
- The Council's average of 17.2 days to respond to the Ombudsman's enquiries was 'an improvement on your already excellent response times...' (This was the best in London, the overall average being 31.3 days.)

As in previous years, the Ombudsman would be happy to consider requests for him or a senior colleague to visit the Council to present and discuss the review.

14.3 There were a number of significant improvements made during the year, but the report also highlights some issues that need to be addressed.

15. Subject access requests under the Data Protection Act

- 15.1 The Council's data protection function lies within the Feedback and Information Team. The Data Protection Act 1998 gave individuals the statutory right, subject to some exemptions, to access information that organisations held about them (this applies to CCTV images as well as paper files and computer records). Last year Haringey processed just over 200 subject access requests (SARs).
- 15.2 Haringey does not currently charge for processing SARs even though the Data Protection Act specifies that organisations can charge up to £10. We don't know exactly what proportion of local authorities charge for processing SARs. However, seven out of the 10 local authorities we asked did charge £10, including Camden, Islington and Hackney Councils. Organisations such as the Metropolitan Police and NHS also charge £10.
- 15.3 Processing the £10 fee would be straightforward. It would require a minor adjustment to the SAP financial system so that the income could be assigned to Policy Performance, Partnerships and Communications.
- 15.4 It is recommended that a £10 for processing SARs be implemented in order to recoup some the postage and copying costs in processing them. This may also deter some of those who submit requests simply because they can or because they have a grievance against the Council.

Annual report for the year 2008–09 on the Council’s handling of:

- **customer feedback - complaints, compliments and suggestions**
- **members’ enquiries**

Contents

- Section 1: Introduction and overview**
- Section 2: Corporate complaints summary of performance**
- Section 3: Members’ enquiries summary of performance**
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Feedback and Information Team
August 2009

1. Introduction and overview

- 1.1 This annual report provides information for the financial year 2008-09 about the key features and statistics of the Council's handling of
- complaints, WOW! nominations and other compliments, and suggestions under the corporate feedback procedure, and
 - members' enquiries under the corporate members' enquiries procedure
- 1.2 There are separate statutory procedures for the handling of social care complaints for both adults, and children and young people. Adults, Culture and Community Services, and the Children and Young People's Service produce separate annual reports for these two complaint categories.

Definitions of a complaint and a member enquiry

- 1.3 We define a complaint as *"any expression of dissatisfaction, whether justified or not, requiring a response"*
- 1.4 We define a member's enquiry as *"any enquiry from an elected member requesting information on behalf of an individual or community group, and/or in relation to a council policy, where the member is entitled to that information"*.
(*'Elected member'* includes councillors, members of parliament, members of the European parliament, members of the Greater London Assembly, and the London Mayor.)

Key achievements in 2008-09

- 1.5 Key achievements in the year include the following:
- Improved performance to timescale at all complaints stages: target achieved for completion of stage 1 and exceeded for stages 2 and 3;
 - Improved and above target performance for completion of members' enquiries to timescale
 - Fewer new complaints at stage 1 for the second successive year
 - A 2% increase in satisfaction with complaint handling compared with 2007-08
 - Improvement on already excellent response times to Ombudsman first enquiries
 - A 12% increase in the number of compliments to staff from services users
 - Receiving one WOW nomination/compliment for good customer service for every 1.4 complaints, a significant improvement on the 1.8 recorded in 2007-08
 - Staff winning 165 national WOW! awards, a 211% increase on the 49 won the previous year

2. Corporate complaints summary of performance

Our procedure

- 2.1 There are three stages to Haringey's corporate complaints procedure:
- *Stage 1, local resolution:* this is dealt with by the service, who aim to reply within 10 working days of receipt of the complaint
 - *Stage 2, service investigation:* if the customer is unhappy with the stage 1 reply, a more senior manager investigates and aims to reply within 25 working days
 - *Stage 3, independent review:* if the customer is still dissatisfied, the Feedback and Information Team conducts a review and aims to reply within 20 working days.
- (Stage 3 replies inform complainants of their right to complaint to the Ombudsman.)

We aim to acknowledge receipt within two working days at each stage, and to inform the customer, giving reasons, if we can't send a reply on time.

Summary of performance in 2008-09

2.2 We received 1,594 stage 1 complaints during the year of which 1,442 were replied to within the 10 working day timescale, hitting the more challenging 90% target set. This represents an improvement of 2% on 2007-08. For the more complex stage 2, 152 out of 172 complaints, 88%, were resolved within the 25 working day timescale. This was an improvement of 4% on 2007/08, and exceeded the more challenging target set of 85%. These figures exclude complaints received by Homes for Haringey.

2.3 The Feedback and Information Team conducts stage 3 reviews for Homes for Haringey as well as the Council. In total they completed 50 out of 51 cases, 98%, within timescale, exceeding the target of 90%, compared with 52 out of 61 cases, 85%, in 2007-08. Of the total of 51, 34 cases related to Council services, and 17 were in respect of Homes for Haringey.

3 Members' enquiries summary of performance

3.1 We aim to reply to members' enquiries within 10 working days of receipt.

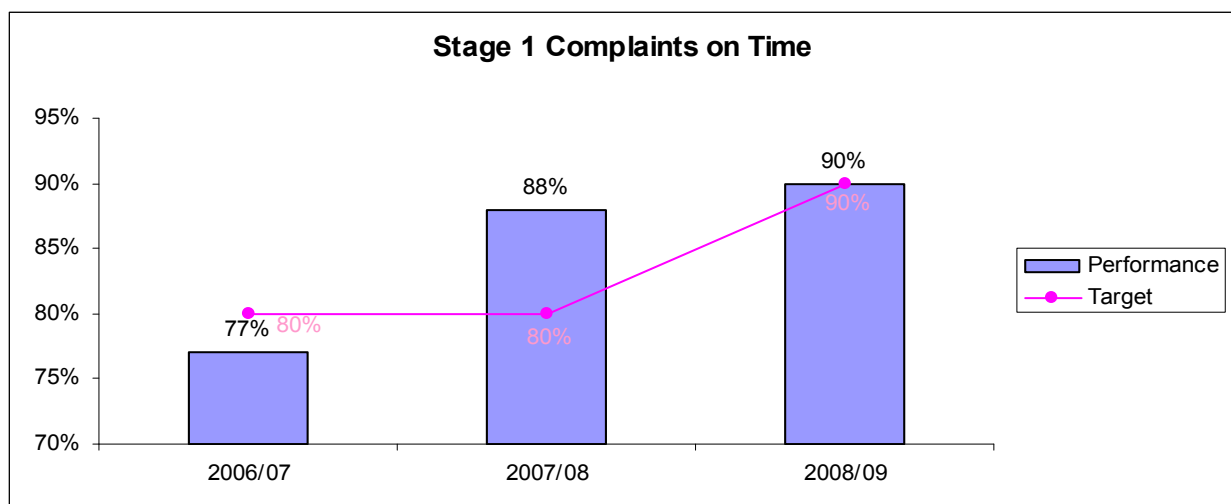
3.2 We received 3,193 members' enquiries during the year, and replied to 2,910, 91%, within timescale. This represents a performance improvement of 3% compared with 2007-08 and exceeded the target of 90%. These figures exclude Homes for Haringey.

4 Handling of complaints under the corporate procedure

Complaints performance

4.1 There was a 14% overall reduction in new stage 1 complaints to the Council in the year: a total of 1,594, compared with 1,846 in 2007-08.

4.2 There was a 2% improvement in dealing with stage 1 complaints within timescale, compared with the previous year, and a 13% improvement compared with 2006-07. The percentage completion performance within timescale for the last three years is shown in the table below.



4.3 At stage 2, performance within the 25 day timescale improved from 76% in 2006-07 and 84% in 2007-08, against an 80% target, to 88% against an 85% target in 2008-09.

At stage 3, total performance to timescale was 98% in 2008-09, compared with 85% the previous year.

- 4.4 Performance in handling complaints to timescale at all three stages is shown in the table below. It can be seen that overall performance increased by 11% compared with 2006-07, and by 9% compared with 2005-06, when the timescales for stages 1 and 3 were 5 days longer.

Stage	2006-07		2007-08		2008-09	
	Nos	% on time	Nos	% on time	Nos	% on time
1	1,896	77%	1,846	88%	1594	90%
2	270	76%	170	84%	172	88%
3 *	54	93%	61	85%	51	98%
Total	2,220	77%	2,077	88%	1817	90%

* Including Homes for Haringey.

- 4.5 Performance in average time taken to reply to complaints improved at stages 2 and 3, and maintained last year's standard at stage 1, as shown in the table below.

	Average working days to complete complaints		
	2006-07	2007-08	2008-09
Stage 1	10	9	9
Stage 2	13	13	12
Stage 3*	14	13	11

* including Homes for Haringey`

Escalation of complaints

- 4.6 The table below shows the number of cases that complainants took to the next stage. The figures exclude Homes for Haringey at stages 1 and 2, but include them at stage 3 (as the Feedback and Information Team handle their stage 3 cases and the Ombudsman also deals with complaints about them).

Stage	Numbers completed			Numbers to next stage			% to next stage		
	2006/7	2007/8	2008/9	2006/7	2007/8	2008/9	2006-7	2007/8	2008/9
1	1896	1846	1594	224	136	147	11.8%	7.4%	9.2%
2	270	170	172	40	28	31	14.8%	16.4%	18.0%
3*	54+	61+	51+	11	21	17	22.5%	34.4%	33.3%
Total	2220	2077	1817	275	185	195	12.4%	9.5%	10.7%

* including Homes for Haringey

+ 40, 31 and 34 respectively for Council services

- 4.7 A higher proportion of complaints escalated from stage 1 to stage 2 and from stage 2 to stage 3 than in previous years, but significantly fewer than in 2006-07, and the small increase needs to be set against the fall in new stage 1 complaints. A slightly lower proportion of stage 3 complaints went to the Ombudsman.

Decisions taken on complaints

- 4.8 The chart below indicates the decisions taken on complaints at each stage. The proportion of complaints that were upheld or partly upheld at stage 1 was the same in 2008-09 as in 2007-08, 54%, but fell at both stages 2 and 3: at stage 2 from 55% to 45%, and at stage 3 from 62% to 59%.

	Stage 1			Stage 2			Stage 3		
Decision	2006-7	2007-8	2008/9	2006-7	2007-8	2008/9	2006-7	2007-8	2008/9
Not upheld	38%	42%	39%	37%	40%	50%	38%	38%	41%

Partly upheld	27%	24%	23%	37%	28%	24%	46%	43%	47%
Upheld	30%	30%	31%	21%	27%	21%	15%	19%	12%
Withdrawn	2%	1%	2%	4%	0%	1%	2%	0%	0%
No finding	3%	4%	5%	1%	4%	3%	0%	0%	0%

Issues raised by complainants, what they wanted, and how they made contact

- 4.9 The main issues raised by complainants concerned lack of service provision, poor quality of service and employee behaviour. There was an increase in complaints of demands for payment and promised service not being provided or being of poor standard. There was a decrease in cases of staff not replying to emails/letters, bailiff action/summons, and inaccurate records.
- 4.10 As in 2007-08, the main things that complainants wanted us to do were to provide a service, explain a decision, apologise, provide information and offer better customer care.
- 4.11 As in previous years, the main methods by which complainants contacted us remained email, letter, feedback form, web form and phone. There was a small percentage increase in contact by web form, phone and letter, and a small decrease in contact by email and feedback form.

Directorate performance

- 4.12 Complaints at stages 1 and 2 are the responsibility of the relevant service. The tables below set out performance by directorate.

Stage 1	Total		On time		% on time	
Directorate	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
Adult, Culture	309	282	280	263	91	93
Chief Exec's	31	42	26	38	84	90
Children & YP	91	63	79	57	87	90
Corporate Res	740	568	668	543	90	96
Urban Env	675	639	573	541	85	85
Council total	1846	1594	1626	1442	88	90

Stage 2	Total		On time		% on time	
Directorate	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
Adult, Culture	7	9	6	9	86	100
Chief Exec's	7	9	5	8	71	89
Children & YP	6	7	5	7	83	100
Corporate Res	79	68	68	64	86	94
Urban Env	71	79	58	64	82	81
Council total	170	172	142	152	84	88

- 4.13 The Feedback and Information Team conduct all stage 3 investigations, including for Homes for Haringey. The table below gives details of cases by directorate.

Stage 3	Total		On time		% on time	
Directorate	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
Adult, Culture	1	1	1	1	100	100
Chief Exec's	1	1	1	1	100	100

Children & YP	1	2	1	2	100	100
Corporate Res	10	12	9	12	90	100
Urban Env	18	18	15	18	83	100
Council total	31	34	27	34	87	100
Homes for Haringey	30	17	25	16	83	94
Overall total	61	51	52	50	85	98

5 Customer satisfaction with complaint handling

5.1 Complaints teams conduct postal surveys of a proportion of complainants after sending the responses. Comparisons of the figures for stage 1 for the last three years are shown in the table below. As in 2007-08, there was an increase in those satisfied or very satisfied.

	Handling of stage 1 complaints		
	2006-07	2007-08	2008-09
Very/satisfied	46%	51%	53%
Very/dissatisfied	52%	47%	47%
N/a	1%	1%	-

5.2 The things that customers most liked about the way we dealt with complaints were an apology, a quick reply, a clear reply, a good outcome, being listened to straight away, and helpful staff. They most disliked an unsatisfactory outcome, a long procedure, an unfair reply, and staff taking too long to listen.

5.3 A customer focus group was held to obtain views on how much people know about the complaints process, what they would expect and how it would be best for them to provide feedback to us on how we deal with complaints.

5.4 The key recommendations were that awareness of the complaints process should be improved, in particular that a simplified leaflet be produced, and that consideration be given to phone surveys of complainants to obtain feedback for improving both services and the complaints process. We intend to produce a brief explanatory leaflet with a view to it being sent to all complainants with the initial acknowledgement letter.

6 Complaints to the Local Government Ombudsman

Complaint numbers

6.1 The Local Government Ombudsman received 235 enquiries and complaints about the Council in 2008/09, including Homes for Haringey. Details of these are at appendix 2 of his annual review at Appendix 1 of this report. He made decisions on 119 complaints about the Council.

6.2 The table below lists these decisions by directorate:

Directorate	Maladmin report	Local settlement	No maladmin	Ombudsman discretion	Outside jurisdiction	Total
Adult	-	2	1	1	-	4

Chief Exec	-	1	3	-	-	4
Children	-	3	5	2	1	11
Corp Res	-	8	7	3	6	24
Urban Env	1	20	11	5	5	42
Homes for H	-	19	6	4	5	34
TOTAL	1	53	33	15	17	119

6.3 As the Ombudsman states, because of changes in the way he operated from 1 April 2008, the statistics are not directly comparable. However, there were 53 “local settlements” agreed as a satisfactory outcome, compared with 55 in 2007-08, and one report of maladministration in both of the last two years.

Performance in responding

6.4 Our performance in responding to the Ombudsman’s written enquiries averaged 17.2 calendar days. This was below our 18 calendar day target, 1.2 days less than in 2007-08, and considerably below the Ombudsman’s target of 28 days. The Ombudsman commented on this was improvement on our already excellent response times of previous years. It was the best of all London boroughs, for which the overall average was 31.3 days.

The Local Government Ombudsman’s Annual Review 2008-09

6.5 This year, the Ombudsman has changed the format of his annual report from annual letter to annual review to better describe its updated format. The review provides:

- a summary of the complaints received about the Council, and
- comments on our performance and complaint handling arrangements, where possible, so they can assist our service improvement

6.6 There are two sections to the review. The first concerns complaints about Haringey, and the second details current and proposed Ombudsman developments. The annual review and the Council’s reply are attached at Appendices 1 and 2.

6.7 Key points about Haringey cases were:

- The highest numbers of the 235 enquiries and complaints received were Housing, including Homes for Haringey (90), and transport and highways (33 – all but one of which concerned parking)
- There was one finding of maladministration in a homelessness case, and in 53 of 119 investigation decisions (52%), the Council agreed to take action in response
- The Council’s average of 17.2 days to respond to the Ombudsman’s enquiries was ‘an improvement on your already excellent response times...’

7 Learning from complaints

Learning reports

7.1 In 2008-09, the Feedback and Information Team instituted a new system of learning from findings of fault arising from stage 3 investigations and Ombudsman cases. Each month, schedules are circulated of stage 3 and Ombudsman cases closed during the previous month, which summarise the complaints, findings and learning points identified.

7.2 Directors are asked to brief their Cabinet members on these cases, and the comments supplied are circulated the following month to the Leader, Deputy Leader and Chief Executive. The completed schedules provide a permanent record of learning from stage 3 and Ombudsman complaints.

7.3 The Feedback and Information Team produces regular reports to assist services on weekly, monthly, quarterly and annual cycles. These include:

- issues raised and outcomes of stage 1 and 2 complaints.
- decisions on complaints at all stages: upheld, not upheld or partly upheld
- improvement issues arising from a range of data analysis at business unit level
- general findings and recommendations of the Feedback and Information Team and directorate complaints officers.

Annual audits

7.4 An annual audit of complaint handling is conducted every year to check for adherence to the requirements of the customer feedback scheme, including the quality of responses. It involves examination of a random sample of cases closed during the year in each directorate against the criteria of an audit guide.

7.5 The results differed between directorates, but the most common faults were not recording whether the complaint was upheld or not and in some cases the quality of response could have been better. The findings were written up for each directorate with guidance on areas for improvement. As many responses are written by the same officers that reply to member enquiries, the areas for improvement will be addressed with the findings of the members' enquiries audit and member survey, which are detailed below.

Directorate action

7.6 The Feedback and Information Team meets directorate lead officers twice yearly to review and support their action on audit findings, improving performance and improving services as a result of feedback from complaints and members' enquiries. The lead officers report to their management teams as appropriate, and business units consider and implement the findings as appropriate. Specific work is in hand in a number of business units to improve the quality of responses.

Service improvements made as a result of feedback

7.7 Below are some of the improvements that services are making arising from complaints.

- Revision of procedures on the Homelessness Code of Guidance
- Revision of rules on a computer application to prevent unnecessary recovery action being taken for council tax arrears
- Revision of policy on contacting keepers of abandoned vehicles before removal for destruction
- Updating of procedure for review of fee levels for care homes
- New procedure for follow-up reviews at least annually with the Valuation Office of all temporarily banded or unbanded properties to ensure more timely decisions on Council tax banding

7.8 Embedding learning from complaints for service improvement remains a high priority, both corporately and for directorates.

8 WOW! nominations, compliments and suggestions

8.1 The corporate feedback scheme provides for compliments and suggestions from the public in addition to complaints. All feedback received is administered by directorate complaints teams in accordance with the customer feedback scheme.

WOW! Awards

8.2 Since 1 May 2007, all compliments we receive have been dealt with under the WOW! Awards scheme. The WOW! Awards is a national non profit making organisation which seeks to raise standards of customer service by encouraging and motivating staff and holding up examples of good practice. Haringey was the first public sector organisation to participate in this scheme, and has provided advice for a number of authorities who have subsequently joined. The scheme is administered by the Feedback and Information Team, but promoted by the Head of Corporate Customer Focus.

8.3 The importance and significance of customer perceptions of Haringey's services, together with the ease and attractiveness of opportunities for feedback, are key concerns for the council. The WOW! Awards scheme provides a further channel for such feedback. Its positive nature has helped to promote and reward the customer-focussed thinking and behaviour that is integral to delivering excellent services.

8.4 Following Haringey's success in winning the WOW! Of The Year award at the National Customer Service Awards in September 2007, a staff member was one of the four finalists for 2008. The WOW! Scheme featured as the key theme of the Council's stand at the Local Government Association Conference in July 2008, and received very positive feedback.

Compliments and suggestions received

8.5 The number of compliments and suggestions recorded in the last three years was as follows:

Directorate	Compliments/ WOWs			Suggestions		
	06-07	07-08	08-09	06-07	07-08	08-09
Adult, Culture & Community	-	395	411	-	54	69
Chief Executive's	62	23	4	52	4	4
Children & Young People's	4	22	136	8	1	5
Corporate Resources	-	522	503	-	9	11
Environment	63	-	-	65	-	-
Finance	2	-	-	2	-	-
Social Services	30	-	-	1	-	-
Urban Environment	-	84	122	-	47	25
COUNCIL TOTAL	161	1046	1176	128	115	114

8.6 The total of 1176 WOW! nominations received in the year represent a 12% increase on the 1,046 WOW! nominations/compliments in 2007-08, which itself was a 550% increase on the 161 compliments received in the previous year before the adoption of the WOW! Awards scheme. This equates to one WOW nomination/compliment for every 1.4 stage 1 complaints, compared with 1.8 in 2007-08, and only one for every 11.8 the previous year prior to adoption of the WOW! scheme.

8.7 There was a 211% increase in the number of national awards to staff made by the WOW! organisation: from 49 in 2007-08 (an 11 month year as the corporate launch was on 1 May 2007), to 165 in 2008-09. This suggests that the quality of front line service is noticeably improving.

8.8 Below are some of the WOW! nominations received during in 2008-09:

- [Name] is an inspiring and fantastic youth worker. She puts in 100% commitment into helping young people getting what they need done. She's enthusiastic and easy to work closely with.
- I am exceptionally pleased. He listened to me and went that extra mile, meeting my specific need and with a beautiful smile...has greatly improved my quality of life.
- Through all the bad press Haringey Social Services have had, I would like to emphasise what a dedicated hard working team you must manage. I would like to express my deepest gratitude...regarding my father in having [name], being a very dedicated, hard working, caring, compassionate person...I could never thank him enough, words would never be enough to thank him for what [name] has done for my father. He has definitely been my dad's guardian angel.
- Of the obvious care, love and individual attention shown to my mother, who suffers from Alzheimer's. Also the smile on my mother's face when the bus arrives to take her to The Grange.
- They were amazing when I needed help.
- The staff member was calm, courteous and sympathetic. Excellent people skills and clear information. A great advert for Haringey Council!
- He was very polite and understanding and took time to explain everything clearly. I was highly impressed.
- I have been in crisis for so long with my CT [council tax]. I didn't think I would ever be able to breathe again – but [name] made me a person again and through her I can actually live my life without being scared.

8.9 The number of suggestions received overall was stable at 114, compared with 115 in 2007-08. All suggestions are considered, and the respondent is informed whether or not they can be implemented, with reasons.

9 Improvements to corporate feedback arrangements

Complaints protocol for Haringey Strategic Partnership

9.1 The Local Government Ombudsman published a special report in the summer of 2007: *Local partnerships and citizen redress*. It recommended the setting up of complaints protocols for local strategic partnerships to ensure that all partnerships cooperate to provide clear procedures for complaining about services provided by partners, whether jointly or separately.

9.2 The Council consulted partners and the Ombudsman, and implemented a protocol for all members of the Haringey Strategic Partnership at the meeting of the Partnership on 3 July 2008. This is now publicised on the Council website and an article is being featured in 'Haringey People'. The complaints leads of partners are now notified to each other and will cooperate to ensure that all feedback, including complaints, about services provided by Partnership members is dealt with promptly and efficiently by the appropriate partner. During the year, the Feedback and Information Team investigated one complaint about a voluntary sector organisation because of the protocol.

Corporate Feedback scheme

9.3 The Corporate Feedback Scheme was updated and reissued following the introduction of amended procedures for complaints about data protection and freedom of information requests from 1 April 2008, and to provide for the WOW! Awards scheme. A further update has recently been issued as a result of the revised national arrangements for complaints about councillors, and the formal introduction of a records retention policy for complaints records.

10 Handling of members' enquiries

10.1 The number of member enquiries to the Council in 2008-09 was identical to 2007-08: 3,193. Performance in responding improved from 88% to 91% of replies sent within the 10 working day timescale against the target of 90%.

10.2 The table below sets out performance in 2007-08 and 2008-09 by directorate.

Total		On time		% on time		Average days to complete		Over 45 working days	
2007-8	2008-9	2007-8	2008-9	2007-8	2008-9	2007-8	2008-9	2006-7	2008-9
Adult, Culture & Community									
298	319	263	312	88%	98%	7	6	0	-
Chief Executive's									
110	95	94	89	85%	94%	7	6	1	-
Children & Young People									
252	206	237	192	94%	93%	7	7	0	-
Corporate Resources									
340	307	317	294	93%	96%	7	6	0	1
Urban Environment									
2193	2266	1888	2023	86%	89%	7	8	4	2
COUNCIL TOTAL									
3193	3193	2799	2910	88%	91%	7	7	5	3

10.3 A survey of members took place in April and May 2009 to ascertain views on the operation of the members' enquiries procedures. The key findings of the survey were that there are usually no problems when an enquiry is straightforward, but can go wrong in complex cases, with officers failing to answer all points raised, and not offering further necessary information without chasers by the member. The services most frequently complained about were Housing and Frontline Services in Urban Environment, and Homes for Haringey.

10.4 The following action has been agreed with a view to significantly improving responses in complex cases:

- Training
- Briefing
- Improved officer templates and model responses
- Sampling and audits by services
- Personal, rather than just written, contact in complex cases

10.5 The Feedback and Information Team provide advice for members on the operation of the members' enquiries procedures, including assistance with general or specific problems, issuing of updates on service contacts by both email and in Members' Briefing, and induction briefing of new members.

- 10.6 The Feedback and Information Team also conduct an annual audit of member enquiries. It assesses a sample of cases for each directorate to see whether they were dealt with properly in line with the procedure and whether were recorded properly. The findings are written up for each directorate with guidance on areas for improvement. There were instances of acknowledgement letters not being sent to members or constituents, and of incorrect receipt and sent dates. Responses were of a good standard in all directorates in the cases sampled, although not all issues were addressed in a small number of cases.
- 10.7 These findings were considered at the meetings with directorate lead officers twice yearly referred to at paragraph 7.6 above, and will be addressed in conjunction with the findings of the complaints audits (see paragraph 7.5 above) and the member survey (see paragraph 10.4 above). Specific work is also in hand in a number of business units to improve the quality of responses.

11 Training arrangements

- 11.1 There is an 'Investigating Complaints' course, run by Feedback and Information Team staff, and 'Handling Complaints' is a module in the Corporate Customer Focus course, run by Organisational Development and Learning staff. Both are part of the internal short course programme.
- 11.2 An e-learning course on 'Handling Complaints' was developed by Feedback and Information, as part of the corporate programme. It is available to all staff on the intranet.
- 11.3 Briefing provided on members' enquiries is detailed at paragraph 10.5 above.

12 Publicity and communications

- 12.1 This annual report is published in the 'Contact/complaints, compliments and suggestions' section of Council's website and publicised through a press release. The website and intranet entries are regularly updated.
- 12.2 A new edition of the corporate 'complaints, compliments and suggestions' leaflet was published in March 2009, with appropriate amendments and updates, including reference to the role of the Head of Legal Services and Monitoring Officer in dealing with complaints about councillors.
- 12.3 New leaflets and posters for the WOW! Awards scheme were produced jointly with Homes for Haringey.
- 12.4 Appropriate publicity was arranged by the Communications Unit for the launch of the Haringey Strategic Partnership complaints protocol, including a presence on the website and an article in 'Haringey People'.

13 Persistent, serial and vexatious complainants

- 13.1 We have procedures for dealing with extreme situations where a complainant may impose such demands on our resources that measures need to be taken to address the position, while still providing for complaints to be considered.
- 13.2 During 2008-09, it was necessary to impose new exceptional measures provided for in our procedures in three cases, as set out below.

- *Option 2b: restrict all communication to writing* was applied in two new cases
- *Option 2c: decline further communication on a specific complaint* was also applied in one new case

14 Equalities and community cohesion comments

14.1 Equalities monitoring data is requested on customer feedback forms but this is not always completed. Complaints received by letter, email or fax invariably do not include it. In 2008-09 overall, data was generally known for about 30% of complaints, a similar figure to previous years.

14.2 There were 11 complaints of discrimination in 2008-09, compared with 8 in 2007-08. They were in the following categories:

- Disability: 0 (3 in 2007-08)
- Ethnicity: 4 (2 in 2007-08)
- Religion/faith/belief: 4 (1 in 2007-08)
- Age: 1 (none in 2007-08)
- Gender: 2 (none in 2007-08)

Gender and disability

14.3 The known percentages of women and disabled people amongst complainants at stage 1 of the Council's procedures are set out in the table below. There were more complaints from women than their proportions in the community but a rather smaller number from people with a disability.

Year	% Women	% Disabled
2006-07	57.8	8.4
2007-08	57.6	5.6
2008-09	59.4	7.8

14.4 The over representation of complaints from women reflects the fact that more of our service users are women. It is the Council's experience that more women than men use front line services and therefore more likely to complain.

14.5 There is under representation of disabled people, who constitute some 10% of the local community. This may be because they are more satisfied, or because they face barriers to making complaints. We will continue to monitor this carefully.

Ethnicity

14.6 Complaints from black/black British people are reflective of the local population. White other groups appear to be over represented, and Chinese/other ethnic groups slightly over represented. White British people appear to be under represented. However, the ethnicity of 68%, 71% and 76% of complainants was unknown in 2006-07, 2007-08 and 2008-09 respectively.

14.7 The percentage ethnicity of complainants at stage 1, where known, is set out below:

Year	Asian/Asian British	Black/Black British	Mixed	Chinese & other	White British	White Irish	Other White
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2006-07	7.7%	23.2%	3.8%	4.0%	39.7%	3.8%	17.8%
2007-08	6.7%	28.3%	3.8%	6.9%	32.7%	3.6%	19.1%
2008-09	7.0%	20.4%	3.5%	6.5%	36.6%	5.4%	20.7%

Age of complainants

14.8 The percentage of known complainants by age group at stage 1 is set out in the table below. The statistics quite accurately reflect the local population in terms of age. The age of 65.8%, 70.4% and 73.9% of complainants was unknown in 2006-07, 2007-08 and 2008-09 respectively.

Year	Under 16	16-17	18-23	24-45	46-59	Over 60
2006-07	0.7%	0.2%	5.3%	50.4%	24.6%	18.8%
2007-08	0.5%	0.5%	6.6%	60.0%	20.1%	12.2%
2008-09	0.5%	0.7%	9.9%	58.0%	9.1%	21.9%

Local Government OMBUDSMAN

The Local Government Ombudsman's Annual Review London Borough of Haringey for the year ended 31 March 2009

The Local Government Ombudsman (LGO) provides a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, the Ombudsmen aim to get it put right by recommending a suitable remedy. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

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Section 1: Complaints about the London Borough of Haringey 2008/09

Introduction

This annual review provides a summary of the complaints we have dealt with about the London Borough of Haringey. We have included comments on the authority's performance and complaint-handling arrangements, where possible, so they can assist with your service improvement.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2008/09 and a note to help the interpretation of the statistics.

Changes to our way of working and statistics

A change in the way we operate means that the statistics about complaints received in 2008/09 are not directly comparable with those from 2007/08. Since 1 April 2008 the new LGO Advice Team has been the single point of contact for all enquiries and new complaints. The number of calls to our service has increased significantly since then. It handles more than 3,000 calls a month, together with written and emailed complaints. Our advisers now provide comprehensive information and advice to callers at the outset with a full explanation of the process and possible outcomes. It enables callers to make a more informed decision about whether putting their complaint to us is an appropriate course of action. Some decide to pursue their complaint direct with the council first.

It means that direct comparisons with some of the previous year's statistics are difficult and could be misleading. So this annual review focuses mainly on the 2008/09 statistics without drawing those comparisons.

Enquiries and complaints received

The largest proportion of the 235 enquiries and complaints received by our Advice Team this year concerned housing (90). Transport and highways (which includes parking) received 33 enquiries and complaints. Other service areas for which enquiries and complaints reached double figures were local taxation (22), benefits (20), and planning and building control (19).

Around four in ten of these enquiries and complaints were passed on to our investigation team. The rest were either considered to be premature and sent back to the Council or were the subject of advice.

Housing comprised the highest number of complaints (39) forwarded to the investigation team. Half of these were about disrepair and the remainder were fairly evenly spread across homelessness, allocations, sales/leaseholds and tenancy management.

All but one of the transport and highways complaints passed for investigation concerned parking. Other service areas which were the subject of complaints passed for investigation included planning and building control (9), local taxation (8), benefits (6) education (5), adult care (4), antisocial behaviour (4), children and family services (3) and environmental health (3).

Complaint outcomes

When we complete an investigation, we generally issue a report. This year we issued one report about homelessness. This complaint raised significant issues about the Councils' interpretation of Sections 183, 184 and 188 of the Housing Act 1996, and in particular what should trigger a duty to secure interim accommodation for a person, in this case a mother and child, who was presenting herself as homeless. Although it was not my role to offer a definitive legal interpretation of the homelessness legislation or to question the Council's reasonable interpretation of that legislation, I found that there was a lack of clarity in the terminology that the Council had used in dealing with this case, and a lack of clear records, especially records of what decisions were being taken, when, or under which provisions of the Housing Act. I concluded that these failings amounted to maladministration. The Council agreed to review its guidance to officers in the light of the Homelessness Code of Guidance 2006; and to address training needs in respect of clear and accurate record keeping about homelessness applications. The complainant was paid £250 in compensation for her time and trouble in pursuing the complaint.

A 'local settlement' is a complaint where, during the course of our investigation, the Council has taken or agreed to take some action which we consider is a satisfactory response to the complaint. This can include such things as reconsideration of a decision, repairs carried out, policies reviewed, benefit paid, an apology or other action. In addition, I may ask the Council to pay compensation. In 2008/09, 27.4% of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements. Of the complaints within our jurisdiction I decided against your authority, 52% were local settlements and, including the one report issued, you agreed to pay compensation of over £35,000 in total (although over half the compensation paid was for one complaint about Special Educational Needs.)

Sometimes, although the Council may be at fault, I use my discretion not to pursue an investigation because there is no significant injustice to the complainant. But there still may be lessons for the Council to draw from such cases. This year I closed 15 cases using my discretion.

There were 33 complaints where I found no or insufficient evidence of fault by the Council to justify further investigation. There were also 17 complaints which fell outside my jurisdiction.

Complaints by service area

Housing

Disrepair

I decided 20 complaints about council house repairs and three quarters of these were local settlements. In addition to ensuring that any outstanding works were done, the Council paid over £4,500 in compensation for housing disrepair complaints.

Most of these complaints involved delay in completing repairs. In one case a complainant was left to live with damp walls caused by a leaking heating pipe for 13 months longer than should have been necessary; the Council paid £1,650 in compensation. In another case the Council's contractor claimed to have repaired a leaking radiator when the repair had not been done and the radiator continued to leak and damage the complainant's possessions; £750 was paid in compensation.

One complainant was left without heating for over nine months and received £730 in compensation. In another case £500 was paid to settle a complaint relating to over a year's delay in repairing a bathroom window.

In one complaint where the Council took six months longer than it should to progress repairs to plaster cracks in the complainant's living room, the disrepair itself was relatively minor but the Council made matters worse by losing emails and sending an inappropriately worded letter to the complainant; the Council paid £300.

Housing allocations

I decided seven complaints about the allocation of housing as local settlements.

In one case a complainant who had been accepted for an urgent move because of fear of violence was not offered temporary accommodation away from the locality for over a year. Council officers believed that the complainant would not accept a move to areas other than a few restricted areas where housing was in high demand. However there was no evidence of this on file, and when an offer was made the complainant accepted it despite it not being in his preferred areas. As well as agreeing to pay £2,300 in compensation, the Council has told me that it is reorganising its service and believes that changes to its lettings policy will ensure quicker resolution of housing problems in future. I have not yet seen your revised lettings policy and look forward to seeing a copy when your review has been completed.

One complainant, who was severely disabled and unable to manage in the unadapted flat which she owned, applied for supported housing but was refused for various reasons including that the Council considered she was too young (under 60) and could afford to buy a suitable home for herself if she sold her existing flat. Following my investigation of this complaint the Council agreed to place the complainant in supported housing and pay her £1,000 in recognition of the delay in reaching this decision.

Three complaints were about delays in assessing applications for additional priority for medical needs and/or vulnerability. A total of £850 compensation was paid for these three complaints. These complaints also highlighted some poor record keeping practices including, in one case, failure to record why a complainant on a shortlist had been passed over when allocating a property.

The other settlements involved the Council backdating a transfer application and paying compensation for the way it dealt with what the complainant thought was a temporary transfer from a secure tenancy to allow repairs to be done; and a case where the Council failed to assess an application from the complainant who was applying for a move to another borough.

Homelessness

Other than the report mentioned earlier in this review, I decided four complaints about homelessness. One resulted in a local settlement. There are legal rights to appeal to court about many decisions about homelessness and such complaints are usually outside my jurisdiction, but in this complaint there was delay in dealing with a fresh homelessness application where the applicant's situation had changed for the worse, which is a matter I could investigate. There was also a failure to assist the complainant with storage of his possessions. Although I could not conclude that the Council's delay had caused injustice, the Council paid compensation of £250 for the distress and inconvenience caused to the complainant by the loss of his possessions. I did not find any fault in the other three complaints, one of which was outside my jurisdiction.

Other housing complaints

One complaint about the Council's complaints process itself highlighted an inaccuracy in the Council's complaints leaflet which has subsequently been corrected when the leaflet was reprinted. In another case the Council failed to take care of a complainant's washing machine following his eviction; £250 was paid in compensation.

One complaint from a leaseholder involved door bells on a communal door not working, causing problems for visitors and delivery of post. The cost of repairing the door system was prohibitive but a solution was eventually reached by putting up a sign redirecting visitors to another door and providing the Royal Mail with a key fob.

Local taxation

I decided 11 complaints about local taxation, of which six resulted in local settlements. Three complaints (including one which did not lead to a local settlement) were about bailiffs levying distress against cars that were not owned by the complainant and then wrongly charging fees for a levy. In each case the Council agreed to withdraw the wrongly charged fees. The Council agreed to review this issue with its bailiffs to ensure that their practices took account of the settlements in these complaints.

In one complaint the Council's bailiffs pursued the complainant in 2008 for Council Tax arrears that arose between 1994 and 1997, despite having had no contact with him for 10 years. The Council said that the complainant had given an incorrect forwarding address in 1997, but agreed to write off the debt on the basis that there had been such a long time without any contact.

In a complicated complaint about billing for business rates on multiple businesses owned by one complainant, the Council incorrectly billed the complainant and wrongly obtained a summons and instructed bailiffs. The Council had failed to answer some letters. The Council had already offered compensation of £200 but this was increased to £350 after my investigation in line with my guidance on remedies; in agreeing this figure some allowance was made for the fact that it was a complex case and the complainant had not been helpful in trying to resolve this matter.

One of the settled complaints arose because the Council billed a complainant for Council Tax for a property he had never lived at and then summonsed him even after he had told the Council this. In addition to cancelling the summons and the wrong account, the Council paid modest compensation.

Benefits

In 2008/09 I decided 11 complaints about benefits, mostly housing benefit but some also involved council tax benefit. Two of these gave rise to local settlements.

One was about a Housing and Council Tax Benefit claim having been cancelled in 2006 which was resolved when, following my intervention and that of the local Citizen's Advice Bureau, the Council reassessed the benefits from 2005 and agreed to write off a small amount of Council Tax debt.

In the another case the Council wrongly sent a decision about an overpayment of benefit to the complainant's old address and then failed to tell the Appeal Tribunal that this was the reason her appeal was made late. The appeal was refused as out of time and the Council instructed bailiffs to start recovery action. The complaint was settled by the Council paying £500, and writing to the Tribunal, which then accepted the case.

Adult care services

I decided two complaints about adult care services as local settlements. In the first, the Council had delayed for at least 18 months in making payments for care and educational provision for a young adult (daughter of the complainant), building up a debt of over £80,000 to the provider which caused the mother to worry that her daughter's placement might be jeopardised; there was also poor communication with the mother about her daughter's care reviews. The Council brought the payments up to date and paid £400 in compensation.

The second complaint concerned the failure to follow a risk management plan to contact the complainant when, in the middle of one night, her daughter (who has mental health problems) left a respite crisis unit run by the Council. As a result it took longer than it might have before the daughter was found in a distressed state and admitted to psychiatric hospital. The Council had offered £250 to the mother as compensation, but increased this to £500. Although it did not agree with my view that the daughter had been caused injustice the Council agreed to pay compensation to her as a goodwill gesture.

Children and family services

A complainant alleged that the Council had failed to properly investigate her allegation that her child's treatment in school amounted to child abuse. My investigation was not about the treatment of the child in the school which is outside my jurisdiction, only the Council's failure to respond to the complaint about the actions of its educational social worker. The Council provided a response to the complaint and paid a small amount of compensation in recognition of the time and trouble caused to the complainant by its delay in doing so.

Education

Special Educational Needs

I settled one complaint about both special educational needs and children services, where the Council had decided in 2001 that under section 17 of the Children Act 1989 the complainant should be offered a residential therapeutic placement as a child in need. But it did not make a placement until 2005, when it was done to implement a statement of special educational needs rather than under section 17 of the 1989 Act. As a result, the child was not only deprived of education in a suitable therapeutic environment for a number of years, but also would have lost the opportunity to receive leaving care services under the Children (Leaving Care) Act 2000. As a remedy the Council agreed to pay £18,300 and to offer the complainant the services that he would have received under the 2000 Act, including assistance with future employment, education or training if relevant.

Planning and building control

Enforcement

There were two complaints about planning enforcement that resulted in local settlements. In one case the Council delayed in taking action in relation to a satellite dish on a neighbouring property and failed to keep the complainant informed about what it was doing; £50 compensation was agreed. In the other, the Council told the complainant, that any new extension to his neighbour's house would be subject to an existing enforcement notice, but failed to make him aware that any enforcement action would not follow automatically but would be subject to the Council deciding whether such action was expedient, and the outcome of negotiations. The injustice to the complainant took into account a long history of concerns about planning breaches by his neighbour, and was that the Council had falsely raised his expectations. So the Council agreed to pay him compensation of £250.

Planning Applications

In a complaint about amended plans for a neighbour's new rear extension the Council failed to consider the effect of a large new corner window and how it would overlook the complainant's property including her bedroom windows. The planning report inaccurately referred to screening where there was none between the window and the complainant's house. The complainant was paid compensation of £1,000.

Transport and Highways

There were six local settlements of transport and highways complaints, all about parking.

One involved delay in dealing with correspondence; £50 compensation was paid. In another the Council failed to record a letter from the complainant which resulted in him losing his right to appeal; the Council readily agreed to cancel the penalty and pay compensation. However it then failed to take the agreed action resulting in the complainant receiving an order and costs from the court. The Council withdrew the action and costs and paid a further £25.

One complaint involved a dispute about whether yellow lines that the complainant had allegedly parked on were visible. This dispute was outside my jurisdiction as the complainant had appealed against the penalty. But although the Council withdrew from the appeal as it had no photographic evidence, the complainant came to me because he felt his distress and inconvenience should be recognised. The Council paid him £150 to settle the complaint.

In one case the Council instructed bailiffs to take action to recover a parking penalty despite having been asked to cancel the notice to owner and charge certificate by the Traffic Enforcement Centre; to settle the complaint the penalty charge was withdrawn and £50 compensation paid.

There were two further complaints (similar to one mentioned in last year's Annual Letter) about the Council's failure to follow its policy to contact the keeper of an abandoned vehicle, where it has the keeper's contact details, before removing the vehicle for destruction. One complainant had his van, which had been vandalised, removed and destroyed by the Council. The Council had the keeper's details but did not follow its policy of contacting him so that he could decide whether to pay to retrieve and mend the van rather than having it destroyed. The Council paid £200 compensation. In another similar complaint the Council agreed to pay £100. In the light of these complaints the Council's abandoned vehicles policy has been rewritten. The Council kindly sent me a draft copy of its new policy in April this year so that my office could comment on it.

Other

Other local settlements covered a variety of subjects.

Antisocial behaviour

This complaint involved a long running complaint about antisocial behaviour where the complainant thought the Council was not dealing with the matter properly and the Council decided the complainant was being vexatious, and banned him from making complaints for a year. The way that the Council had dealt with the complainant was not reasonable, or in line with its policy about vexatious complainants. The complaint was settled by the Council agreeing to meet with the complainant to consider his reports of new antisocial behaviour and take further evidence.

Contracts and business matters

A complainant who runs a small residential care home had been asking since 2004 for the fees to be reviewed by the Council in line with its placement agreement with her. The Council had not responded. The complaint was settled by the Council agreeing to consider her request for increased fees, and to backdate its decision; it also paid £250 to compensate for the delay.

Others

One complaint concerned delay by the Council in dealing with complaints about overhanging trees, dumped rubbish and vermin at a neighbouring property. The Council agreed to take action and pay the complainant £150.

Another complainant who was complaining about rudeness by a Council officer received an apology, but was also told that he was subject to a policy decision by the Council to limit contact with him. Subsequently this was found not to be the case, but the confusion had unnecessarily prolonged the complaint and the complainant was paid £25 for his time and trouble.

Liaison with the Local Government Ombudsman

The Council took an average of 17.2 days to respond to enquiries from my office. This is an improvement on your already excellent response times of previous years. My Investigators have noted occasions where the Council's has made a quick and helpful response; but on other occasions it has taken time and protracted discussion to reach a settlement.

An Assistant Ombudsman met with the Council's Feedback Team Manager, in December 2008. Much of the discussion at that meeting was about our approach, and that of the Council, to assessing injustice and remedies, including compensation. One of the suggestions arising from this was that both parties might provide more explanation about how proposed remedies, and particularly suggestions about compensation, had been reached. I hope the exchange of views, and subsequent correspondence about this matter has proved helpful; and I would be interested to know whether you feel there is anything else we could do to help your officers gain a better understanding of why we are proposing particular remedies to settle complaints?

I was pleased that two of your officers attended our seminar for link officers in March and hope that they found the day helpful.

Training in complaint handling

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

Conclusions

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

Tony Redmond
Local Government Ombudsman
10th Floor, Millbank Tower
Millbank
London SW1P 4QP

June 2009

Section 2: LGO developments

Introduction

This annual review also provides an opportunity to bring councils up to date on developments – current and proposed – in the LGO and to seek feedback. It includes our proposal to introduce a ‘statement of reasons’ for Ombudsmen decisions.

Council First

From 1 April 2009, the LGO has considered complaints only where the council’s own complaints procedure has been completed. Local authorities have been informed of these new arrangements, including some notable exceptions. We will carefully monitor the impact of this change during the course of the year.

Statement of reasons: consultation

The Local Government and Public Involvement in Health Act 2007 made provision for the LGO to publish statements of reasons relating to the individual decisions of an Ombudsman following the investigation of a complaint. The Ombudsmen are now consulting local government on their proposal to use statements of reasons. The proposal is that these will comprise a short summary (about one page of A4) of the complaint, the investigation, the findings and the recommended remedy. The statement, naming the council but not the complainant, would usually be published on our website.

We plan to consult local authorities on the detail of these statements with a view to implementing them from October 2009.

Making Experiences Count (MEC)

The new formal, one stage complaint handling arrangement for adult social care was also introduced from 1 April 2009. The LGO is looking to ensure that this formal stage is observed by complainants before the Ombudsmen will consider any such complaint, although some may be treated as exceptions under the Council First approach. The LGO also recognises that during the transition from the existing scheme to the new scheme there is going to be a mixed approach to considering complaints as some may have originated before 1 April 2009. The LGO will endeavour to provide support, as necessary, through dedicated events for complaints-handling staff in adult social care departments.

Training in complaint handling

Effective Complaint Handling in Adult Social Care is the latest addition to our range of training courses for local authority staff. This adds to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution), and courses for social care staff at both of these levels. Demand for our training in complaint handling remains high. A total of 129 courses were delivered in 2008/09. Feedback from participants shows that they find it stimulating, challenging and beneficial in their work in dealing with complaints.

Adult Social Care Self-funding

The Health Bill 2009 proposes for the LGO to extend its jurisdiction to cover an independent complaints-handling role in respect of self-funded adult social care. The new service will commence in 2010.

Internal schools management

The Apprenticeship, Skills, Children and Learning Bill (ASCL) 2009 proposes making the LGO the host for a new independent complaints-handling function for schools. In essence, we would consider the complaint after the governing body of the school had considered it. Subject to legislation, the new service would be introduced, in pilot form, probably in September 2010.

Further developments

I hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your local authority. We will keep you up to date through LGO Link as each development progresses but if there is anything you wish to discuss in the meantime please let me know.

Tony Redmond
Local Government Ombudsman
10th Floor Millbank Tower
Millbank
London SW1P 4QP

June 2009

Appendix 1: Notes to assist interpretation of the statistics 2008/09

Introduction

This year, the annual review only shows 2008/09 figures for enquiries and complaints received, and for decisions taken. This is because the change in the way we operate (explained in the introduction to the review) means that these statistics are not directly comparable with statistics from previous years.

Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

Formal/informal prematures: The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter. These are 'formal premature complaints'. We now also include 'informal' premature complaints here, where advice is given to the complainant making an enquiry that their complaint is premature. The total of premature complaints shown in this line *does not include* the number of resubmitted premature complaints (see below).

Advice given: These are enquiries where the LGO Advice Team has given advice on why the Ombudsman would not be able to consider the complaint, other than the complaint being premature. For example, the complaint may clearly be outside the Ombudsman's jurisdiction. It also includes cases where the complainant has not given enough information for clear advice to be given, but they have, in any case, decided not to pursue the complaint.

Forwarded to the investigative team (resubmitted prematures): These are cases where there was either a formal premature decision, or the complainant was given informal advice that their case was premature, and the complainant has resubmitted their complaint to the Ombudsman after it has been put to the council. *These figures need to be added to the numbers for formal/informal premature complaints (see above) to get the full total number of premature complaints. They also needed to be added to the 'forwarded to the investigative team (new)' to get the total number of forwarded complaints.*

Forwarded to the investigative team (new): These are the complaints that have been forwarded from the LGO Advice Team to the Investigative Team for further consideration. The figures may include some complaints that the Investigative Team has received but where we have not yet contacted the council.

Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2008/09 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2008/09 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

NM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the Ombudsman's jurisdiction.

Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

Table 4. Average local authority response times 2008/09

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

Appendix 2: Local Authority Report -Haringey LB

For the period ending -31/03/2009

LGO Advice Team

Enquiries and complaints received	Adult care services	Children and family services	Education	Housing	Benefits	Public Finance inc. Local Taxation	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	1	4	1	38	9	11	10	8	9	91
Advice given	0	2	2	13	5	3	1	12	7	45
Forwarded to investigative team (resubmitted prematures)	1	1	0	6	2	4	0	3	4	21
Forwarded to investigative team (new)	3	2	5	33	4	4	8	10	9	78
Total	5	9	8	90	20	22	19	33	29	235

Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Total
01/04/2008 / 31/03/2009	1	53	0	0	33	15	17	119

FIRST ENQUIRIES

Response times

	No. of First Enquiries	Avg no. of days to respond
2008 / /2009	76	17.2
2007 / 2008	110	18.4
2006 / 2007	63	18.4

Average local authority response times 01/04/2008 to 31/03/2009

Types of authority	<= 28 days %	29 -35 days %	> = 36 days %
District councils	60	20	20
Unitary authorities	56	35	9
Metropolitan authorities	67	19	14
County councils	62	32	6
London boroughs	58	27	15
National park authorities	100	0	0

Appendix 2

THE COUNCIL'S RESPONSE LETTER TO THE OMBUDSMAN

Mr Tony Redmond
Local Government Ombudsman
10th Floor
Millbank Tower
London
SW1P 4QP

Date

Dear Mr Redmond

Annual Review 2008/09

Thank you for your letter of 16 June 2009 and the attached annual review. I set out below the Council's comments on the points you have raised.

Enquiries and complaints received

The largest proportions of cases you received concerned Housing, followed by Parking. The majority of the Housing cases related to Homes for Haringey. Their complaint numbers continued to rise, no doubt due in part to the ongoing promotion of the complaints procedures, and also because of the Decent Homes programme, which continues to generate complaints as heightened expectations are not always met. We anticipate that this will continue throughout the duration of the programme.

During 2008/09 it became apparent that the Homes for Haringey services in receipt of the largest number of complaints required extra support in handling them, and arrangements were made to accommodate this. Measures to improve complaints handling have also been promoted through a new training programme accessible to all staff, inclusion in the induction programme for new staff, and a programme of culture change which the organisation is currently undergoing. We anticipate that the improvements made will result in more cases being resolved at the first internal stage.

There is now a centralised complaints team in our Urban Environment, which includes the Council's housing functions and parking. This should lead to complaints about those services being dealt with more efficiently and effectively with less cases being referred to you.

Complaint outcomes

After the issue of your report about homelessness, every caseworker was given a personal copy of the Homelessness Code of Guidance for Local Authorities and Good Practice Guidance to Homelessness Prevention. In regard to the standard of note keeping which you also raised, a new procedure was introduced so that, whether a case is approved or closed, the notes are now checked and signed off by a senior officer.

The number of local settlements was two lower than in 2007-08. During the year we introduced a new procedure in which the learning points from all local settlements and maladministration reports, together with internal stage 3 cases, are circulated monthly for service comment on reasons for fault and action to be taken to improve the service and prevent a recurrence. This is shared with senior managers and Cabinet members.

Complaints by service area

Housing

Disrepair

Council house repairs are the responsibility of Homes for Haringey. They have recently undertaken a number of initiatives to improve performance and increase customer satisfaction levels. These include:

- a complete restructuring of their repairs directorate, and the creation of the new role of Deputy Director of Repairs Service with specific responsibility for performance management;
- measures to achieve greater efficiency through mobile working, including SMS text messages to customers to avoid missed appointments;
- the creation of a Repairs Resolution Team, dedicated to resolving customers' problems, including investigating and responding to all complaints; and
- a repairs call centre incorporated into the responsive repairs service where specialised staff are available (calls were previously taken by the Council switchboard).

Housing allocations

The new lettings policy is in the process of being revised by a project team which meets regularly. Before finalisation, there will be a three month consultation period with the public and the policy will be presented to the Cabinet for approval in January 2010. We will send you a copy of the new policy when it has been agreed.

The restructuring of the Council's Strategic & Community Housing Service has been agreed and is now being implemented. It includes the creation of a new Special Needs Team, which will help to alleviate the delays experienced in the past in relation to the cases you have mentioned relating to supported housing, vulnerability assessments and medical assessments. The team will assess applications for sheltered housing and medical priority, maintain a sheltered housing register, let all of the Council's sheltered housing and provide registered social landlords with suitable, timely tenancy nominations for their vacant sheltered housing. They will ensure that we have an accurate and regularly updated sheltered housing register, and better, more consistent, assessment of the housing, health and support needs of older people and people with disabilities. Other benefits will include the sharing of medical and social care expertise between staff, reduced void turnaround times for sheltered housing, and better, and quicker, tenancy nominations for registered social landlords' sheltered housing.

Homelessness

I have commented on action we have taken to improve our handling of homelessness cases in the section above on complaint outcomes.

Other housing complaints

As you say, the Council's complaints leaflet has now been amended to address the previous minor inconsistency. As a result of the case involving the washing machine, work instructions have been rewritten regarding the storage of property after eviction, and further staff training has been provided.

The problem in the case of the door bell and communal door arose when an entrance/exit door was converted to exit only. It was resolved as you have indicated.

Local taxation

As you say, we have reviewed our procedures in relation to levying distress on cars. This includes the carrying out of spot checks and more frequent performance meetings to ensure that bailiffs are following the correct procedures.

Procedure has also been improved in the case of long term arrears. Notification will in future be given if recovery action is to be resumed when no action has been taken in the previous 12 months.

Work is in hand to prevent recovery action in the future in similar circumstances to the complicated business rates case: a system is to be established to suppress issue of a summons where unanswered correspondence exists.

Improvements have been implemented to address the issue of billing for a property never lived in, including staff briefing.

Benefits

Following the case involving Citizen's Advice, priority is now given to correspondence from them and solicitors, and such correspondence is dealt with by team leaders. Staff have also been coached on the quality and content of letters to ensure compliance with legislation and customer care.

As a result of the Appeal Tribunal case, a procedure has now been implemented to hold council tax recovery action when a benefit overpayment appeal is outstanding. This will remain in place until the appeal is resolved/heard by the tribunal. There is also now more thorough checking of information held before assessing claims.

Adult care services

The case involving payments for care and educational provision related to a lack of planning for young people moving from children's to adult services. A new transition team has now been set up to prevent a recurrence.

Procedures were reviewed in the light of the issues in the case involving failure to follow a risk management plan. A new risk management plan is now in place for all new clients entering the crisis unit.

Children and family services

Education

Special educational needs

A number of changes have been implemented to prevent a recurrence of the problems in the residential therapeutic placement case. The recording of Special Educational Needs (SEN) Panel decisions has been improved to highlight those who are out of school and referred to alternative provision. A dedicated SEN officer is responsible for each young person with a statement, and monitors the annual reviews to ensure they are held within the required timescale, shared with relevant staff and a transition plan is in place for those aged 14 years plus. There are monthly meetings to monitor and track the progress of all young people with statements at the Pupil Support Centre. Cases where attendance is at risk are referred to the SEN Panel for action.

Planning and building control

Enforcement

As a result of the satellite dish case, revised planning enforcement procedures have been implemented to ensure that responses are on time and updates are given. The case of concerns about planning breaches was largely due to a backlog of work caused by staff shortages. A review of policies and procedures was subsequently undertaken and, as a result, the backlog was cleared, and timely and full responses are now given.

Planning applications

Staff are being briefed on the importance of looking carefully at proposed developments from different angles/adjacent properties when on site, and ensuring that reports are accurate.

Transport and highways

In the two cases of delay in dealing with correspondence about parking, the correct administrative procedure was not followed, which meant that they fell out of time. All staff who log appeals onto the system have been given additional guidance to ensure that the correct procedures are followed so that this does not happen again.

Procedures have been reviewed and updated to avoid the escalation of complaints regarding parking Penalty Charge Notices. This will ensure that we provide the public with clear advice on taking their queries through the appropriate process of statutory appeal. As many of your enquiries relating to parking have been about this process, we have reviewed the handling of such complaints, which are now being referred to the statutory process when appropriate. Complaints about employee conduct or signage and other issues of parking enforcement continue to be dealt with through the complaints process.

In relation to the case of dispute over yellow lines, officers have been reminded that they need to respond quickly to complaints about incorrect lines and signs, and that they need to give full explanations of programmes of work that are planned as a result.

As you say, we sent you a draft of a new policy on abandoned vehicles, and you have kindly commented recently. We are considering what you have said, and will inform you of any consequential amendments.

Other

Antisocial behaviour

We were happy to accept your guidance in the case you refer to, and no further complaints have been received.

Contracts and business matters

As a result of the residential care case, a new procedure has been introduced under which requests for a fee increase are sent to the head of service, who ensures a prompt response, and that fee levels are reviewed in a timely way.

Others

Action has been taken to address the problems that arose in the case of delay in dealing with complaints about the neighbouring property.

The confusion in the case of alleged rudeness by an officer in Homes for Haringey arose from a lack of clarity at the internal complaint stage. This was a unique occurrence that is most unlikely to recur.

Liaison with your office

My staff always endeavour to respond promptly to your office, not least including the agreement of settlements, and the exchange of views between your Assistant Ombudsman and my Feedback and Information Manager was indeed helpful. We are concerned that some settlements may have been more protracted than necessary and my Feedback and Information Manager has written separately to the Assistant Ombudsman with a view to minimising any delay in the future. I believe that most of the delays predated their meeting.

My two officers found attendance at your seminar to be extremely helpful.

Training

Thank you for the details of your training courses. I have referred these to the appropriate officers.

Conclusions

As in previous years, we have found the annual letter to be helpful to our process of learning from complaints. I have referred above to the use we make of your decisions in our learning process.

We also appreciate the work of you and your staff through the year.

Yours sincerely

Dr Ita O'Donovan
Chief Executive

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Agenda item:

[No.]

CABINET

On 08 September 2009

Report Title. Adult Services Annual Complaints Report 2008/09

Report of **Mun Thong Phung, Director of Adult, Culture & Community Services**

Signed :

Contact Officer :Lesley Clay, Complaints Manager, 020 8489 3398

Wards(s) affected: **ALL**

Report for: **Non- Key Decision**

1. Purpose of the report

- 1.1. To report on the statutory complaints procedure for Adult Services for the year 2008/09 and make appropriate recommendations to improve complaint handling and performance.
- 1.2. To seek member approval for the Adult Services Annual Complaints Report for 2008/09.

2. Introduction by Cabinet Member (if necessary)

- 2.1. I am delighted to present this report as this indicates a very good level of performance for Adult Services both in terms of the level of responsiveness and quality of responses.

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

- 3.1. Performance in handling complaints and members' enquiries is monitored monthly as part of the Council's customer focus indicators. In addition to addressing the concerns of residents and service users, learning from complaints is an important tool for service improvement. It links to Council priority 5: Delivering excellent, customer focussed, cost effective services.

4. Recommendations

- 4.1. That the Adult Services Annual Complaints Report be received.
- 4.2. That the performance for 2008/09 be noted.
- 4.3. That proposed initiatives for performance improvements are noted

5. Reason for recommendation(s)

- 5.1. N/A

6. Other options considered

- 6.1. N/A

7. Summary

- 7.1. In line with the Local Authority Social Services Complaints (England) Regulation, 2006, the local authority is legally obliged to produce an annual report reviewing the complaints handling performance.
- 7.2. It has been an excellent year in terms of performance. 99% stage 1 responses completed within the 10 day timescale and 100% for both stage 2 & 3. The performance target for 2008/09 was set at 92%.
- 7.3. Quality of responses has improved and many complaints responded to well within the 10 day requirement. This is central to continuing to improve 'service perception' and improve customer care practices.
- 7.4. Monthly performance reports are submitted to the Directorate Management Team (DMT) and cascaded down to management meetings.
- 7.5. In order to ensure that we are responding to enquiries within timescale, weekly reports on outstanding complaints are submitted to the Service Leads and Service Managers to ensure effective closure of cases at early resolution stage.
- 7.6. We continue to raise awareness of the Council's Feedback Scheme through publicity information.

8. Chief Financial Officer Comments

- 8.1. This report has no direct financial implications.
- 8.2. However, where complaints are investigated by external investigating officers the cost must be absorbed within existing resources.
- 8.3. Similarly, any cost resulting from compensation payments must be met from within existing resources. No budget exists for these payments.

9. Head of Legal Services Comments

- 9.1. All local authorities are legally required to have a social care complaints procedure as ordered by the Secretary of State under section 7B of the Local Authority Social Services Act 1970 (LASSA). The Local Authority Social Services Complaints (England) Regulations 2006 (and statutory guidance) set out the procedures which the local authority must follow for complaints made on or after 1st September 2006. These Regulations require:
- 9.2. A complaint to be made within one year of the event complained about, unless it would be unreasonable to expect the complaint to have been made earlier than it was and provided it is still possible to consider it effectively and fairly.
- 9.3. A complaints manager to be appointed who, at the investigation stage, should ensure the appointment of an investigating officer to report in writing for adjudication by a senior manager.
- 9.4. Liaison and co-operation between local authority and NHS bodies if a complaint includes elements that relate to part of the NHS, and time limits.
- 9.5. The Regulations emphasise the need to take all reasonable steps to resolve complaints informally and require a record to be kept of all representations made, the outcome and compliance with statutory time limits:
- 9.6. Stage 1 - Informal or problem solving – 10 working days (which can be extended to 20 days if necessary), in default of which a request for a stage 2 investigation can be made.
- 9.7. Stage 2 formal – complete within 25 working days if possible and in any case, within 65 working days.
- 9.8. Stage 3 – Review Panel - complainant has 20 working days within which to request review and a Review Panel must convene within 30 working days of that request and inform the complainant and the local authority of the outcome of that review within a further 5 working days. If the Review Panel decides the complaint was not adequately dealt with, the local authority has 15 working days to inform the complainant of the action it proposes to take as a result. The Stage 3 review panel must have at least two independent members. Officers of the Council (or their spouse/civil partner) can no longer be part of the panel; one council member can be on the panel, but not as the chairperson.
- 9.9. Provided the investigation is being conducted diligently, the authority is unlikely to be criticised either by the courts or the ombudsman if the time limits are not complied with.
- 9.10. The Local Government Ombudsman is empowered to investigate written complaints made by members of the public who claim they have suffered injustice as a result of mal-administration by or on behalf of the local authority but is reluctant to become involved unless other avenues of investigation have been exhausted.
- 9.11. The above procedure applied to all complaints up to 1st April 2009 and therefore to the matters covered in this annual report.

9.12. As of 1st April 2009, complaints are dealt with under a new procedure contained in The Local Authority Social Services and National Health Service (England) Regulations 2009 and further information relating to this new procedure is in the main body of the report.

10. Head of Procurement Comments

10.1. N/A

11. Equalities &Community Cohesion Comments

11.1. Please note the detailed equalities analysis of complaints in section 7 of the main report shows there were no obvious trends to suggest that any ethnic group were making complaints about specific services. Complaints from White British people appear on paper to be significantly down from 23 last year to only 5 this year. However, complaints from Black or Black British people while still very low raised from 3 last year to 6 this year. The figures are distorted by the high number of people who don't complete ethnicity or disability information so it is impossible to make accurate comparisons when the majority of people making a complaint are ethnicity unknown. In relation to age, the largest group registering a complaint is in the 60+ group and more women have complained than men this is a consistent trend across all council complaints monitoring as more women access council services than men. There were no recorded complaints relating to any equalities issues, e.g. racism, homophobia, sexism etc.

12. Consultation

12.1. No consultation was required in drafting this report.

13. Service Financial Comments

13.1. Stage 1 complaints are managed within the existing management structures and there are no additional financial implications. Stage 2 complaints have been investigated through external Investigating Officers and in 2008/09 ACCS employed 5 investigators at an average cost of £2.5k per investigation. The statutory complaint procedures have now changed and in 2009/10 and beyond we project that most stage 2 investigations will be undertaken internally.

13.2. The complaints team structure is fully funded. There are no adverse financial implications. Where compensation payments are agreed by senior managers, management should monitor these as there is no provision with service budgets.

14. Use of appendices /Tables and photographs

- 14.1. Third Avenue Photography for the Social Sector.

15. Local Government (Access to Information) Act 1985

The following background papers were referred to in the preparation of this report:

- 15.1 Annual Report on the Council's complaints procedure for the years 2006/07 and 2007/08 and 2008/09
- 15.2 Department of Health statutory guidelines. To access these guidelines please go to
<http://www.dh.gov.uk/PolicyAndGuidance/OrganisationPolicy/ComplaintsPolicy/SocialServicesComplaintsProcedures>

ADULT SOCIAL CARE

Complaints Annual Report 2008-2009



Adult Social Care

1. Background to Complaints Procedure

Haringey Adult Social Care aims to provide services of the highest standard. In order to achieve this we need to involve service users and listen to their views.

Adult, Culture & Community Services is a large department providing a wide range of services. We accept that things can go wrong and if anyone feels unhappy about the way they have been treated then they have a right to complain.

The Social Services Complaints (England) Regulations 2006, state that as a working guide, a complaint may be generally defined as “an expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a local authority’s adult’s social care provision which requires a response”.

A person is eligible to make a complaint where the local authority has a power or a duty to provide, or to secure the provision of, a service for him/her, and his/her need or possible need for such a service has (by whatever means) come to the attention of the local authority. This also applies to a person acting on behalf of someone else.

The complaints' procedure consists of a three-step process. The first step is local resolution. Whenever possible, managers will try to resolve your complaint speedily and informally. If we are not able to resolve your complaint locally, you may then ask for a formal complaint. If you are still not satisfied with the outcome you can then request a review panel.

Not only does Adult Social Care handle complaints under the Social Services Complaints (England) Regulations 2006, they also handle complaints under the corporate complaints procedure.

We welcome compliments and suggestions so that we can learn from these and improve our services.

2. Reporting Mechanisms

The Directorate’s Complaints Manager now reports to the Head of Systems Development & Performance, who in turn reports to the Assistant Director of Commissioning & Strategic Services.

The Complaints Manager is a fourth tier manager and has a very good working relationship with all senior managers.

Below is a brief outline of the complaints process within the Council:

- The Complaints Manager manages the complaints process;
- The Council has a central database for logging all complaints;
- Complaints are taken in any format such as: written, oral or electronic;
- An acknowledgement letter will be sent within 2 working days of receiving the complaint. This letter will provide the complainant with the contact details of the person investigating their complaint and when the response is due. Complaints will be completed within 10 working days, sooner as far as possible;
- All complaints are sent via email to the service manager of the team directly responsible;
- Response letters at all stages carry an escalation paragraph, explaining how the complainant may take their complaint to the next stage of the complaint procedure;
- If there are any recommendations after any stages of the complaints procedure, the Complaints Manager will monitor that these have been implemented;
- The Complaints Team will generate weekly reports that are sent to all service heads; this shows how many complaints they have and the due date;
- The Complaints Team will chase up the service heads daily for complaints that are due imminently;
- The Complaints Manager produces quarterly performance reports for Directors Management Team (DMT), which are cascaded to all service heads and;
- We are always looking for ways to improve our services and feel that there are many benefits to a good complaints procedure;

3. Advocacy Services

The Council will support anyone in their request to use an advocate in helping with their complaint. The Council appreciates that people may become confused by the complaints process.

A review of all current advocacy services was undertaken by the Council and we are developing advocacy services with the voluntary sector and NHS partners to meet the requirements of the Governments personalisation agenda. The Council uses independent advocacy services to specific vulnerable groups through a number of community based organisations:

- Citizens Advice Bureau (CAB): 1 fulltime post funded by Haringey Council and Barnet, Enfield and Haringey Mental Health Trust to provide advice to community mental health teams;
- HIV Advocacy: -1 fulltime post at CAB funded by Haringey Council;

- Substance Misuse - 1 advocate
 - MIND in Haringey offer specialist advocacy for Mental Health service users and we are currently working with MIND to augment this service;
 - HAIL (Haringey Association for Independent Living) is for service users with Learning Disabilities;
 - Age Concern run an advocacy service for people in hospital addressing concerns such as making life changing decisions, moving into long-term care or not (if others had suggested it).
- Haringey has commissioned '**Rethink**' in London to act as the Council's Independent Mental Capacity Advocate (IMCA) service provider. This service covers service users with both Learning Disabilities and Mental Health needs.
'**Rethink**' IMCA service provides an Independent Mental Capacity Advocate to represent and support people who meet all the following criteria:
 1. a decision is being made about either
 - serious medical treatment or
 - long term care and health moves (more than 28 days in hospital/8 weeks in a care home)
 2. and it is believed the service user does not have the capacity to make that decision independently
 3. and the service user has no appropriate family or friends available to represent them
 4. there is also a service funded by NHS Haringey which is for people detained under the Mental Health Act.

The Complaints Manager is aware of the providers of the advocacy services and would know how a service user may make contact with these organisations.

Part of the role of the Supported Housing Scheme Manager, is to advocate on behalf of a tenant if they are unable to complain for themselves. The Day Centre Managers in Older People Services also act as advocates to assist users in complaining.

Haringey Carers, receive further support from a different group of community based organisations:

- Learning Disabilities specialist advocacy provided by Mencap;
- The Haringey Carers Centre provides advocacy: info@haringeycarers.org tel. 020 8888 0831;
- Mental Health Carers Support Association has an advocacy project for mental health carers;
- Asian Carers Support Group;

- Black and Minority Ethnic Carers Support Service, (does offer advocacy services although this is not something that they are contracted to do for the Council).

The Complaints Team acknowledges that complainant's advocates can also be a friend or family member.

Whenever the Complaints Team receive a complaint from a Third Party, they will send a client consent form to the complainant to get confirmation that somebody other than themselves would be handling the complaint on their behalf.

This form would give the details of the advocate. The Complaints Team are aware that service users may not be in a position to give consent and they will discuss this with the individual care teams.

The Complaints Team will provide assistance to service users who do not speak English as a first language. The Council has its own translation unit and has staff throughout the Council who will offer to interpret on an ad hoc basis.

The Complaints Team will always ask if there is any way we can offer any help or support for e.g. Translation, Braille or large print copies of correspondence.

4. Performance 2008/09

4.1 Compliments/WOW Awards

Apart from dealing with complaints, we encourage people to write to the Complaints Team to give us compliments about staff or teams. We do ensure that the person or teams that are complimented are formally acknowledged.

The Council now belongs to the WOW! Award scheme which is for outstanding customer service.

This is an outside organisation and is open to all Council Staff. Being a part of this scheme has had a very positive effect on our compliments. For the year 2007/08 the service received a total of 78 this increased in 2008/09 where Adult Services received 195 WOW nominations, out of these nominations, Adult Services received 33 WOW awards..

Some of the compliments we received were

Home Carer, cared for our mother in her final days, always with a smile she treated our mother with kindness and respect she became a friend to the family she made our mothers last days a bit better to bare thanks for everything.

Thank you very much for booking the respite for my wife. I enjoyed the break and got to see my brother who I have not seen in 4 years.

I just wanted to say a big thank you for all the support you and Haringey Services have given to my mother over the last few years and are continuing to do so. I have always received complete-back up to anything I have enquired about. The Social Workers, have all been fantastic, if there has been any query this has always been dealt with promptly and efficiently. I think people-should remember you are a support service and that they should be responsible, if possible, for their family first and be very grateful that we have such a great service available in this borough. You do a tremendous role. Thanks again for all your hard work, very much appreciated.

Adult Services received two suggestions during this period. Suggestion forms are available in all reception areas and suggestions can be made via the web, telephone or on our complaint form.

4.2 Whistle-blowing

Whistle-blowing is a complex element of complaint management. The Council's whistle-blowing policy was reviewed last year. The Policy applies to all Council workers which includes senior and junior members of staff. The Council will deal with these concerns anonymously when an individual does not wish to give their details. For a full copy of the policy please visit the Council's website:
<http://www.haringey.gov.uk/index/council/ourstandards/ethicalgovernance>

4.3 Complaints

Performance on complaints handling is determined by whether or not responses have been sent to the complainant within the set timescale. The Adult, Culture & Community Services complaints team also deal with corporate complaints.

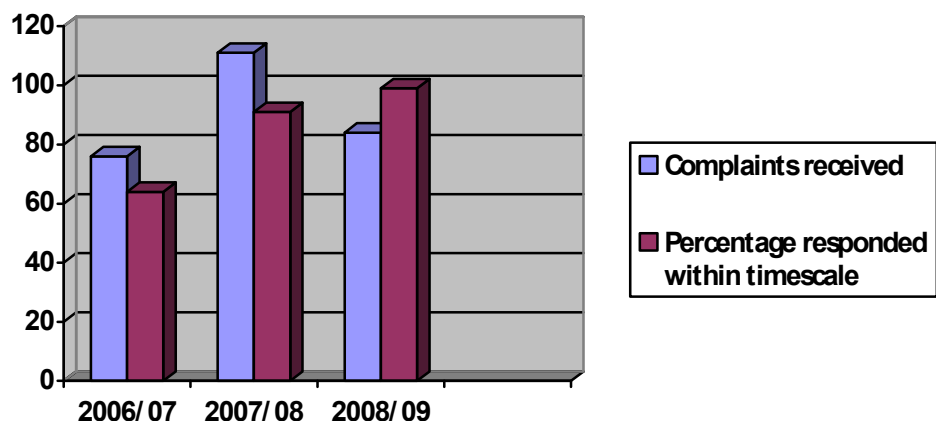
Stage 1 – Local Resolution

This is the most important stage of the complaints procedure. The Department's teams are expected to resolve as many complaints as possible at this initial point.

The performance target set for the period 1 April 2008 – 31 March 2009 was 92%. This target was set locally as opposed to a statutory target.

For the period 01 April 2008 – 31 March 2009 Adult Services exceeded our performance target by reaching 99% for complaints completed within the 10 day timescale. The outturn figure was 84 complaints received. All staff involved in complaints in Adult Services have worked extremely hard to achieve this performance target. If one response had not been overdue by one day, a 100% response rate would have been achieved.

The graph below provides a comparison of the last three consecutive years on the number of complaints received and whether or not they were handled within timescale.



Stage 2 – Formal Investigation

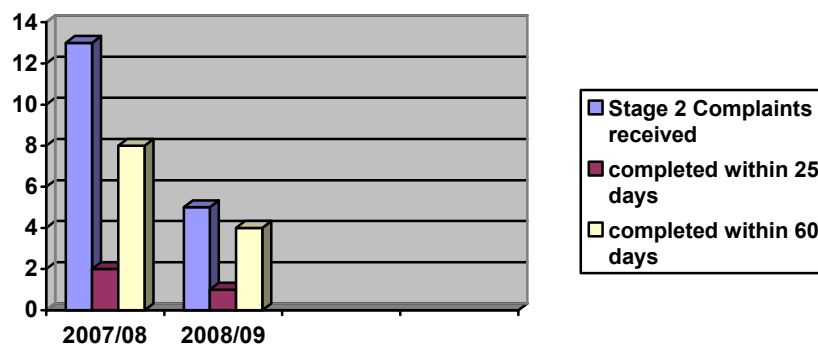
This stage is implemented where the complainant is dissatisfied with the findings of Stage 1. Stage 2 is an investigation conducted by either an internal manager or an external investigating officer. In most cases, Haringey appoint investigating officers from a pool of external investigating officers. The role of the investigating officer involves interviewing staff and file reviews, reviewing

policies and procedures, and producing a comprehensive report. Once the investigating officer has completed their report an Assistant Director is appointed to consider the findings and respond to the complainant accordingly.

The statutory procedure states that Stage 2 investigations are to be completed within 25 working days and in certain cases can be extended to 65 working days. The majority of our stage 2 investigations do need to be extended to the 65 working days due to the complexity of the complaint.

There were 5 Stage 2 investigations completed within timescale. The performance figure was 100% completed within timescale. The performance target for Stage 2's was 40% for 25 days and 60% for the extended period. This is a significantly lower figure than 2007/08 which would show that the quality of the responses has increased at Stage 1.

The graph below provides a comparison of the last two consecutive years on the number of Stage 2 complaints received and whether or not they were handled within timescale.



When analysing the number of stage one and two complaints, it is evident that the majority of complaints were resolved locally to the satisfaction of the customer and we continue to use feedback to improve our high quality service. The complexity and nature of Adult Services complaint investigations can lead to delays.

Stage 3 – Review Panel

Where complainants are dissatisfied with the finding of the Stage 2 investigation, the Council is required to establish a Complaints Review Panel. The panel makes recommendations to the Director who then makes a decision on the complaint and any action to be taken. Review Panels are made up of two independent panellists and one Councillor. The timescales for Review Panels are as follows:

- Within 30 days set up the Panel
- Producing the Panel's findings within 5 days
- Produce the Council's response within 15 days.

For the reporting period Adult Social Care had only 1 complaint that went to Review Panel. This indicates that complainants are generally satisfied with the responses to their complaints. This is an exceptionally good level of performance.

Corporate Complaints Procedure

In the Adult Culture & Community Services Directorate there are two complaints procedures. Adult Social Care uses a statutory procedure which is for any social services you may receive. The corporate procedure is a separate procedure and is used for all other council services.

The outturn figure for Adult Social Care for the period 2008/09 were 37 complaints received under the corporate complaints procedure of which all were completed within timescale which is an improvement on our 2007/08 outturn of 80%. Adult Services achieved a performance of 100%.

The Complaints Team also has a management role in all the complaints, Member Enquiries and Freedom of Information requests received for the whole Directorate.

5. Local Government Ombudsman

The Commission for Local Administration is the official title of the body that runs the Local Government Ombudsman service. It is an independent body funded by government grant. They are empowered to investigate (among other things) any Local Authority. If you have a complaint, the first thing to do is complain to the council. In most cases, the council must have a chance to sort out the complaint before the Ombudsman can consider it. Councils often have more than one stage in their complaints procedure. You will usually need to complete all stages before the Ombudsman will look at your complaint. All complaints must be made by members of the public who claim to have sustained injustice in consequence of mal-administration in connection with action taken by or on behalf of an Authority.

Reporting on complaints received from the Ombudsman will be in the Feedback & Information team's corporate annual report.

6. How did we respond to your complaints?

The Council takes complaints seriously. When you complain about our services, we find ways to improve the quality and delivery of services. Common themes for complaints have been long waiting times and issues with service delivery these issues are currently being addressed in the respective departments.

7. Who complained to us?

Equalities data is collected to assess how Adult Services can better address the needs of the community. However, only a small number of complainants supplied information. With your help in filling out feedback forms, we will be able to serve you better.

There were no obvious trends to suggest that any ethnic group were making complaints about specific services. In relation to age, the largest group that we have registering a complaint is in the 60+ group and more females have complained than men. The tables below illustrate the ethnicity and diversity of people who complain about Adult Services.

	No. of Records		
Ethnicity	2006/07	2007/08	2008/09
Black or Black British	2	3	6
Asian or Asian British	2	0	1
White British	16	23	5
White Other	3	0	5
Mixed	2	0	0
Other Ethnic Group	4	1	0
Unknown	47	84	67
Total	76	111	84

	No. of Records		
Age Group	2006/07	2007/08	2008/09
18-23	1	0	0
24-45	6	8	5
46-59	10	9	5
60+	22	14	17
Not known	37	80	57
Total	76	111	84

How Received	No of Records		
	2006/07	2007/08	2008/09
Complaint form	6	n/a	n/a
Email	7	26	28
Fax	4	n/a	1
Feedback form	8	18	12
In person	4	9	1
Letter	29	27	21
Phone	12	29	21
Web Form	6	2	0
Total	76	111	84

Disability	No. of Records		
	2006/07	2007/08	2008/09
Yes	27	16	25
No	6	11	2
Unknown	42	84	57
Total	76	111	84

Gender	No. of Records		
	2006/07	2007/08	2008/09
Female	45	56	53
Male	20	49	22
Male & Female	10	2	6
Unknown	1	4	3
Total	76	111	84

8. Learning from Complaints and Improving Services

Examples:

- 8.1** Front line complaint from the daughter of a service user, whose mother had an accident on the day centre transport. Service user's seat came out of the runners in the floor as it had not been securely fastened in and had probably not been properly checked at the beginning of the day

Learning points:

- i) Ensure that there is a specific requirement for drivers to check the anchorages of the seats in their vehicles before setting out to pick up passengers

- ii) All relevant staff to have training on locking the seats in place in the vehicles and
- iii) Review of systems to ensure that, where there is an accident, staff telephone back to the manager in the day centre immediately, and do not wait for a more convenient time or for the return to base.

8.2 Summary of complaint

The Council: A. has delayed in making payments for the daughter's placement, causing uncertainty and anxiety; B has failed to properly conduct case plan reviews for the daughter; and C: has failed to respond to correspondence and complaints from the solicitors acting on behalf of the complainant. This was not just an issue about payments it was very much about a lack of planning about young people moving from children's to adult services

Learning Points:

- i) Service need to ensure that payments are made on time.

Action to prevent recurrence and improve service:

A new transition team has been set up in adult services to help prevent this in the future.

8.3 Summary of complaint

Since 2004 the Council has failed to deal properly with requests for an increase in fees in respect of a care home placement. This was a case that was not managed correctly by the service and clear targets for responding were not set.

Learning Points:

- i) Review procedure to ensure that fee levels are reviewed in a timely way.

Action to prevent recurrence and improve service:

A new procedure to all managers was sent around saying that when they a request for a fee increase is received, it must be immediately sent to the Head of Service. Head of Service will then instigate the possibility of the fee increase in a timely, efficient manner. Also, all such requests sent to one central point and a clear response system in place.

8.4 Summary of complaint

Family received a review and it was agreed that a specialist bed was required for their 18 year old son but an assessment was needed by the Occupational Therapy (OT) team in the Learning Disability Team (LD). The family had to endure a long wait for this assessment. This complaint was relating to the procedures in the Transition team between Children's and Adults.

Learning Points:

- i) Referrals to any service, must be actioned in a timely manner and service users and their families are to be kept informed of progress at all times

Action to prevent recurrence and improve service:

Regarding the issue of transition from the Children's to the Adult Learning Disability Team, the Council now have a dedicated 'Transition Team', with two specialist transition social workers and a protocol for transition in place. In terms of allocation, all cases should be allocated, at least in the first instance and offer a 'smooth transition' to the Adult Service and to ensure any current issues are picked up. A new Occupational Therapy/Learning Disability protocol is in place to help improve the process of referrals to Occupational Therapy/Learning Disabilities.

9. Initiatives for 2008/09

9.1 Reform of the Complaints arrangements across Health and Social Care

As of 01 April 2009 a new joint complaints procedure was introduced for health and social care: *The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009*.

The guide, 'Listening, Responding, Improving' has been developed to help complaints professionals work with colleagues to make their organisations better at listening, responding and learning from people's experiences. It is designed to be accessible to anyone working in health and social care organisations that are involved in receiving feedback and resolving concerns and complaints from patients, service users and their representatives.

What is different?

- the new procedure is a joint complaints procedure between health services (the NHS) and adult social care services
- the new procedures advocates for a local resolution and only if your unhappy with the outcome at this stage will your complaint be referred to the Ombudsman.

The principles of the new procedure will include:

- getting it right first time
- being customer focused
- being open and accountable
- acting fairly and proportionately
- putting things right
- seeking continuous improvement to our services.

The focus will be on resolving complaints at a local level. We will acknowledge your complaint within three working days and contact you to listen to what you have to say and understand what your problem or concerns are.

We will agree with you the best way to deal with the things that you have told us about and also agree the time scale for doing this. If you need support we will arrange this for you.

We will respond to you in the way which we agreed and we will provide you with all the necessary information in relation to the issues that you have raised with us.

How we will handle complaints?

When we receive a complaint we will try and sort it out straight away. If we can't then we will:

- contact you to discuss how you wish your complaint to be dealt with
- agree with you when you a deadline on a response
- appoint a manager to investigate your complaint
- where possible put things right
- learn from our complaints and improve our services

The full guidance can be can be found at:

<http://www.dh.gov.uk/en/Managingyourorganisation/Legalandcontractual/Complaintspolicy/MakingExperiencesCount/index.htm>

As the Adult Social Care statutory complaints procedure changed from 01 April 2009, the Complaints Manager will need to establish a new training programme for all social care staff involved in investigating complaints. The training should cover the following:

- General Complaints awareness
- Customer Care
- Risk Assessing a Complaint
- Writing a Complaints Plan
- Investigating a Complaint

The Complaints Improvement Plan is continually updated this includes:

- i. Continuing to develop and embed the importance of learning from complaints to improve our services
- ii. Achieve the performance targets
- iii. Ensuring that investigators of Stage 1 complaints are briefed on the importance of resolution at Stage 1
 - iv. Ensure that complainants are kept informed through out the procedure
 - v. Ensure that stage 1 responses cover all issues raised
 - vi. Publicise the complaints procedure where ever possible.
 - vii. Recommendation that meetings are to be held after each Stage 2 investigation, with the senior managers and the complaints team. These meetings will ensure all recommendations are carried out.

Serious Untoward Incidents

Adults Services has written new guidance for Serious Untoward Incidents. A 'Serious Untoward Incident' (SUI) is where an incident or a series of incidents have taken place which may give rise to public or elected member interest. It may be an incident where our actions may be open to question, where we need to be aware that poor practice has taken place so that we can alert others to potential difficulties or even danger or simply where a service user has taken action, which may be reported in the press, such as, service user committing suicide. A report must be completed within 48 hours of the incident happening and this will ensure that all senior managers have been informed of any incident immediately. The report must be sent to the Complaints Team, Safeguarding Adults Manager and the Assistant Director of Adult Services. Outcomes of any SUI will provide a base for learning.

10. Conclusion

We take our complaints, compliments and suggestions feedback very seriously. We appreciate the need to act on this feedback to continue to improve our services by listening properly to our service users.

We endeavour to encourage all services to support early intervention, and emphasis on preventing problems is paramount. We aim to provide services that will help maintain the independence for the individual whilst providing a well-trained workforce.

Early resolution of complaints is a priority, which we are working hard to achieve by implementing initiatives such as 'Learning from Complaints', and training. All Adult, Culture & Community Services staff are committed to the Council's vision of high performance and improvement. In 2009/10 our focus is to:

- i) Respond within the 10 days – within 24/48 hour as far as possible;
- ii) Continue to improve the quality of our responses;
- iii) Ensure service users and carers know how to refer and increase the awareness and visibility of our service;
- iv) Continue to learn from our complaints maximising the use of team meetings and practice forums to improve and inform the quality of our practice; and
- v) Ensure the feedback/trend analysis and learning is fed into our strategic planning, performance, commissioning and service delivery processes.

Agenda item:

[No.]

Cabinet

On 8th September 2009

Report Title: Executive Response to Scrutiny Review of Day Centre Transport - Adult Social Care

Report of: Mun Thong Phung, Director of Adult, Culture and Community Services

Signed :

Contact Officer : Len Weir, Head of Provider Services (Older People), 002 8489 2338, len.weir@haringey.gov.uk

Wards(s) affected: All

Report for: Non-Key Decision

1. Purpose of the report

- 1.1. To place on record the response of ACCS to a report by the Overview & Scrutiny Committee of 29th April 2009, first presented to Cabinet on 21st July 2009

2. Introduction by Cabinet Member (if necessary)

- 2.1. As Cabinet Member for Social Care and Well being, I welcome the content of this Scrutiny Report, which is very positive indeed. It is clear that the research process has been detailed and has taken into account the opinions of service users, family carers and also staff that operate the service in relation to the outputs and outcomes of those vehicles and the staff who provide the transport service.
- 2.2. It is clear that the newly constituted service-based transport model is robust and fit for purpose and gives additional flexibility to the service to meet the requirements of the Well Being Strategy for Adults 2007-1010, in particular Goal 2 where the objective is to promote opportunities for leisure, socialising, life-long learning and to ensure that people get out and about.

2.3.	As Cabinet member responsible for some of the services that offer care and support to some of the most frail and vulnerable people living in the Borough, I am confident that this new transport serves to facilitate that for those service users.
2.4.	The report has 10 recommendations that are accepted without reservation, and I feel it is a credit to the O&S process that those recommendations are such that they will actively assist the service to further develop to better meet the needs of service users – in addition, the recommendations are couched in such a way as to enable managers of the service to implement them with relative ease.
2.5.	My response to the individual recommendations in the Overview & Scrutiny report is outlined in the Appendix 1.
3. State link(s) with Council Plan Priorities and actions and /or other Strategies:	
3.1.	This review is linked to two key Council priorities - Deliver Excellent Services (To deliver excellent, customer focused, cost effective services) and Encourage lifetime well-being (To encourage lifetime well-being at home, work, play and learning).
3.2.	This review is linked to the Well-being Strategic Framework 2007-2010.
4. Recommendations	
4.1.	That Cabinet agrees the response.
5. Reason for recommendation(s)	
5.1.	N/A
6. Other options considered	
6.1.	N/A

7. Summary

- 7.1. The Overview and Scrutiny Review examined the process whereby a centrally-based transport service was delegated to front line services and whether that process of delegation had proved to be successful, whether the outcome had provided improved service to day centre users, and whether the decision to delegate the transport function had provided increased value for money. 10 recommendations were made, of which all were accepted in full.

8. Chief Financial Officer Comments

- 8.1. This report contains 10 recommendations.
- 8.2. As the Service Finance Comments detail 9 of these recommendations, with the exception of recommendation 3, may have financial implications.
- 8.3. Upon completion of these recommendations further reports should be submitted for Cabinet to consider the outcomes from these recommendations prior to their implementation. These further reports will include a full assessment of the financial implications of the recommendations and options for funding as appropriate.

9. Head of Legal Services Comments

- 9.1 The Head of Legal Services notes the contents of the report.
- 9.2 There are no specific legal comments at this stage. In relation to Recommendation 7 (Provision of Specialist Advice for Day Centre Passenger Services), Adult, Culture and Community Services Directorate should ensure that the provision of any such specialist advice from consultants is compliant with Contract Standing Orders and, where applicable, EU tendering requirements.

10. Head of Procurement Comments

- 10.1. N/A

11. Equalities & Community Cohesion Comments

- 11.1. N/A

12. Consultation

- 12.1. Service users, carers and staff were comprehensively consulted as part of

<p>the Overview and Scrutiny process. Their comments are included in the body of the report. The concerns that they reflected are included in the recommendations.</p>
<p>13. Service Financial Comments</p> <p>13.1. The report contains 10 recommendations. With the exception of recommendation 3 there is a potential for financial implications for the remaining recommendations. Further work will be required to look at the details of specific financial implication of implementing any of these recommendations (i.e. such as specialist advice in recommendation 7 and training costs for recommendations 8 and 9).</p> <p>13.2. The report identifies the need for relevant and quality activity data to be collated and this will be key to assessing VFM considerations in relation to the effectiveness of the Service Based transport model.</p>
<p>14. Use of appendices /Tables and photographs</p> <p>14.1. Appendix 1 – Recommendations and responses.</p>

15. Local Government (Access to Information) Act 1985

- 15.1. Haringey Well-being Strategic Framework 2007-2010.
- 15.2. Scrutiny Review of Day Centre Transport (Adult Social Care) - A Review by the Overview and Scrutiny Committee, April 2006.

Appendix 1

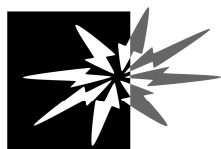
RECOMENDATIONS	RESPONSE	COMMENTARY
<p>1 –That Overview and Scrutiny Committee conduct an initial scoping to assess the benefit of conducting a full scrutiny review of -</p> <ul style="list-style-type: none"> • Capacity, appropriateness and integration of community transport services (door to door) in Haringey • Patient transport for health services in Haringey <p>2 – Haringey Council should consider developing a local transport strategy to</p> <ul style="list-style-type: none"> • Maximise Council Resources • Provide a consistent level of service quality for passengers • Ensure coordination of local services • Help integrate local and pan-London services 	Agreed	<p>The in-house service is only a relatively a small part of the transport infrastructure available to adult service users of all ages. There is a clear interface between the Council service and the community transport service (overseen by Urban Environment rather than Adult Services) as well as patient transport within the NHS. It would be a useful addition to the content of this report for Overview and Scrutiny Committee to look at the wider context of transport for people with mobility problems of various types and to examine where the effectiveness of such arrangements might be improved, both within and outside the Borough.</p>
<p>3 – Adult Social Care should ensure that all 2nd and 3rd Tier managers are aware of the Councils' project Management Framework and ensure that future projects are compliant, especially in respect of –</p> <ul style="list-style-type: none"> • Full appraisal of relevant service options • Full assessment of potential project risks • Identification of clear business case to proceed • Clear milestones and change management plan 	Agreed	<p>It is fortuitous that the outcome of the service based model has been acknowledged to be so positive. It is clear that, for a variety of reasons, the project management systems put in place by the Council were not followed as closely as they might have been. However, this has not been to the ultimate detriment of the delegation of the transport function to the front line. Senior management in Adult Services will ensure that those systems are used appropriately in future.</p>

<p>4. Adult Social Care should aim to develop appropriate monitoring data to support the operation of passenger transport services. Data monitoring should relate to a small number of key performance indicators and should be accompanied by appropriate systems to ensure that such data is collated, analysed and informs the operation of the transport service.</p> <p>5. Using activity and financial monitoring data, Adult Social Care should develop a process which supports the benchmarking of transport provision for day centres. This data should help to develop an assessment of the comparative performance of the transport service with other transport models/services.</p>	Agreed	<p>Regular monitoring data is now being collected on a weekly basis and is being collated and monitored within the performance Team in Adult Services. There is now a sufficient volume of data in place to enable management judgements to be made in relation to relative performance between vehicles and services and to begin to establish internal benchmarks for performance, as well as examine performance against similar services in the external environment. It is clear from the Overview and Scrutiny report that this front-line service based transport model is relatively rare, in that there are no direct comparators in neighbouring Boroughs. Enquiries have been made as to how this was achieved and whether there have been financial efficiencies generated as a result. There have been some relatively small financial efficiencies but the added value to clients as a result of the new model has been significant.</p>
<p>6. That Adult Services should establish service standards for journey times and service punctuality for service users and their carers. These standards, and the services performance against those standards, should be clearly communicated to service users and carers.</p>	Agreed	<p>The service standards as suggested by Overview & Scrutiny Committee have been adopted by the relevant services. Now that performance data is available, service users will be informed of performance against those standards on a quarterly basis.</p>

<p>7. Adult Social Care should invest in occasional/ periodic specialist advice to support more effective planning, development and operation of day centre passenger services. Specialist advice should also be sought to identify how adult social care can minimise the environmental impact of vehicles under its operation and management</p>	<p>Agreed</p>	<p>A Service Level Agreement with the transport managers in Ashley Road is in place and operational. This gives a pool of transport-related expertise for social care managers to draw upon. In addition, there is an element of briefing on new transport developments (including changes in environmental/green requirements), practical training/support and independent monitoring of how the vehicles are being used built in to the process. This could be topped up by the use of independent specialist consultants where necessary, but this has not been required to date due to the considerable knowledge base already available to the service.</p>
<p>8. That Day Centre Managers, or those that plan transport routes, attend passenger transport training to ensure that passenger routes are planned effectively and efficiently.</p> <p>9. Adult Social Care should ensure that dual training of staff is fully implemented across the day centres to ensure that there is an adequate pool of drivers and escorts to support operation of service based transport.</p>	<p>Agreed</p>	<p>Day Centre managers have already begun to attend additional transport related NVQ-type training in order to further expand these skills base in this specific area and this will continue into the future. Initial discussions have begun between services in relation to sharing staff and a range of shadowing arrangements. A transport liaison group is in the process of being established and will meet quarterly. It will include managers, staff representatives from all service areas, carers and service users, as well as a transport manager from Ashley Road Depot. The purpose of this is to maximise feedback to operational managers and to increase synergies and co-operation between services.</p>

<p>10. That Adult Social Care continues to utilise survey tools developed within the review to periodically assess service user and carer satisfaction with transport services</p>	<p>Agreed</p>	<p>It is planned to use the survey questionnaires from the O&S review on transport as part of the growing battery of satisfaction survey tools used in Adult Services in the years to come – the new way of assessing the effectiveness of service is to more closely examine the quality of experienced outcomes for service users, rather than inputs from the service. This will therefore be consistent with that approach.</p>
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[No.]

Agenda item:

CABINET

On 8 September 2009

Report Title: **Lordship Recreation Ground Restoration**

Report of : **Mun Thong Phung, Director of Adult, Culture & Community Services.**

Signed : _____

Contact Officer : Luisa Baker

Tel: 0208 489 1868 Email: Luisa.Baker@haringey.gov.uk

Wards(s) affected: **West Green, Bruce Grove, Noel Park, St Anns, White Hart Lane, Tottenham Green, Woodside, Haringay**

Report for: **Non Key Decision**

1. Purpose of the Report

1.1 The purpose of this report is to update Cabinet on the continuing progress of Lordship Rec's Restoration Programme, which is a major park restoration project in the heart of Tottenham.

2. Introduction by Cabinet Member

2.1 The restoration of Lordship Recreation Ground, one of 3 district parks in Haringey and the largest open space in the east of the Borough is an identified priority in the Council Plan and Greenest Borough Strategy.

2.2 The re-development of Lordship Rec. will create a major new resource in the heart of Haringey, providing new park facilities and services.

2.3 The implementation of the improvement works outlined in this report will enable the Rec. to achieve Green Flag Status upon completion which will contribute to the continuing Green Flag success of the Council.

2.4 However, there is the potential to achieve far more than the restoration of the Park. We also have the opportunity to substantially improve the quality of life for local residents through this development providing a range of opportunities for involvement via clubs, volunteering, training, and through a range of new activities

that collectively will lead to significant improvements in health and wellbeing outcomes for local people.

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

3.1 The key objectives of restoring Lordship Rec support the Council Plan priorities to:

- A Greener Haringey
 - Programme of education and communications to improve recycling participation and use of environmental resources (1.1)
- A Better Haringey
 - Completing the Lordship Restoration project by 2011 (2.1)
- Driving change, improving quality
 - Ensure that the voice of local people and businesses contribute to local outcomes (5.1)

4. Recommendations

Cabinet is recommended to note the project's progress to date and to consider the project's key challenges outlined in this report.

5. Reason for recommendation(s)

5.1 To bring Cabinet up to date with significant developments for the scheme and to identify key challenges that still remain.

6. Other options Considered

6.1 No other options are being considered at this stage.

7. Summary

7.1 Lordship Rec is a District Park located in the West Green ward. As a district park it would expect to draw visitors from a catchment area of up to 1.2km and to provide a range of attractions and facilities. The other 2 district parks in Haringey are Highgate Wood and Finsbury Park.

7.2 Lordship has been failing to match its status as a district park since the 1980s from when a combination of reduced and or tired facilities have combined with a lack of revenue funding to substantially reduce usage.

7.3 From 2002, the Council has been working with the Lordship Rec User Forum (LRUF) and a number of other organisations to secure substantial improvement for the site. In March 2008, Lordship Rec was approved by the HLF for a Stage one Pass in which the Park entered the HLF Development Phase.

7.4 The Master Plan, design work and consultation for the project's sub projects have been developed throughout the Stage One Development Phase. The principal outcomes of the restoration scheme include:

- The opening up of the currently culverted River Moselle
- New City Farm
- New Environmental Centre
- Refurbishment of the Shell Theatre and Lordship Lane Toilet Block building, the historic entrance on Lordship Lane and the Model Traffic Area.
- New Bike Track
- Extensive landscaping works including the park and the grounds of the Broadwater Community Centre.

7.5 Our major targets include:

- To increase usage from the 2007 measurement of 50,000pa to 355,000 in the first year following completion of major works. However, the people counters which have been installed at all gates have indicated that use is far higher than expected. Monthly visitor figures have been higher than our target values since December 2008 and use is steadily increasing beyond our target figures. This means that usage of the future improved park will likely exceed 1 million visitors per year.
- To achieve Green Flag Status for the Park.
- To achieve 1000 volunteer work days per year.
- To offer provision for 10 Neets per year.

7.6 Once completed, there will be a range of benefits including:

- Creation of a new, free to use major visitor attraction in the east of the Borough
- A significantly increased number of users
- 2 new ecobuild facilities, the City Farm and Environmental Centre and the opened up River Moselle
- Substantial community involvement in the development, construction and future management of the Park
- A major new resource for schools and community use for environmental education

7.7 The Project Team are currently developing Audience Development and Volunteer and Training strategies to further increase activities in the Park. These plans will have a marked impact on ongoing and future volunteering, activity levels and interaction within the Park, helping to utilise the Rec's new facilities to their maximum potential. The level of activity and volunteer work has been steadily increasing throughout the Development Phase. This has been assisted by Back to Earth, who are one of the Council's key partners. Back to Earth have set up a regular Community kitchen at the Broadwater Farm Community Centre and are currently awaiting the outcome of a major funding application to the BIG Lottery Fund. Other volunteer contributions have been provided by the work of the Lordship Rec Users Forum and British Trust for Conservation Volunteers (BTCV).

7.8 The appointment of Audience Development and Volunteer and Training Officers has helped to further establish community and volunteer activity which will enable us to meet our overall targets.

7.9 LRUF

- 7.9.1 The LRUF and its relationship with the Council has continued to grow throughout the development of the project, actively recruiting more members and helping to significantly raise the profile of the Rec.
- 7.9.2 This resident led body have acted as equal partners with the Council in the ongoing development of the scheme, with the chair of LRUF sitting as a member of the Project Board. The value of this partnership was demonstrated by the Project's success in securing £400,000 funding from the GLA via a public vote. The principal mechanism for voting was via the internet which put the Lordship project at a major disadvantage because levels of internet access in Tottenham are significantly below London averages. However, this disadvantage was overcome because of the very high level of community involvement and interest in the scheme.
- 7.9.3 The Chair of the LRUF is also helping to set up a London wide network of Friends Groups. The network will provide guidance with setting up friends groups, share experiences and best practice. This organisation is the first of it's kind in London.
- 7.10 Throughout the Development Phase, Lordship has also benefited from a new Wildlife Group which meets monthly to review designs and represent the Rec's wildlife issues and opportunities. The establishment of this group has been well received and attended by a wide representation of residents, Council officers and BTCV.
- 7.11 The designs have also benefited from the input from wider stakeholders and community forums. The project team have been working closely with the redevelopment team for the Inclusive Learning Campus and the Broadwater Farm Community Centre which together make up a triangle of major developments in the immediate area. Other significant relationships which have been developed in recent months are with colleagues in Children Services. This has helped to establish a solid relationship with colleagues in education, which will help to establish further clarity surrounding the future use and management of the new Eco- centre facility and City Farm development.
- 7.12 Key challenges for the project over the next 6 months are:
- Further design and investigative work for the opening up of the River Moselle;
 - Securing planning permission;
 - Securing the outstanding match funding for the project.
- 7.13 The Environment Agency have very recently taken the view that they will require further feasibility work to be undertaken on the River Moselle because of concerns about both water quality and design issues. This work is due to be completed in December 2009. However, a knock on effect from this is that it will delay the project's ability to seek planning permission for the scheme and the Stage 2 submission to the Heritage Lottery Fund until January 2010.
- 7.14 There is currently a shortfall in match funding of £1.4m. Proposals to address this are set out in section 12 of this report. The principal fund being applied to is a

European fund called INTERREG. Key elements of the INTERREG funding application will be :

- That the scheme must involve the promotion and sharing of skills and experience and the development of best practice;
- That there must be a number of partners from the north west Europe area.

The best practice to be offered through the Lordship scheme will be:

- Community Leadership and involvement producing major environmental regeneration;
- Local food production;
- Community involvement in construction;
- Demonstration projects for environmental sustainability and environmental education.

This funding application is scheduled for 7th October 2009 with the outcome known in January 2010. Should the application be unsuccessful the next opportunity to apply would be April 2010 with the outcome known in July 2010.

8. Chief Financial Officer Comments

8.1 The total cost of this project at 23/06/2009 is projected as £6,820k. Funding secured to date totals £1,546k as detailed below:

LBH PBPR agreed funding	£665k
LBH (Parks improvement programme capital allocation)	£46k
Heritage lottery Fund	£235k
GLA	£400k
Environment Agency	£200k
Total secured funding relating to HLF eligible works	£1,546k

8.2 Bids are to be submitted or final notification received in the coming months for the following funding streams:

Interreg (bid to be submitted)	£1,115k
LDA (awaiting confirmation)	£50k
SITA (bid to be submitted)	£50k
Veolia (bid to be submitted)	£150k
BIFF Award (bid to be submitted)	£50k
HLF Stage 2 (see below)	£3,859k
Total	£5,274k

8.3 Heritage Lottery Funding is dependent on a successful assessment of progress made to date. HLF have been involved in the project throughout the design phase (stage 1) and it is therefore unlikely that funding will not be agreed. However, in order for this funding to be secured HLF will require the full value of the project to be funded. The unfunded gap at this time, based on costs at 30/06/09, is £1,415k, i.e. those items above awaiting confirmation or bid submission.

8.4 In order to secure HLF funding all bids must be confirmed and the remaining £1,415k funding gap secured. This will result in a delay to the project of approximately 6

months. HLF are unlikely to rescind their offer during this period assuming all other project milestones have been met.

8.5 The alternative would be for the Council to underwrite the funding shortfall in this period, pending confirmation of external funding.

8.6 Whilst delaying the project minimises the Council's financial risk there are other factors to take into consideration as highlighted below:

- 8.6.1 The Council may be unsuccessful in securing the required match funding which will require the scheme to be revised and reduced based on available remaining funding and is likely to result in a lower HLF contribution.
- 8.6.2 Works would commence on site 6 months later than is currently scheduled.
- 8.6.3 HLF could seek to pressurise the Council into confirming the match funding on the original date of 18/09/09.
- 8.6.4 Additional, unbudgeted revenue costs of approximately £20k would be required to cover the continued employment of Council project support staff.
- 8.6.5 The potential loss of existing design team members who might be allocated to other projects during this period and then be unable to return to the Lordship project.

8.7 One advantage of delaying the project is that construction industry inflation projections currently indicate a small reduction over the next year (National BCIS Index), however, this may change and will be monitored. Should this be the case we are likely to experience a small reduction in projected costs by delaying the project.

9. Head of Legal Services Comments

9.1 Legal Services is supportive of this venture and working in partnership with the various client departments to achieve the Council's objectives as set out in this report.

9.2 The project will require planning permission and a number of associated legal contracts for the design and build of the scheme. It is anticipated that this work can be provided by the in-house legal team, although it will not be required until 2010. There will also be a number of procurement issues to address to ensure that all of the necessary goods, works and services are procured in accordance with EU and the Council's procurement rules.

9.3 Under CSO 6.06 no contract shall be let unless the expenditure involved has been fully considered and approved and sufficient funds have been allocated in the relevant budget. Some of the contracts may be required to go to the Procurement Committee for approval in due course.

9.4 The Head of Legal Services confirms that there are no legal reasons preventing

10. Equalities and Community Cohesion Comments

- 10.1 An equalities impact assessment has been undertaken for the project that was informed by a user survey undertaken in July and August 2008.
- 10.2 The Audience Development Plan for the project is the principal vehicle for addressing equalities issues. Whilst all sections of the community are a priority for the project, there will be a particular emphasis on engaging with and developing usage and involvement from women and young people.

11. Consultation

- 11.1 Extensive consultation designed to identify needs and secure interest and involvement from the community and stakeholder organisations has been undertaken since the project's inception.
- 11.2 Consultation regarding the projects development has been further developed during the Development Phase. This has been carried out together with expert guidance from the Council's Consultation Manager, Audiences London, and HLF monitors.
- 11.3 Through design development there have been a number of wider public consultation events, presentations and questionnaires as well as ongoing consultation with the LRUF and specialised focus groups for the different sub projects.

12. Service Financial Comments

- 12.1 In March 2008, the HLF approved a Stage 1 pass for the scheme. This valued the capital works for the project at £6.274M and the overall total eligible costs' for the Project at £8.997M. The HLF agreed at this stage to immediately fund 43% of the development costs (£235k) and to earmark 43% of the total eligible project costs for the major works (£3.859M) subject to the Council and partners progressing the scheme satisfactorily and meeting the HLF requirements. The gap at this stage in the amount of capital funding required is £1.415M.

Match Funding

- 12.2 The current funding gap for the project is £1.4M. The Council are currently preparing the following bids over the coming months to close the match funding shortfall.

Interreg (bid to be submitted)	£1,115k
LDA	£50k
SITA	£50k
Veolia (bid to be submitted)	£150k
BIFF Award (bid to be submitted)	£50k
HLF Stage 2	£3,859k
Total	£5,274k

- 12.3 SITA, VEOLIA and BIFFAWARD are landfill tax funded bodies. There would appear to be reasonable prospects of securing this funding.

- 12.4 The Council has been shortlisted to receive the LDA funding of £50,000 and final confirmation will be dependant upon reaching agreement over details of the funding application. Securing this funding is potentially important as there is a likelihood that the LDA will make capital monies available next financial year. Should the Council be unsuccessful with its other funding applications, this offers a possible alternative.
- 12.5 INTERREG is an EU fund focused on North West Europe. Council officers from the project team, have met with officers from London Council's European Service and the Lordship project appears to clearly demonstrate that it is eligible to receive this funding. INTERREG will fund up to 50% of eligible scheme costs so the Council can apply to this source for the whole £1.415M if other bids are unsuccessful. Specialist support will be sought to progress this application from other Council services with previous experience of INTERREG.
- 12.6 Appendix 2 provides a summary of project expenditure and funding.

13. Use of appendices /Tables and photographs

Appendix 1- Lordship Recreation Ground Master Plan.

Appendix 2- Lordship Recreation Ground financial summary

14. Local Government (Access to Information) Act 1985

- Application to the Heritage Lottery Fund
- Parks for People funding application
- East London Green Grid funding application
- Lordship Recreation Ground files.



- KEY**
- Existing tarmac paths
 - Proposed tarmac paths
 - Proposed hogglin
 - Open grass area
 - Flower meadow
 - Structural planting

Legend

1. Lordship Lane Entrance
- 1a. Gates and piers reinstated, new railings reinstated on original alignment.
- 1b. Ornamental gardens fenced with interpretation signage provided.
- 1c. Existing fenced building enclosed to provide farm shop, refreshments and park information and toddler play.
2. Eastern Hub
- 2a. Broadwater Farm Community Centre - Creation of community gardens.
- 2b. Existing establishing woodland retained and protected.
- 2c. New earth bike track replacing existing facility near Model Traffic Area.
- 2d. Existing Adventure Play Area retained, land drainage improved.
- 2e. Existing Shell Theatre refurbished to include park rangers office, theatre storage and secure external compound. Skate park retained with improved drainage.
- 2f. New Central Gathering space with seating, tree planting and paving.
- 2g. Existing MUGA retained.
3. New Central Hub
- 3a. Existing park paddling pool retained in an improved landscape setting.
- 3b. New play area implemented 2019, not funded by HLF. Landscape setting to play area forms part of HLF application.
- 3c. New Environment Centre and garden, providing park cafe, community rooms to replace existing park building on same site.
- 3d. Existing park lake. Improvements to lake edge, and paths and enhancement to landscape setting.
- 3e. New pedestrian/service access to Environment Centre via Freedom Road.
- 3f. Existing Model Traffic Area restored to include repairs to carriageway, kerbs and footways, restoration of Miniature planting and provision of railings and gates.
- 3g. Removal of existing earth bike track which partially cover Model Traffic Area.
4. River corridor
- 4a. Three new timber pedestrian bridges across new river corridor.
- 4b. Selective removal of existing vegetation along existing river corridor to improve visual permeability across park and provide key views of the environmental centre.
- 4c. Existing tree corridor to be enhanced to strengthen native conservation value, to incorporate infilled existing ditch.

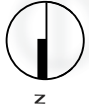
- 4d. Existing River Moselle, retained in culvert due to water quality issues.
- 4e. Culvert replaced with open watercourse.
- 4f. Seasonally wet water course of natural appearance, with meadow planted sides to take seasonal flooding and to allow the future diversion of the River Moselle.
5. New City Farm
- 5a. New City Farm to include educational building, farm animal enclosures, offices, with communal gardens and pond.
- 5b. City Farm rotation paddocks.
6. Higham Road Entrance, improvements to include viewing terrace, seating and interpretation signage.
7. New fruiting tree orchard including 'Aut' trees.
8. Downhills Park Road Entrance: provision of Interpretation signage.
9. Existing woodland nature conservation area retained, but cut back from avenue of London Plane.
10. Existing cycle route through the park retained with improved lighting and locally diverted around new city farm.
11. New structural tree planting.
12. Retention of large central grassed area, used for informal sports and recreation. Scale of space reduced by changes in grass management regime to include meadow and mown paths.
13. Existing sports pitches retained.
14. Commemorative Millennium Tree ring to be relocated as shown.
15. Existing line of semi mature Horse Chestnut all with bark damage and susceptible to Chestnut canker to remain and long term health monitored on part of MMP.

**LORDSHIP
RECREATION GROUND**

MASTER PLAN

50012003 GA001

Scale NTS



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				APPENDIX 2				
Lordship Recreation Ground Expenditure and Funding Summary								
HLF Total Scheme Costs					£'000	Comment		
Projected costs for development phase to 09/09					546			
Costs from 10/09 to project completion					6,274			
Total HLF Scheme Costs					6,820			
Funding					£'000			
To 09/09								
LBH (Lordship Rec funding)					265	secured		
LBH (Parks Improvement Capital))					46	secured		
HLF					235	secured		
Total to 09/09					546			
From 10/09 to project completion					£'000			
LBH (Lordship Rec Funding)					400	agreed and secure		
GLA					400	secured		
Environment Agency					200	secured		
Total Funding Secured Post 09/09					1,000			
Heritage Lottery Fund					3,859			
Interreg					1,115			
LDA					50			
SITA					50			
VEOLIA					150			
BIFFA					50			
Total funding to be secured					5,274			
Other Costs								
Costs of Football Foundation Scheme					1,000			
Playground					262			
Playbuilder					20			
Total other costs					1,282			
Funding								
Football Foundation					540			
LBH strategic sports pitches					460	total scheme allocation 900,000		
Big Lottery					110	secured		
LMCT					40	secured		
LBH (Lordship Rec funding)					112	agreed and secured		
Playbuilder					20	secured		
Total other funding					1,282			

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Haringey Council

[No.]

Agenda item:

Cabinet

on 8 September 2009

Report Title: **Football Development Plan**

Report of : **Mun Thong Phung, Director of Adult, Culture & Community Services.**

Signed : _____

Contact Officer : Paul Ely

Tel: 020 8489 5690

email: paul.ely@haringey.gov.uk

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose of the report

1.1 This report seeks adoption of a revised Football Development Plan and Action Plan for Haringey and the approval of Cabinet for a programme of investment in upgraded facilities across the Borough set out at Appendix 2.

2. Introduction by Cabinet Member (if necessary)

2.1 Football is a very popular sport in Haringey for children and adults alike.

2.2 Through the Council's own investment, funding from the BSF programme and Football Foundation and other external sources, we have the opportunity to substantially improve facilities across the Borough enabling more people to play in Haringey.

2.3 We are also fortunate to have the Tottenham Hotspur Foundation, the community sports development vehicle for Tottenham Hotspur FC, located in the Borough as the Foundation is now one of the best sports development organisations in England.

2.4 Through this report, I am seeking endorsement for the range of proposed investment across the Borough, for the Council to prioritise work to enable more effective use of and access to school facilities by the community, and for my colleagues' support in the Council increasingly looking to the Tottenham Hotspur Foundation to take on a commissioning role for Football provision.

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

3.1 Key elements of the Council Plan relevant to the Football Development Plan are:

- Improving the natural environment (2.1)

- Improved opportunities for leisure (3.3)
- Engaging citizens (5.1)

3.2 The National Performance Indicators that the Plan can most significantly contribute to are :

- NI 6 Volunteering
- NI 8 Adult participation in sport and active recreation (LAA target)
- NI 56 Obesity in primary school age children in year 6
- NI 57 Children and Young People's participation in high quality P.E. and sport
- NI 110 Young People's participation in positive activities
- NI 199 Children and Young People's satisfaction with parks and play areas.

3.3 There are also direct links with the Council's strategies for Sport and Physical Activity and Open Spaces.

4. Recommendations

4.1 Cabinet is recommended to:

- a) Approve the indicative priority rating **for** the proposed improvement schemes identified in Appendix 2.
- b) Provide in principal approval to the approach being recommended in the Football Development Plan of seeking to achieve more effective use of existing assets, particularly school changing provision.
- c) Support schools to encourage greater community access to on site football and ancillary facilities.
- d) Agree the proposed future development of the relationship with the Tottenham Hotspur Foundation set out in paragraph 7.18.

5. Reason for recommendation(s)

5.1 There will be a need to select and prioritise which sites should receive investment because funding, including the availability of external funding, is limited and not all aspirations can be met.

5.2 There is limited availability of open space for recreational and other purposes within Haringey and the most effective and realistic approach is to seek to maximise the usage of existing assets rather than seek to develop new sites or duplicate existing assets. This is particularly the case in respect of changing provision where a school is located adjacent to football pitches as the construction cost of a new build changing area is circa £125,000 per team.

5.3 Community access to school sports facilities will help to address existing identified needs from football clubs for access to training facilities and, as stated above, can avoid unnecessary cost and duplication of provision.

- 5.4 A change in the existing relationship between the Council and the Tottenham Hotspur Foundation should produce a better coordinated service delivering better outcomes for local residents.

6. Other options considered

- 6.1 In respect of facility developments, there are a number of organisations across the Borough, including the Council, with aspirations to secure funding from the Football Foundation. However, for a number of reasons these aspirations cannot all be met. These reasons include: lack of match funding, limited overall availability of funding from the Football Foundation and potential duplication of provision with over provision in certain parts of the Borough and no provision in other areas. To date, facility improvements have been applicant rather than needs led and an option is to continue with this approach.
- 6.2 In respect of school changing provision, where a school is located adjacent to playing fields, the alternative option is to provide separate changing for the school and for the playing fields. This option would be significantly more expensive in terms of the capital outlay and could result in the construction of a new community asset (a park changing pavilion) that has limited usage.
- 6.3 School governance, management and arrangements for community usage are the responsibility of individual schools. This results in each school developing its own policies for community lettings and as a consequence of this, community access across the Borough is somewhat ad hoc. The key issue for schools is cost recovery including recovering the additional costs of maintenance and potentially damage arising from community access. Recreation Services are in a position to assist schools in developing community access as long as this is part of a wider approach from the Council towards community access.
- 6.4 The Council and local residents, particularly children and young people, are benefiting from the increasingly active role being taken in Haringey by the Tottenham Hotspur Foundation. Discussions have recently taken place between the Foundation and Recreation Services about the Foundation moving towards a new, commissioning role for football provision that would, in officers' view, produce a better coordinated, more effective approach towards service provision and management of the voluntary and community sectors. This would be a further development to existing commissioning arrangements where the Foundation are one amongst a number of suppliers.

7. Summary

- 7.1 The Council has previously approved an overall Sport and Physical Activity Strategy in 2005 (2005-2010).
- 7.2.1 A core component of this Strategy was to move towards a more localised approach for the provision of facilities and delivery of services that would better serve local residents, particularly younger residents, and improve service accessibility.

- 7.3 An audit of the number and quality of sports pitches has also previously been undertaken. This highlighted deficiencies in both aspects and officers' subsequent approach has been to seek to improve the quality and utilisation of existing pitches.
- 7.4 In 2008, the Council was approached by senior officers from the Football Association. Via discussion, Haringey was identified as a priority for investment from the Football Foundation because of the limited number of teams operating in the Borough. The key to securing this investment is the Football Development Plan Action Plan and investment proposals.
- 7.5 The Council has also been adopting an increasingly strategic approach towards service commissioning and introduced the Category Management system for procurement. In keeping with this approach, Recreation Services have established an approved list of organisations providing coaching and coach education services.
- 7.6 There have also been a number of developments in overall policy for sport and physical activity at a national level since 2005 that have resulted in the need for a revised approach at local level. These changes are set out below.
- 7.7 Overall participation in sport and physical activity has been broadly unchanged over the past 20 years. However, there have been changes both within the overall pattern of participation and for society's overall levels of fitness. The key changes are:
- Obesity levels have risen amongst the population as a whole with particular concern about the rise in obesity levels amongst children and young people.
 - The management, administrative and financial demands made on voluntary sector sports clubs has increased arising from both wider societal concerns to promote child protection and increasing insurance costs being incurred by clubs for public liability insurance.
 - There has been an overall decline in team sports and an increase in individual pursuits particularly gym membership.
- 7.8 In 2006, the results of the first ever 'Active People' survey were published. This survey was conducted nationally with over 360,000 adult respondents including over 1,000 from Haringey. The survey established that the factors most likely to support participation at the target level of 3 times a week were that participants were members of a sports club, received regular coaching or tuition and took part in competitive sport. In 2006, following publication of the survey results, the Haringey Strategic Partnership agreed a stretch target as part of its Local Area Agreement to seek to increase the percentage of adults participating three times a week at Government recommended levels, from 22.9% to 26.9%.
- 7.9 As part of a range of initiatives being implemented to assist in working towards this target, the Council has established the Haringey Community Sport and Physical Activity Network (CSPAN) and is about to launch the HARIACTIVE ('Make a Change') initiative designed to persuade people to become more physically active.
- 7.10 In 2008, Central Government agreed a revised approach towards overall sport and physical activity provision, with Sport England retaining the lead role for the coordination of sports provision and with the Department of Health taking on the

lead role for increasing participation in physical activity. As part of this change, Sport England have altered their funding approach with the majority of funds now channelled through national governing bodies of sport.

- 7.11 In parallel with these developments, considerable investment is being made in secondary schools through the Building Schools for the Future Programme (BSF). In Haringey, over £160m is being invested in schools of which over £16m will be used to improve sports facilities. Through this investment, Government is seeking to achieve improved outcomes in respect of both educational attainment and wider community use of school facilities.
- 7.12 A key part of the approach being recommended by officers is to seek to achieve better use of physical assets – principally grass and artificial surface pitches, changing rooms and social space. This can be achieved by facilitating greater community use of existing school assets, particularly changing rooms, and greater school use of quality pitches in parks and open spaces.
- 7.13 Members have also agreed £900,000 of capital funding for a three year period 2009-12 to support the Plan. The approach being taken by officers is to seek to maximise external investment by utilising these monies and the BSF funding.
- 7.14 In shaping the Football Development Plan, two further factors have been influential. These are:
 - 7.14.1 To further develop the 'area based offer' using the 7 Neighbourhood Management administrative areas and 3 Children's Networks as the basis for this approach.
 - 7.14.2 Seeking to better coordinate the relationship between the Council, the Tottenham Hotspur Foundation and voluntary sector providers.
- 7.15 The Executive Summary of the Football Development Plan is attached as appendix 1 of this report. This plan sets out 5 overall aims. These are:
 - 1. **Growth and retention:** To support existing players and introduce new male, female and disability players and diverse communities to football.
 - 2. **Raising standards:** To create a safe and positive environment within which to play football.
 - 3. **Developing better players:** To develop better players, with a particular focus on the 5 - 11 year old age group.
 - 4. **Workforce development:** To recruit and support a skilled and diverse football coaching, officiating and administration workforce.
 - 5. **Facilities development:** Develop a hierarchy of provision in line with the 'area-based offer' in 'The Haringey Sport and Physical Activity Strategy'.

Key outputs and outcomes from the Plan are:

- To improve the facilities listed at appendix 2.
- To increase the number of clubs, both adult and junior and male and female, in the Borough.
- To increase the number of quality assured clubs.
- To increase the number of qualified coaches.

- To create better links between local schools and clubs.

- 7.16 Though Football Foundation funding will be available for facility improvement works, the Foundation will expect each scheme to support the achievement of improved outcomes against each of the 5 aims. These outcomes can only be delivered through voluntary sector football clubs.
A key component of the approach being pursued by officers to support this work is to identify a core club for each of the proposed investment sites as the lead club for the local area. Clubs would be supported to achieve quality accreditation via officer support, grant funding and facility hire subsidy.
- 7.17 Appendix 2 sets out the proposed sites for investment in improved facilities in Haringey and provides details of funding. This is considered in greater detail in the following section of the report.
- 7.18 The Tottenham Hotspur Foundation, the community sports development charity funded by the Football Club is now the major sports development organisation in Haringey. The Foundation is currently providing support to a range of Council service providers in delivering activity programmes, however this input is currently uncoordinated.

Part of the added value offered by the Foundation is the ability to generate external match funding to enhance the value of Council funding.

The Haringey CSPAN has been established to provide an inter agency forum, linked to the HSP, to provide an overview and strategic commissioning role. The Tottenham Hotspur Foundation is seeking to move from its current focus on direct service delivery towards operational commissioning. This would mean that the Foundation could commission other local organisations for delivery and act as a commissioning agent on behalf of CSPAN.

Officers would recommend that this proposed change of role for the Foundation be supported and that the Football Plan outcomes should provide the basis for developing the relationship between CSPAN and the Foundation.

Appendix 4 diagrammatically sets out how this relationship could work.

8. Chief Financial Officer Comments

- 8.1 The Football Development Plan proposed in the report estimates expenditure to be in the region of £7.7m. The report requests an in principle agreement to the recommended approach and consideration of proposed improvement schemes.
- 8.2 Appendix 2 shows the total estimated expenditure and associated funding streams. These include £900k previously agreed Council funding, £1,275k from BSF, Section 106 funding of £50k and Football Foundation funding of £3,620k. In addition there are other funding streams totalling £1.895k which are detailed below:

Alexandra Park School	£350k
Tennis Foundation	£200k
GLA	£200k
LOCOG	£400k

Heritage lottery fund	£80k
Park View Academy	£125k
S106 and capital receipts	£540k
Other private sector funding	£ tbc

The status of each of these funding streams is detailed in paragraphs 12.4 to 12.9.

- 8.3 Early indications show that the Football Foundation investment for Haringey will be in the region of £3-5m. However, this will become more certain in the Autumn following submission of the Football Development Plan. The Football Foundation requires match funding equal to 50% of the eligible expenditure, currently estimated to be circa £7.7m. If the actual funding allocation is in excess of the £3,620k detailed at Appendix 2 it may be possible to replace some Council funding (capital receipts) with additional Football Foundation funding. This should be explored when the final allocation is known with certainty.
- 8.4 Following the allocation announcement, site by site submissions will be made to the Foundation for final ratification.
- 8.5 The proposals are based on estimates and are subject to change. Any significant changes will be reported through the relevant Programme/Project Boards. The proposals are largely improvements to existing sites rather than development of new sites and will enhance the quality, and thus the utilisation, of pitches and ancillary facilities. No revenue impact is anticipated as a result of these improvements since the pitches and facilities fall within the existing maintenance programme.

9. Head of Legal Services Comments

- 9.1 Legal Services supports this initiative.
- 9.2 There will be the need to enter into contracts with the Football Foundation or other bodies in respect of grant and funding agreements as well as, where appropriate, hire agreements or licences for the use of some school facilities. These would be dealt with on a scheme by scheme basis.

10. Equalities and Community Cohesion Comments

- 10.1 The Action Plan contains targets for the development of additional teams in the Borough for women and girls and people with disabilities.
- 10.2 Recreation Services will also seek to facilitate greater interaction between those clubs who have achieved Charter Standard (principally in the west of the Borough) and clubs in the east who may have less access to adult organisers with the ability and capacity to achieve Charter Standard. This is of particular relevance in seeking to develop enhanced, better quality provision for children and young people in the east of the Borough, as achievement of Charter Standard includes satisfying the Football Association about the adequacy of a club's policy and process for child protection.

11. Consultation

- 11.1 Consultation has been undertaken with relevant Council services, Haringey CSPAN and football clubs through the Haringey Football Forum.

12. Service Financial Comments

- 12.1 Proposals for the expenditure of Council capital monies are set out in Appendix 2.
- 12.2 The capital cost estimates for each of the schemes are based on existing scheme briefs and other relevant information.
- 12.3 The cost of developing applications for Football Foundation funding forms part of the capital cost estimate. These development costs can be counted as match funding.
- 12.4 In respect of funding, the Football Foundation requires applicants to provide 50% of the funding towards the cost of schemes.
- 12.5 The schemes for Heartlands High /Alexandra Palace and White Hart Lane Community Sports Centre assume that eligible BSF expenditure can be counted as match funding. The amounts identified as BSF expenditure have been provided through the BSF team.
- 12.6 The £80,000 Heritage Lottery funding towards the total cost of £1.08m for the Lordship Recreation Ground scheme will be dependent upon the HLF confirming the Council's Stage 2 application for this site. This sum is for drainage works.
- 12.7 The other funding for Muswell Hill Playing Fields is based on the future generation of capital receipts and S106 funding from land sales and/ or residential development adjacent to this Park.
- 12.8 The £50,000 S106 funding for Down Lane is based upon the Council receiving previously agreed S106 payments from the Hale Village development and allocating monies to Down Lane Recreation Ground.
- 12.9 The private sector potential investment for Finsbury Park is based on preliminary discussions with a private sector 5 a side operator.
- 12.10 Any significant change in costs or funding would be reported through the relevant Programme or Project Board in accordance with Council wide arrangements for project management.
- 12.11 Any facility receiving funding from the Football Foundation will be required to demonstrate, through the funding application, how facilities will be maintained once the capital works have been completed. The Action Plan contains a proposal to train 3 FTE staff in the Institute of Groundsmanship qualification to ensure that appropriate maintenance programmes for pitches are in place. This can be undertaken within existing maintenance budgets.

- 12.12 Other Plan outcomes, for an increase in the number of clubs, qualified coaches and to develop better links between clubs and schools will be achieved through more effective working between the Council, schools, clubs and the Tottenham Hotspur Foundation. The Council, through Recreation Services, is already facilitating this improved working.

13. Use of appendices /Tables and photographs

- Appendix 1 Executive Summary of Football Development Plan
- Appendix 2 List of proposed facilities for improvement and indicative costs
- Appendix 3 Football Development Plan Action Plan
- Appendix 4 Diagram of relationship between CSPAN and Tottenham Hotspur Foundation

14. Local Government (Access to Information) Act 1985

- 14.1 Football Development Plan files

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LONDON BOROUGH OF HARINGEY
FOOTBALL DEVELOPMENT PLAN 2009 - 2012
(FINAL DRAFT)
JANUARY 2009

CONTENTS

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EXECUTIVE SUMMARY

- 1) **Vision:** The vision for the *'The Haringey Football Development Plan 2009 - 2012'* is *'to promote and provide, both individually and in partnership, football activity and the facilities that sustain it, to meet the needs of all communities in Haringey and in support of local, regional and national policy objectives'*.
- 2) **Aims:** The aims of the Haringey Football Development Plan mirror those of the Football Association's national and London strategies and are:
 - a) **Growth and retention:** To support existing players and introduce new male, female and disability players and diverse communities to football.
 - b) **Raising standards:** To create a safe and positive environment within which to play football.
 - c) **Developing better players:** To develop better players, with a particular focus on the 5 - 11 year old age group.
 - d) **Workforce development:** To recruit and support a skilled and diverse football coaching, officiating and administration workforce.
 - e) **Facilities development:** Develop a hierarchy of provision in line with the 'area-based offer' in *'The Haringey Sport and Physical Activity Strategy'*.
- 3) **Objectives and outcomes:** To help to deliver the vision and aims, the following objectives have been identified for the football development programme, with performance indicators to be achieved by 2012 which also reflect the FA's national and London strategies, with an element to address local circumstances in Haringey:
 - a) **Growth and retention:** Expand all aspects of the game in Haringey by.....
 - **Mini-soccer:** Supporting Charter Standard clubs to develop ten new mini-teams and develop a Haringey-based mini-soccer league.
 - **Male youth teams:** Supporting Charter Standard clubs to develop eight new junior male teams, two new small-sided junior male teams and two junior female teams.
 - **Female youth teams:** Running promotional sessions for female youth players and provide exit routes to Charter Standard clubs to form additional teams.
 - **Adult male teams:** Developing a new small-sided league for 22 new teams in conjunction with Power League and U18 and U21 eleven-a-side leagues to assist with the transition from junior to adult play.
 - **Adult female teams:** Supporting clubs with junior women's teams to retain players for three new adult teams.

- **Disability teams:** Build upon the existing disability football projects in Haringey to contribute two additional teams to the proposed new county disability league.

b) **Raising standards:** Raise standards by:

- **Mini and youth teams in Charter Standard clubs:** 75% of youth and mini-soccer teams in the borough playing in Charter Standard clubs.
- **FA Community Clubs:** One Community Club in the borough.
- **FA Development Clubs:** Two Development Clubs in the borough.
- **FA Charter Standard Clubs:** Ten more Charter Standard clubs in the borough.
- **FA Adult Charter Standard Clubs:** Three Adult Charter Standard clubs in the borough.
- **'Respect':** Introducing the 'Respect' campaign to all leagues in Haringey.

c) **Developing better players:** To develop better players by:

- **FA Skills Programme:** Promoting the FA Skills Programme to all teachers, parents and coaches.
- **Under-represented groups:** Assisting players from under-represented groups to achieve the standards required for football centres of excellence.

d) **Workforce development:** To develop coaches and officials by:

- **Coach development:** Having at least a Level One coach for every team.
- **Referee development:** Recruiting 14 new referees, one referees instructor, two referees coaches and four referees assessors.
- **Welfare officers:** Ensuring that all clubs with youth teams have a trained welfare officer.
- **Young leaders:** Recruiting two additional Young Leaders to work on local football development initiatives.

e) **Facilities development:** Improve facilities provision by:

- **Localised facilities:** To seek to provide at least one floodlit multi-use games area in each of the 19 wards in the borough, to support local efforts to expand the small-sided game. Reviewing the size and quality of the hard play areas at all 62 primary school sites in the borough and making

improvements as appropriate, to facilitate skills training for the 5 - 11 year old age group.

- **Area Assembly facilities:** Developing football facility clusters in each of the seven Area Assemblies in the borough, addressing in particular the quality of grass pitches and changing facilities to improve usage capacity.
- **Boroughwide facilities:** Using the White Hart Lane Community Sports Hub as the focus for football development programmes of a boroughwide nature.
- **Centre of excellence:** Supporting the Tottenham Hotspur Academy to provide an exit route for the most talented players from the borough.

4) **The local context:** The local context for football in Haringey is as follows:

- a) The borough is characterised by great diversity, both in the ethnic and cultural mix of its residents, but also in geographical contrasts between areas of relative affluence in the west and deprivation in the east.
- b) The sports participation rates of Haringey as a whole appear to have fallen in the period 2006 - 2008 to levels below the regional and national averages. The 2006 'Active People' survey highlighted differences between the rates of activity for men and women, white and non-white groups and able-bodied and disabled people, which are much wider than the figures for London and England as a whole, although detailed updated data on this is not yet available for 2008.
- c) In common with many other relatively deprived areas, voluntary sector sport is not well developed in Haringey, with low rates of volunteering, club membership and involvement in organised competitive sport.
- d) The relatively low involvement rates of involvement of the voluntary sector, highlight the importance of public sector provision (in particular facilities and programmes provided by the Council).
- e) Levels of satisfaction with sports provision in the borough have increased significantly and are now higher than the average rates for London.
- f) Sport England's market segmentation data highlights the disproportionately large numbers in Haringey of men and women aged 18-35 from lower income groups and men aged 26-45 from the same socio-economic groups. There is considerable potential for attracting these groups to football development programmes in the borough.
- g) Overall rates and frequency of participation in sport by young people in Haringey is below the regional and national averages. Football features very strongly in sports preferences, particularly for boys, although there is a significant drop in participation rates for football between extra-curricular

levels and rates of membership of community-based football clubs. Football is also by far the most popular sport that young people would like to take up in the borough.

5) ***The strategic context:*** The implications for football development in Haringey are as follows:

- a) ***The Haringey Community Strategy:*** Football development will contribute to the priorities to create community cohesion, improve the life chances of young people and tackling health inequalities through increased physical activity.
- b) ***The Haringey Sport and Physical Activity Strategy:*** Football can play a key role in improving opportunities to participate in sport and physical activity. The 'Area-Based Offer' and the proposed hierarchy of provision associated with it, will provide a framework for football facilities that will improve access to local opportunities.
- c) ***The Haringey Football Development Plan:*** The 2005 plan identifies the many challenges and opportunities facing football development in Haringey, including:
 - ***Club development:*** All clubs will be supported and encouraged to work towards (and ultimately achieve) Charter Status and better school-club links will be developed.
 - ***Voluntary sector development:*** Several voluntary sector providers deliver football opportunities in the borough, in particular the Haringey Sports Development Trust and further support will be offered to such bodies.
- d) ***The London FA Strategy:*** The document provides the regional context to the FA's National Game Strategy and it identifies the following:
 - ***Facilities:*** London has 16% of the national population, but only 3% of the overall number of pitches.
 - ***Mini-soccer:*** There are 14 mini-soccer teams in Haringey, compared with 72 in neighbouring Enfield. The London FA will therefore prioritise mini-soccer development work in the inner London boroughs, including Haringey.
 - ***Youth football:*** Haringey has 55 male youth teams and eight female youth teams. This compares with 225 male youth teams but just two female youth teams in Enfield.
 - ***Adult football:*** Haringey has 67 adult male teams and three adult female teams. This compares with 247 male teams but just two female teams in Enfield.

- e) ***Inclusive and active:*** The document contains proposals to increase participation by disabled people in London by 1% per annum, in part by creating more inclusive mainstream sports clubs and also by improving physical access for disabled people to sports facilities.
 - f) ***The National Game Strategy:*** The document contains targets for growing and retaining participation, improving standards of play and developing facilities, which will guide the strategic direction of football development in Haringey.
 - g) ***The FA Charter Standard Club Programme:*** The programme will be central to the delivery of football development in Haringey.
- 6) ***Current football provision in Haringey:*** A SWOT analysis reveals the following:
- a) ***Strengths:*** These are as follows:
 - ***Football team increases:*** There was an overall increase of 13.9% in the number of affiliated football teams in Haringey between 2006/07 and 2007/08, with the number of mini-soccer teams almost doubling.
 - ***Charter Standard clubs:*** 15% of all affiliated football clubs in the borough have achieved the FA's Charter Standard, well above the national average of 9.1%. 68.3% of youth and mini-soccer teams in Haringey play in a club with Charter Standard status, with a national average of only 46.8%.
 - ***Football pitch supply:*** The number of football pitches in the borough is adequate to meet demand at present.
 - ***Agencies with a commitment to football development:*** There are a wide range of statutory, voluntary and charitable organisations in Haringey currently involved in football development, often to meet wider agendas.
 - ***Football Development Plan:*** The existing Football Development Plan has provided a valuable basis for co-ordinating development over the past three years.
 - ***Satisfaction with overall sports provision:*** Levels of satisfaction with sports provision in the borough have increased significantly between 2006 and 2008 and are now higher than the average rates for London.
 - ***The popularity of football:*** Surveys of young people in Haringey reveal the popularity of football, which features very strongly in sports preferences, particularly for boys. Football is also by far the most popular sport that young people would like to take up in the borough.
 - b) ***Weaknesses:*** These are as follows:

- **Overall sports participation rates:** The overall rates of sports participation in Haringey are below the regional and national averages, according to the 2008 'Active People' survey.
- **Participation by under-represented groups:** The 'Active People' survey found participation amongst under-represented groups such as women, BME groups and disabled people is disproportionately low in Haringey.
- **Football 'conversion rates':** FA data shows the proportion of footballers as a percentage of the overall population is significantly lower in Haringey than for London or England as a whole. The mini-soccer figures are lowest of all, with conversion rates only 20% of the national average.
- **Small-sided football:** Small-sided football is poorly developed at junior level, with no teams at all in the borough. Eight of the 19 wards in Haringey do not have a kickabout area at present.
- **Pitch provision:** There are currently enough football pitches to meet existing demand in Haringey, but the number of pitches per capita is well below regional and national averages. This suggests current provision is only adequate because local demand levels are suppressed, possibly as a result of the lack of pitch supply.
- **Quality of pitches and ancillary facilities:** 17% of all football pitches are in 'poor' condition, 22% do not have access to changing facilities and 60% do not have any on-site social facilities.
- **Accessibility:** 'The Haringey Open Space and Sports Assessment' identified a 400m walk as the appropriate catchment for football pitches. At present, around half of the population of the borough is outside such a catchment.

c) **Opportunities:** These are as follows:

- **The London FA Strategy:** 'The London Football Association Strategy 2008 - 2012' interprets the FA's 'National Game Strategy 2007 - 2012' in a London context, thereby providing individual boroughs with priorities and targets that can be interpreted at local level.
- **Building Schools for the Future:** The BSF programme in Haringey will provide new and improved sports facilities at several secondary schools in the borough. This will create opportunities to improve education and community use of the provision.
- **Football Foundation:** The Foundation has provided £934,754 of grant funding to football projects in Haringey between 2002 and 2008, contributing to overall project costs of £1,591,622. The Foundation is keen to support further appropriate projects in the future.

- **Market segmentation data:** Sport England's market segmentation data identifies disproportionately large numbers of 18-35 year olds from lower income groups and men aged 26-45 from the same socio-economic groups. There is considerable potential for attracting these groups to football programmes in the borough.

d) **Threats:** These are as follows:

- **Limited pitch supply:** In a heavily urbanised borough, identifying sites for additional grass pitches to satisfy increased demand could be problematic.
- **Falling sports participation rates:** The 'Active People' survey revealed falling rates of participation in sport and physical activity in the borough and thus increases in football participation will need to reverse local trends.

7) **Future development proposals:** The following will be achieved by 2012:

Priority	Aim	Targets and Actions
Growth and retention	To support existing players and introduce new male, female and disability players and diverse communities to football.	<ul style="list-style-type: none"> • Mini-soccer: Support Charter Standard clubs to develop ten additional mini-teams. • Male youth teams: Support Charter Standard clubs to develop eight additional junior teams. Continue to support the Kickz and Positive Futures projects to recruit new junior players. • Female youth teams: Run promotional sessions for female youth players and provide exit routes to Charter Standard clubs to form two additional teams. • Adult male teams: Develop a new small-sided league for 22 teams in conjunction with Power League. Develop U18/ U21 leagues, to ease the transition from junior to adult play. • Adult female teams: Support clubs with junior women's teams to retain players for adult sides, to develop three new teams. • Disability teams: Build on the existing disability football projects in Haringey to contribute two new teams to the proposed county disability league.
Raising standards	To create a safe and positive environment within which to play football.	<ul style="list-style-type: none"> • Mini and youth teams in Charter Standard clubs: 75% of teams to play in Charter Standard clubs (12 more than 2008). • FA Community Clubs: Support existing Charter Standard clubs in Haringey to seek to achieve one Community Club in the borough. • FA Development Clubs: Support existing Charter Standard clubs in Haringey to seek to achieve two Development Clubs in the borough. • FA Charter Standard Clubs: Support existing clubs in Haringey to seek to achieve ten additional Basic Charter Standard clubs in the borough (to add to the existing nine). • FA Adult Charter Standard Clubs: Support existing adult clubs in Haringey to seek to achieve three Adult Charter Standard clubs in the borough. • 'Respect' campaign: The 'Respect' campaign will be introduced to all leagues in Haringey.

Priority	Aim	Targets and Actions
Developing better players	To develop better players, with a focus on the 5 - 11 year old age group.	<ul style="list-style-type: none"> • FA Skills Programme: The FA Skills Programme will be promoted to teachers, parents and coaches. • Under-represented groups: Assist players from under-represented groups to achieve the standards required for football centres of excellence.
Workforce development	To recruit and support a skilled and diverse football coaching workforce.	<ul style="list-style-type: none"> • Coach development: Recruit and support a skilled and diverse football coaching workforce, including 183 level one coaches, 51 level two coaches and 12 level three unit one coaches. • Referee development: Recruit and support a skilled and diverse football refereeing workforce, including 14 new referees, one referees' instructor, two referees' coaches and four assessors. • Club development: All clubs with youth teams will have a trained welfare officer. Two additional Young Leaders will be recruited and trained to work on local football development initiatives.
Facility development	Develop a hierarchy of facility provision in the borough in line with the 'area-based offer' in 'The Haringey Sport and Physical Activity Strategy'.	<ul style="list-style-type: none"> • Localised facilities: To seek to provide a floodlit multi-use games area in all 19 wards in the borough, to support efforts to expand the small-sided game, with priority to the 8 wards without kickabout areas at present. The size and quality of the hard play areas at all 62 primary school sites in the borough will be reviewed and improvements made as appropriate, to facilitate skills training for the priority 5 - 11 year old age group. • Area Assembly facilities: Football clusters will be developed in all seven of the Area Assemblies, involving schools, clubs and core facilities. • Boroughwide facilities: The White Hart Lane Community Sports Hub will continue to be the focus for football development programmes of a boroughwide nature. • Centre of excellence: The Tottenham Hotspur Academy will continue to be supported and developed, to provide an exit route for the most talented players from the borough.

8) **Summary:** The developments proposed in Haringey have been devised by adopting the priorities identified in the London FA Strategy to the context of the borough and in so doing they:

- Reflect the priorities and targets in the FA's National Game Strategy and London FA Strategy.
- Build upon the objectives set out in other local, regional and national strategic policy documentation.
- Take account of local circumstances in Haringey.
- Address local deficiencies identified through the SWOT analysis of local provision.
- Provide a framework within which investment decisions can be made.

Football Development Plan
Indicative costs and funding table

Neighbourhood Management Area	Scheme	LBH £	BSF £	S 106 £	Other £	FF funding £	Total cost (estimate) £	Priority
Wood Green	Heartlands High/Alexandra Palace		875,000			875,000	1,750,000	10/10
Wood Green	Alexandra Park School/ Albert Road Recreation Ground				¹ 350,000	350,000	700,000	9/10
Wood Green	White Hart Lane Community Sports Centre/ Woodside High/ St Thomas More School/ White Hart Lane Recreation Ground	300,000	400,000		² 800,000	1,000,000	2,500,000	10/10
West Green & Bruce Grove	Lordship Recreation Ground/ Broadwater Farm Community Centre/ Inclusive Learning Campus	460,000			³ 80,000	540,000	1,080,000	8/10
West Green & Bruce Grove	Downhills Park / Park View Academy	40,000			⁴ 125,000	165,000	330,000	7/10
Muswell Hill	Muswell Hill Playing Fields /Fortismere School	100,000			⁵ 540,000	640,000	1,280,000	7/10
Tottenham & Seven Sisters	Down Lane Recreation Ground/ John Loughborough School			50,000		50,000	100,000	6/10
St. Anns & Harringay	Finsbury Park				tbc		tbc	4/10
		900,000	1,275,000	50,000	1,895,000	3,620,000	7,740,000	
Northumberland Park & WHL	Bull Lane Playing Fields/ Selby Centre/ London Borough Enfield			580,000	⁶ 580,000		1,160,000	5/10

¹ Other funding assumed will be provided by the school.

² Other funding assumed as Tennis Foundation (£200k), GLA (£200k), LOCOG (£400k)

³ Other funding is Heritage Lottery Fund

⁴ Other funding assumed to be provided by Park View Academy

⁵ Assumes combination of S106 and capital receipts

⁶ Other funding not known. However responsibility for funding rests with LB Enfield

DRAFT London Borough of Haringey Football Action Plan 2009 - 2012

Draft 5 KN

Football Development Objectives

Your Vision
The Haringey Football Development Plan 2009 – 2012 is to 'promote and provide, both individually and in partnership, football activity and the facilities that sustain it; to meet the needs of all communities in Haringey and in support of local, regional and national policy objectives'.

Objectives
1) Growth and Retention
2) Raising Standards
3) Developing Better Players
4) Workforce Development
5) Facilities Development

Growth and Retention

Aim					
<ul style="list-style-type: none">To support existing players and introduce new male, female and disability players and diverse communities to football					
Achievement Targets					
<ul style="list-style-type: none">Increase junior teams by 10Increase male youth teams by 6Increase female youth teams by 3Develop a small-sided league for 22 new teamsIncrease adult male teams by 4Increase adult female teams by 2	<ul style="list-style-type: none">Develop 1 female and 1 male disability teamDevelop a new mini soccer summer leagueImprove links and levels of transition between schools and clubsEstablish estate based programmes for youthEstablish 2 new disability teams				
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To develop 10 additional junior teams	Work with Charter Standard clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Recruit volunteer coaches and advertise for players in local schools and the community	A minimum of 10 new junior soccer teams	Clubs, LBH Officer, SSCOs, THF	September 2010	Officer time

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To develop 6 additional youth teams	Work with Charter Standard clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Clubs to recruit volunteer coaches and advertise for players in local schools and the community	A minimum of 6 new male youth teams, 3 of which will be playing small sided games	Clubs, LBH Officer, THF	September 2010	Officer time
To support Kickz and Positive Futures projects to recruit new junior players	Work with Kickz and Positive Futures providers to identify gaps and promote to the needs of junior players	An increase in male junior players	LBH Officer, Charter Standard clubs, development officers, schools	Ongoing	Officer time
Run promotional sessions for female youth players	Work with Charter Standard clubs to identify good practice and where sessions can take place. Seek advice from providers such as Haringey Sports Development Trust (HSDT), THF, AAG.	An increase in female youth players	Charter Standard clubs, approved suppliers, schools, THF	March 2010 and ongoing	2009/10 £7500 (TBC £2000 AP & £4000 Markfield)
To provide exit routes to clubs and form 3 additional teams for females	Work with clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. Local catchments. Junior teams to work in partnership with CS clubs.	A minimum of 3 new female youth teams	Clubs, LBH Officer, SSCOs, THF	September 2010 and ongoing	See above
Develop existing disability football projects to create 2 new teams for the proposed county disability league	Work with clubs/projects to identify 1. Capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Use examples of good practice. Advice from THF	A minimum of 2 new disability football teams in the county disability league	THF, current disability projects	Dec 2010	Sport Unlimited 2009/10 (£5,000)

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Ensure clubs are fully inclusive and accessible for people with disabilities	Advice and support from THF, clubs/coaches to attend equity/disability workshops, disability aspects written into club development plan	An increase in players with disabilities in mainstream clubs	THF, clubs, coaches	Dec 2010 and ongoing	THF & LBH Officer Time
To develop a new small sided league for 22 adult male teams	Use HARIActive programme (pub & work tournament). Partnership working with Power Leagues	A new small sided league for a minimum of 22 new teams	Power League, LBH Officer,	Initial League – March 10 Full League – March 11	2009/10 £6000
To develop U18/U21 leagues to ease transition from junior to adult play	Work with Charter Standard clubs/affiliated leagues to identify 1. club capacity, 2. coaches, 3. facility availability. Use examples of good practice. Advice from approved providers.	An increase in U18/U21 male teams and developed leagues	Current Haringey leagues, Clubs, Coaches, LBH	Dec 2010	2009/10 £2000
Support clubs with junior girls' teams to retain players for adult sides and develop 2 new teams	Work with Charter Standard clubs to identify 1. Club capacity, 2. Coaches, 3. Facility availability, 4. local catchments. Use examples of good practice	A minimum of 2 new adult female teams	Clubs, LBH Officer, development officers	March 2011	2009/10 £2000
To develop a new mini soccer summer league	Clubs have indicated support for this development. THF have agreed to lead.	League established with 10 teams for summer 2010	THF, LBH	August 2010	£5000
To develop stronger links/ transition routes between schools and clubs	Work through PESSYP, SSCOs and Football Forum. LBH to initially take the lead in facilitating an improved relationships	Increase % of school pupils in membership of sports clubs from 39.1% to 45%	SSCOs, clubs	December 2011	Officer time
To provide improved access to information about opportunities to participate	Development of web portal	Contribute towards achievement of other growth and retention targets	LBH	March 2010	Officer time

Objective <i>(what needs to be done?)</i>	Tactic <i>(how do you intend to achieve your objective?)</i>	Achievement Target <i>(what will be achieved?)</i>	Responsibility	Timescale <i>(when will you complete your objective?)</i>	Council Finance <i>(how much is it going to cost?)</i>
To provide increased levels of opportunity for youth to participate in estate based programmes	Seek to build on existing partnership working between social housing providers, police, Youth Service and THF.	4 estate based programmes in place in year 1 rising to 12 in year 3	LBH	2009-2011	Via partners

Raising Standards

Aim					
<ul style="list-style-type: none"> To create a safe and positive environment within which to play football 					
Achievement Targets					
<ul style="list-style-type: none"> Increase mini and youth Charter Standard clubs by 7 Achieve 1 Charter Standard Community Club Achieve 2 Charter Standard Development Clubs Achieve 10 additional Basic Charter Standard Clubs Achieve 3 additional Adult Charter Standard Clubs Introduction of 'Respect' campaign to all leagues To provide enhanced levels of financial support and incentives to clubs 					
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
75% of junior and youth teams to play in Charter Standard clubs	Identify and work with key clubs with capacity, identify a child welfare officer within club – attend clubs FA course and CRB, Level 1 coach with FA CRB.	A minimum of 4 new mini and youth soccer Charter Standard	London FA, clubs, LBH, THF	March 2012	2009/10 £3000

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Support existing Charter Standard clubs to achieve Community Club status	Identify and work with CS clubs with capacity. To work with County FA Development Officer and club committees. Clubs establish 10 teams from youth to adult. Support links with the community. Appoint schools officer and volunteer officer within club. Attend soccer parent course.	A minimum of 1 Community Club	London FA, clubs, LBH, THF	March 2011	Officer Time
Support existing Charter Standard clubs to achieve Development Club status	Identify and work with CS clubs with capacity. Establish 5 teams with 4 separate sections. Extensive club development plan. Manager to have Level 2.	A minimum of 2 Development Clubs	London FA, clubs, LBH, THF	Dec 2010	Officer Time
Support existing clubs to achieve Basic Charter Standard club status	Identify and work with key clubs. FA to hold CS standard workshops. provide ongoing support throughout process.	A minimum of 7 additional Basic Charter Standard clubs	London FA, LBH, clubs, THF	Dec 2010	Officer Time 2009/10 £500
Support existing adult clubs to achieve Adult Charter Standard club status	Identify key adult clubs. Support each team to get a qualified First Aider. Commitment to attend FA coaching adults courses.	A minimum of 3 Adult Charter Standard clubs	London FA, LBH, clubs, THF	Dec 2011	Officer Time 2009/10 £500
Introduce the 'Respect' campaign to all leagues	LBH to work with FA. Feasibility of implementing a system of rewards and sanctions to be investigated.	The 'Respect' campaign will be implemented and followed in all Haringey leagues. Action will be taken to promote good behaviour and discourage poor behaviour.	London FA, leagues, Haringey clubs, THF, FA, LBH	Ongoing Feasibility by March 2010	Officer Time Celebrating Sport Awards (£150)

Objective <i>(what needs to be done?)</i>	Tactic <i>(how do you intend to achieve your objective?)</i>	Achievement Target <i>(what will be achieved?)</i>	Responsibility	Timescale <i>(when will you complete your objective?)</i>	Council Finance <i>(how much is it going to cost?)</i>
Overcome financial barriers to participation / support clubs to obtain financial support to meet FDP targets.	Publicise funding opportunities to clubs. Facilitate workshops to assist clubs in applying for funding.	Enhanced levels of applications to external funding sources.	LBH, THF, Clubs	Ongoing	Officer time
To enable more clubs to achieve Charter Standard	Encourage existing CS clubs to support those working towards Charter Standard. Explore the potential for smaller clubs to merge to provide enhanced support capacity.	This forms part of the overall target to achieve 7 additional basic Charter Standard clubs	LBH, clubs	December 2011	Officer time
To review the existing charging policy for clubs to provide greater incentives for Charter Standard clubs	Review of existing policy	Policy reviewed	LBH	September 2010	Officer time. Any changes to be overall cost neutral.

Developing Better Players

Aim					
<ul style="list-style-type: none"> To develop better players, with a focus on the 5 – 11 year old age group 					
Achievement Targets					
<ul style="list-style-type: none"> Teachers, parents and coaches aware of and using The FA Skills Programme Identify under-represented groups Programmes implemented to assist under-represented groups achieve centre of excellence standard Achieve Centre of Excellence status for Spurs Ladies 					
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Promote the FA Skills Programme to teachers, parents and coaches in line with the London FA development strategy	Workshops to be held by London FA in schools, clubs, community areas.	Teachers, parents and coaches aware of and using The FA Skills Programme	FA, schools, clubs	Ongoing	Officer Time
Identify Under-represented groups	Use Sport England data to identify groups.	Under-represented groups will be identified	Sport England, LBH	Dec 09	Officer Time
Work in partnership with the THFC Academy to enable clubs to put forward talented players to the Academy	Academy to develop referrals process	Increased number of Haringey junior players in THFC Academy	THFC	Ongoing	Officer Time

Objective <i>(what needs to be done?)</i>	Tactic <i>(how do you intend to achieve your objective?)</i>	Achievement Target <i>(what will be achieved?)</i>	Responsibility	Timescale <i>(when will you complete your objective?)</i>	Council Finance <i>(how much is it going to cost?)</i>
To seek to achieve Centre of Excellence status for Spurs Ladies	Through representation by LBH to the FA	Centre of Excellence status achieved	FA	September 2010	Officer Time

Workforce Development

Aim					
o To recruit and support a skilled and diverse football coaching workforce					
Achievement Targets					
o Increase the number of Level 1 coaches to 183 o Increase the number of Level 2 coaches to 51 o Increase the number of Level 3 Unit 1 coaches to 12 o Increase the number of Registered Referees to 14 o Increase the number of Referee Instructors to 1 o Increase the number of Referee assessors to 4 o Increase the number of Referee Coaches to 2 o All clubs to have a trained welfare officer o Increase the number of Young Leaders to 2 o To develop more effective pathways for coach development within Haringey					
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
Recruit and support a skilled and diverse coaching workforce	Work with clubs to identify coaches, hold the relevant courses in accessible and relevant places, work with County FA Officer, promote courses and coaching bursaries	A minimum of 183 Level 1, 51 level 2 and 12 Level 3 coaches A minimum of 1 Level 1 coach for every team	London FA, coaches, LBH, Pro Active North London (PANL)	May 2009 – establish baseline March 2012	Dependent on baseline & funding from other sources e.g. Bursary schemes. 2009/10 up to £3,000 available

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To seek to ensure all teams have at least 1 Level 1 coach	To access courses through Local County FA	A minimum of 183 new Level 1 coaches of which 52 are BME	London FA, LBH, THF, AAG clubs, PANL	March 2012	See above
To develop 51 new Level 2 coaches	Offer opportunities for people to access Level 2 Courses with Local County FA	A minimum of 51 new Level 2 coaches of which 17 are BME	London FA, THF, AAG, LBH, coaches, PANL	March 2012	See above
To develop 12 new Level 3 coaches	Offer opportunities for people to access Level 3 Courses with Local County FA	A minimum of 12 new Level 3 coaches of which 3 are BME	London FA, LBH, coaches, PANL	March 2012	See above
To provide coaches with ongoing opportunities to develop	Join the County Coaches Association. Identify needs through Football and Club Forums/Association. Greater retention of coaches – more coaching activity.	Full club/all coaches joined the County Coaches Association. Greater retention of coaches – more coaching activity.	CCA, London FA, LBH, PANL, HSDT	March 2012	Officer time
Recruit and support a skilled and diverse refereeing workforce	Work with clubs/schools/FE to identify referees, hold the relevant courses in accessible and relevant places, work with County FA Officer, promote courses and officiating bursaries	A minimum of 14 new referees, 1 referee's instructor, 2 referees' coaches and 4 referees' assessors. Of the new referee's 4 are BME	London FA, LBH, Club Forum	May 2009 – establish baseline March 2012	Dependent on baseline & funding from other sources e.g. Bursary schemes 2009/10 up to £500 available
To develop more effective pathways for coach development	THFC Academy Head Coach to implement.	More effective coaches working in Haringey. Higher levels of coach retention in the game.	THFC	Ongoing	Officer Time

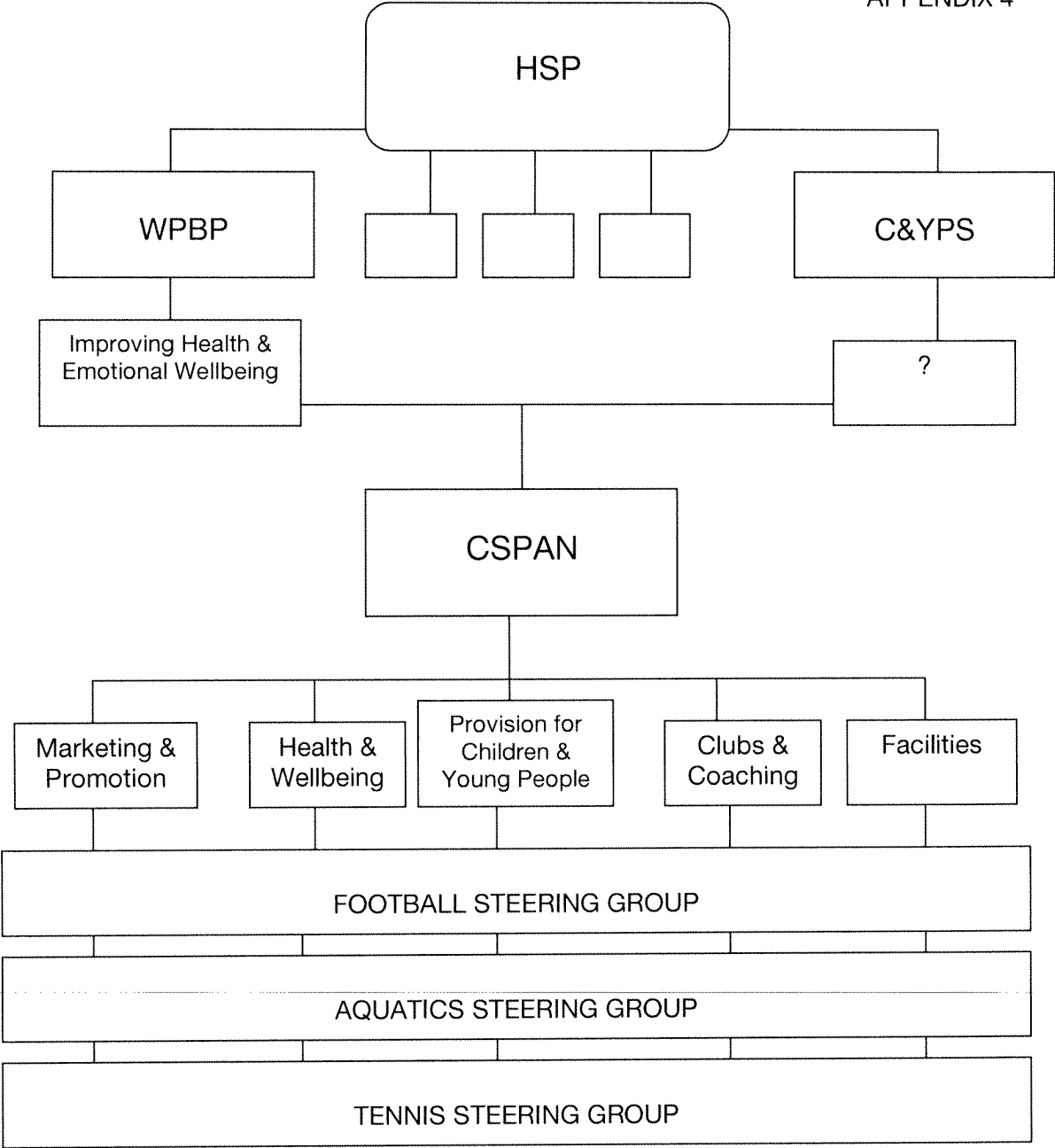
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To seek to ensure all clubs with youth teams have a trained welfare officer	Work with County FA Officer to hold the relevant course	All clubs have a minimum of 1 trained welfare officer	London FA, clubs	2012	Officer time
Young Leaders working on local football development initiatives	Work with SSP and local football development providers to recruit and train young leaders from schools and leadership academies. Utilise Step into Sport project.	A minimum of 2 additional Young Leaders working on local football projects	SiS Officer, schools, football providers	March 2012	PDM budget

Facilities Development

Aim					
<ul style="list-style-type: none">To improve the quality of, and access to facilities and develop a hierarchy of facility provision in the borough in line with the 'area based offer' in 'The Haringey Sport and Physical Activity Strategy'					
Achievement Targets					
<ul style="list-style-type: none">To provide a minimum of 1 facility per ward to expand provision for small sided gamesAchieve a review of all primary school hard play areasDevelop improved facilities across each of the 7 Neighbourhood Management areasTo improve levels and quality of pitch maintenanceDevelop White Hart Lane Community Sports Centre as a focus for football developmentTo enable more Haringey teams to play home matches in the Borough					
Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To support the expansion of the small-sided game with priority to the wards without current kick-about areas		Development of small sided-game in the 8 wards without a football area	LBH, CCVO & THF	2016	TBC. Seek to utilise S106 and other funding opportunities

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To review the size and quality of hard play areas at all primary school sites	Undertake audit of primary schools. Seek to influence allocation of Primary Capital Fund.	A review of all 62 primary school hard play areas. Targets for improvement to be set.	LBH - Property & Contracts (CYPS), SSCOs, CCVO & PDMs	Review – Aug 09 List of improvements – Aug 10 Budget & funding ascertained	TBC
To facilitate skills training for the 5-11 age group	To develop coaching skills amongst teachers and club coaches.	An increase in skills training for the 5-11 age group	SSCOs, clubs, PANL, THF	Establish extended schools football programme baseline June 09. Establish areas of need & budget requirements Dec 09 Establish funding resources - Mar 10	TBC
To develop football clusters at the Area Assembly level	Via partnership working with schools, clubs and LBH Parks. Where applicable, use leverage/incentivise through investment opportunity. Funding via LBH, BSF, S106 and FF.	Developed football clusters in all 7 of the Area Assembly areas.	LBH Recreation Services	Ongoing. All clusters to be functioning by Dec 2012.	Officer time Funding tbc
To continue to develop White Hart Lane Community Sports Centre as the focus for borough wide development programmes	Develop the centre as a community sports hub	Borough wide football development programmes at White Hart Lane Sports Hub	Hubs Officer & Club, Coach & Volunteer Development Officer	March 2012	2009/10 £3000

Objective (what needs to be done?)	Tactic (how do you intend to achieve your objective?)	Achievement Target (what will be achieved?)	Responsibility	Timescale (when will you complete your objective?)	Council Finance (how much is it going to cost?)
To support and develop the Tottenham Hotspur Academy to provide exit routes for talented players		Exit routes for the most talented players from the borough established	CCV Officer, PDMs and THF	Dec 2011	Officer time
To enable more Haringey teams to play home matches in the Borough.	Through an agreed programme of facility improvements in schools and parks and open spaces	TBC. Establish baseline	LBH	Dec 2012	Put in figure
To seek to enable more Haringey schools and clubs to improve access to facilities.	Via PESSYP, SSCOs, Football Forum, LBH and schools.	Increased number of incidences of both schools and clubs reporting improved levels of access	School governors, clubs, LBH.	Ongoing	There may be additional costs arising out of enhanced use. This to be investigated on a case by case basis.
To improve levels and quality of pitch maintenance.	To have a minimum of 3 FT staff in Haringey with the Institute of Groundsmanship qualification. To have appropriate maintenance programmes for all pitches in the Borough.	3 staff with an appropriate qualification.	LBH	Dec 2011	Via staff training budgets



Agenda item:

[No.]**CABINET****On 8th September 2009**

Report Title. CYPS CAPITAL PROGRAMME UPDATE

Report of **Peter Lewis, Director of Children and Young People's Service**

Signed : pp Peter Lewis



Contact Officer : Maggie Shields, Head of Capital Finance CYPS

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

- 1.1. To update Cabinet on the capital programme for Children and Young People's Service and request approval to re-profiling the 2009/10 and future budgets

2. Introduction by Cabinet Member

- 2.1. The BSF programme is a multi-million pound investment in our secondary schools. We have now completed the design stage of the programme and this report sets out the necessary re-profiling of the individual school budgets as we move into the construction phase.
- 2.2. The Cabinet report on the Primary capital programme approved in January 2009 was a high level report and did not contain details of specific projects. This report sets out those details but also reflects changes necessary in order to respond to the increased demand for primary school places and the likelihood of reductions in central Government funding streams.
- 2.3. As a result of these two factors it has been necessary to defer a number of

projects and programmes, including planned condition works at a number of primary schools.

- 2.4. As a result of successful lobbying by London Councils some additional money has been made available by Government to meet the increased demand for primary places. We have submitted a bid for additional resources and hope to know the outcome in September.

3. Recommendations

- 3.1. That the revised BSF capital programme and associated funding proposals are approved as set out in Appendices B and C.
- 3.2. That the revised Primary and other CYPS capital programme and associated funding proposals are approved as set out in Appendices D and E.
- 3.3. That the programme of works at secondary school sites detailed at Appendix F be agreed.

4. Reason for recommendations

- 4.1. To update the overall CYPS capital programme with a more detailed breakdown of planned expenditure.
- 4.2. To provide a revised profile of expenditure based on an update of delivery progress against milestones.
- 4.3. To align the planned programme with a revised assessment of future resource availability.
- 4.4. To include provision in the programme to provide sufficient primary school places required from 2011.

5. Summary

- 5.1. Cabinet approved the CYPS capital programme on January 26th 2009 as part of the consideration of the Council's overall budget package.
- 5.2. This report provides a more detailed breakdown of the programme, including a full update of progress on the delivery of the BSF programme, and a description of the projects to be undertaken to support the Primary Strategy for Change, for which full funding approval was received from the DCSF in March 2009.
- 5.3. In addition, the report considers the key risks in relation to the overall programme and recommends revisions to the programme to mitigate their potential impact.

6. Introduction

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- 6.1. The CYPS Capital Programme was approved by Cabinet on 26th January 2009. The programme comprises the Building Schools for the Future programme which is delivering strategic investment in the secondary school estate, and the Primary and other CYPS capital programme, which covers investment in the Council's primary schools, Children's Centres and other Early Years provision, Youth Centres, and planned asset maintenance across the CYPS estate. A summary of the originally approved programme is shown at Appendix A.
- 6.2. The Council's Capital Strategy for 2006-2011 identified a total capital investment need in relation to Children's Services of £317m. This included an assessment based on the condition, suitability and sufficiency of the asset base employed in raising educational achievement, and covered all Secondary, Special and Primary Schools, nurseries and Children's Centres. The Council's Asset Management Plan is a key document which is informed by the strategy and underpins this review of the capital programme.
- 6.3. Investment under the BSF programme totalling £214m as set out in the report is expected to address the majority of key suitability, sufficiency and condition issues within the secondary estate. Where additional condition works are recommended to be carried out alongside this programme to secure value for money and minimise disruption to service delivery, these have been included in the proposed programme for approval to proceed. At this stage, further work is required to determine whether the individual elements of these works should properly fall to be financed from the BSF programme contingency, the existing PFI lifecycle fund or direct school resources.
- 6.4. The Primary Strategy for Change submission provided an updated assessment of investment need in 2008 for the primary sector with a total proposed investment programme of over £100m. However, as detailed in this report, the forecast resources available to address this need and set out in the proposed programme total just over £60m. It also needs to be recognised that a significant proportion of these resources, and potential future funding is necessarily being used to contribute to the provision of sufficient of primary school places. This limits the ability of the council to address existing backlog condition issues on the remainder of the primary school estate, with the consequence that the cost of remedying defects and bringing the assets back up to standard is likely to escalate. An updated estimate of the shortfall in relation to the need to invest in the primary sector alone of up to £40m would therefore be a reasonable assessment of the current position.
- 6.5. It also needs to be noted that whilst at present some limited funding for the maintenance of Children's Centres is being supplied by DCSF Early Years Sure Start Grant, there is considerable uncertainty as to whether this funding will be sustained in the future. The maintenance costs of these assets are likely to form a future pressure on Council budgets for which a funding strategy needs to be developed.
- 6.6. An updated condition survey is being undertaken of the primary school and children's centre estate as part of the proposed programme to further inform asset management planning and prioritisation in the future. Updated condition surveys

will be undertaken of the secondary school estate in 2012 following completion of the BSF programme to inform future proposals for lifecycle and facilities management of the estate post 2012.

- 6.7. An integrated team for the delivery of the BSF and CYPS capital programmes has been established since January 09. Programme delivery is managed using Prince 2 methodologies and is subject to robust governance and review processes, including Lead Member representation. The programmes are currently managed under the direction of separate programme Boards, with the BSF Board managing the BSF Programme, and the Pre School and Primary Capital Commissioning Board (PPS Board) dealing with all major non BSF related investment programmes. Delivery is also supported by a comprehensive programme support team, and the costs of delivery are fully included within the proposed programme.
- 6.8. The BSF capital programme is time limited programme covering the projects identified in the Outline Business Case submitted to DCSF in autumn 2006. The Primary and other CYPS capital programme is a rolling 3 year programme covering a portfolio of projects which are individually commissioned in response to the strategic objectives of the Children and Young Peoples Plan and to specific initiatives as required. The PPS Board is developing a robust commissioning process to ensure that all relevant capital funding streams, project definition, and project management resources are co-ordinated to focus on the delivery of key objectives within the overall Children's plan, and that projects are properly scoped before being put forward for inclusion in the approved programme.
- 6.9. For ease of reference the two programmes are considered separately below.

7. BUILDING SCHOOLS FOR THE FUTURE

- 7.1. The Building Schools for the Future programme (BSF) is part of a national capital investment to improve secondary schools
- 7.2. The Haringey BSF programme will provide £214m of investment across all maintained secondary schools in the borough, comprising:
- Highest investment in schools in disadvantaged areas of the borough
 - The opening of a new school (Heartlands High) in Wood Green
 - Increased inclusion across the range of special educational needs
 - Major investment in ICT in all schools
- 7.3. The key benefits of the programme will be:
- Schools are a better place to be for children and adults
 - Improved achievements by age 16 – especially English and Mathematics
 - Improved learning for more young people through a more relevant curriculum

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- More young people studying post 16
 - Improved behaviour and fewer exclusions
 - Greater inclusion across the SEN range
 - Schools a focal point of their community
 - A Greener Borough

7.4. The Building Schools for the Future Programme is currently completing the key design phase and is moving into the build / complete / handover phase, The programme is Haringey Council's contribution to the DCSF led initiative to improve every secondary school as part of national objective to transform educational outcomes through a blend of construction related works, enhanced ICT and educational transformation. This report updates Cabinet Members on the outcomes expected within each scheme, and re-profiles each project budget to reflect agreements for the construction phase.

7.5. The Haringey BSF Programme commenced outline development work in 2005, working through the process of developing Strategic and Outline Business Cases to secure funding from Partnership for Schools (PfS) to enable the outline programme of works to continue. Detailed development of projects continued, with the finally agreed projects captured in the Outline Business Case Addendum agreed in Spring 2008 – this document confirmed the scope, design quality and affordability of each of the 12 BSF Projects by reference to the broad range of stakeholders ranging from educational, corporate, PfS and DCSF contributions.

7.6. Construction partners, drawn from the BSF Construction framework were invited to tender for the delivery of construction works. Four contractors (Apollo London Ltd, Balfour Beatty Construction Ltd, Breyer Group Ltd. and Willmott Dixon Construction Ltd.) have been appointed to deliver 11 projects so far let, with the final contractor for Fortismere School to be confirmed.

7.7. Appendix G presents an update on each of the 12 projects identifying key outcomes and milestones. The following paragraphs set out an overview of the issues overcome by the BSF Programme and the key challenges that lay ahead as the Programme moves into the key Build / Close / Handover phase:

BSF Programme – Achievements to Date

- 12 major school construction projects on site or about to be, with agreed budgets and programmes
- Final tender prices agreed below budget overall, with £1m of savings returned to contingency
- Interim ICT MSP operating in all schools (unique to Haringey)
- Education led priorities backed up by solid Benefits regime
- Good foundations for community use and integration of sport, arts and culture
- BSF Programme management extended to primary and other capital

streams

Issues Overcome in BSF Programme

- Underlying complexity of 12 simultaneous schemes across 16 schools, plus ICT and FM partners
- Untested national cost assumptions on build costs
- PFI suspension
- Timescale compression caused by sticking with delivery dates despite “three months pause” and other delays
- Re-tendering of the Heartlands Project, creating a time and scope compliant project, achieving a nominal saving of £7m
- Risk management of inherent non- LEP challenges and early MSP procurement

Issues to be Managed in the Build / Close / Handover Phase

- Variation, milestone payments and emerging claims
- Managing integration of ICT in build scheme phases
- Securing in-house resource and external advisors required for managing risks successfully
- Fixing external advisors’ remits and fees
- Addressing life-cycle planning, funding and management
- Embedding community use and extended school offerings
- Managing the MSP contract and moving to full service
- Embedding handover and legacy items

8. BSF Budget Profile Revision

8.1. The core issues affecting the BSF project budget profiles are summarised below:

8.2. Early BSF construction budget profiles were prepared by Potter Raper Partnership (PRP) based on standard s curve calculations that represent standard construction scheme spending patterns. At the point that each contract is let, PRP are required to confirm the agreement of actual contractual milestone payments and timing which will enable the construction project to be delivered. Confirmation of specific milestone payments sums for each project will change the overall timing of expenditure, which is embedded in the budget profile revision set out in this report.

8.3. BSF Projects phasing has been reworked to match contractual milestone payments in the construction projects contracts let to date – of the 12 BSF Projects, only Fortismere School has yet to complete its tender process and receive a firm payment profile. The BSF Programme will attach high priority to

managing the delivery of projects so that construction progress matches the payment milestones set out in each contract. There will however, inevitably be situations where progress on site is delayed, which in turn will affect the payment profile. Whilst focussing significant effort onto the management of the payment profiles as a proxy for site progress, the BSF Programme team cannot guarantee adherence to this budget profile, but it will ensure that issues are flagged as appropriate through the normal reporting routes.

- 8.4. BSF Programme Contingency budgets (circa £14m in project and programme contingencies) are included in the profile and are profiled to mirror the overall expenditure profile for the BSF Programme. Given the nature of contingency allocation and spending, the precise spending pattern does not follow any standard pattern. Members should note that variances in agreeing the timing and level of contingency sums will impact on the expenditure level against the approved budget profile. Action will be taken to pro-actively manage contingency to minimise the impact on expenditure profiles.
- 8.5. The BSF Board has undertaken a review of costs associated with additional work by professional advisers to complete the BSF Programme – these changes have been incorporated into the revised totals shown in Appendix B.

9. Risk

- 9.1. Risks have been carefully described and managed as the BSF Programme and Projects have been developed. The key risk of settling the BSF projects within agreed budget allocations has been generally achieved – only one contract remains to be let, and there is no indication at this time that this will present a problem in settling within the agreed budget.
- 9.2. There are three high level risks that remain to be faced by the BSF Programme through the build / close handover phase.

Minimising Contractual Claims / Settling Final Account Within Agreed Budgets

- 9.3. Any variation or delay to projects requires careful management by the Project Managers to ensure that any associated cost, scope or time impact is agreed and understood in advance. Careful management will enable inevitable changes that do occur to be managed within overall agreed parameters agreed with key stakeholders. The Programme Team is planning to place particular emphasis on scrutinising and challenging the impact of variations and changes, utilising Supplier management meetings to identify and resolve issues, backing up the day to day work of Project Managers.

Contingency Management

- 9.4. Management of contingency presents a key challenge to the project. The BSF Board will review its Contingency Management Strategy which balances progress and residual risk to ensure that contingency levels remain at viable levels throughout the programme. Given that the objective is to manage overall contingency levels to zero as the final project is completed, there is an inherent risk that contingency remains unspent to some extent or a very late construction

issue forces a cost in excess of available contingency resources. A key element of managing the £14m contingency relates to the consideration of additional works packages to maximise value for money as described below.

Management of Existing School Building Maintenance Issues

9.5. Lifecycle maintenance issues in some secondary schools were previously dealt with through a PFI arrangement which has now been suspended. Before each BSF project was commenced a condition survey was undertaken to establish outstanding building maintenance works at that point in time; some of those works have been taken account of by the BSF project works, some will be funded locally by schools and some may ultimately fall as commitments against the lifecycle fund which reverted to the LA at the point of PFI suspension.

9.6. The main BSF programme by its nature will often address building maintenance issues and in any event it makes sense to achieve value for money by incorporating identified works packages into the main programme. This is, of course, subject to sufficient funding being available. Appendix F identifies a number of works packages which are not currently incorporated into the BSF programme but which could, in some cases, be incorporated with consequent benefits.

9.7. It is therefore proposed to deal with consideration of these works through the main BSF programme allowing for their funding from a variety of sources including, amongst other things, the BSF contingency, lifecycle fund and schools contributions. Through this process it is intended that scope, benefits and affordability issues will be considered and dealt with to optimise the resources available to the Council.

10. Summary of Financial Implications

10.1. The key differences between the currently approved capital programme and the proposed revised programme are outlined below. Table 1 below outlines the effect of planned changes including the revised profiling of expenditure.

Table 1 – BSF Programme Proposed Revisions

	Prior Year Actuals	Proposed Revised Budget	Indicative Revised Budget	Indicative Revised Budget	Total
Proposed Changes to approved expenditure		2009/10	2010/11	2011/12	
	£'000	£'000	£'000	£'000	£'000
Current Approved Expenditure	68,321	98,822	34,560	5,308	207,011
Add Carry Forward from 2008/09		1,745	-	-	1,745
Add 2008/09 £2.9m Virement to future		-	1,751	1,149	2,900
Revised Expenditure	68,321	100,567	36,311	6,457	211,656
Add School Funded Project Extension		225	-	-	225
Add Heartlands Sustainability Works		282	282	-	564
VA Schools Unrecoverable VAT Costs		1,396	413	13	1,822
BSF Project Reprofiting		-	-	-	-
Heartlands Sectional Completion		(14,096)	13,849	247	-
ICT MSP Contract Reprofile		(2,780)	(210)	2,990	-
Fortismere/Blanche Neville Reprofile		(1,385)	1,352	33	-
Northumberland Park Reprofile		(1,771)	1,587	184	-
Woodside High School Reprofile		(462)	(3,660)	4,122	-
Park View Academy Reprofile		2,119	(1,819)	(300)	-
Other / Inclusion of Retention Sums in Profile		(1,320)	527	793	-
Proposed Revised Expenditure	68,321	82,775	48,632	14,539	214,267

Explanation of changes to expenditure

- 10.2. The sections below set out the high level reasons for variations to the BSF Capital Programme.

Heartlands Sectional Completion

- 10.3. The Heartlands school was initially tendered on a two stage Design and Build basis in summer 2008, resulting in the award of a Pre Construction Contract to Balfour Beatty. The project development process that ensued showed that both the key deadline for completion of July 2010 and the budget were both at significant risk. This prompted a re-tendering early in 2009 on a single stage Design and Build basis, which removed the uncertainty around completion dates and cost. This process secured a substantial price benefit from Willmott Dixon based on a sectional completion methodology, providing the appropriate accommodation for the first intake by July 2010, with the rest of the school completed in April 2011. This tender secured cost certainty and greater confidence of completion dates, but it does have the key impact on budget profiles of transferring around £14m from 2009/10 to 2010/11 and 2011/12 reflecting the revised build programme.

ICT MSP Contract

- 10.4. The ICT MSP contract was let to RM in September 2008. The current expenditure profile was based on the understanding of the cost profile at that time, but further detailed review has confirmed that the expenditure profile is different to the planning assumptions then available. This revised budget profile reflects the information received from the team managing the contract.

Fortismere / Blanche Nevile School

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- 10.5. Design changes to accommodate Fortismere School's requirements created additional work which has been completed at the school's cost. This project has yet to conclude its tender and contract award process, but is expected to be within budget. The revised budget profile moves circa £1.3m from 2009/10 to 2010/11 reflecting the delay created by the redesign process requested by the school.

Northumberland Park School

- 10.6. The Northumberland Park School project was originally phased by Potter Raper partnership on a standard S curve basis reflecting the normal expected construction programme of works. In reality, the programme of works and consequent expenditure profile is significantly different to the S curve, moving circa £1.7m from 2009/10 mainly to 2010/11, with a small sum in 2011/12. This does not affect the completion date of the project but does reflect the phasing of the works.

Woodside High School

- 10.7. The Woodside High School project was originally phased by Potter Raper partnership on a standard S curve basis reflecting the normal expected construction programme of works. In reality, the programme of works and consequent expenditure profile is significantly different to the S curve, moving circa £4.1m from 2009/10 and 2010/11 to 2011/12. This does not affect the length of the project but does reflect the phasing of the works.

Park View Academy

- 10.8. The project incorporated an early works package, enabling the main works to run straight on from the early works. The final build programme created a compressed early construction phase which accelerates circa £2.1m of expenditure into 2009/10 from 2010/11 and 2011/12 with a planned completion date of September 2010.

Other / Construction Retention Issues

- 10.9. Early BSF budget profiles were based on S Curve calculations, and did not include allowance for retention sums 12 months after completion. The revised budget profiles included in this report do now include this delayed payment, which together with other net variations has transferred circa £1.3m from 2009/10 to later years.

Resources

- 10.10. Table 2 below outlines the effect of the revised forecast of resources for BSF (detailed funding over the life of the BSF Programme is presented in Appendix C)

Table 2 – BSF Resources Over the Programme Life and Current Adjustments

	Prior Year Actuals	Proposed Revised Budget	Indicative Revised Budget	Indicative Revised Budget	Total
Proposed Changes to resource forecast		2009/10	2010/11	2011/12	
	£'000	£'000	£'000	£'000	£'000
Current approved resources	68,321	100,567	36,311	6,457	211,656
Add Schools DFC Contributions		225	-	-	225
Add Heartlands Sustainability Grant		282	282	-	564
VA Schools Unrecoverable VAT Grant		1,396	413	13	1,822
Revised resource available	68,321	102,470	37,006	6,470	214,267

Lifecycle maintenance

- 10.11. Planned lifecycle works for PFI schools are funded from an earmarked reserve established as part of the original PFI contract. This is currently managed by the Council since the point of suspension of the grouped schools PFI contract. The reserve continues to receive a proportion of the contributions from DCSF via specific revenue grant (PFI credits) payable under the original terms of the PFI funding agreement with DCSF. The purpose of the fund is to cover the costs of lifecycle maintenance for the secondary schools covered by the grouped schools PFI contract for the period of the original 25 year term of the contract. The fund balance is therefore generally expected to build up in the early years of the contract and to be drawn down in later years, as the maintenance issues increase with the age of the relevant buildings.
- 10.12. The originally approved CYPS capital budget approved in January 2009 included a total programme for lifecycle works of £200k per annum or £600k over the three year programme, intended to cover only urgent reactive maintenance needs and project management costs. It is proposed that this profile is maintained as a funding source as described in para. 9.7 above.

Explanation of differences in resource forecast

- 10.13. Additional funding is now available because:

School Funded Project Extensions (DFC)

- 10.14. Schools are allowed to apply additional funding to enable educational outcomes beyond those captured in the project scope. As time progresses, this source of funding is likely to grow, with school asked to fund the full additional costs of the change. To date, Northumberland Park School has requested additional work in its dining area costing £44,000, and Alexandra Park made a contribution of £181,300 to support the OBC Addendum scope of works.

Heartlands Sustainability Works

- 10.15. DCSF and Partnership for Schools has approved additional grant funding to enable the achievement of carbon reduction targets at Heartlands High School. Based on £50 per square metre for new build construction, a grant of £563,770

has been approved, which adds to the project budget.

VA Schools Unrecoverable VAT

- 10.16. VA schools operate under different funding guidance, meaning that they are unable to recover VAT on their BSF Project. Work was undertaken with HMRC to review the type of works and implications of the building schemes. Given the complexity of the situation and inability to satisfy HMRC rules, DCSF has agreed to provide additional grant funding totalling £1,822,300 as funding for the unrecoverable VAT.

11. PRIMARY AND OTHER CYPS CAPITAL PROGRAMME

- 11.1. The Council's Primary Strategy for Change (PSfC) was fully approved in March 2009, which confirmed the release of an additional £12m of resources in 2009/10 and 2010/11 to support capital investment in the Council's primary schools.
- 11.2. As outlined in the original capital programme approved by Cabinet on 26th January 09 resources for the primary capital programme are combined with a variety of other capital funding streams in order to support the CYPS capital programme, enabling it to deliver against key strategic objectives. These include the additional provision of places, enhanced suitability of facilities and ICT to support learning and achievement, development of extended schools, community access and inclusion of children with special needs.
- 11.3. The original programme as approved is shown at Appendix A(ii). At this stage, the definition of the Primary and other CYPS programme largely related to identifying the funding programmes to be used, and did not provide a clear breakdown of the specific projects and sub-programmes to be undertaken. The revised programme which is summarised at Appendix D provides a clearer definition of the projects to be undertaken, and these are more fully described in narrative form in Appendix G.
- 11.4. The availability of capital investment funding streams from government beyond the term of the current comprehensive spending programme (ending in March 2011) is increasingly uncertain. Further work has been undertaken therefore to define, scope and prioritise an initial phase of investment which can be committed within the scope of existing secured resources. This mitigates the risk that future funding streams are reduced below the level of those originally forecast. Additional consideration of programme risk is covered in Section 13 below.
- 11.5. In order to be able to respond to the release of future resources however, scoping and feasibility work will continue in relation to a planned second phase of investment, alongside work to fully update and review condition surveys across the estate to inform the asset management plan and future investment projects.

12. Proposed Programme

- 12.1. Details of the projects making up the programme are contained at Appendix G.
- 12.2. The programme proposed reflects a first phase of projects to support the Primary Strategy for Change which was submitted to the DCSF in July 2008 and received

final approval in March 2009. The key projects to be undertaken in this first phase, which have all been approved by Members as a priority, include the provision of new facilities for the Broadwater Farm Inclusive Learning Centre, the expansion of Rhodes Avenue Primary School, and the final phase of expansion at Coleridge Primary School. In addition the programme investment in phase 3 of Children's Centres, support for private and independent providers of Early Years, and various programmes to improve access and community use of existing facilities in schools and youth centres.

- 12.3. The Primary Strategy for Change submission contained a full investment programme for the period up to 2015, comprising a prioritised project list totalling over £100m of proposed investment. Phase 1 of the programme has been developed to encompass the highest priority projects within the strategy, having regard to the level of fully secured resources available to the Council. However, the level of future resources forecast in the programme is subject to significant uncertainty and the risk associated with this is discussed more fully in Section 13 below.
- 12.4. In order to manage this risk it is proposed that a number of originally planned investments supporting the Primary Strategy for Change remain uncommitted until further information has been received about the level of funding for the future. This includes planned condition works at a number of Primary Schools, and a programme of match funding for development projects proposed by schools.

13. Risk

- 13.1. There are currently two main risks to the overall programme in terms of resourcing and programme planning, considered in turn below. These are:
 - Population growth pressure on primary school capacity, and the need to provide new places
 - Uncertainty in relation to government funding streams after March 2011.

Population growth pressure

- 13.2. The annual school place planning report for 2009 was considered by Cabinet on 21st July, and set out the potential impact for the Council of estimated roll projections over the next 10 years.
- 13.3. The current indications are that between 4 and 6 new Forms of Entry will need to be added to the borough's overall capacity from September 2011. This population growth is projected to be sustained, requiring that provision for several years of increased cohort size will be required from September 2011 onwards.
- 13.4. Initial provision for these new places can in some cases be undertaken by increasing capacity on existing sites. Work is underway to consider the options for meeting this demand. In terms of mitigating the risk in relation to the current three year capital programme budget a minimum provision equivalent to the cost of providing temporary classrooms to increase capacity is recommended to be included in the programme. The estimated cost of this minimal provision within the proposed programme up to 2012 is £0.4m.

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- 13.5. In terms of providing a longer term solution to the estimated sustained increase in cohort size this is likely to be provided by permanent expansion of up to 4 existing schools, with additional reception places available by 2011, and provision of an additional 1 FE school in the east of the borough at Tottenham Hale by 2014.
 - 13.6. In response to lobbying pressure by London Councils amongst others, the government issued guidance in July of this year for authorities to submit bids for Basic Need safety valve funding to assist authorities facing exceptional growth in primary school populations. The funding available nationally is £200m and is to support provision of permanent places by 2011. To be eligible for funding the Council must prove exceptional growth in predicted reception place cohorts of over 15%, either across the borough or in specific planning areas. The funding is generally expected to be allocated on a formula based on the proven numbers of additional places required. At the time of writing it is uncertain, based on the application process outlined that the formulaic allocation would attract additional resources for Haringey. However, the bid process does allow for a bid demonstrating specific need, and on this basis a bid has been submitted for an additional £9m to fund expansion works at existing schools.
 - 13.7. The bid makes clear that the Council has already given priority in the allocation of its overall capital funding to providing sufficient places, even though this often necessarily reduced the opportunity for undertaking other condition and suitability work on the rest of the estate. The Council had already responded to the clear signs of pressure on places by undertaking expansions at Tetherdown and Coldfall in recent years, and was continuing to provide for pressure in the west of the borough by expanding Coleridge and Rhodes Avenue. Further expansions will now be required to meet exceptional growth in the centre of the borough, for which no funding is currently available in the Council's capital programme.
 - 13.8. The announcement by DCSF on the allocation of the Basic Need safety valve funding is expected by end of September 2009.
 - 13.9. In the east of the borough a prospective 1fe school at Tottenham Hale is under consideration, with a likely requirement date of September 2014. Funding for this would therefore need to be confirmed as available by March 2012. Depending on the organisational and site solution adopted a requirement for between £6 to £9m may be required. A partial contribution from S106 receipts could be expected, and the balance would need to be funded from forecast Basic Need allocations from 2012 onwards or through a future application for Basic Need safety valve funding.

Future funding streams

- 13.10. In recent years, significant funds have flowed from central government to deal with the most urgent condition and suitability needs of the schools estate, and the BSF programme nationally has continued and enhanced this investment in relation to the secondary sector. The Primary Capital Programme funding launched by government in 2007 was intended to drive a strategic approach to investment in the primary sector. However, resources to support implementation of the strategy have only been secured up to 2011, and it is unlikely that any announcement on

future resource allocations will be made prior to December 2010. Whilst previous government indications have been that the similar levels of base resource for the primary capital programme would be announced for the period 2011/12-2013/14 the recent national budget announcements indicate that funding is likely be more severely constrained during this period.

- 13.11. The programme is also dependant on a number of specific and usually time-limited grants to support particular projects or types of investment. Where possible these are combined with other resources to achieve a more strategic impact. Again, there is no certainty over the availability or nature of these funding streams beyond March 2011.
- 13.12. Resources generated within the Council are currently limited to S106 receipts generated through the planning process, and contributions from schools devolved capital budgets. The current programme includes £1m of secured resources from previous planning approvals, but makes no projection in respect of future S106 receipts.
- 13.13. No revenue resources are currently directed towards the primary capital programme or long term maintenance of the estate. A revenue contribution of £0.5m sourced from the Dedicated Schools Grant is currently supporting the BSF programme and potentially could be made available after 2011 to support delivery of the overall CYPS programme. Updated condition survey work during 09/10 will inform the asset management plan for the primary estate over the next planning period. However it is likely that a minimum requirement of between £1m and £2m per annum would be required to deal with essential maintenance work to the estate in the future. This requirement will need to be factored into future capital programme requirements and a funding strategy developed in consultation with schools.
- 13.14. Additional resources are available to individual schools for capital projects which can be shown to reduce carbon emissions using the recently established Sustainable Investment Fund. The Council has created the Schools' Sustainable Investment Fund (SSIF) to encourage governing bodies to invest in carbon reducing strategies that benefit the environment, generate recurring revenue savings and contribute to carbon credits. The SSIF will provide schools with resources with the expectation that the costs will be more than offset by the revenue savings generated. Schools Forum has approved the use of overall school balances to fund the SIF, the level of which should not exceed 12.5% of total balances.
- 13.15. In terms of the current programme, the Primary Strategy for change set out the policy that schools would make contributions from their devolved capital budgets to projects in the proposed programme. Contributions will be set at 50% of project costs or 50% of devolved capital budgets over the relevant project life whichever is least. Forecast contributions from schools total £0.2m over the next 3 years.
- 13.16. Overall, therefore, if government funding streams are severely constrained beyond 2011 this will have a severe impact on the CYPS capital programme. The following scenarios have been considered and are illustrative of the likely risk and

impact:

Table 3 – Reduced Funding Scenarios

Scenario A	No formula funding or Primary Capital Funding beyond March 2011
Likelihood	Highly unlikely (less than 10%)
Impact	Illustrates worst case scenario. All discretionary (uncommitted) expenditure as at December 2010 would need to be cancelled including all asset maintenance, all uncommitted Phase 1 schemes (Mulberry), and no Phase 2 programme undertaken. In addition the Council would be faced with unfunded exposure of £8m to complete priority schemes started in 09/10. Projects which would be curtailed under these circumstances are identified in Appendix D with “A”
Scenario B	Formula funding and PCP resources reduce to 40% of current level to March 2015
Likelihood	Unlikely (Less than 50%)
Impact	All discretionary (uncommitted) expenditure as at December 2010 would need to be cancelled including all asset maintenance, all uncommitted Phase 1 schemes (Mulberry), and no Phase 2 programme undertaken. All other schemes committed in 09/10 would be funded through to completion, with no unfunded exposure. Projects which would be curtailed under these circumstances are identified in Appendix D with “B”
Scenario C	Formula funding and PCP resources reduce to 60% of current level to March 2015
Likelihood	Likely (greater than 50%)
Impact	A choice will need to be made between commitment of the next key improvement project (Mulberry) and the funding of planned maintenance across the remaining estate.

13.17. The above review of possible scenarios in respect of future funding suggests a prudent approach would be to revise the funding forecast from March 2011 downwards, and to assume that formula funding and PCP resources are reduced to 60% of the current level for the next comprehensive spending review period from April 2011 to March 2014. The impact on the current three year programme would be a reduction of £4.7m of resource in 2011/12, and this has been incorporated into the resource forecast supporting the revised programme.

14. Summary of financial implications

14.1. The key differences between the currently approved programme and the proposed revised programme are outlined below. Table 4 below outlines the effect of planned changes including the revised profiling of expenditure.

Table 4 – Proposed changes to Primary and other CYPS programme

Proposed Changes to approved expenditure	Proposed Revised Budget	Indicative Revised Budget	Indicative Revised Budget	Total
	2009/10	2010/11	2011/12	
	£'000	£'000	£'000	£'000
Current approved expenditure	18,944	22,891	17,326	59,161
Add carry forward from 2008/09	2,520			2,520
Revised expenditure	21,464	22,891	17,326	61,681
Add Alternative Provision project	100	900	1,200	2,200
Additional costs for Broadwater Farm	200	-	2,837	3,037
Additional costs for Coleridge	(195)	693	22	520
Additional costs of Programme Delivery	677	403	639	1,719
Additional for asset maintenance	270	39	650	959
Reprofiling of other projects in PSC	(10,086)	(868)	160	(10,793)
Proposed revised expenditure	12,429	24,059	22,834	59,322

Explanation of changes to expenditure since original programme approved

Addition of Alternative Provision project

- 14.2. A successful bid to the DCSF has resulted in funding of £2.2m to improve the provision for pupils at risk of exclusion. The strategy and detailed plans for this programme are currently being developed. The grant is time limited and must be defrayed by March 2011.

Additional costs of Broadwater Farm

- 14.3. The Broadwater Farm Inclusive Learning Campus project involves the new build re-provision of the existing 2 Form Entry Primary School and amalgamation of primary phase of two existing special schools, William Harvey and Moselle on the current single site. SEN places planned are for 100 pupils with profound needs or ASD. Since inclusion in the Primary Strategy for Change and following completion of Stage B feasibility, the estimated cost of the project has increased by £3m. The original indicative estimate of £15m was included within the primary capital programme bid in March 2008. At this stage the project aims and objectives had not been fully defined and approved; and consequently the projected project cost had not been fully explored and examined. Since then a schedule of services, an accommodation schedule, and a project brief have been completed and approved and a full feasibility study undertaken. Value engineering exercises have also been carried out. The cash limit budget for the whole project life has now been set at £18.5m which is considered sustainable within the primary capital programme.

Additional costs for Coleridge

- 14.4. This project involves the expansion of the school to take 4 fe. The budget is for the final phase of the project. The estimate for this phase has increased since the project was included in the original approved programme at a cost of £525k. The

cash limit budget for this phase of the project has now been set at £1.1m for the project life. The increase in estimated costs arose as a result of identified inaccuracies in the initial costing carried out by the cost consultants in earlier phases of the project. CPG have worked with the project team and legal to ensure improved performance from the cost consultants on this project. Expenditure has also been re-profiled into future years in accordance with current project milestones. The project is expected to complete in September 2010 as originally planned.

Additional estimate for programme delivery

- 14.5. An integrated team has been created for the delivery of the CYPS capital programme including Primary Capital Programme and BSF. This budget is intended to provide for the delivery costs of the PCP programme and includes the relevant share of programme management and project support costs.

Additional estimate for asset maintenance

- 14.6. Updated condition survey work across the primary estate is scheduled for 09/10. Pending the results of this it would be prudent to increase the budget provision for asset maintenance from £2m to £3m for the period up to March 2012.
- 14.7.

Rephasing of Primary Strategy projects for which funding has not yet been secured.

- 14.8. As a result of the increases outlined above, and as a consequence of the remaining uncertainty in relation to future funding it has been necessary to reconsider the phasing of projects originally listed in the Primary Strategy for Change. However, early scoping work will be undertaken on Phase 2 of the Primary Capital programme so that projects can be properly costed and scheduled for inclusion in the programme should additional resources be secured.

Funding

Table 5 below outlines the effect of the revised forecast of funding.

Proposed Changes to resource forecast	<i>Proposed Revised Budget</i>	<i>Indicative Revised Budget</i>	<i>Indicative Revised Budget</i>	<i>Total</i>
	<i>2009/10</i>	<i>2010/11</i>	<i>2011/12</i>	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Current approved resources	18,944	22,891	17,326	59,161
Add resources cfwd from 2008/09	2,520			2,520
Add Alternative Provision grant	100	2,100		2,200
Add contributions from schools	100	35	95	230
Reduce forecast for formula funding	-	-	(4,789)	(4,789)
Reprofile modernisation grant		(2,283)	2,283	-
Revised resource available	21,664	22,743	14,915	59,322

Explanation of differences in resource forecast

Alternative Provision grant

- 14.9. As mentioned above, an additional specific grant of £2.2m has been approved by the DCSF to fund improved provision for primary pupils at risk of exclusion.

Contributions from schools

- 14.10. The primary strategy for change included the requirement that schools should make a contribution from their own resources towards capital investment projects on their sites. The estimate of contributions for the period has been included in the resource forecast.

Reduced formula funding

- 14.11. On the assumption that base formula funding resources will be reduced to 60% of the current level over the period of the next spending review from April 2011 to March 2013, a reduction of £4.8m in formula funding has been forecast for 2011/12 as compared with the originally approved indicative budget.

15. Chief Financial Officer Comments

- 15.1. This report is seeking to vary the currently approved capital programme for CYPS for 2009/10 and the indicatively approved programme for 2010/11 and 2011/12. The reasons why the capital programme needs amending and re-phasing from that originally approved by the Council in February 2009 are set out in the report. In summary the proposed changes to the BSF and non-BSF programme are as indicated below.

(i) BSF Programme

	Prior year actual	2009/10	2010/11	2011/12	Total
	£m	£m	£m	£m	£m
Currently approved programme	68	101	36	7	212
Proposed revised programme	68	83	49	14	214
Variation	0	-18	13	7	2

The increase in the overall proposed programme will be funded from additional resources that have become available as outlined in table 2 at para 10.10 above.

(ii) Non-BSF Programme

	2009/10	2010/11	2011/12	Total
	£m	£m	£m	£m
Currently approved programme	21	23	18	62
Proposed revised programme	12	24	23	59
Variation	-9	1	5	-3

- 15.2. The currently approved capital budget for 2009/10 for CYPS will therefore need to be reduced by £27m in total, £18m for the BSF programme and £9m for the non-BSF programme. The re-phasing in future years will need to be reported and included as part of the Council's capital budget setting process for 2010/11 to 2012/13. Careful monitoring of the revised programme will be necessary to ensure that projects are completed on time and full spend is achieved.
- 15.3. The review of the programme also considered future capital resources likely to be available over the next comprehensive spending review period from April 2011 to March 2014. Due to the expected constraints on public resources over this period. It is likely that formula funding and PCP resources will reduce from 2011/12 and this has been reflected in the proposed programme for that year with an assumption that resources will reduce to 60% of current levels over the period 2011/12 to 2013/14.
- 15.4. The report identifies a further pressure for capital resources due to a growing primary school population. The Government has recognised this pressure and announced additional national funding of £200m. The Council has made a bid, in the region of £9m, against these resources. The Government are planning to announce allocations against successful bids in September 2009.
- 15.5. In addition it is proposed to consider incorporating other works set out in Appendix F into the programme where there are benefits, both operational and financial, in doing so. This process will be undertaken through the BBSG group in order to ensure that the effect on the BSF programme contingency is fully considered. The existing provision for lifecycle works at £200,000 per annum will be maintained to accommodate qualifying works that are necessary under the terms of the lifecycle fund but which cannot be sensibly incorporated into the BSF programme.

16. Head of Legal Services Comments

- 16.1. The Head of Legal Services has been consulted on the content of this report and has no specific comment to make concerning the proposed changes to the capital programme, other than to remind the Cabinet of the duty placed on all local authorities with responsibility for education functions to secure that sufficient schools for providing primary and secondary education are available for their areas.

17. Equalities & Community Cohesion Comments

- 17.1. The BSF programme focuses on addressing a range of inequalities, particularly those related to disadvantage and special educational needs. The greatest investment has been in schools in the east of the borough where disadvantage is at its greatest. Significant investment has also been made in schools in the west of the borough to promote an improved choice of curriculum pathways at all ages, reduce exclusions and to support students with special educational needs. The major investment in ICT will improve all children's access to

learning through a wide range of new technologies.

- 17.2. The Primary and Pre-school Programme also addresses a wide range of equalities issues. Improving Children's Centres, play and primary school places provides parents with greater choice and diversity both in supporting their children and helping families improve their economic wellbeing.
- 17.3. Central to all capital investments is the promotion of 'extended schools', whereby schools will provide a range of services to its local community and contribute to social cohesion.
- 17.4. In the procurement of contractors, we have emphasised the contribution each can make to employment opportunities, such as apprenticeships, work experience and use of local labour.

18. Use of appendices /Tables and photographs

- Appendix A – Original approved CYPS Capital Programme
- Appendix B – Revised BSF Capital Programme
- Appendix C – BSF Funding
- Appendix D – Revised Primary and other CYPS Programme
- Appendix E - Primary and other CYPS Funding
- Appendix F – Proposed Lifecycle programme
- Appendix G - BSF Project descriptions and outcomes
- Appendix H – Primary and other CYPS project descriptions

19. Local Government (Access to Information) Act 1985

- 19.1. Primary Strategy for Change
- 19.2. Cabinet Report 26th Jan – Financial Planning

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Appendix A(i) – Original Programme Approved January 2009 – BSF

Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.09 (where stated)	Proposed Original Budget 2009/10	Indicative Original Budget 2010/11	Indicative Original Budget 2011/12	Total	Total Funding Including Pre 2009/10 Spend (where stated)
	£'000	£'000	£'000	£'000	£'000	£'000
Building Schools For The Future (BSF) - School Projects						
Gladesmore	2,511	5,803	1,800	0	7,603	10,114
John Loughborough	1,045	3,130	0	0	3,130	4,175
Northumberland Park/Vale	3,853	12,346	367	0	12,713	16,566
Park View Academy	1,725	4,719	5,177	430	10,326	12,051
St Thomas More	1,111	3,425	2,037	0	5,462	6,573
Woodside High	3,355	10,573	11,563	1,565	23,701	27,056
6th Form Centre	27,603	0	0	0	0	27,603
New School	4,475	24,244	5,133	0	29,377	33,852
Pupil Support Centre	690	4,476	0	0	4,476	5,166
Alexandra Park	629	2,801	0	0	2,801	3,430
Fortismere/Blanche Neville	835	3,570	0	0	3,570	4,405
Highgate Wood	769	4,101	0	0	4,101	4,870
Hornsey Girls	1,048	3,672	0	0	3,672	4,720
Gladesmore Sports Hall	1,391	0	0	0	0	1,391
(F) Sub-total BSF School Projects*	51,040	82,860	26,077	1,995	110,932	161,972
Other Building Schools For The Future Projects						
ICT	2,747	7,529	5,398	3,119	16,046	18,793
BSF Contingency	1,751	7,085	1,949	94	9,128	10,879
New School Land	7,349	0	0	0	0	7,349
BSF Other	10,079	1,348	1,136	100	2,584	12,663
(G) Sub-total BSF Other*	21,926	15,962	8,483	3,313	27,758	49,684
(H) Total Building Schools for the Future* (H=F+G)	72,966	98,822	34,560	5,308	138,690	211,656

Appendix A(ii) – Original Approved Programme January 2009 – Primary and other CYPs

Name of Capital Scheme	Total Estimated Projected Spend Up To 31.3.09 (where stated) £'000	Proposed Original Budget 2009/10 £'000	Indicative Original Budget 2010/11 £'000	Indicative Original Budget 2011/12 £'000	Total	Total Funding Including Pre 2009/10 Spend (where stated) £'000
Children & Young People Service						
Primary Capital Programme						
Primary Capital Programme		8,871	13,959	13,563	36,393	
Primary ICT Strategy - Harnessing Technology		796	876	0	1,672	
Modernisation: Primary		74	185	0	259	
Access Initiative		659	408	0	1,067	
Coldfall Primary: Expansion		3	0	0	3	
Tetherdown Primary: Expansion		34	0	0	34	
Rokesly Infant: Expansion Ph III		20	0	0	20	
PSU Coppetts & Commerce Road		50	20	0	70	
Coleridge Primary: Expansion		525	14	0	539	
Programme Contingency		231	339	100	670	
(A) Sub-total Primary Capital Programme*		11,263	15,801	13,663	40,727	
Early Years, Community and Access						
Children's Centres Ph III		736	457	0	1,193	
Early Years - Quality & Access		1,343	1,343	0	2,686	
Extended Schools		517	267	0	784	
Youth Capital Fund		160	160	0	320	
Youth Capital Fund Plus		371	0	0	371	
Aiming High for Disabled Children		141	329	0	470	
(B) Sub-total Early Years, Community and Access*		3,268	2,556	0	5,824	
Planned Asset Maintenance						
PFI Costs - Lifecycle Fund		200	200	200	600	
Planned M & E Replacement		330	561	150	1,041	
Kitchen H&S		110	0	0	110	
Winter Contingency		400	400	200	1,000	
Professional Fees		450	450	50	950	
(C) Sub-total Planned Asset Maintenance*		1,490	1,611	600	3,701	
Devolved Schools Capital						
Devolved Capital		2,923	2,923	3,063	8,909	
(D) Sub-total Planned Devolved Schools Capital*		2,923	2,923	3,063	8,909	
(E) Total CYPs excluding BSF (E=A+B+C+D)*	0	18,944	22,891	17,326	59,161	59,161

Appendix B – Revised BSF Programme Budget

Proposed BSF Programme 2009 - 2012	Prior Years £'000	2009/10 incl C/Fwd from 08/09 £'000	2010/11 £'000	2011/12 £'000	Total £'000
School Projects					
Alexandra Park	391	3,141	233	38	3,803
Fortismere/Blanche Neville	448	2,572	1,533	33	4,586
Gladesmore	3,717	5,155	1,951	192	11,015
Gladesmore Sports Hall	1,231	160	0	0	1,391
Heartlands High School	2,749	10,725	18,283	1,401	33,158
Highgate Wood	741	4,166	46	0	4,953
Hornsey Girls	667	3,978	233	49	4,927
John Loughborough	1,014	4,008	54	0	5,076
Northumberland Park/Vale	3,165	11,263	2,006	184	16,618
Park View Academy	2,048	7,171	3,525	130	12,874
Sixth Form Centre	27,551	52	0	0	27,603
St Thomas More	1,284	4,353	2,308	75	8,020
Woodside High	3,687	9,779	8,867	5,855	28,188
Young Peoples Centre	635	4,590	151	0	5,376
ICT MSP Contract	1,554	5,943	5,188	6,108	18,793
BSF Project Contingency	0	0	0	0	0
Total School Projects	50,882	77,056	44,378	14,065	186,381
BSF Programme Contingency					
New School Land	0	3,376	3,412	489	7,277
BSF Other - Total	7,349	0	0	-79	7,270
	10,090	2,343	842	64	13,339
Total BSF Other	17,439	5,719	4,254	474	27,886
BSF Grand Total	68,321	82,775	48,632	14,539	214,267

Appendix C – BSF Funding

HARINGEY BSF PROGRAMME SOURCES OF FUNDING	Prior Years £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	Total Over BSF Life £'000
Specific Capital Funding					
DCSF Grant	52,783	72,000	46,000	7,612	178,395
Targeted Capital Funding	3,332	0	0	0	3,332
Learning Skills Council Grant	10,000	0	0	0	10,000
Growth Area Funding (GAF)	4,200	0	0	0	4,200
Big Lottery Funding	393	98	0	0	491
Total specific grants	70,708	72,098	46,000	7,612	196,418
Other capital grants/contributions					
Section 106	1,329	700	0	0	2,029
School contributions	0	365	140	0	505
Other Haringey Capital Contribution	0	700	0	0	700
Diocese Contributions	500	0	0	0	500
Capital receipts	0	0	0	2,080	2,080
Total other capital grants/receipts	1,829	1,765	140	2,080	5,814
General Fund Revenue Contributions (RCCO)					
Total revenue contributions	1,900	500	500	0	2,900
Supported Borrowing					
BSF ICT	7,975	0	0	0	7,975
Total borrowing	7,975	0	0	0	7,975
Resource adjustments					
CYPS Capital Programme Contribution	0	600	560	0	1,160
Total adjustments	0	600	560	0	1,160
Total BSF resources	82,412	74,963	47,200	9,692	214,267

Appendix D – Revised Primary and other CYPS Programme

Revised Primary and other CYPS capital programme	Proposed Revised Budget 2009/10 £'000	Indicative Revised Budget 2010/11 £'000	Indicative Revised Budget 2011/12 £'000	Total 3 yr programme £'000	Ref Table 3
Primary Capital Programme Phase 1					
Primary ICT Strategy	1,000	876	-	1,876	
PCP - Broadwater Farm ILC	1,000	6,000	8,000	15,000	
Rhodes Avenue Expansion to 3 FE	505	2,200	4,200	6,905	
Coleridge Primary: Expansion	330	707	22	1,059	
Other Pupil Place expansion	137	346	160	643	
Alternative provision for excluded pupils	100	900	1,200	2,200	
Electrical and ICT infrastructure works	150	550	550	1,250	A, B
Mulberry Primary	100	250	1,200	1,550	A, B
Match funded projects (eco, catering, extended, development)	600	600	600	1,800	A, B
Project development (Phase 2 feasibility)	100	100	100	300	A, B
PCP Delivery costs	923	853	689	2,465	A
Phase 1 Programme Contingency	500	1,944	1,600	4,044	A
Total Phase 1 PCP	5,445	15,326	18,321	39,092	
Early Years, Community and Access					
Children's Centres	735	824	-	1,559	
Early Years -Quality & Access	1,300	2,643	-	3,943	
Playcentre integration	175	200	200	575	A, B
Youth Centre Projects	450	473	-	923	
Access improvements	100	100	50	250	A, B
Disabled children short breaks	100	370	-	470	
Total Early Years, Community and Access	2,860	4,610	250	7,720	
Planned Asset Maintenance					
Planned and reactive maintenance	1,000	1,000	1,000	3,000	A, B
PFI Costs - Lifecycle Fund	200	200	200	600	
Total Planned Asset Maintenance	1,200	1,200	1,200	3,600	
Devolved Schools Capital					
Devolved Capital	2,923	2,923	3,063	8,909	
Total Devolved Schools Capital	2,923	2,923	3,063	8,909	
Total Programme	12,429	24,059	22,834	59,322	

Appendix E Primary and other CYPS Funding

Revised Primary and other CYPS capital Programme - Summary of Funding		2009/10 (inc cfwd) £'000	2010/11 £'000	2011/12 £'000	Total 3 yr £000
Specific Capital Grants					
Targeted Capital		0	2,458	0	2,458
Capital Grants unapplied - Other (TCF)		800	1,048	0	1,848
Extended Schools (SCP)		516	267	0	783
Harnessing Technology		796	876	0	1,672
Childrens Centres		1,103	457	0	1,560
Early Years Quality & Access		2,686	1,343	0	4,029
Aiming High for Disabled Children		141	329	0	470
Alternative Provision Pilot		100	2,100	0	2,200
Youth Capital Fund		160	160	0	320
Youth Capital Fund Plus		436	0	0	436
PFI Lifecycle Fund		200	200	200	600
DFC Non-VA Schools		3,063	3,063	3,063	9,189
Total specific grants		10,001	12,301	3,263	25,565
Formula Grant funding					
Modernisation		1,040	0	2,283	3,323
Primary Capital Programme		4,790	7,168	4,659	16,617
Total formula grant		5,830	7,168	6,942	19,940
Other capital grants/contributions					
Section 106		1,074	0	0	1,074
School contributions		35	35	95	165
Capital receipts		0	0	0	0
Total other capital grants/receipts		1,109	35	95	1,239
Supported Borrowing					0
Modernisation		1,026	0	0	1,026
Basic Need		5,231	4,203	4,355	13,789
Schools Access Initiative		409	409	260	1,078
Total borrowing		6,666	4,611	4,615	15,892
Total adjustments		(1,940)	(1,373)	0	(3,313)
Total PPS resources		21,665	22,742	14,915	59,322

Appendix F – Proposed Lifecycle Programme

Proposed Lifecycle programme		09/10	10/11	11/12	Total
		£'000	£'000	£'000	£'000
BSF - Sprinkler Systems	Sprinkler systems	0.0	500.0	200.0	700
Hornsey School for Girls	Replacement of lift	40.0			40
Highgate Woods	Replacement of lift	60.0	80.0		140
Gladesmore	Boiler replacement	80.0	20.0		100
Other condition issues to be dealt with alongside BSF programme - summary by school					
Park View	Heating installation	830.0	0.0		830
Park View	Various	0.0	200.0	90.0	290
Gladesmore	Various	0.0	28.0		28
Northumberland Park/Vale	Various	0.0	104.0		104
Woodside High	Various	0.0	350.0		350
Alexandra Park	Various	0.0	140.0		140
Highgate Wood	Various	30.0	0.0		30
Hornsey Girls	Various	0.0	58.0		58
Minor works					
Programme Management		50.0	50.0	50.0	150
		80.0	80.0	80.0	240
Total		1,170.0	1,610.0	420.0	3,200

Appendix G

BSF Programme Details – Transforming Education


Overview

- The Building Schools for the Future programme (BSF) is part of a national capital investment to improve secondary schools
- The Haringey BSF programme will provide £216m across all maintained secondary schools in the borough, comprising:
 - Highest investment in schools in disadvantaged areas of the borough
 - The opening of a new school (Heartlands High) in Wood Green
 - Increased inclusion across the range of special educational needs
 - Major investment in ICT in all schools
- The programme is promoting transformational change in learning alongside the capital investment, so that young people will experience a step change in their experience of secondary education

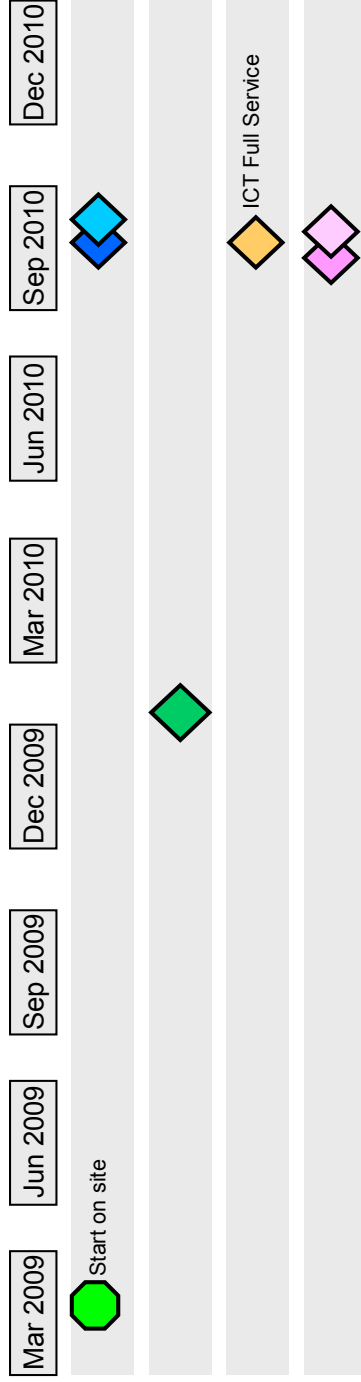
What might we see as a result of this investment?

- Schools a better place to be for children and adults
- Improved achievements by age 16 – especially English and Mathematics
- Improved learning for more young people through a more relevant curriculum
- More young people studying post 16
- Improved behaviour and fewer exclusions
- Greater inclusion across the SEN range
- Schools a focal point of their community
- A Greener Borough

School By School slides

- The following slides set out the benefits that each school will realise through the BSF programme and when that is likely to occur.
- The school benefits have been taken from each schools vision to reality (V2R) document.
- Each  represents a benefit that links to the schools Vision to Reality statement agreed at the start of their projects
- The timeline for each school outlines when the school will be able to make use of a new or improved facility, along with the date that works commenced on site.

Alexandra Park- Project Budget: £3.8million



- The design meets the teaching and learning requirements by enhancing the school's specialist subject areas**
 - Improved Performing & Media Arts area
 - Improved external sports facilities
 - Training centre for staff in west borough schools
- The design meets the teaching and learning requirements by supporting 14-19 reform**
 - Development of a new sixth form block containing common areas, study centre and enhanced ICT facilities
 - Increased range of diploma options incl. land management
- The designs support inclusion by Improving facilities for pupils with SEN**
 - Provision for inclusion and cohesive student support area for SEN/IC/EAL/LMs/TAs and ASD all in one area
 - Improved facilities to support BESD
- The designs improve the general environment by enhancing circulation spaces and communal areas**
 - Infill of atrium space to reduce noise, improve circulation and provide additional rooms
 - Creative and sheltered external spaces for social gathering and learning

- The designs establish an ICT rich environment**
 - Extensive ICT facilities in each faculty
 - High levels of ICT in teaching and learning
 - Managed Service

Fortismere- Project Budget: £4.5million

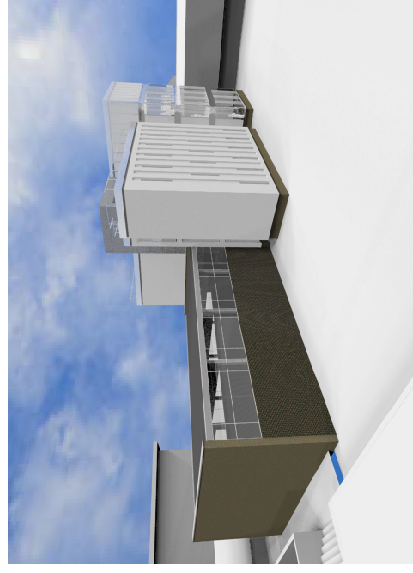
Sep 2009 Dec 2009 Mar 2010 Jun 2010 Sep 2010 Dec 2010



Start on site



ICT Full Service



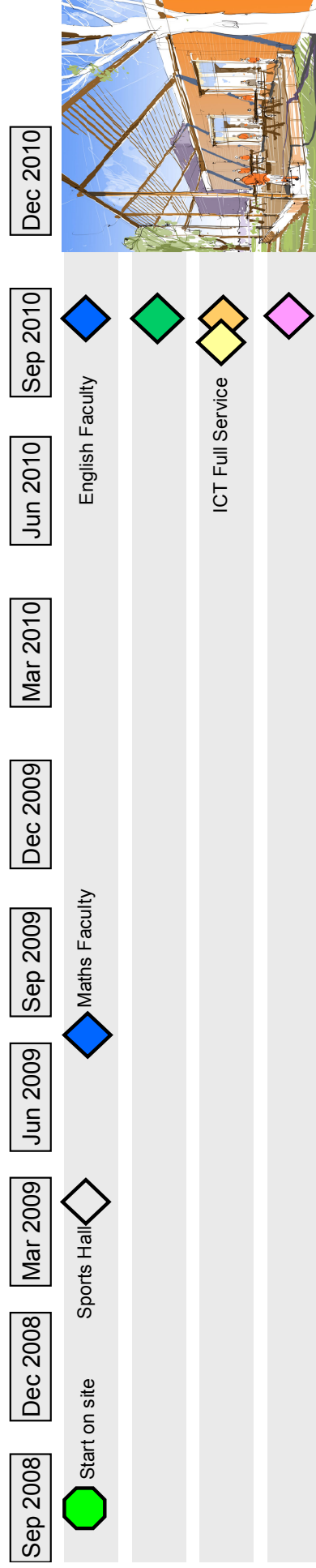
The design meets the teaching and learning requirements, including 14-19 reform, by enhancing the school's specialist subject areas

- New music and performing arts spaces.
- Improved acoustics in some areas for hearing impaired pupils

The designs establish an ICT rich environment

Extensive ICT facilities in each faculty
High levels of ICT in teaching and learning
Managed Service

Gladesmore School- Project Budget: £11million





The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- New maths block and improved English and Science faculties
- Better faculty-zoning with flexible spaces
- Central Learning Resource Area with satellites in faculty areas.
- Large spaces for examinations, lectures, assembly and performance.
- Spaces for vocational programmes.

The design supports inclusion by

- Adaptations for pupils with visual impairments
- Student Support Centre to provide for pupils with additional educational needs, incl BESD

The designs establish an ICT rich environment by providing:

-  • Extensive ICT facilities in each faculty
- High levels of ICT in teaching
- City Learning Centre attached to school
-  • Managed Service

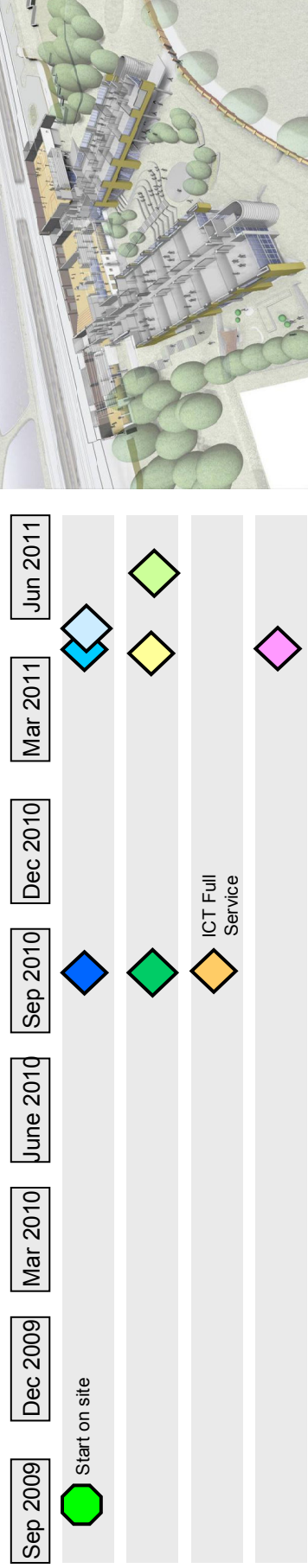
The design improves the general environment

Better internal and external spaces for students' informal social interaction.

- Better and less congested internal and external circulation spaces.

Improved environmental standards, particularly ventilation and acoustics.

Heartlands High- Project Budget: £33million



The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- Flexible spaces for a wide range of teaching group sizes
- Large, multi-purpose practical rooms to broaden the range of activities
- Small rooms for group and individual work



The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- Extensive visual arts and media production facilities
- Specialist facilities for ASD
- Learning Resource Centre
- Good sports facilities



The design meets the teaching and learning requirements by creating ease of flexibility in how the spaces are used

- Faculty zones with spaces for display and for flexible teaching and learning
- Large spaces for assemblies and public examinations
- Better staff work spaces for preparation, meetings, and informal interaction



The designs support inclusion

- Good access to all areas of the curriculum for people with disabilities
- Designed with special consideration for ASD



The designs establish an ICT rich environment

- Excellent ICT provision enabling ICT use across the curriculum through subject-specific applications

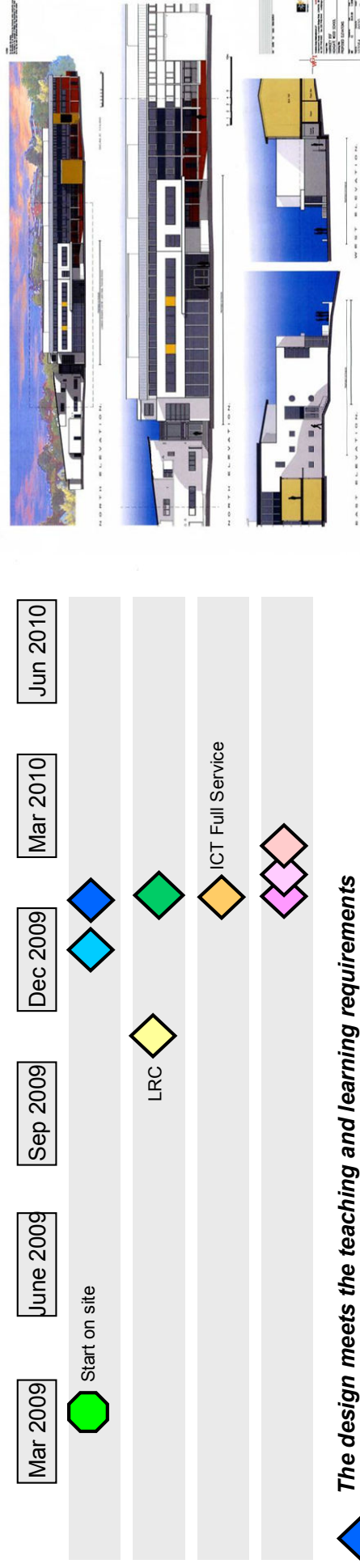


The designs create a good learning environment

- generous circulation spaces and communal areas
- flexible staff work spaces for preparation, meetings, and informal interaction
- Good air quality and acoustics



Highgate Wood- Project Budget: £5 million



The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- Improved spaces in Eng and Ma
- New Learning Resource Centre



The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- Improved facilities in drama, music and performing arts, building on existing good facilities in sports



The designs support 14-19 reform

- Performing arts
- Media production
- Increased range of diploma options



The designs support inclusion by improving access to the building

- Good access to all areas of the curriculum for people with disabilities
- Adaptations for pupils with visual impairments
- Improved SEN support facilities, incl BESD



The designs establish an ICT rich environment

- Extensive ICT facilities in each faculty
- High levels of ICT in teaching
- Managed Service



The designs improve the general environment

- Improved dining space
- Better and less congested internal circulation spaces
- Better internal and external spaces for students' informal social interaction

[illegible]

The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- increased access to sports, arts and cultural activities for students and the community
- Improved security and access

The designs support 14-19 reform

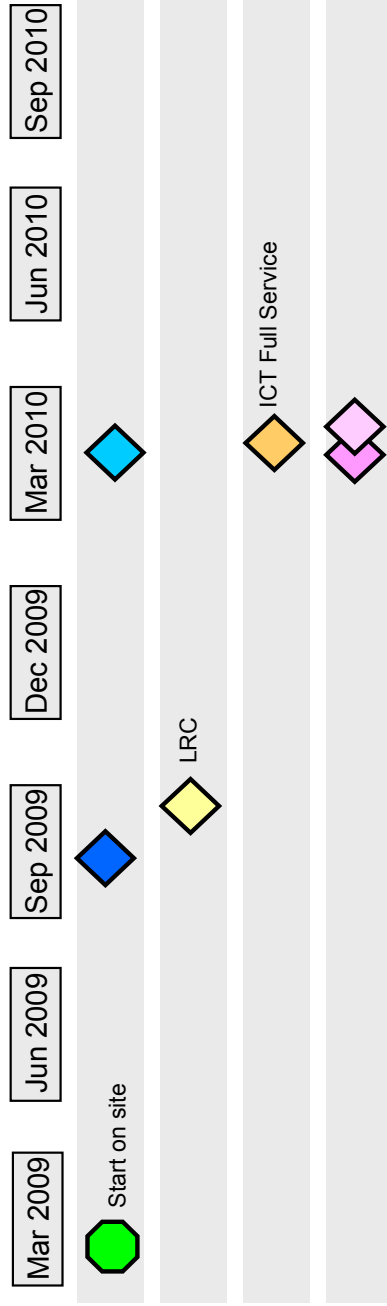
- The designs improve the general environment by enhancing circulation spaces and communal areas***

The designs establish an ICT rich environment

- Extensive ICT facilities in each faculty
- High levels of ICT in teaching and learning
- Managed Service

- Better internal and external spaces for students' informal social interaction
- Improved working conditions

John Loughborough- Project Budget: £5million



The design meets the teaching and learning requirements by creating ease of flexibility in how the spaces are used

- Refurbished spaces for assemblies, performances and examinations
- Some larger and more flexible learning spaces, well-equipped with ICT
- Improved SEN support facilities, incl BESD



The designs establish an ICT rich environment

- Extensive ICT facilities in each faculty
- High levels of ICT in teaching
- Managed Service



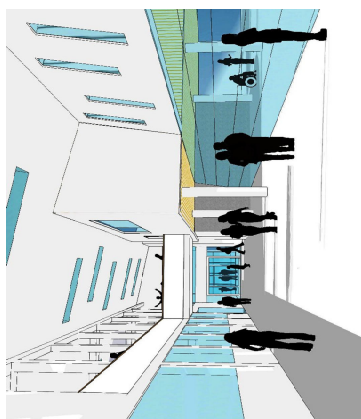
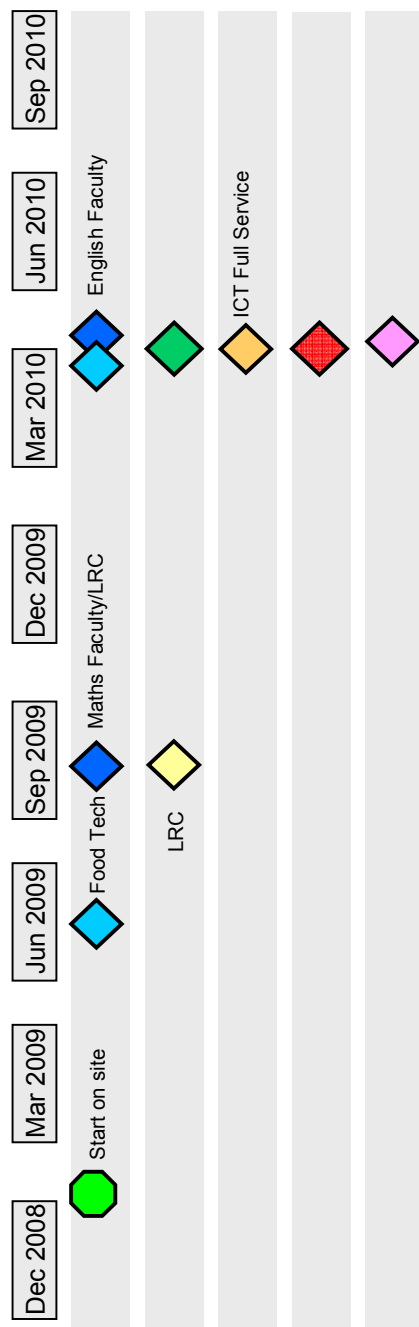
The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- New science, art and music rooms
- Learning Resource centre
- Quiet room/braver room

The designs improve the general environment

- enhancing circulation spaces and communal areas
- Improved internal and external spaces for students' informal social Interaction
- Improved environmental standards, particularly ventilation and acoustics in retained buildings.
- Improved working conditions
- enhancing the internal and external appearance
- New electrical infrastructure and heating system

Northumberland Park- Project Budget: £16.6million



The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- Enhanced English and Maths provision
- A new Learning Resource Centre



The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- new exemplary performing arts facilities, science facilities
- New food technology facilities



The designs support inclusion

- Improved access across the school for The Vale School students, and others with disabilities and/or sensory impairments.
- Improved SEN support facilities, incl BESD



The designs establish an ICT rich environment

- Extensive ICT facilities in each faculty
- High levels of ICT in teaching
- Managed Service



The designs support extended schools

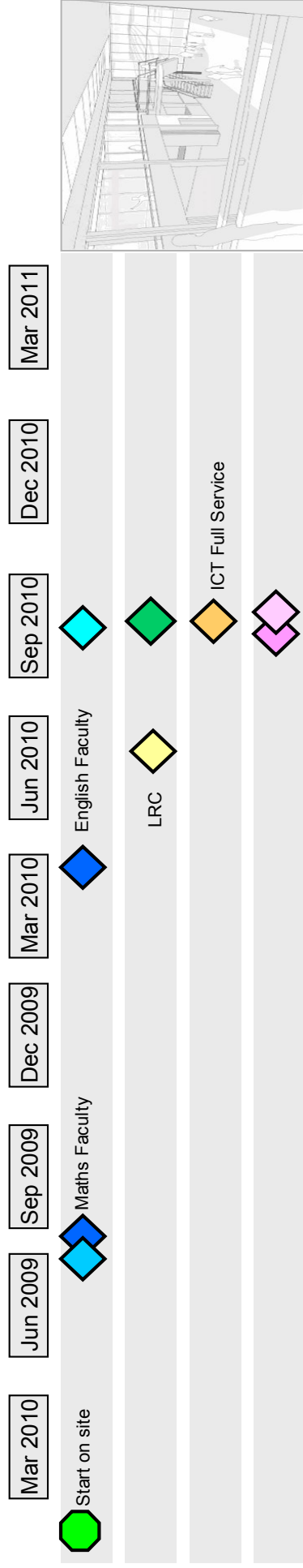
- providing access to sports, arts and cultural activities for students and the community
- A lasting and secure relationship between the school and the community



The designs improve the general environment

- enhancing circulation spaces and communal areas
- Improved internal and external spaces for students' informal social Interaction
- Improved environmental standards, particularly ventilation and acoustics in retained buildings.
- Improved working conditions
- enhancing the internal and external appearance
- Fostering a new image and pride in the school.

Park View Academy- Project Budget: £12.8million



The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- Enhanced English and Maths provision
- New Learning Resource Centre



The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- New performing-arts accommodation.
- New external sports facilities



The design meets the teaching and learning requirements by creating ease of flexibility in how the spaces are used

- Multi-functional high-quality classrooms
- Better faculty-zoning with flexible teaching spaces and display areas in each faculty.
- More large spaces for assembly and examinations



The designs support inclusion by

- Improved access throughout building
- Improved SEN support facilities, incl BESD



The designs establish an ICT rich environment by:

- Extensive ICT facilities in each faculty
- High levels of ICT in teaching
- West Green Learning Centre attached to school Managed Service



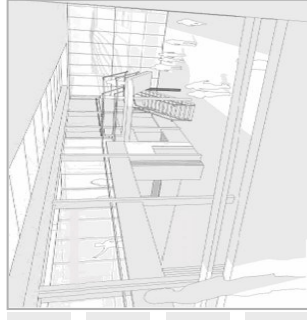
The designs improve the general environment by enhancing circulation spaces and communal areas

- Better internal and external spaces for students' informal social interaction
- Better and less congested internal and external circulation spaces

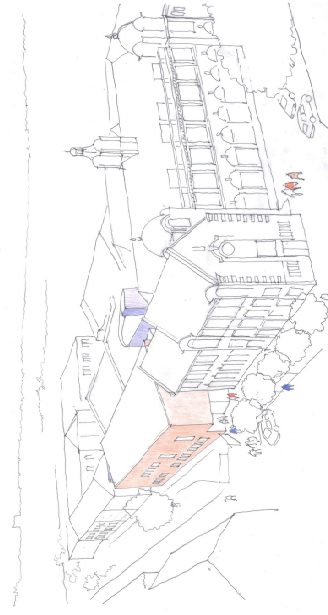
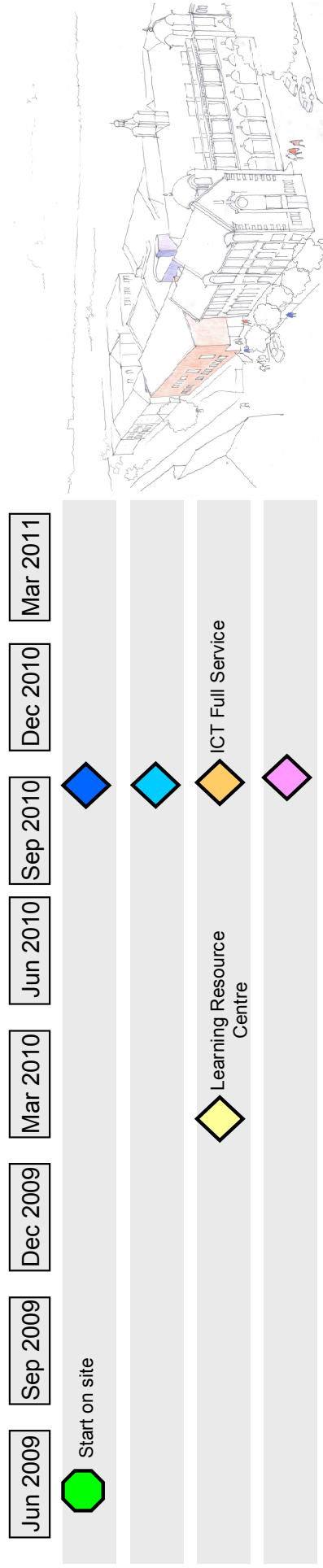


The designs improve the general environment by improving acoustics and air quality

- Improved environmental standards, particularly ventilation and acoustics



St Thomas More- Project Budget: £8million



The design meets the teaching and learning requirements by creating ease of flexibility in how the spaces are used

- Large flexible spaces for assembly, performance and other large-scale activities..
- New Learning Resource Centre and sports library
- Small curricular areas for teachers and support staff

The designs establish an ICT rich environment

- Greatly enhanced ICT provision in all rooms
- Subject ICT 'hubs' to enable distributed specialist areas
- Managed Service

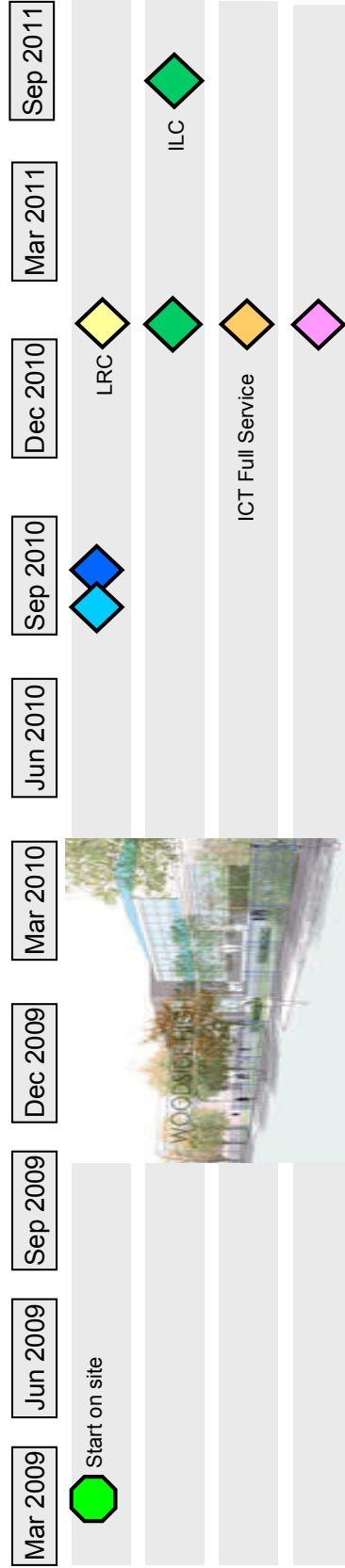
The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- Improved facilities in drama, music and performing arts, building on existing good facilities in sports

The design improves the general environment

- Better internal and external spaces for students' informal social interaction.
- Better and less congested internal and external circulation spaces.
- Improved circulation and linkage from building to building

Woodside High- Project Budget: £28.1million



The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- Major improvements in English, maths and science faculties
- Better faculty-zoning with flexible spaces for pupils and staff
- Large new Learning Resource Centre



The design meets the teaching and learning requirements by creating ease of flexibility in how the spaces are used

- High quality, flexible learning spaces.
- Improved facilities for a wider range of vocational subjects.
- More work space for support staff
- Replacement of substandard teaching and non-teaching spaces



The designs establish an ICT rich environment by

- Greatly enhanced ICT provision in all rooms
- Subject ICT 'hubs' to enable distributed specialist areas
- Managed Service



The designs support inclusion by improving access to the building

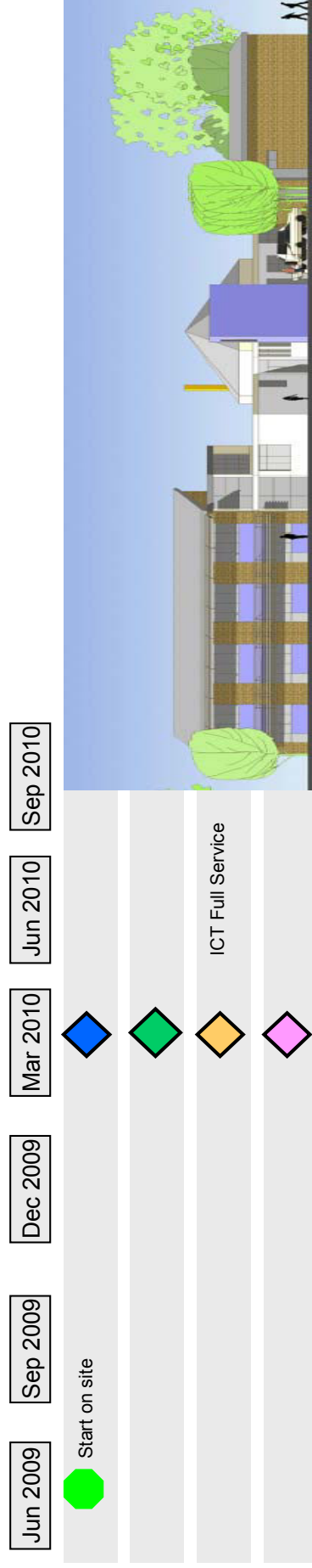
- All spaces to be accessible to students with complex disabilities
- Inclusive Learning Campus



The designs improve the general environment by enhancing circulation spaces and communal areas

- enhancing circulation spaces and communal areas
- Improved internal and external spaces for students' informal social Interaction
- Improved environmental standards, particularly ventilation and acoustics in retained buildings.
- Improved working conditions
- enhancing the internal and external appearance
- Fostering a new image and pride in the school.

Young People's Centre - Project Budget: £5.3million



The design meets the teaching and learning requirements by providing space for different sized groups and more personalised learning, especially in English and maths

- Facilities for teaching in small groups or one-to-one working

The design meets the teaching and learning requirements by enhancing the school's specialist subject areas

- Access technologies across the curriculum
- Provision of centrally located facilities for a range of therapies
- Facilities for the development of practical, vocational and independent living skills

The designs establish an ICT rich environment

- Extensive ICT facilities in each faculty
- High levels of ICT in teaching and learning
- Managed Service

The designs support inclusion by Improving facilities for pupils with SEN

- Accommodation to enable a range of learning and behaviour support strategies
- Strong links to BESD provision in all other schools

The designs improve the general environment

- enhancing circulation spaces and communal areas
- Provision of safe indoor & outdoor spaces for withdrawal, learning and behaviour support, social interaction and recreation
- Access to outdoor curriculum spaces

Appendix H

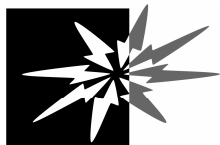
Primary and other CYPs Programme

The programme proposed for 2009 to 2012 includes the following key projects and sub programmes. Budgets stated below are given for the project life or projected three year programme life as appropriate:

Project Description and outcomes		Budget £m (project life)
Broadwater Farm Provision of a modern and fully inclusive learning campus for a 2 Form Entry primary school and 100 primary SEN places by new build re-provision of 3 existing schools, (Broadwater Farm, Moselle and William C Harvey.) Facilities will be designed to allow fully inclusive teaching and learning across the campus, integration with the existing Childrens' Centre and improved community access to all facilities within the new campus. The campus is scheduled for completion by 2013, but works will be phased to allow the existing schools to operate fully during construction, with minimal requirement for decant and single moves for children and staff where possible. Feasibility studies have been completed and work on outline design is in progress. Some value engineering and/or reductions in scope will be required during the next phase of design to keep within budget.		18.5
Rhodes Avenue Expansion of the existing 2 Form Entry school to 3 FE to meet population growth in the west of the borough. Additional works to deal with existing poor condition and works to improve the suitability of key Stage 2 classrooms. The additional reception places will be available from September 2010. Project feasibility is complete and work is progressing to outline design.		8.9
Coleridge Expansion of the existing 3 Form Entry school to 4 FE. The project has been undertaken in three phases, two of which are now complete. Phase 3 involves provision of two new classrooms and associated resource spaces, [new art room] and enlarged staff room works to the site west of Crouch End Hill. Outline design has been approved and the detailed design stage is underway.		1.1
Other Pupil Place Expansion School roll projections indicate that between 4 and 6 additional forms of entry will be required from September 2011. A contingency provision is now included within the programme to cater for the need to provide additional temporary accommodation, or to effect adaptations to existing sites to allow expansion.		0.4
Mulberry The project is at an early stage of scoping pre- feasibility. The key driver for the project will be removal of all life expired temporary classrooms and replacement with appropriate accommodation with 60 year design life.		3.0
Alternative Provision A successful bid to DCSF has provided £2.2m of funding to improve the provision for pupils at risk of exclusion. The strategy and detailed plans for this programme are currently being developed. The grant is time limited and must be defrayed by March 2011.		2.2
Electrical and ICT infrastructure works To support the improved ICT delivery and update electrical installations at specific sites identified through condition survey work.		1.2
Match Funded Projects		

This sub-programme is intended to respond to school initiated development projects, prioritising the areas of healthy eating, eco-schools, extended schools and teaching and learning priorities identified in school development plans.	2.1
Project development (Phase 2 feasibility) To ensure that future development projects are robustly scoped and defined a budget is included in the programme for early feasibility and survey work.	0.3
PCP delivery costs The budget provides for programme management and project support resources necessary to deliver the programme.	2.6
Phase 1 Programme Contingency A programme contingency of approximately 10% of planned expenditure is retained to cover risks on the programme.	3.6
Children's Centres Phase 3 This sub-programme involves the creation of two new full service Children's Centres, adaptations to an existing centre, creation of a number of link sites, and a maintenance programme for existing centres. The outcome would be that all areas of the borough would meet national and local targets for access to Children's Centre services.	1.2
Early Years Quality and Access This sub-programme involves distribution of grants primarily to the Private, Voluntary and Independent Early Years sector, including child-minders for the improvement of services, particularly focussed on external play and ICT provision. The Council may choose to use part of the funding for council provided services in Children's Centres or Schools. Plans for the distribution of the grant funding have now been developed and are awaiting approval. Progress on developing a deliverable action plan during 08/09 was delayed due to turnover of resources.	3.9
Playcentre integration As part of the Council's extended school strategy, the integration and co-location of existing play club provision with neighbouring primary schools is planned. The programme budget is to ensure that such integration is assisted by improvements and adaptations to facilities where necessary. A total of 16 schools are included in the programme.	0.5
Youth Centre Projects Improvements to Muswell Hill, Bruce Grove and Wood Green Youth Centres. A specific and time limited grant is intended to improve provision and services including sports, ICT and recording facilities. The existing poor condition of all two of the centres and lack of previous investment may affect the project's ability to deliver against all desired outcomes.	0.7
Access improvements This budget provides for minor improvements to ensure DDA compliance at existing sites.	0.3
Aiming High – Short Break provision A limited amount of specific grant funding is available to support adaptations to facilities to allow improved provision of weekend and holiday schemes for SEN children.	0.5
Planned and reactive maintenance This sub-programme provides funding for the assessment of asset maintenance needs through condition survey work, planned asset	

maintenance and emergency works.	3.0
PFI Lifecycle Maintenance The budget provides for asset lifecycle maintenance for secondary schools.	3.2
Devolved Funding This budget represents the capital budget devolved to schools for on-going maintenance and improvement projects. Contributions will be required from schools included in the approved investment programme of up to 50% of their respective devolved capital budgets in each year of investment.	8.9



Haringey Council

Agenda item:

[No.]

Cabinet

On 8 September 2009

Report Title: **Children Act Complaints Annual Report**

Forward Plan reference number (if applicable):

Report of: **Director of the Children and Young People's Service**

Wards(s) affected: **All**

Report for: **Non-Key**

1. Purpose

1.1 To inform Members about complaints made under the Children Act procedures between April 2008 and March 2009

2. Introduction by Cabinet Member (if necessary)

- 2.1 I believe it is vital that service users are aware that they have the right to complain and that they feel confident in using the complaints procedure. It is particularly important that young people in our care feel that they can tell us about any shortcomings in the services they get.
- 2.2 I am therefore pleased that we are seeing an increase in stage 1 complaints. The fact that very few (8%) continue to stage 2 indicates that the system is working well.
- 2.3 The one area where I am aware of the need for improvement is in relation to completing investigations within the set time scale. This is being addressed.

3. Recommendations

3.1 Members are asked to note the performance for the year 2008/09

Report Authorised by:

pp Peter Lewis
Director
Children and Young People's Service

Contact Officer: Patricia Walker, Policy & Partnerships Officer (020 8489 3373) and Ravia Zaman, Complaints Manager (020 8489 3481)

4. Chief Finance Officer's Comment

4.1 The costs associated with the delivery of the service were contained within available resources.

5. Comment of Head of Legal Services

5.1 Under section 26 Children Act 1989, the local authority is under a duty to establish a procedure for considering any representations, including any complaints, made about certain 'qualifying functions' relating to a child. This includes functions under the Adoption and Children Act 2002 and functions regarding special guardianship.

5.2 Section 26 makes provision for an independent person to take part in consideration of a complaint and decisions on actions to be taken as a result and for time limits.

5.3 Section 26A of the 1989 Act makes provision for advocacy services for children making complaints.

5.4 The Children Act 1989 Representations Procedure (England) Regulations 2006 set out the specific procedures. Under Regulation 13 the authority is required to produce an annual monitoring report "on the operation in that year of the procedure".

6. Local Government (Access to Information) Act 1985

6.1 Getting the Best from Complaints: Social Care Complaints and Representations for Children, Young People and Others. DfES September 2006

6.2 The Children Act 1989 Representations Procedure (England) Regulations 2006

7. Background

7.1 Under the Children Act 1989 and the Children Act Representations Procedure a report on complaints made under the Children Act must be prepared each year, presented to a committee of the local authority and made available as a public document.

7.2 The report covers complaints made about social services provided under the Act such as the delivery of services, care and supervision, social work court reports, adoption and decision making. Complaints may be made by children and young people, their parents or those with parental responsibility, foster carers, special guardians and prospective adopters.

7.3 The report outlines the three stages of the Children Act complaints process. It covers:

- the numbers and types of complaints;
- the outcomes of complaints and stage of the process reached;
- the timescales they were completed in;
- a summary of the data available on complainants, such as age, gender and ethnicity;
- learning or service improvements that have taken place following a complaint;
- information about expenditure;
- information about advocacy services provided under the regulations.

7.4 Information about complaints made to the Children and Young People's Service which were dealt with under the Council's corporate procedures is included in the Annual Report on Customer Feedback and Members Enquiries presented to Cabinet in September 2008.

8. Financial Implications

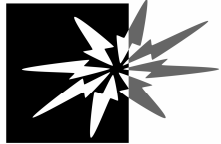
8.1 The direct costs of Children Act complaints are the costs of investigating officers and independent persons at stage 2 of the complaints process. In 2008/09 this was £16,081.00. Further details are given in the report. If stage three of the process was invoked then there would also be a cost for independent review panellists. However there were no stage three Children Act complaints in 2008/09.

9. Equalities Implications

9.1 Information on ethnicity, gender, age and disability of complainants is given in the report. Complainants are asked to give information about themselves as part of the satisfaction forms. However this information is not always supplied, making it difficult to draw conclusions.

10. Use of Appendices / Tables / Photographs

Appendix 1: The Children and Young People's Service Annual Children Act Complaints Report for 2008/09



Haringey Council

Appendix 1

Haringey Council
The Children and Young People's Service

Annual Report for Children's Act Complaints 2008 to 2009

1. Background

- 1.1 Under the Children Act 1989 all Local Authorities are required to have in place procedures to effectively deal with complaints about children's social care issues. *The Representations Procedure (Children) Regulations, 2006* provides the framework for administering these complaints and empowers Local Authorities to effectively manage its complaint processes.
- 1.2 The legislation requires all Local Authorities to provide an annual report on information about its handling of complaints under the Children's Act procedures.
- 1.3 This report provides information about complaints made during the twelve months between 1 April 2008 and 31 March 2009. The report will discuss complaints performance during this period and consideration will be given to demographic information about the complainants.
- 1.4 All timescales contained within this report are in working days.

2. The Complaints Process

- 2.1 The Children's Act complaints procedure has three stages. These are defined as local resolution, formal investigation and review panel. Performance on complaints handling is determined by whether or not complaints are resolved within prescribed timescales.

2.2 Stage 1 - Local Resolution

This is the most important stage of the complaints procedure and our aim is to try and resolve as many complaints as possible at this early stage. The Department's services, and external contractors providing services on our behalf, are expected to liaise with service users and resolve as many complaints as possible at this initial point. Local Service Managers are appointed to arrange the resolution.

The timescale for concluding this stage is 10 working days. Where issues are deemed to be complex or the complainant is a child or young person with an advocate representing them the timescale is extended to 25 working days.

2.3 Stage 2 - Formal Investigation

This stage is implemented where the issues have not been resolved at the previous stage. This stage involves appointing an investigator to look into the issues and an independent person to ensure the investigation is conducted in a fair, thorough and transparent manner. Both officers are required to produce reports outlining the findings of the investigation. Haringey Council has recruited external officers to carry out this role. Our external investigating officers are relevantly qualified and experienced and include officers of both genders and from

minority ethnic backgrounds. A Deputy Director from the Children and Young People's Service adjudicates on the findings of the investigation reports.

This stage of the process should be resolved and concluded within 25 days, although in certain cases this can be extended to 65 days where the issues are complex or an advocate for the child or young person is involved.

2.4 Stage 3 - Review Panel

The third stage of the complaints process is the Review Panel. If complainants are dissatisfied with the findings at the previous stages of the procedure the Service must establish a panel of 3 independent and lay people to review the complaint. The panel considers and reviews the evidence and makes recommendations to the Director who then decides on any action to be taken. This stage of the procedure should be concluded within 50 working days.

Local Government Ombudsman

- 2.5 A further option for complainants is to contact the Local Government Ombudsman (LGO). The LGO is empowered to investigate written complaints made by members of the public claiming they have suffered injustice as a result of maladministration by or on behalf of the Local Authority. The LGO is reluctant to become involved unless other avenues of investigation have been exhausted.

3. Statistics

- 3.1 At stage 1 of the Children's Act complaints procedure, the complaints service received a total of 61 complaints, between March 2008 and April 2009. The table below shows the numbers of complaints recorded for the last 3 years at stage 1 and 2 and the percentage of complaints progressing onto the next stage of the process.
- 3.2 There have been no stage 3 cases in the last 3 years.
- 3.3 The total numbers of complaints at stage 1 of the procedure have been increasing year on year for the last 3 consecutive years. Since 2006 this increase has been steady which can be attributed to greater promotion and publicity of people's rights to complain and service user confidence in a fair procedure. The Complaints Service continues to issue leaflets and posters publicising the complaints procedures and these have been distributed widely throughout the borough.
- 3.4 In the year 2008 to 2009 the increase in numbers of complaints was most significant at 17%. The Service would attribute the more than average increase in the numbers of complaints on the greater public focus on the service which was experienced during this time which may have encouraged service users to raise issues relating to their own case.

Table 1

Period	Number of Stage 1	Percentage progressing to next stage	Number of stage 2
2006-07	51	8%	4
2007-08	52	8%	4
2008-09	61	7%	4

- 3.5 The general rate of escalation to the next stage is very low with only 8% of complaints escalating to the next stage during the last 3 years. This indicates that 92% of complaints were resolved to the complainants' satisfaction or understanding. Complaints at this stage are dealt with by social work staff and social work managers and the success at this stage is a credit to their effective investigation and resolution.

4. Decisions and Findings

4.1 Decisions and findings at stage 1

The majority of complaints at stage 1 were either not upheld, in which case no fault or injustice was caused by the Council, or were partly upheld which means that the Council's actions contributed to an element of fault or injustice.

- 4.1 The tables below show the numbers of complaints and the decisions made following investigation at both stage 1 and stage 2. It is worth noting that although 67% of complaints were not upheld, and the finding was that there is no fault by the Council, only 7% of these complaints progressed onto the next stage. This demonstrates the service user's confidence and understanding of the decision reached by the Local Authority.

Table 2

Decision	Stage 1	Percentage
Upheld	5	8%
Partly Upheld	14	23%
Not Upheld	41	67%
Not categorised	1	2%
Total	61	

4.2 Decisions and findings at stage 2

There were 4 complaints which went to stage 2 of the Children's Act process. The table below shows the decision made in each of the complaints. Only 1 of the complaints investigated at stage 2 of the procedure was partly upheld.

Table 3

Decision	Stage 2
Upheld	0
Not upheld	3
Partly upheld	1
Total	4

- 4.4 The complaint that was partly upheld had claimed that the service discriminated against a family when carrying out a child protection review. The complainants were also unhappy with the level of service they received whilst their children were on the child protection register and believed the social worker allocated to the case behaved unprofessionally. The complaint investigation did not uphold the claims of discrimination by the service or the inadequate level of service provided to the family, however, the investigation did find that the social worker's behaviour fell short of the professional standards expected by the service. The service agreed that this was not the expected level of professionalism and formally apologised to the family.

4.5 Decisions and Findings by the Local Government Ombudsman

A total of 9 complaints were received by the Local Government Ombudsman. The table below shows the breakdown of the Ombudsman's decisions. The Ombudsman received 3 premature complaints which had not previously been investigated by the Service. The Ombudsman referred these to the Service for investigation under our Children's Act procedures. An additional 3 complaints resulted in local settlements; this is where the Service agreed to take action which the Ombudsman considered was a satisfactory resolution. A further 3 complaints were discontinued by the Ombudsman on the basis of insufficient injustice or no injustice being caused to the complainant.

Table 4

Ombudsman's Decision	Number of complaints
Local settlement	3
No evidence of maladministration	1
Ombudsman Discretion	2
Premature Complaint	3

5 Performance

- 5.1 The table below shows the number of complaints that were resolved within the prescribed timescales. Complaints at stage 1 are subject to a 10 working day timescale. Complex complaints or those involving an advocate are subject to an alternative timescale of 25 working days. Complaints at stage 2 of the procedure are subject to a 25 working day timescale but if the issues are complex or the complaint involves an advocate, the timescale is 65 working days.
- 5.2 In the period 2008 to 2009, 56 complaints were subject to the 10 working day timescale at stage 1 of the procedures. A further 5 complaints were subject to 25 working day timescale under the extended stage 1 procedures.
- 5.3 At stage 2 of the procedures, all 4 complaints were dealt with under the extended timescale due to their complexity.

Table 5

Period	Stage 1		Stage 2	
	Percentage within timescale	Percentage within extended timescale	Percentage within timescale	Percentage within extended timescale
2007/08	87%	100%	n/a	25%
2008/09	79%	80%	n/a	75%

- 5.4 At stage 1 the Service resolved 79% of its complaints successfully within timescale. Performance was lower than the previous year but this should be seen in context of the increase in numbers of complaints received for the period. Stage 1 complaints are investigated and resolved by social workers and social care managers. The slightly lower performance should also be viewed in context of the exceptional circumstances in 2008. Despite the situation that the Service experienced in the latter half of 2008 the dip in performance was only 8% and was limited from December to February as shown in the table below. Performance of complaints within timescale was at 100% in all other months.

Table 6

Month		Stage 1 complaints resolved within timescale
1	April	100%
2	May	100%
3	June	100%
4	July	100%
5	August	100%
6	September	100%
7	October	100%
8	November	100%
9	December	40%
10	January	40%
11	February	40%
12	March	100%

- 5.5 The stage 2 process is very complex and lengthy; it involves interviewing all staff associated with the case and viewing all files records. Performance at stage 2 of the procedures increased substantially by 50% in this period. This stage of the procedure is investigated by external investigating officers. The Complaints Service have realigned stage 2 working practises; new contracts have been issued and regular and effective supervision of case work has led to an increase in performance.

6 Fairness and Equality for all

Ethnicity of complainants

- 6.1 We try to collect equalities data from complainants to assess how we can improve the delivery of our services and to ensure we are meeting the needs of all our service users. Customer satisfaction surveys are used to request basic demographic data from complainants, however only a small amount of demographic information is volunteered and although a customer satisfaction survey form may be returned not all the questions may be completed.
- 6.2 Table 7 below shows that the most prevalent ethnic group making complaints are White British. Haringey is an ethnically diverse borough and the comparison between the group making the most complainants and the small numbers of complainants from other ethnicities could suggest that certain ethnic groups are underrepresented. The Service aims to ensure all service users are made aware of their rights and access to the complaints process by providing information translated in alternative languages and accommodating requests for interpreters. Information leaflets are distributed to community groups. The Complaints Service will explore the situation and consider what actions can be taken to ensure access to information for other ethnic groups.

Table 7

Ethnicity 1	Ethnicity 2	Number	Percentage
Asian or Asian British	Bangladeshi	1	2 %
Black or black British	African	5	9 %
Black or black British	Caribbean	6	10 %
Black or black British	Other	1	2 %
Mixed	White and Black African	1	2 %
Mixed	Other	1	2 %
White	British	9	15%
White	Greek-Cypriot	1	2 %
White	Irish	1	2 %
White	Kurdish	2	3 %
White	Other	1	2 %
Other Ethnic Group	Other Ethnic Group	6	10%
Unknown	Unknown	25	39 %
TOTAL		60	

6.4 Gender of complainants

The equalities data indicates that a greater number of complainants are female. This has been a fairly consistent finding over the last few years. Women are often considered to take the lead when it comes to domestic responsibilities and taking on the duty of dealing with complaints which affect the children or the home situation could be considered to be in line with this role. In addition it is also worth noting that it is recognised that the majority of single parent families are headed by women.

Table 8

Gender	Number	Percentage
Female	40	65 %
Male	19	31 %
Male & Female ¹	1	2 %
Unknown	1	2%

¹ Complaints made jointly by a man and a woman

6.5 Age demographics of complainants

Table 9 below shows that 38% of complainants are between the ages of 24 and 45. This age category would include adults such as parents, foster carers and advocates complaining on child related issues or on behalf of a child. Children and young people below the age of 24 account for 15% of the overall data. The Complaints Service actively encourages complaints from young people. The Service has produced age appropriate publicity to ensure that young people are aware of their rights and feel empowered to make representations. The Complaints Service actively promotes and engages with advocacy providers to ensure young people are supported and able to voice their concerns.

Table 9

Age Category	Number	Percentage
0-16	1	2 %
16-17	5	7 %
18-23	4	6 %
24-45	23	38 %
46-59	3	5 %
60 +	1	2 %
Unknown	25	41 %
TOTAL	61	

6.6 Disability of complainants (including mental health problems)

The Service requests basic information about any disability which complainants may have. The data return relating to this information is poor, of the small number of people who did respond to this question, none indicated a disability. This limited information does not allow constructive consideration but could suggest people are reluctant to provide information associated with having a disability.

7 Learning from Complaints

- 7.1 Complaints provide the Service with a wealth of valuable information about its services and allow it to assess how well it is meeting its responsibilities and objectives. Learning from mistakes and understanding how the organisation is perceived will enable it to better meet its own objectives and outcomes.
- 7.2 Table 10 provides a breakdown of the issues which have been most complained about in this period. It is clear from the data that the quality of the service and poor communication are the most frequent issues of complaint.
- 7.3 As a result of complaints investigations there have been several improvements in the Service.
- 7.4 Following a complaint all parents attending child protection conferences are asked to advise social workers of any specific needs they may have, such as dyslexia, so that this can be considered and any reasonable adjustments can be made such as appropriate formatting of written material.
- 7.5 In another case it was found that although the welfare of foster children were effectively considered when arranging foster placements, the welfare of the foster families biological children were not always given such consideration. Management and staff awareness has been increased to ensure the welfare of all children in the foster placements are considered effectively.
- 7.6 Several procedures have been developed and reviewed as a result of complaints improvements. For example, there is a new procedure for alerting and dealing with contractual building works taking place in semi independent residence of young people who are being prepared for leaving care.

Table 10

Issue of Complaint	Number Raised	Percentage
Quality of service	46	40 %
Poor/lack of communication	33	29 %
Employee behaviour	19	17 %
Service has not been provided	2	1 %
Not following policy or procedure	8	7 %
Service has been delayed	7	6 %
TOTAL (no of issues raised) ²	115	

¹ Each complaint can raise multiple issues; therefore the total number of issues is greater than the total number of complaints for the period.

8 Expenditure

- 8.1 Handling and investigating complaints is not cost free. There are direct costs associated with investigating complaints such as the cost of investigations and independent services.
- 8.2 The Complaints Service promotes early resolution of complaints which in addition to being customer focussed also prevents the Service incurring further costs. Management and staff have been briefed on the importance and benefits of trying to resolve complaints at the earliest opportunity. Table 11 below details the direct costs incurred through investigating complaints in this period.

Table 11

Item	Amount (£)
Investigating Officers	£12,039.00
Independent People	£4,042.00
Total	£16,081.00

9 Future Initiative

- 9.1 The Service encourages feedback from children and young people, including any complaints that they may have. As part of the Joint Area Review (JAR) action plan we are reviewing current systems used by children to convey complaints and comments.

Cabinet

On 8 September 2009

- 1.1 Decent Homes programme review of Year 1.
- 1.2 Homes for Haringey Inspection Preparation
- 1.3 Review of the Management Agreement

Report authorised by Niall Bolger Director of Urban Environment

NP Bolger 27/08/09

Contact Officers : Olatayo Akinfe, Executive Director of Asset Management, Homes For Haringey. Tel: 020 8489 3272

Nick Powell, Head of Housing Strategy, Development & Partnerships
Tel: 020 8489 4774

Wards(s) affected: **ALL**

Report for: **Key Decision**

1. Purpose of the report

- 1.1 This report provides a review of Year 1 of the Decent Homes programme, including the summary outturn position against key indicators, lessons learned and how these have been incorporated into the programme for years 2-5. It also requests that cabinet ratify the decision made by the Housing Management Board in 2005 to install the full I.R.S system which allows residents to receive Freeview, Sky and Sky plus, Hotbird and Turksat.
- 1.2 To inform Cabinet of Homes for Haringey's arrangements for re-inspection by the Audit Commission in 2010
- 1.3 To inform Cabinet of the Management Agreement review. The current agreement expires 31st March 2011.

2. Introduction by Cabinet Member

- 2.1 I am pleased to observe the satisfactory financial outcome of the 1st year decent homes programme.
- 2.2 I have concerns about the 62 no access properties and would request that access to these 62 properties be pursued with vigour and if necessary use of the appropriate legal actions.
- 2.3 I am assured that preparations are being made for the re inspection. I would request that the Aids and Adaptations service be highlighted as an area of

concern as to the working relationships between the Council and Homes for Haringey.

2.4 I require that the transformation of the concierge service be completed by December 2009.

2.5 And finally, the management agreement needs to be substantially revised as circumstances have substantially changed since it was originally drafted many years ago.

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

3.1 Homes for Haringey supports the Council's Housing Strategy and is committed to providing an excellent housing service while effectively delivering the Decent Homes programme for the residents of Haringey. As a key strategic delivery partner, Homes for Haringey is committed to ensuring that the Decent Homes programme meets the aspirations of residents and Members.

3.2 Homes for Haringey have in place an Asset Management Strategy and Environmental Sustainability Strategy which provide a strategic framework for delivery of the Decent Homes and associated Environmental Improvements programme. The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.

3.3 The Decent Homes and Environmental programmes will contribute to the achievement of Council Priorities 1,2,3, and 5 by:

- Improving the environmental performance of Council Housing stock
- Providing a cleaner and greener environment for residents
- Providing decent homes and improving well-being
- Delivering cost effective services through partnering

3.4 The continuance of Homes for Haringey as a "good" or "excellent" housing provider support the following Council Plan Priorities:

- Delivering excellent, customer focused, cost effective services
- Encouraging lifetime well-being, at home, work, play and learning

4. Recommendations

4.1 Decent Homes programme review of Year 1.

The report proposes that:

4.1.1. Cabinet notes review of Year 1 of the Decent Homes programme, including the summary outturn position against key indicators, lessons learned and how these have been incorporated into the programme for years 2-5.

4.1.2. Cabinet ratifies the decision made by the Housing Management Board in 2005 to install the full I.R.S system which allows residents to receive Freeview, Sky and Sky plus, Hotbird and Turksat.

4.2 Homes for Haringey Inspection Preparation

The report proposes that:

4.2.1 Cabinet notes the progress of Homes for Haringey's preparation for re-inspection

by the Audit Commission in 2010.

4.3 Review of the Management Agreement

The report proposes that:

- 4.3.1. Cabinet note that the existing management agreement which expires on the 31st March 2011 is being reviewed in consultation with the Cabinet Member for Housing and Director of Urban Environment. The review will allow the extension of contract between the Council and Homes for Haringey for further periods between three to 5 years, but not so as to extend the Term by more than five years in total as indicated under the provision of Clause 62.
- 4.3.2. A final report is presented to Cabinet by December to set out the details of the changes/amendments made to the management agreement for consideration and approval.

5. Summary

5.1 Decent Homes programme review of Year 1.

The success of the Year 1 programme can be measured by performance against the following key indicators:

- 5.1.1. 1,555 tenanted homes have been brought up to the Decent Homes Standard and works carried out to 367 leasehold units. This equates to 99% against the programmed target.
- 5.1.2. As at 31st March 2009, the overall level of non-decency has been reduced to 36.4% against the CLG agreed target of 36%.
- 5.1.3. Total expenditure in Year 1 was £29m against a year end profile of £29.5m or 98%.
- 5.1.4. Resident satisfaction averaged at 97% across the 4 contract areas. This can be broken down as follows: Hornsey 94%, Wood Green 97%, South Tottenham 100% and North Tottenham 98%.
- 5.1.5. The number of residents declining works in Year 1 was 63. These are defined as cases where either; contractors have been able to carry out essential works, such as double glazing and rewiring, but where the tenant has declined kitchen and/or bathroom improvements; or cases where no essential works have been identified but the tenant has declined kitchen/bathroom improvements. We have written to residents who have refused works to confirm their reasons for refusal. When refusal is due to difficult personal circumstances, e.g. illness or bereavement, they have the option to ask to be reinstated in the programme at a later date.
- 5.1.6. The number of 'no access' is 62. This includes cases where no access has been provided for either surveys or works. We have dedicated staff in the Asset Management team who are working with local Tenancy Management officers, the contractors and residents on an individual basis to try and resolve 'no access' cases where possible. We have a legal right of access, and will instruct Tenancy

Management accordingly to instigate appropriate legal action on the basis of breach of tenancy where appropriate.

5.1.7. Against the total number of units where access has been gained (over 5,000) the no access concerns are comparatively low and being managed.

5.1.8. The number of complaints received during Year 1 was 92, 47 of which were stage 0 complaints, 41 stage 1, and 3 stage 2. The majority of complaints are not about the actual works being undertaken as part of the Decent Homes programme. In many instances residents were complaining about repairs issues or when they are to be included in the programme. This low figure is testimony to the efforts made by the various site teams to resolve residents concerns before they feel a need to complain.

5.1.9. To date there has been one health and safety reportable incident. The contractors are responsible for the health and safety of their work force, and not the Council, and operate under the relevant regulatory requirements

5.2 Homes for Haringey Inspection Preparation

5.2.1. Homes for Haringey are due to be re-inspected by the Audit Commission in May or June 2010 (the Audit Commission are yet to confirm their 2010 schedule). This report outlines our preparation plans to achieve at least a two star outcome and which will in turn facilitate the continued release of Decent Homes funding.

5.2.2. Homes for Haringey have commissioned an advice and assistance inspection of the cross-cutting KLOEs by the Audit Commission for October 2009. This mock inspection would be from 19th to the 30th October 2009.

5.2.3. Project management: a project team has been created comprising key officers in Homes for Haringey, the ALMO client team, and the Council's Policy and Performance Team. This team has been in place since June 2009. A project plan is in place and the project team is meeting monthly to review progress and ensure the project remains on track.

5.2.4. The high level milestones for this project are as follows:

End July 2009 – update Self Assessment

End August 2009 – collate/validate “As Is” evidence

August – December 2009: live updating of self assessment/evidence collection

January 2010 - Inspection ready

Late Jan/February 2010 – ready for on-site mystery shopping by inspectors

February/March 2010 – Document Request

April/May 2010 – staff briefings, mock interviews, final preparation June 2010 – inspectors on site

10 weeks post inspection – provision of further evidence, response to draft report

+12 weeks – final report published

5.2.5. Progress to date: the following activities have either taken place or are scheduled to take place by 8 September 2009. The self re-assessment against all Key Lines of Enquiry (KLOEs) to be inspected is complete. HfH has arranged 2 KLOE challenge days – scrutiny and challenge of officers by the Chief Executive and Executive Management Team is complete. Best practice visits and research to ALMOs including Brent, Barnet and Islington now completed. Team plans updated and resources directed accordingly is complete. A year long programme of internal

auditing and reality checking is still on-going. Self assessment updated is still pending. Collation and verification of evidence to support "As Is position" is pending. The appointment of appropriate person/s to provide external challenge on the cross-cutting KLOEs and areas previously identified as weak is still pending. A series of workshops with frontline services to refocus on cross-cutting KLOEs is pending.

5.2.6. During Quarter 3 (October – December 2009) evidence collection and updating of our Self Assessment will take place. Once the results of the mock inspections are received we will review our improvement plans accordingly. During this period we will also step up our internal communications and reality checking programme.

5.2.7. We will commence external communications in January 2010 and step up arrangements for getting staff and key delivery partners inspection-ready.

5.3 Review of the Management Agreement

5.3.1. In April 2006, Haringey Council (Haringey) entered into a 5 year Management Agreement with Homes for Haringey (HfH).

5.3.2. The Council retained responsibility for strategic issues and delegated the responsibility for the Housing Revenue Account, management and maintenance of the Council's housing stock for which a management fee is paid - to deliver improvement to all council homes and to meet the 'Decent Homes' standard in Haringey. This agreement secured Government funding of £198m, for the purpose of delivering decent homes. Homes for Haringey have entered the fourth year of the agreement and a review is on going.

5.3.3. Under the provision of Clause 62 the Agreement shall expire on **31st March 2011**, **12 months notice is required** to extend or end the contract, which falls on **31st March 2010**, and these provisions allow for extensions of further periods between three to 5 years, but not so as to extend the Term by more than five years in total.

5.3.4. The review of the Management Agreement with Homes for Haringey is timely for a number of reasons:

5.3.5. Homes for Haringey achieved 2* rating when last inspected – May 2007.

5.3.6. Re-inspection of Homes for Haringey is due next year.

5.3.7. Homes for Haringey is well placed to play a significant role in delivering the Council's housing strategy and to continue to deliver housing management to tenants and leaseholders. There are areas that it has performed well such as gas servicing, repairs and progress towards delivering decent homes to tenants and leaseholders.

6. Chief Financial Officer Comments

6.1 The Council has been allocated a Decent Homes funding allocation of £198.579m for the period 2007/08 to 2013/14 including £11.4m for environmental improvements. Funding, however, has only been confirmed up to 2009/10 and subsequent years are indicative; these are likely to be considered in the Government's Spending Review for 2010, and are also subject to Homes for Haringey retaining two stars in its inspection in 2010. A Decent Homes Programme Board has now been established to oversee the on-going programme of work within

available resources (first meeting on 30th July 2009).

6.2 A report to Cabinet on the 24th February 2009 set out proposals for Years 2-5 of the Decent Homes Programme from 2009/10. This report raised the possibility of providing a pitched roof in the place of an existing flat roof that needs replacing. It was proposed that a whole-life costing benefit analysis is carried out in these circumstances and that appropriate funding should be identified. DCLG guidance gives sufficient flexibility for local decisions to be made for using Decent Homes resources for converting flat roofs to pitch where appropriate and subject to the availability of resources.

6.3 This report also describes the establishment of Project Board arrangements to oversee a review of the current Management Agreement between the Council and Homes for Haringey. The review will consider and make recommendations on the length of the extension up to a maximum of five years. Other than the cost of staff time, there are no direct financial implications arising in undertaking this review.

6.4 Following completion of the review, it is intended that any changes to the Management Agreement are considered and approved by Cabinet before 31st March 2010. A further report, currently scheduled for December 2009, will need to set out the financial implications, if any, of proposed changes to the Agreement.

7 Head of Legal Services Comments

7.1 The Head of Legal Services has been consulted in the preparation of this report, and advises that no specific legal implications arise out of the contents.

8. Head of Procurement Comments.

8.1 Not Applicable.

9. Equalities and Community Cohesion Comments

9.1 Homes for Haringey's Asset Management Strategy, 2007/2017, covers all investment in the Council's housing stock, including decent homes. In drawing up the Strategy, an Equalities Impact Assessment was undertaken. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the same standard of work, and consideration of specific language and other needs are identified and addressed when drawing up programmes of work.

9.2 Diversity is one of the cross-cutting Key Lines of Enquiry, and inspectors will therefore look for application in each frontline service area as well as scrutinising the corporate approach. All senior managers have considered diversity as part of their recent self-assessments and we have an action plan to address our identified gaps against this KLOE.

9.3 Equalities and diversity is a cross-cutting theme in the management agreement review framework. Homes for Haringey Board have adopted the Council's Equalities and Diversity policy and this will be an area for review in 2009/10.

9.4 Homes for Haringey ensures that they understand the profile of residents in order to deliver appropriate services and using the information they collect and analyse using it to tailor services and inform business planning.

10. Consultation

10.1 Not Applicable

11. Service Financial Comments

11.1 The Decent Homes funding has only been confirmed up to 2009/10; £66.5m (£7m for 2007/08, £28m for 2008-09 & £31.5m for 2009/10). Although the 2010-11 and future years funding is still be confirmed, CLG has approved £6.5m accelerated funding from 2010-11 to the current year.

11.2 The spend on the programme in year 2008/09 was some £29.5m.

11.3 There is a review of the Management agreement underway and due to be reported later in the year. The financial implication of any changes will be included in the report.

11.4 All costs relating to the HfH inspection are charged to their company accounts.

12. Use of appendices /Tables and photographs

12.1 None

13. Local Government (Access to Information) Act 1985

13.1 A number of background documents applicable.

13.2 Homes for Haringey Re-inspection Project Plan

14 Background to the Decent Homes Programme

14.1 The requirement for all local authority homes to meet the Decent Homes Standard was set out by The Office of the Deputy Prime Minister (ODPM) now known as Department for Communities and Local Government (DCLG) in February 2003.

14.2 The Decent Homes programme is a long term programme of major investment to bring all tenanted homes up to a decent standard. Environmental improvements, including sustainability issues, may represent up to 5% of the overall programme.

14.3 In February 2007, following a robust and extensive partner selection

process, administered by Homes for Haringey, four constructor partners were appointed in accordance with the Council's procurement procedures.

- 14.4 In January 2008, the Department of Communities and Local Government (DCLG) confirmed the Council's overall indicative decent homes funding allocation in the sum of £198.579m. This includes £11.4m earmarked for environmental projects.
- 14.5 Works undertaken as part of the programme include: the installation of double glazed windows, front entrance doors, roof works, renewal of fascias, soffits and rainwater goods, rewiring and heating; kitchen and bathroom refurbishment.
- 14.6 As at 1st April 2008, 6,819 or 42% of council homes were deemed to be non-decent. In addition, we need to address homes with the potential to fall into non - decency during the 5 year delivery period for the decent homes programme. We estimate that approximately 11,500 homes will benefit from the overall programme. The definitive number will be dependent on the outcome of detailed surveys, access and refusals, and resident aspirations.
- 14.7 The first year of the Decent Homes programme, involving 36 packages of work costing a total of £34m, commenced in April 2008.
- 14.8 The proposed programme for Years 2-5, was approved by Cabinet in February 2009.
- 14.9 Year 2 of the programme is well underway with works on site in each of the 4 contract areas.
- 14.10 This report provides an analysis of Year 1 delivery.

15. Learning and Development – Decent Homes Programme

- 15.1 With good progress being made on the delivery of the first year of the programme, including high levels of resident satisfaction, we have now have an opportunity to reflect on lessons learnt, and what improvements can be made for future years.
- 15.2 Issues identified include the need for greater pre-planning to deal e.g. with residents not providing access or refusing to have the works carried out. Our Asset Management Resident Consultation team are working on these and other resident consultation and involvement issues, not only to ensure the smooth delivery of the programme, but also that resident's specific needs and preferences are fully considered.
- 15.3 One learning issue for Homes for Haringey, which has resulted in change for Year 2, is the reduction in number of work packages from 36 to 8, to improve efficiency and the manageability of the programme. Efficiencies can be achieved through economies of scale, by streamlining the approvals process, and reducing the number of reports, meetings etc.
- 15.4 We have also identified the need to continuously update and maintain accurate information systems including stock data, to facilitate the planning and implementation process.

- 15.5 One issue that has arisen relates to the Council's current policy on replacement of flat roofs with pitched roofs, where practical. The current funding profile was not designed to accommodate this. Homes for Haringey are, however, working closely with council officers to review the options to ensure that the full requirements of the programme can still be met, if we take this policy into account.
- 15.6 On June 6th residents, local members, Homes for Haringey, council staff and senior representatives of the contractor teams came together to reflect on delivery of the first year of the Decent Homes programme. The Year End Review event was well attended with a good cross-section of stakeholder representation. The event was opened by the Leader, followed by presentations from each of the decent homes partner delivery teams. From this resident priorities were identified and workshops held on Communications, Quality of Works and Added Value and Local Labour., Homes for Haringey will consider lessons learnt, what changes need to be made, and what new or further measures can be taken to assure resident satisfaction.
- 15.7 One of our aims is to ensure that the Decent Homes programme has a lasting legacy which can support and help deliver wider objectives which will benefit our residents. This includes working closely with the Council and our partners to expand opportunities for local employment initiatives.
- 15.8 To this end Homes for Haringey organised a local jobs fair held in April 2009. This was a great success with over 400 people attending. The twin objectives of the day were to highlight employment and training opportunities for local people within the construction industry as well as support in accessing the above.
- 15.9 The constructor partners are actively seeking to employ local contractors and labour in each of their respective areas. Each of the contractors has agreed to take on 4/ 5 local apprentices with the initial intake starting college courses in August 2009.
- 15.10 A Partnering Day was held on 14th July 2009 and was successful in so far as it focused the project team on the key challenges facing the project in the coming years and started the process of meeting these challenges.

16 Performance and Monitoring

- 16.1 Contractor performance overall on year 1 of the programme has been good. Performance is measured against a series of key performance indicators (KPIs). These were developed in conjunction with the partnering team; including residents, and are based on industry standard KPIs. They include resident and client satisfaction, complaints, local employment, completions against programme and cost against profile.
- 16.2 All KPIs are reported on monthly, and form an integral part of the monthly performance report. This report is prepared by the compliance team partners and forms the basis of a review meeting with the strategic client representatives before overview at the strategic core group meetings.
- 16.2 Quality Assurance is included as a KPI and is overseen by the compliance

teams. Clerk of Works are engaged while projects are on site. On completion, they undertake quality inspections of both materials and workmanship and identify any defects which need to be addressed as part of the hand over process. All completed properties are subject to these checks and the findings reported on a monthly basis. Homes for Haringey officers also carry out spot checks during the works and attend a sample of the hand over inspections.

- 16.4 Homes for Haringey have a robust Risk Management Strategy in place for delivery of the decent homes. A risk register is in place for each of the four contract areas and is reviewed as part of the monthly monitoring and reporting procedure.

17 Supported Housing

- 17.1 The supported housing stock was not included in Year 1, pending the outcome of the Council's review into meeting future housing needs of older people in the borough.

18. Environmental Programme

- 18.1 In addition to the £11.4m available for environmental projects as part of the decent homes allocation, the Council earmarked capital receipts in the sum of £2m for 2008/09.

19. Sustainability TBC

- 19.1 Homes for Haringey have an Environmental Sustainability Strategy in place which supports the Council's Greenest Borough priorities. The objectives include improving the environmental performance of the Council's Housing stock and providing a cleaner and greener environment for residents. Through the delivering of Decent Homes and associated investment programmes we are improving the energy efficiency of homes. We are also installing water efficiency measures such as dual flush toilets and reduced flow taps.
- 19.2 We have been particularly successful in securing additional funding to support energy efficiency measures such as £1.4m from the Social Housing Energy Savings Programme (SHESP). Not only do such measure contribute to lower CO2 emissions but lower fuel bills for residents.

20. I.R.S

- 20.1. Since 2005, Haringey Council and Homes for Haringey (since it's inception in 2006) have been replacing existing communal aerials with I.R.S which allows residents to receive Freeview, Sky, Sky Plus, and Hotbird and Turksat television channels with the appropriate equipment without installing their own satellite dishes. The decision to take this approach was made by the Housing Management Board in 2005. Homes for Haringey have recently re-tendered the work resulting in better value for money for residents. We request that cabinet ratify the decision made by the Housing Management Board so that the work can continue.



Agenda item:

[No.]

CABINET

on 8th September 2009

Report Title: **Building Britain's Future – Developments in National Housing Policy**

Report of: Niall Bolger Director of Urban Environment

Signed :

Contact Officer : Nic Grayston, Enabling Manager, Strategic & Community Housing
Tel: 020 8489 4754, email: nic.grayston@haringey.gov.uk

Wards(s) affected: **All Wards**

Report for: **Key Decision**

1. Purpose of the report

- 1.1. This report is intended to update Members on recent developments in national housing policy being delivered via the Homes & Communities Agency (HCA) single conversation and the requirement for local authorities to prepare a borough investment plan for the delivery of housing and regeneration objectives leading to a Local Investment Agreement (LIA) between the Council and the HCA for 2010-2014.
- 1.2. As part of the LIA delivery plan it is recommended that Council officers explore and recommend on options other than the traditional methods for housing supply and regeneration by detailed appraisal of local asset backed vehicles (LABV) as an additional method to deliver the Councils housing and regeneration objectives.

2. Introduction by Cabinet Member (if necessary)

- 2.1. Proposals outlined in this report could have serious financial implications for the Council; we need closely watch the Government's final decisions on these proposals.

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

3.1 Council Plan Priorities:

- Encouraging lifetime well-being at home, work, play & learning.
- Promoting independent living while supporting adults and children in need.

3.2 The Council's Housing Strategy 2009-19.

3.3 The Council's Homelessness Strategy 2008/11

3.4 One of the key objectives within the Strategic & Community Housing Service's business plan is to maximise the development of affordable housing, by attracting investment and ensuring effective partnership working, to meet the needs of residents and help build strong and environmentally sustainable communities.

4. Recommendations

4.1. That the actions taken in progressing the HCA Single Conversation and the formulation of a borough investment plan for housing and regeneration be noted and that a further report be submitted following presentation of a draft plan to the HCA and negotiation of the terms of a Local Investment Agreement (LIA).

4.2. That approval is given to the Director of Urban Environment, in consultation with the Chief Financial Officer, for detailed appraisal of the options and benefits of setting up Local Asset Backed Vehicles (LABV) as a method of taking forward the Council's major housing and regeneration objectives.

5. Reason for Recommendation

5.1. The Government has recently announced in the budget and *Building Britain's Future* additional funding for various housing activity, including £200m for local authority new house building and additional public land for building new homes. The Government is also consulting about a fundamental review of the HRA accounting and subsidy system which will be the subject of a separate report to Cabinet.

5.2. The HCA is the national government's housing agency for England charged with delivering national housing policy. The HCA became operational on 1st December 2008 incorporating English Partnerships, the investment arm of the Housing Corporation and some functions of the CLG. The HCA has a London Board chaired by the Mayor of London that is a sub-committee of the main HCA board.

5.3. The HCA's London priorities are to:

- Partner with LAs, the private and affordable housing sectors to deliver affordable well designed homes
- Support LAs in the effective delivery of the Decent Homes programme and tackling growing waiting lists for social rented housing
- Working in partnership to support housing delivery through the development of brownfield sites
- Support delivery of the Thames Gateway and the London 2012 Olympics

5.4. The HCA's process for engaging with LAs and securing housing delivery at a local level, connecting local ambitions to national targets has been termed the "Single Conversation". The intended benefits of the Single Conversation are:

- Coordination of all HCA local investment
- Use of investment to support shared priorities based on local ambitions with maximum flexibility for the HCA to help achieve this
- Clear approaches for funding allocations so that councils and their partners can develop proposals with a sound understanding of how funding decisions will be taken.
- Deals at a local level with a range of stake holders to secure good outcomes for the HCA and the Local authority

The Single Conversation will cover all housing and regeneration priorities in the local area, including growth, renewal, affordability and sustainability and how these areas are interconnected. The HCA also wish to quickly move to cover strategy, investment capacity and delivery and to achieve this they have requested LAs to prepare comprehensive housing and regeneration borough investment plan for submission to the HCA in autumn 2009 for negotiation and completion of a joint Local Investment Agreement (LIA) by the end of the year. This LIA will identify partners, resources, delivery and timescales and must also demonstrate fit with the London regional, sub-regional and Haringey's strategies and plans.

5.5. To develop the Single Conversation, gather the information and develop a draft investment plan and LIA, a cross service project board has been established, under the chair of the Director of Urban Environment. In recognition of the work required in the time available a specialist external consultant with experience of working with the HCA and other LAs in the preparation of plans, is also being appointed to assist in the collation of information and preparation of an initial draft plan for presentation to the HCA and reporting to Members later in 2009. This activity is being funded from existing Urban Environment financial resources. The LIA will include not only Haringey's housing supply and regeneration objectives but also Decent Homes and estate based regeneration programmes and the Council's new build aspirations.

5.6. The Single Conversation with the HCA presents Haringey with real opportunity.

Demographic pressures will undoubtedly result in a housing “bounce back” from the current economic downturn. Demand for housing is still rising and the private rented sector is buoyant. Haringey needs to place itself in the optimum position to take best advantage of this new relationship.

- 5.7. However, we are in stiff competition with other boroughs to attract future external investment and it is clear that the HCA is adopting a ‘something for something’ strategy and in order to be successful we will need to further develop our ‘offer’ to the HCA in return for increased investment.
- 5.8. This issue has been raised on a number of occasions in the past by the Housing Corporation in discussion of funding bids for sites sold by the Council, and this was raised again recently by the HCA when discussing the funding of Tottenham Town Hall. In short HCA are asking why Haringey is not contributing a subsidy in the form of a discount or cash grant contribution when requesting HCA funding for the development of previously Council owned sites. The HCA generally look for authorities to provide a discount/subsidy. This is difficult for Haringey as the authority does not hold significant capital assets. However they see this as increasing the subsidy required from HCA resources to fund a market value receipt for the Council, and this could become a sticking point in negotiating our future LIA and attracting additional resources to the borough.
- 5.9. We also need to recognise that the Government’s next Comprehensive Spending Review 2011-14 is likely to result in a tight settlement for housing and potentially a cut in the HCA’s National Affordable Housing Programme (NAHP). The HCA’s funding to the end of March 2011 is secure and we will seek to ensure that Haringey’s strategic sites and growth plans are included in the HCA’s 2011-14 NAHP through our LIA. However, there are indications that the HCA, with its wider powers than the previous Housing Corporation, will be changing its preferred investment models from the traditional capital grant system to a more active stakeholder role investing, with LAs and developers, to accelerate regeneration and housing supply.
- 5.10. To take this forward it is therefore proposed that we explore in detail the options and benefits that could be gained in the current market and with the HCAs new investment strategy, to bring forward Council owned land for early development by the setting up of a local asset backed vehicle (LABV) in the form of a wholly owned Council subsidiary company. Such initiatives are also being actively pursued by other London authorities and it is seen as an option that should be fully explored at this time.
- 5.11. In summary a LABV is a mid/long term joint venture equity partnership between a local authority and a private sector investment partner. There is no standardised model but usually the local authority would contribute land and a private sector investment partner contributes capacity to deliver, skills, experience and funds to develop the asset. If structured correctly this can incentivise the private sector to create local job opportunities and unlock regeneration by delivering developments

that may otherwise be passed over especially in the current economic climate. As a 50% equity participant in the LABV the local authority can control the pace, location and type of development creating an asset portfolio fit for purpose and that provides maximum financial, regeneration and economic returns.

5.12. Council house building. Following government announcements on Building Britain's Future, S&CHS are also exploring other options for the construction of new homes by the Council. There are a number of detailed financial and technical issues still to be considered along with the more recent CLG consultation on the reform of council housing finance. However, if this can be recommended as a financially viable option it is proposed that the Council pre qualifies with the HCA to become an investment partner allowing it to bid competitively with other LAs, for direct grant subsidy. To be competitive such an option would of course require the contribution of Council owned land to be competitive and provide new homes at grant rates below those of RSLs acquiring development land. However, the HCA is currently only able to fund LA construction of social rented homes rather than the intermediate tenures available through other partners and the Council would also forgo any disposal receipt. To create the desired mixed tenure communities, particularly in the east of the borough, the LABV approach may provide a preferred option to deliver the Council's objectives.

5.13. In view of the financial pressures currently placed upon the capital programme, the Council is looking at opportunities within the Council owned stock for the retention and improvement of homes through self funding initiatives where receipts from selected asset disposals may be used to improve and retain other property that may be considered unfit or surplus in its current use and may otherwise be lost to the social housing stock. Such schemes would be selected to have minimum impact on the Council's overall financial position and would assist in retaining and improving homes to reduce temporary accommodation and overcrowding. Identified schemes will be brought forward individually for approval within the current policy for capital receipts.

6. Other Options Considered

6.1 No other options appropriate

7 Chief Financial Officer Comments

7.1 This report sets out arrangements for the negotiation and completion of a joint Local Investment Agreement with the Homes and Community Agency by the end of this calendar year. This activity is being funded from existing Urban Environment financial resources.

7.2 The report also recommends that a detailed appraisal is undertaken of the options

and benefits of setting up Local Asset Backed Vehicles (LABVs) as a method of taking forward the Council's major housing and regeneration objectives. This appraisal will need to include all relevant financial issues, including the potential impact on funding the Council's capital programme. It is, however, difficult for the Council to provide land or other assets to support a LABV as significant capital assets are not held.

7.3 With regard to the application of capital receipts, the Council's capital resource allocation policy is agreed on an annual basis as part of the business planning process. This policy will need to be taken into account in considering future proposals for self-funding arrangements for the retention and improvement of Council owned housing stock. The policy states:

- that capital receipts are managed corporately and applied in accordance with the business planning process;
- that best consideration will be sought for all disposals, except in the case of agreed discounting to social housing providers;
- that the spending power derived from capital receipts is maximised through the offsetting provisions for pooled (non-right to buy) housing receipts.

8 Head of Legal Services Comments

8.1 The Head of Legal Services has been consulted in the preparation of this report.

8.2 The Head of Legal Services notes the content of the proposals for progressing the HCA Single Conversation and the Local Investment Agreement. At this stage there are no legal comments to be made on the proposals set out in this report. However, legal advice should be obtained as the proposals progress and if the recommendation is that a Local Asset Backed Vehicle should be set up. Further advice may therefore be required when this matter is next reported to the Cabinet.

9 Equalities & Community Cohesion Comments

9.1 Minority and disadvantaged groups have a higher than average dependence on affordable housing and increasing housing supply, especially of social rented housing, will therefore be beneficial for those groups in helping to meet housing needs.

10 Consultation

11 Service Financial Comments

11.1 There are no specific financial implications at this time. A detailed review of financial implications will be made as the initiatives contained in this paper are progressed.

12 Local Government (Access to Information) Act 1985

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Haringey Council

Agenda item:

[No.]**Cabinet****On 8 September 2009**

Report Title: Transport Proposals for 2010/11 – Submission to TfL for Funding

Report of : Niall Bolger, Director of Urban Environment

Signed :

N. Bolger 27th August 2009.

Contact Officer : Joan Hancox, Head of Sustainable Transport

Wards(s) affected: All

Report for: Key Decision

1.0 Purpose

- 1.1 The purpose of this report is to set out the Council's transport proposals for 2010/11 based on the reforms to the Local Implementation Plan (LIP) funding system.
- 1.2 The report will provide details of the reforms and seek Member approval for the submission to Transport for London (TfL) for funding for 2010/11.

2.0 Introduction by Cabinet Member

- 2.1 Our funding submission reflects much of the Council's transport priorities and seeks to improve the local environment in areas of greatest need particularly reducing road user casualties, introducing 20mph zones, supporting the Boroughs main town centres and supporting the regeneration of the Borough.
- 2.2 This is the first year of a new LIP funding system and our proposals for future years will be subject to further development and consultation.

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

- 3.1 Mayors Statement of Intent including possible high level outcomes arising from the draft Mayor's Transport Strategy

- 3.2 Local Implementation Plan for implementing the previous Mayor's Transport Strategy
- 3.3 Greenest Borough Strategy to implement through an action plan sustainable transport policies
- 3.4 Clean Streets Council Priority
- 3.5 Area Neighbourhood Plans
- 3.6 Building Schools for the Future programme of new or expanded schools

4.0 Recommendations

- 4.1 It is recommended that the Cabinet:
 - (i) Note the new funding system for LIP submissions.
 - (ii) Approve the submission to Transport for London as set out in Appendix III of this report.

5.0 Reason for recommendation

- 5.1 The new funding system is designed to reduce bureaucracy, increase certainty of funding levels and provide boroughs with more freedom and flexibilities on how the money is spent.
- 5.2 The funding submission has been identified through a prioritisation process, which has identified key issues linked to the Mayor's and our own transport strategies to determine the locations chosen.

6.0 Other options considered

- 6.1 The funding submission contained in Appendix III of this report has been identified through a prioritisation process.

7.0 Background

- 7.1 This report sets out proposals for the Council's funding bid to Transport for London for transport schemes for 2010/11. There have been significant changes to the way that TfL allocates its funding and this provides much more freedom to the Council to determine its transport priorities for expenditure. This report sets out the prioritisation process which has been followed, the key issues identified and the proposals for expenditure.
- 7.2 Our submission to TfL needs to be made by 21 September 2009 and the proposals will also be discussed with the Haringey Transport Forum prior to submitting.
- 7.3 Boroughs are encouraged to address the following as part of their delivery plans:
 - Implementation of more shared space and simplified streetscape projects

including de-cluttering, removing unnecessary guard railing and road markings and improved streetscape design.

- Increased provision for cyclists including providing more cycle parking and supporting the delivery of the Mayor's cycle hire scheme, the provision of cycle highways and the development of cycle hubs.
- Support for electric vehicles and new charging points.
- Provision of more car club bays.
- Reducing unnecessary traffic lights.
- Avoiding the use of road humps.

7.4 TfL will assess the Borough's proposals to ensure that they are in general conformity with the Mayor's Transport Strategy. They will confirm allocations for all the programmes in November/December 2009.

8.0 Categories for Funding

8.1 Each year the Council needs to submit a bid to TfL for its transport funding. Previously, there were about 20 different categories under which the Council could apply for funding and bids were assessed against set criteria, with the borough usually receiving less than its bid. From 2010/11, TfL funding will be split into just 5 areas.

8.2 The first area is **Maintenance** and this will be allocated on a needs basis, using information on the condition of TfL controlled Principal Roads and Bridges. In the past we have usually received in the region of £400,000 for Principal Roads maintenance and we expect to receive a similar amount for 2010/11.

8.3 The second area is **Corridors** and we have defined these as the 'A' roads in the borough. TfL is looking for holistic schemes for key corridors that address issues relating to the smoothing of traffic flow, bus reliability, safety, cycling (inc cycle parking and Olympic cycle networks), public realm and removal of clutter. The maximum funding that the Council could expect for this category would be £1,341,000.

8.4 **Neighbourhoods** is the third area for funding. Here and in this section TfL are looking for local area improvements including CPZs, 20mph zones and also work on Legible London programme of innovative street signage, reduction of street clutter and an expansion of the number of electric charging points. The maximum funding that the Council could expect for this category would be £1,068,000.

8.5 The fourth area is **Smarter Travel** which includes travel plans for schools, hospitals and businesses, plus more travel awareness initiatives potentially integrating with corridor or neighbourhood programmes. The maximum funding that the Council could expect for this category would be £298,000.

- 8.6 The last area is **Area Based Schemes (ABS)** where there is a bidding process for funding for larger schemes costing over £250,000. We already have funding for two ABS, Wood Green Station Access project and Wood Green Town Centre feasibility study.
- 8.7 There is also additional flexibility in being able to transfer up to 20% to different programme areas as well as £100,000 for the Council to use on any transport scheme of its choice.
- 8.8 The total funding which could be allocated is £2.807m. This does not however included Maintenance, which is allocated on a needs basis and Area Based Working, which has a separate bidding process.
- 9.0 Prioritisation Process**
- 9.1 Whilst the change to the LIP funding system is welcomed as it allows boroughs to be flexible in developing and implementing projects, subject to them being in compliance with the emerging Mayor's transport strategy, it does throw up challenges in identifying particular schemes and programmes. To enable us to come to an objective method of allocating funds to specific projects/programmes a process for identifying priority Corridors and Neighbourhoods is proposed.
- 9.2 As this is the transition year for the revised funding process there will be a need to include some carry over of schemes from the current financial year. These schemes are currently at the feasibility / consultation stage for implementation in 2010/11. It is intended that these schemes be included in the Neighbourhoods submission using the 20% flexibility, as highlighted in paragraph 8.7 above.
- 9.3 **Corridors** - It is proposed that the Corridors are based on the A road network in the borough excluding TLRN routes as these roads are likely to present the greatest problems. Other roads such as B roads would be addressed through Neighbourhood funding.
- 9.4 The criterion used to prioritise corridors is set out in Appendix I.
- 9.5 The Corridor prioritisation process has been completed and identified High Road (Wood Green) /Green Lanes and the section of High Road (Tottenham) north of Bruce Grove as priority Corridors.
- 9.6 **Neighbourhoods** - The following programmes fall under this new programme: 20mph zones, freight, regeneration, environment, accessibility and CPZs.
- 9.7 The criterion used to prioritise neighbourhoods is set out in Appendix II.
- 9.8 The Neighbourhood prioritisation process has been completed and identified the areas around Bounds Green, Hornsey Park and Tottenham Hale as priority areas.
- 9.9 It will be necessary to include some carry over of schemes from this year within the Neighbourhoods submission to ensure implementation of these schemes.

The areas identified are the Palace Gates Area, Bidwell Gardens Area and Wightman Road.

9.10 The key customer experience we want to promote on all schemes is that people feel safe to use Haringey streets, especially for walking, cycling or using public transport.

9.11 With this in mind emphasis will be placed on the feasibility of the development of safe and segregated cycle routes and decluttering of street furniture to assist cyclists and pedestrians.

9.12 Where possible we want to link our LIP funded schemes with our capital investment programmes on roads, pavements, street lighting, road safety, Parking Plan and structures.

9.13 The approach to developing the proposals for next year and beyond has looked at:

- a) the issues identified for each corridor or neighbourhood that need to be addressed and the Mayor's Transport Strategy and key outcomes
- b) an approach which addresses all aspects of behaviour change, including enabling, engaging, encouraging and leading by example.

10.0 Proposed Schemes for 2010/11

10.1 Corridors

10.2 The main corridor identified is the High Road (Wood Green) and Green Lanes. This corridor has been identified as one of the key corridors in London for accommodating the growth in travel over the next twenty years. It therefore needs to perform a strategic role in terms of moving people through the borough, as well as support Wood Green and Green Lanes shopping centres. TfL and the borough have started work on a transport study which is looking at the corridor and surrounding residential areas in a holistic way, as there are many issues which need to be addressed including congestion, road safety, traffic management, bus service reliability, parking and loading. A further important aspect is to dramatically improve the appearance of the area and the quality of the public realm.

10.3 However, it will take at least a further year to complete all the studies necessary and develop an integrated set of proposals to tackle some of the issues mentioned. It will also be necessary for there to be consultation to agree the most important issues to address, given both the strategic and local importance of this route.

10.4 As this is a major project, spanning a number of years, we will be looking to supplement our standard LIP allocation with Area Based Scheme funding. We have already received some initial funding to develop a scheme around Wood Green High Road and we would be looking to increase this to cover Green Lanes.

- 10.5 For 2010/11, we will be looking at the stretch of High Road, north of Wood Green tube station and the surrounding areas, to see whether improvements can be made to meet the Mayor's Transport Strategy on walking, cycling and journey time reliability for both buses and other traffic.
- 10.6 We will also make some initial improvements along the length of the corridor by reviewing signage to reduce clutter and whether improvements are needed to provide clearer direction to drivers. This will include a review of the existing provision of guardrails and cycle facilities including cycle parking. This will also be linked with the expansion of car club bays and electric charging points.
- 10.7 Harringay/St Ann's held a special area assembly on transport in April 2008 as it is a key issue for this area, where there is also high dissatisfaction in the area with regard to congestion and parking. The proposed holistic approach should ensure that many of the local issues are considered in the development of proposals for this area.
- 10.8 Tottenham High Road – We will look at carrying out environmental improvements to the section of Tottenham High Road that has not currently had any improvement work i.e. the section between Lansdowne Road and Park Lane.
- 10.9 **Cycling**
- 10.10 Cycling now falls under the Corridors category of funding. The Mayor's proposals for Cycle Highways will influence our cycle proposals for corridors. Two of the proposed routes would run through Haringey, one from Archway and one from Tottenham.
- 10.11 **Neighbourhoods (Local Areas)**
- 10.12 Our approach to Neighbourhoods will be based on four key priorities:
 - The introduction of a 20mph speed limit or zones to all residential areas and some 'B' roads.
 - Using school travel plans to develop proposals for integrated engineering and travel awareness work in school catchment areas where either i) the schools have a high car modal share and/or ii) the schools have achieved or aiming to achieve accreditation for their school travel plans.
 - Removal of street clutter as part of all schemes.
 - Expansion of the borough's network of on and off street electric vehicle charging points.
- 10.13 In this way we will encourage schools to continue to update their travel plans and seek accreditation. By encouraging and supporting more children (and their carers) to walk, cycle or take the bus to school, we will help concentrate initiatives in areas and ensure our physical works are linked to smarter choices and behaviour change work. This will help focus our behaviour change work on families as a whole, rather than just the children attending the relevant schools.
- 10.14 In addition we will look to be one of a handful of authorities piloting the DIY

Streets approach in the country. DIY Streets is a partnership project with Sustrans, the Sustainable transport charity. DIY Streets is a project to combine the best of "home zones" (robust community involvement and innovative traffic calming features) with cost effective design measures and promotion of sustainable transport. There are a number of options for including different elements in the project, including promotion to car clubs, and we are still exploring options with Sustrans.

10.15 Smarter Travel

10.16 This work will focus on school travel planning as detailed above, specifically the implementation of engineering works and behaviour change measures. Walk to school week, walk on Wednesdays and road safety awareness initiatives will continue as in 2009/10. Workplace travel planning activities will continue to encourage businesses and hospitals to develop travel plans with assistance through the Enterprise initiative and match funding support will be available for measures identified within a travel plan. Travel planning advice will also be incorporated into an Environmental Audit Service to be launched for small businesses in the borough. Travel awareness activities will be integrated with corridor and neighbourhood schemes and events will be arranged for bike week, walk to work week and to promoting sustainable transport initiatives at public events.

10.17 Environmental resources have also made bids to the Mayor to introduce Low Carbon Zones in Muswell Hill and West Green. If these bids were successful we would also look to provide some LIP funding towards including travel advice alongside energy saving advice and other projects which would encourage sustainable travel.

10.18 Accident reduction

10.19 Our submission will include proposals to reduce road user casualties. This will identify locations from personal injury accident (PIA) information held on the London Accident Analysis Unit (LAAU) database. The database holds information of all collisions in London where Police Stats 19 reports have been provided and is used to assess how successful London Boroughs are at reducing levels of PIAs in line with the Mayor's targets.

10.20 Supporting town centres

10.21 There has been a lot of work with traders in several town centres to help support them during the economic downturn. Much of this has focused on parking. However, for the town centres to be sustainable in the longer term, they need to provide ways for their customers to shop without using their cars.

10.22 In Crouch End, traders are developing a Customer Collection point/delivery service as part of the Crouch End Project. This will enable people to travel to Crouch End without bringing their cars, shop and either collect their shopping at a later time or have it delivered. This is likely to run as a pilot in 2009/10 and LIP funding such as Area Based Scheme funding could be used to support this in 2010/11 and to look at the feasibility of rolling this out to other town centres.

10.23 We will also provide key walking and cycling routes, and plentiful cycle parking in these locations, as well as car club bays and electric vehicle charging points.

10.24 **Specific issues** - The new way of providing LIP funding, provides greater certainty over the level of funding in future years and so provides better scope to plan our transport proposals in advance. This also allows us to consider taking steps to solve some of the perennial problems that have been impossible to solve in the past.

10.25 One problems that could be addressed in 2010/11 is the feasibility of moving the bus stop on Muswell Hill. It is on a steep slope and this makes access very difficult. Significant investment would be needed to move this further up the hill and this could be investigated in 2010/11 and a cost/benefit analysis carried out.

10.26 **Community transport and Shopmobility**

10.27 Both of these schemes need to continue to be funded in 2010/11 to provide transport services for the less mobile and to provide socially inclusive transport. The cost of supporting community transport next year would be £78,000 and the cost of providing Shopmobility could be about £42,000.

10.28 Details of the proposed schemes to be submitted to TfL are included in Appendix III.

11.0 **Chief Financial Officer Comments**

11.1 This report sets out the Council's proposed submission for funding 2010/11 from Transport for London for a number of transport projects. This submission will also be considered in the Pre Business Plan Review process for 2010/11 to 2012/13.

12.0 **Head of Legal Services Comments**

12.1 The production of the Local Implementation Plan is a statutory requirement for the Council to demonstrate how it intends to achieve the Mayor's transport objectives. Extensive consultation was carried out on the content of the Final Local Implementation Plan and no further consultation is considered necessary, other than as set out in this report. The submission to TfL for funding the Local Implementation Plan is a matter within the remit of the Cabinet meeting and does not require reference to the full Council.

13.0 **Head of Procurement Comments –[Required for Procurement Committee]**

13.1 N/a

14.0 **Equalities & Community Cohesion Comments**

- 14.1 Our transport projects support a reduction in inequalities through targeting of investment in those areas with the greatest need. The proposed prioritisation of projects includes criteria relating to regeneration, support for town centres and accident reduction. Specific proposals will be developed to reduce road casualties across the Borough. A disproportionate number of casualties occur in the east of the Borough and work will be targeted at these areas.

15.0 Consultation

- 15.1 Our submission to TfL is based on a prioritisation process and will be discussed with the Haringey Transport Forum prior to submitting. The views received from the Forum will be reported verbally to the Cabinet by the Cabinet Member for Environment and Conservation.

16.0 Service Financial Comments

- 16.1 Each year the Council funds improvements to the borough's highways infrastructure from a number of sources. However, these proposals will be assessed by Transport for London (TfL) to ensure that in general they conform to the Mayor's Transport Strategy. The estimated funding from TfL is approximately £2.8m [excluding maintenance and possible area based schemes funding] and the funds are time limited and must be spent by 31st March 2011 once the funds are approved by TfL.

17.0 Use of appendices /Tables and photographs

- 17.1 Appendix I - Table setting out the criteria used for the selection of corridors.
 17.2 Appendix II - Table setting out the criteria used for the selection of neighbourhoods.
 17.3 Appendix III - Table setting out the Council's submission to TfL.

18.0 Local Government (Access to Information) Act 1985

- 18.1 TfL funding guidance for 2010/11 (Transition Year)

Appendix I

Criteria for selection of Corridors

Criterion	Reason for selection
Identified regeneration area	Transport investment to support key regeneration areas eg Haringey Heartlands, Tottenham Hale, Seven Sisters NDC
Identified town centres	Support for defined town centres eg Wood Green, Muswell Hill, Tottenham High Road
Identified Defined Employment Areas	DEAs identified in UDP with investment to enhance accessibility
Bus priority in 3G	Support for TfL led 3G bus priority [routes 141 and 279]
Accident levels	Support for reducing casualties in Mayoral target groups: all KSI, pedestrian KSI, cyclist KSI, motorcyclist KSI, child KSI, slight casualties
Identified cycle route	Support for strategic cycle routes e.g. LCN plus and Greenways routes, which would act as feeder routes to the Mayors proposed cycle highways.
High pedestrian activity levels	Improve accessibility such as to key interchanges or major pedestrian generators such as town centres
Traffic congestion	Measures to reduce traffic congestion to be focused on those locations with congestion hotspots with benefits of reduced journey times, severance, improved air quality
Complements externally funded programmes e.g. GAF, CIF, TfL	Potential for synergy and maximisation of benefits for an area
Recent investment	The level of recent transport investment would assist in targeting future investment

Appendix II

Criteria for selection of Neighbourhoods

The following programmes fall under this new programme: 20mph zones, freight, regeneration, environment, accessibility and CPZs.

Criterion	Reason for selection
Identified regeneration area	Transport investment to support key regeneration areas eg Haringey Heartlands, Tottenham Hale, Seven Sisters NDC
Identified town centres	Support for defined town centres eg Wood Green, Muswell Hill, Tottenham High Road
Identified Defined Employment Areas	DEAs identified in UDP with investment to enhance accessibility
Accident levels	Support for reducing casualties in Mayoral target groups: all KSI, pedestrian KSI, cyclist KSI, motorcyclist KSI, child KSI, slight casualties
Identified cycle route	Support for strategic cycle routes e.g. LCN plus and Greenways routes, which would act as feeder routes to the Mayors proposed cycle highways.
Presence of community centres, children's centres and other centres with elderly/disabled people	This would be linked to improvements in accessibility
Identified locations for parking pressure	Proposals to support schemes in the Parking Plan as well as locations identified as Restricted Conversion Areas in UDP
Identified walking routes/rights of way	To support our Rights of Way Improvement Plan action plan, encourage more walking
Linkage to existing treated locations	Logic to extend treated locations provided they meet the criteria to provide comprehensive treatment of a wider area
High proportion of car trips to schools	Focus of work to be on those schools where there are higher than average modal share by car to assist in meeting our school travel plan targets
Complements externally funded programmes e.g. GAF, CIF, TfL	Potential for synergy and maximisation of benefits for an area

Expansion of electric vehicle charging points	Continue the expansion of the borough's network of on and off street electric vehicle charging points. This infrastructure is required to encourage residents and businesses to switch to electric powered vehicles, especially in areas where there is limited off street parking provision.
Recent investment	The level of recent transport investment would assist in targeting future investment



Haringey Council

Neighbourhoods

Neighbourhoods	Length of highway within neighbourhood [km]	Defined regeneration area	Defined town centres x2	Defined employment areas	Road casualties in target groups x2							Defined cycle route	Community centres
					All KSI	Pedestrian KSI	Cyclist KSI	Motorcyclist KSI	Child KSI	Slight casualties			
South Tottenham east	9.5	X	x	x	x	x	X	x	x	x	x	x	x
Tottenham Hale	8.1	✓✓	✓✓	✓✓	x	x	X	x	x	x	✓✓	✓✓	✓
North Tottenham	16.4	✓✓	✓✓	✓✓	x	x	X	✓✓	x	✓✓	✓	✓	✓
Northumberland Park	20.7	✓	x	✓✓	x	x	✓✓	x	x	✓✓	✓	✓	✓
Bruce Grove	18.4	x	x	x	x	x	X	x	x	x	✓✓	✓✓	✓✓
White Hart Lane	20.5	x	x	x	✓✓	x	X	x	x	✓✓	✓	✓	✓
Tottenham Green	9.4	✓	✓✓	x	x	x	X	x	x	x	✓	✓	✓
Seven Sisters	11.6	✓✓	x	✓	✓✓	✓✓✓	✓✓	x	x	x	✓	✓	✓
St Ann's	16.5	✓	✓✓	x	✓✓	x	X	✓✓✓	x	✓✓	x	✓	✓
West Green	17.6	x	x	x	x	x	✓✓	x	x	✓✓	✓✓	✓	✓
Woodside	16.5	x	x	x	✓✓	x	✓✓	✓✓	x	✓✓	✓✓	✓	✓
Noel Park	13.1	x	✓✓	x	x	x	X	x	x	✓✓	x	✓	✓
Bowes Park	10.0	x	x	x	x	x	X	x	x	x	✓✓	✓	✓
Hornsey Park	11.6	✓✓	✓✓	✓✓	✓✓	x	✓✓	✓✓✓	✓✓	x	✓	✓	x
Harringay Ladder	14.8	x	✓✓	x	x	x	✓✓✓	✓✓	x	✓✓	✓	✓	x
Stroud Green	23.7	x	✓✓	✓	✓✓	✓✓	X	x	✓✓	✓✓	✓✓	✓	✓
Hornsey	14.1	x	✓✓	x	x	x	X	✓✓	x	✓✓	✓✓	✓	✓
Bounds Green	9.4	x	x	✓	✓✓	x	✓✓✓	✓✓	x	x	x	✓	✓

[illegible]

Notes:

x = no support

✓ = some support

✓✓ = strong support

The scores for Town Centres and Road Casualties are given a weighting of x2 to reflect key priorities within the Sustainable Community Strategy

Road casualty data:

Scoring based on number of casualties in the corridor within each category for all links/nodes on the corridor over the last 3 years:

All KSI

Pedestrian KSI

Cyclist KSI

Report Template: Formal Bodies

Motorcyclist KSI	0 = x 1 = ✓ 2 or more = ✓✓
Child KSI	0 = x 1 = ✓ 2 or more = ✓✓
Slight casualties	0-20 = x 21-40 = ✓ 41 or more = ✓✓
Community centre:	
Area contains childrens or adult community centre	0 = x; 1 = ✓; 2= ✓✓
Parking pressure:	
Criterion based on defined Restricted Conversion area from UDP or where location is identified in Council's Parking Plan or abuts existing CPZ	
High proportion of car trips to schools:	
Proportion above target for modal share by car based on number of schools within area	
0 – 20% = x 20 – 30% = ✓ > 30% = ✓✓	
Recent transport investment defined as last three years:	up to £500,000 score = x between £500,000 and £1,000,000 score = -✓ more than £1,000,000 score = - ✓✓

Neighbourhoods as follows [see map]:

1. South Tottenham east
2. Tottenham Hale
3. North Tottenham
4. Northumberland Park
5. Bruce Grove
6. White Hart Lane
7. Tottenham Green
8. Seven Sisters
9. St Ann's
10. West Green
11. Woodside
12. Noel Park
13. Bowes Park
14. Hornsey Park
15. Harringay Ladder
16. Stroud Green
17. Hornsey
18. Bounds Green
19. Alexandra Park
20. Muswell Hill
21. Crouch End
22. Creighton Avenue area
23. Fortis Green
24. Highgate



Appendix III

Table setting out the Council's submission to TfL.

	Proposed Allocation	Comments
Neighbourhoods		
A406 Palace Gates area	£360,000	Continuing programme of traffic management/calming projects
A406 Bidwell Gardens area	£250,000	Continuing programme of traffic management/calming projects
Wightman Road	£100,000	Implementation of 20mph zone; completion of 2009/10 scheme
Tottenham Hale	£100,000	20mph zone
Hornsey Park	£170,000	20mph zone
Local safety schemes	£165,000	Comprising £165,000 funding switched from Corridors allocation
DIY streets	£85,000	Sustrans led initiative to enhance residential streetscapes
Electric charging points	£30,000	Including £27,000 funding switched from Corridors allocation
Sub total	£1,260,000	
Reserve scheme		
Bounds Green	£252,000	
Corridors		
Tottenham High Road north of Bruce Grove	£420,000	Completion of town centre scheme inc. footway resurfacing, decluttering, replacement of guard rails, cycle stands
Wood Green High Road north of Wood Green station	£561,000	Inc. footway resurfacing, bus stop accessibility improvements, pedestrian accessibility improvements, street lighting, decluttering
Studies for High Road/Green Lanes	£50,000	
Shopmobility	£42,000	

Sub total	£1,073,000	
Reserve scheme		
Muswell Hill to Turnpike Lane	£215,000	Including Muswell Hill roundabout
Smarter Travel		
School travel plans	£215,000	Inc. travel advisor post, newsletter, walk on Wednesday project, education projects, signage and lineage, school transition packs
Road safety ETP	£149,000	Road safety awareness project, child pedestrian trainer, road safety officer post, junior and senior citizen schemes
Workplace travel planning	£10,000	
Sub total	£374,000	Includes £76,000 switched from Corridors allocation
Reserve scheme		
School travel plans	£75,000	Including small scale engineering measures
Total [Corridors, Neighbourhoods, Smarter Travel] excluding reserve schemes	£2,707,000	
Local Transport Funding	£100,000	Including community transport
Total	£2,807,000	

Maintenance [Principal Roads and Bridges]

The table below provides indicative funding bids for maintenance.

Bridges	Indicative funding submission	Comments
Buckingham Road over rail	£900,000	Strengthening
Leeside Road over rail	£30,000	Waterproofing
Wightman Road over rail	£110,000	Strengthening
Muswell Hill Road over disused rail	£30,000	Replace deck and water proofing
Ferry Lane bridge over private access road	£8,000	Assessment
Ferry Lane bridge	£8,000	Assessment
Total	£1,086,000	
Principal Roads		
Park Road, N8 [Wolseley Road to clocktower]	£172,000	
High Road, N17 [Brantwood Road to Lordship Lane]	£150,000	
High Road, N22 [Civic Centre	£150,000	

to Truro Road]		
Total	£472,000	



Agenda item:

[No.]

Cabinet

On 08 September 2009

Report Title. **North London Waste Plan – Preferred Options**

Report authorised by **Niall Bolger, Director of Urban Environment**

NB Bolger 27th August 2009

Contact Officer : **Ismail Mohammed, x2686, ismail.mohammed@haringey.gov.uk.**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose of the report

- 1.1 To agree the Preferred Options report of the North London Waste Plan for the purpose of consultation.
- 1.2 To authorise the Director of Urban Environment in conjunction with Councillor Canver, Cabinet Member for Enforcement and Safer Communities (with responsibility for Planning Policy and Development Management) to agree any consequent minor changes prior to consultation.
- 1.3 To agree the supplemental Memorandum of Understanding.

2. Introduction by Cabinet Member

- 2.1 This report provides the progress of the Preferred Options consultation draft of the North London Waste Plan which was delayed earlier this year by the seven borough partnership in order to carry out further viability research and assessment. This has resulted in the extension of the timetable and work programme.
- 2.2 The North London Waste Plan Preferred Options is a joint development plan

document (DPD) which sets out the preferred approach on site allocation for waste management within the seven North London Boroughs.

- 2.3 The extended timetable and work programme will have an associated small increase in the expenditure for the employment of the Programme Manager (currently employed by LB Camden).
- 2.4 The supplemental Memorandum of Understanding is proposed in order to formalise the financial requirements caused by the delay.

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

- 3.1 The North London Waste Plan is a key development planning document that will identify potential waste and recycling sites in the seven partner boroughs in the North London waste area including sites in Haringey. The Plan is for the seven boroughs, namely LB Barnet, LB Camden, LB Enfield, LB Hackney, LB Haringey, LB Islington and LB Waltham Forest; covered by the North London Waste Authority.
- 3.2 Identifying potential recycling and waste sites will enable Haringey to meet the strategic objectives of Priorities 1. Making Haringey one of London's greenest boroughs and of Priority 2. Creating a Better Haringey: cleaner, greener and safer. The identification for potential waste management sites is an important contribution to the practical achievement of these priorities.
- 3.3 The North London Waste Plan is a site allocation development plan document that takes forward the waste policies of the Unitary Development Plan by specifically identifying suitable waste sites. The preparation of this plan includes a continuous risk management assessment process.
- 3.4 The North London Waste Plan is achieving an economy of scale by working with 6 other boroughs to develop the Plan and the required accompanying documents and processes. The Plan will be subject to Sustainability Assessment, Habitat Directive Screening Assessment, Equalities Assessment and Strategic Flood Risk Assessment. The Strategic Flood Risk Assessment is available for other plans and policy development documents throughout the Council.
- 3.5 The process of developing the North London Waste Plan is not to be confused with the North London Waste Authority procurement process which is a separate initiative to identify waste sites for the North London Waste Authority to purchase. The North London Waste Plan is a town planning document and not a waste management strategy.

4. Recommendations

- 4.1 To agree the Preferred Options report of the North London Waste Plan for the purpose of consultation (Appendix 1) and as set out in Section 8 of the Report.
- 4.2 To authorise the Director of Urban Environment in conjunction with Councillor Canver, Cabinet Member for Enforcement and Safer Communities (with responsibility for Planning Policy and Development Management) to agree any consequent minor changes prior to consultation.
- 4.3 To agree the supplemental Memorandum of Understanding (Appendix 2).

5. Reason for recommendations

- 5.1 The North London Waste Plan is being developed by seven boroughs: Haringey, Barnet, Camden, Hackney, Islington, Waltham Forest and Enfield. The Plan will identify sites within these seven north London boroughs that are potentially suitable for waste management use.
- 5.2 A public consultation on the Plans Issues and Options, discussing priorities for the criteria for the site identification process, was undertaken during January and February 2008. The consultation was wide reaching; however it kept to the original timetable and was within budget. In response to the consultation a long list of sites was drawn up and assessed against agreed criteria.
- 5.3 The long list of sites have been narrowed down into a short list using number of criterion. Following the approval of Members this short list of sites was to make up the next stage of public consultation in May 2009 as the Preferred Options for the North London Waste Plan. This consultation was delayed as boroughs representatives requested further site assessment in terms of site viability. Therefore, in addition to the delay of three months from the original timetable which occurred in the Autumn of 2008, there is an additional delay to allow the shortlist of sites to be assessed for viability. This period of assessment has estimated to be four calendar months. The timetable changes are set out below.
- 5.4 The timetable for the North London Waste Plan giving proposed changes.

Timetable for Preparation of the North London Waste Plan (NLWP)

(changes are highlighted in **bold**)

Milestone	Original Target	2008 Amended	2009
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		Target	Amended Dates
Prepare Draft Issues and Options Paper	Jan 07	-	-
Public participation on Issues and options	Jan-Feb 08	-	-
Publish and Consult on Preferred Options	Jan-Feb 09	May 2009	Oct 2009
Pre-submission Consultation	---	Feb-March 2010	Nov 2010
Submission to Secretary of State	Sept 09	July 2010	March 2011
Examination By Inspector	March 2010	Oct 2010	June 2011
Inspectors Report Published	Aug 2010	Feb 2011	Sept 2011
Adoption	Dec 2010	June 2011	Dec 2011
Sustainability Appraisal	Jan 07 – Dec 2010	Jan 07 – Dec 2010	Jan 07 – Nov 2011
Equalities Impact Assessment	Jan 07 – Dec 2010	Jan 07 – Dec 2010	Jan 07 – Nov 2011

5.5 The movement of the timetable has financial impacts. These arise from further **extra project management costs** from the additional time and **changes to the phasing of expenditure. These costs have been estimated.**

5.6 The consultants Mouchel are working on the Plan and are managed by the Programme Manager employed on behalf of the seven borough and based at Camden Council. The additional costs to the original programme are for the extended period that the Programme Manager will be required. This is detailed in **Section 10, Service Financial Comments** below.

5.7 The amended timetable has approval from the GLA and the Haringey Local Development Framework timetable will be updated accordingly. The timetable alterations have been successfully put into Haringey staff work programmes.

6. Other options considered

6.1 As this report is updating Members on the ongoing progress of the joint development planning document North London Waste Plan, there is no opportunity for considering alternative options.

7. Summary

- 7.1 The North London Waste Plan is a joint waste development plan document being drawn up by Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. The first stage - *Issues and Options* - was consulted on in early 2008 and the preferred options report is now ready for ratification by each borough before going to public consultation during October/November for a minimum of six weeks. The preferred options report sets out a preferred approach on site allocation and establishes a policy and monitoring framework for the Plan.
- 7.2 The Mayor has allocated to each borough an amount of waste, referred to as the apportionment, for which boroughs have to make site provision. The preferred approach is to meet the apportionment by: safeguarding and where appropriate intensifying existing waste management sites, by re-orientating existing transfer stations into waste management sites and by identifying a small number of additional sites that may be used if the existing sites prove unsuitable.
- 7.3 The completion date given in 2008 for the Plan was December 2010. It is now likely to be November 2011. As a consequence of this change, the timetable has been provisionally revised and will extend further into the 2011 financial year with small additional associated programme manager costs. There may be extra cost for the consultants commissioned to develop the Plan but this has not been confirmed at this stage. Appropriate approval for additional expenditure will be sought.
- 7.4 The Plan complements but is different in scope to the North London Joint Waste Strategy drawn up by the seven boroughs and the North London Waste Authority.

8. Preferred Options Document

- 8.1 The Preferred Options Document of the North London Waste Plan has three main aspects and these are ;
1. to set out how much land for waste the Plan must make provision for,
 2. to select a number of sites where waste facilities could be sited, and
 3. to set out a policy and monitoring framework to enable land use decisions to be made.
- 8.2 The overall approach of the preferred options can be summarised as:
- a. safeguarding and where appropriate intensification of existing waste management sites,
 - b. re-orientation of existing waste transfer stations into waste management facilities, and
 - c. identification of ten additional sites to enable the boroughs to meet the Mayor's apportionment, meet the needs of the North London Waste Authority and to allow for a level of flexibility.

- 8.3 The Waste Plan is required to help meet the Mayor's target for London to become 85% self-sufficient in the management of waste by 2020. This means London will be largely dealing with its own waste instead of sending it to landfill in the counties around London. To ensure that London achieves self-sufficiency, each borough has been asked to identify sites to deal with a proportion of London's total waste that has been allocated to each borough in what is known as the apportionment. The seven boroughs are pooling their apportionments.
- 8.4 To meet the apportionment the North London boroughs need to identify land sufficient to deal with nearly 2.4 million tonnes of waste per annum by 2021. The existing waste management facilities (assuming they operate at 75% of their licensed capacity) deal with nearly 1.4 million tonnes per annum. We need to find land sufficient to deal with this gap of 1 million tonnes per annum. Using information in the London Plan (Chapter 4(4A/8) Planning for Waste) to convert this tonnage into land, the land requirement is between 25.4 to 28.4 hectares.
- 8.5 There are 24 waste transfer stations in North London. If facilities that are less than 0.25 hectares in size are disregarded, there are 16 waste transfer stations that can reasonably be re-orientated into waste management facilities. This provides 14.3 hectares of land towards meeting the apportionment and bringing down the gap to identify between 11.1 and 14.1 hectares of land.
- 8.6 In their Outline Business Case the North London Waste Authority sets out how they are seeking three large sites in the west, central and eastern parts of the area to provide facilities for Mechanical Biological Treatment (MBT), Anaerobic Digestion and Materials Recovery Facilities (MRF). Together these requirements equate to roughly 18 hectares. They also are seeking sites for Household Waste Recycling Centres in Barnet and North East Enfield. This equates to an additional 2 hectares. The North London Waste Authority site requirements total around 20 hectares.
- 8.6 Sites have been assessed and scored using a range of criteria including potential for energy generation, proximity to main roads, rail and waterways, proximity to open land, proximity to residents, and access to the site. Only the highest scoring sites have been identified within this plan as they represent the most suitable sites for waste management use according to the environmental, social and economic criteria against which the sites were assessed.
- 8.7 The preferred options report sets out a sequential policy approach for developers of waste facilities in North London. First they must consider the existing waste management sites (schedule A) for redevelopment or possible intensification. If these are not suitable, developers should consider the re-orientation of existing transfer station sites (schedule B) into waste management facilities. If both of these are unsuitable developers can turn to potential new waste sites (schedule C). Only in exceptional circumstances can non-allocated sites be put forward for waste development.

8.8 The preferred options report sets out a list of sites for Schedule C. The list includes four large sites suitable for the North London Waste Authority and other operators. It also includes six small sites suitable for Household Waste Recycling Centres and other small operators.

8.9 Short List of Possible Waste Management Sites (Schedule C of the Preferred Options).

Size	Site Area	Borough	Description
LARGE	3.70	Barnet	Site on Edgeware Rd and Geron Way
LARGE	3.53	Enfield	Martinbridge IE
LARGE	6.21	Haringey	Friern Barnet SW (Pinkham Way)
LARGE	4.98	WF	Rigg Approach
SMALL	0.53	Barnet	Victory Park
SMALL	0.90	Barnet	Network Rail land at Aerodrome Rd
SMALL	0.63	Enfield	Makanji House, Kynoch Road
SMALL	0.82	Enfield	Building premises, Kynoch Rd
SMALL	1.95	Enfield	Nobel Road
SMALL	2.40	Haringey	Marsh Lane

8.10 These ten additional sites total 25.65 hectares. The land area in Schedule C therefore is sufficient to meet apportionment, the site requirements of the North London Waste Authority and provide some flexibility in terms of site availability. Within the list are two sites which have been assessed as suitable and which the North London Waste Authority are actively pursuing as part of their outline business case. Their preferred site in the east of the area is not in the list because that site has been identified in Enfield's emerging core strategy as a mixed use site and is therefore not available. However two other large sites have been identified that would be suitable.

8.11 The preferred options report now contains planning policies as a result of comments received at the issues and options stage. There are seven policies proposed dealing with a range of waste specific issues. The policies set out the proposed sequential approach for development, the safeguarding of existing waste management sites and how applications on non-allocated sites will be dealt with. Another policy sets out how new waste management facilities should meet requirements with regard to design, traffic assessments, visual impact and environmental impacts. In addition there are policies relating to re-processing and re-manufacturing and about opportunities for decentralised energy and ensuring that construction and demolition waste is dealt with on site.

8.12 Any planning application for waste facilities will be dealt with by the borough in

which the application is made. The application will be assessed against the London Plan, that borough's local development framework and the North London Waste Plan.

- 8.13 Monitoring of the North London Waste Plan will be crucial. This requires that data and information are collected and reviewed by the boroughs on an annual basis in order that trends can be examined and problems identified and managed through the Plan review process. Key indicators are proposed to be reported each year as figures for the combined authorities. These will include total waste arising and total waste management capacity given planning consent in the previous year (on safeguarded sites and on new sites). Such information will be compared with the predicted waste arising and the apportionment to ensure that there is not an over or under provision of waste management sites in North London.

9. Supporting Documents

- 9.1 The government requires a sustainability appraisal of the North London Waste Plan to be carried out, and the appraisal process is central to the process of preparing the Plan. It involves testing the Plan against an agreed set of economic, social and environmental criteria throughout the preparation process. A sustainability appraisal has been made of the preferred options report and has informed the report as it has developed.
- 9.2 Two workshops were held with stakeholders during the early 'scoping' phase of the sustainability appraisal process during April and May 2007. A further Sustainability Appraisal Panel workshop was held in November 2008 to involve key stakeholders with a range of different interests and expertise in testing an early draft of the preferred options policies against the sustainability appraisal criteria process.
- 9.3 A Habitats Directive Assessment screening exercise has been undertaken on the emerging policies in the North London Waste Plan. The screening exercise is the first step of the HDA process which aims to identify any significant impacts on any nature conservation sites of European importance (Natura 2000 and Ramsar sites) that could potentially arise as a result of the policies included in the development plan document. Natura 2000 sites within 10 km of the Plan boundary have been identified: Epping Forest Special Area for Conservation (SAC), Wormley-Hoddesdonpark Woods SAC, Wimbledon Common SAC and Lee Valley Special Protection Area (SPA) and Ramsar. The primary and secondary qualifying features of these sites have been taken into account in the screening appraisal process.
- 9.4 The Habitats Directive screening report reasoned that four of the policies were considered to have some potential to affect some of the Natura 2000 sites identified, either directly or indirectly. Epping Forest SAC and Lee Valley SPA and

Ramsar were considered to be particularly vulnerable to potential adverse impacts as a result of some of the policies contained within the Plan. Recommendations were made on the re-writing of these policies and these have been taken on board in the development of the policies.

- 9.5 A stage 2 assessment under the Habitats Directive of the waste sites identified in the plan is being carried out.

10. Chief Financial Officer Comments

- 10.1 The Cabinet considered an update report on the North London Waste Plan at its meeting on the 18th November 2008. That report set out a revised timetable for the development of the Plan, and an increase in the total budget from £1,108,676 to £1,174,424, including an additional cost of £33,845 in 2011/12 (or £4,835 per borough). This report sets out a further increase in the total budget of £36,902 to £1,211,316 (or £5,292 per borough).
- 10.2 The revenue budget for Urban Environment for 2009/10 includes one-off additional resources of £100k to enable the policy team to deliver all planning documents required for the Local Development Framework including the core strategy. The estimated revised cost of producing the waste plan is £32,988 in 2009/10 for Haringey which could be met from the £100k agreed investment. Unless additional resources are agreed, the costs in 2010/11 and 2011/12 (£26,554 and £39,167 respectively) will have to be managed within the approved cash limit for Urban Environment. The Council's share of the costs incurred to date has been met from within existing approved budgets.
- 10.3 There may be further additional costs for the consultants commissioned to develop the Plan but this has not been confirmed at this stage. Appropriate approval for additional expenditure will be sought if necessary.

11. Head of Legal Services Comments

- 11.1 The Head of Legal Services notes the contents of the report and comments that it is within the remit of Cabinet to approve the draft North London Waste Plan (and Preferred Options report) for consultation.
- 11.2 In respect of the final North London Waste Plan, the Head of Legal Service comments that this will be a Development Plan Document which will allocate land for a certain use, and will require full Council approval before it is submitted to the Secretary of State.

12. Equalities and Community Cohesion Comments

- 12.1 As a part of the development of the North London Waste Plan, all documents undergo a continuous process of Equalities Impact Assessment to assess the impact of the plan may have on ethnic minorities; young people and children; older people; disabled people; lesbians; gays bisexuals and transgendered; and different faith groups are considered in-line with Haringey's and the other 6 borough's approach to equal opportunities. The publicly available North London Waste Plan Equalities Impact Assessment ensures that information on key issues is provided throughout the development of the plan.
- 12.2 There was a screening assessment of the Equalities Impact Assessment of the Issues and Options Report of the North London Waste Plan. The results showed that the majority of issues and options contained within the Waste Plan would have indiscriminate mixed impacts upon all target groups and would not lead to an adverse discriminatory impact upon specific target groups. Only one high level negative impact was identified in association with one issue and option. This is in relation to sustainable transport and may potentially result in a discriminating adverse impact upon Black and Minority Ethnic groups, older people and certain faith groups. This option was not taken forward as the preferred option for this issue, and so a stage 2 Equality Impact Assessment was not required.
- 12.3 There was a further screening assessment of the Equalities Impact Assessment of the proposed policies in the preferred options report. The results show that the majority of the proposed policies for the North London Waste Plan will have indiscriminate mixed impacts upon all target groups and will not lead to an adverse discriminatory impact upon specific target groups. Recommendations were made for modifications to the proposed policies to remove the effects of low negative impacts and offer general enhancement of the policies and these have been taken on board as the policies have been revised during the process.
- 12.4 At the issues and options consultation, boroughs assisted in identifying groups representing key parts of the community. An offer was made to visit local groups and as a result a number of targeted meetings were held in addition to the public workshops. At the preferred options consultation it is intended to repeat this offer and hold further targeted meetings.

13. Consultation

- 11.1 The development of the North London Waste Plan involves a process of detailed internal and wider external consultation. The Plan has already undergone public consultation for the Issues and Options stage. This included newspaper adverts, leaflets, posters, public workshops in each of the seven boroughs and follow up

visits to interested groups. A summary of the responses has been made available and the responses used to inform the next stage of the Plan, the Preferred Options document. The next round of consultation on the preferred options, scheduled for October – November 2009 will involve:

- public consultation sessions in each of the seven boroughs, advertised in local newspapers;
- follow-up meetings with various community groups and local organisations. These can be requested by any such group and the opportunity advertised to all groups and individuals on our mailing lists and via the publicity produced;
- interactive questionnaire on the project website;
- copies of the report made available in council planning offices and libraries.

13.2 Consultation will be carried out on the Preferred Options in October - November 2009. The result of this consultation will be made publicly available and will be used to draft the final document to go before the Planning Inspector.

14. Service Financial Comments

14.1 The Effect of Timetable Changes on Budget.

14.2 The increase in 2011/2012 is **estimated**, and refers only to the additional costs for the Programme Manager.

North London Waste Plan – revised budget

	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	Total
Consultancy costs	£29,000	£127,990					
Programme Manager	0	3	£98,726	£53,845	£15,000	£15,000	£339,564
Publicity	£13,000	0	£57,703	£60,719	£66,908	£68,944	£71,042
Examination	£450	£30,140	£881	£30,744	£24,850	£16,380	£103,445
5 Variations						£171,750	
	£0	£77,998	£23,751	£79,418	£57,250	0	£229,000
					£19,835		£201,002
Total	£42,450	£293,834	£184,077	£230,915	£185,879	£274,172	£1,211,326
cost per borough	£6,064	£41,976	£26,297	£32,988	£26,554	£39,167	£173,047

14.3 There is a reduction in borough contributions for 2008/09 and 2009/10 but a great increase in 2011/11 because the examination period will fall within one financial year whereas previously it was spread over two financial years (2009/10 and 2010/11). It is possible that this phasing could change.

15. Local Government (Access to Information) Act 1985

- 15.1 a. North London Waste Plan Issues and Options report
- b. North London Waste Plan Issues and Options technical report
- c. North London Waste Plan Equalities Impact Assessment
- d. North London Waste Plan Habitats Directive Screening Assessment
- e. North London Waste Plan Strategic Flood Risk Assessment
- f. North London Waste Plan Sustainability Appraisal Scoping Report

15.2 All the above documents are available on the North London Waste Plan website at: www.nlwp.net/documents/documents.html

External links – Haringey is not responsible for the contents or reliability of linked websites and does not necessarily endorse any views expressed within them. Listing should not be taken as endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

**Appendix 1: North London Waste Plan Preferred Options Report.
October 2009.**

To be Attached
See attached PDF Document)

Appendix 2: Supplemental Memorandum of Understanding

JOINT WASTE PLANNING IN NORTH LONDON SUPPLEMENTAL MEMORANDUM OF UNDERSTANDING

This **SUPPLEMENTAL MEMORANDUM OF UNDERSTANDING** THEDAY
OF.....
BETWEEN

- (1) **THE LONDON BOROUGH OF CAMDEN** of Town Hall, Judd Street, London WC1H 9LP ("Camden") and
 - (2) **The LONDON BOROUGH OF BARNET** of Town Hall, The Burroughs, London NW4 4BG
 - (3) **THE LONDON BOROUGH OF HACKNEY** of Hackney Town Hall, Mare Street, London E8 1EA
 - (4) **THE LONDON BOROUGH OF HARINGEY** of Civic Centre, High Road, London N22 8LE
 - (5) **THE LONDON BOROUGH OF ENFIELD** of Civic Centre, Silver Street, London EN1 3XY
 - (6) **THE LONDON BOROUGH OF ISLINGTON** of 222 Upper Street, London N1 1XR.
 - (7) **THE LONDON BOROUGH OF WALTHAM FOREST** of Waltham Forest Town Hall, Forest Road, London E17 4JF
- Referred to throughout this document as the "North London Boroughs"

-
1. This Deed is supplemental to a Memorandum of Understanding entered into by all the North London Boroughs on 26th February 2007 ("the MOU") for the purpose of producing a Joint Waste Development Plan Document ("the project plan").
 2. On the 29th January 2007 Camden entered into a contract with Mouchel Parkman ("the contract") for the provision of consultancy services to the project plan.
 3. Paragraph 9.5 and Schedule 3 of the MOU set out the indicative costs over the proposed three years of the project.
 4. The original indicative costs of the project have now been revised and a revised base budget is attached at Schedule 1 and will be subject to ongoing review in accordance with the provisions of the MOU.
 5. The North London Boroughs hereby agree to share on an equal basis all the revised base budget costs as set out in Schedule 1 except for the contribution for the Strategic Flood Risk Assessment element of contract variation 1.

6. Following completion of the MOU it was agreed that a committee of the Heads of Planning or equivalent Chief Officer of each of the North London Boroughs would meet on a regular basis to review the project plan.
7. It is now agreed that Clause 9.4 of the MOU is amended to remove the words "Planning Officers Group" and replace these with "Heads of Planning in conjunction with their Planning Members Group representative"
8. In accordance with clause 9.4 of the MOU where the Heads of Planning or equivalent Chief Officer in conjunction with their Planning Members Group representative approve additional expenditure in connection with the production of the project plan, the North London Boroughs agree that Camden may seek a variation of the contract with Mouchel Parkman and to give effect to such variation each of the North London Boroughs further undertakes to make payment of their proportion of the of the costs of such contract variation.
9. For the avoidance of doubt all other provisions of the MOU save for Clause 9.5 and Schedule 3 shall apply to this supplemental Deed of Variation.
10. This Supplemental Memorandum of Agreement may be entered into in the form of two or more counterparts, each executed by one of the parties.

IN WITNESS whereof this document has been executed and delivered as a Deed by the parties the day and year first before written.

THE COMMON SEAL of THE)
MAYOR AND BURGESSES OF THE)
LONDON BOROUGH OF CAMDEN)
was hereunto affixed in the presence of:-)

Authorised Signatory
Authorised Signatory

THE COMMON SEAL of THE)
MAYOR AND BURGESSES OF THE)
LONDON BOROUGH OF BARNET)
was hereunto affixed in the presence of:-)

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LONDON BOROUGH OF HACKNEY)
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 MAYOR AND BURGESSES OF THE)
 LONDON BOROUGH OF WALTHAM FOREST)
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Schedule 1

North London Waste Plan – revised budget							
	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	Total
Consultancy costs	£29,000	£127,93	£98,726	£53,845	£15,000	£15,000	£339,564
Programme Manager	£13,000	£57,703	£60,719	£66,908	£68,944	£71,042	£338,316
Publicity	£450	£30,140	£881	£30,744	£24,850	£16,380	£103,445
Examination					£57,250	£171,750	£229,000
5 Variations	£0	£77,998	£23,751	£79,418	£19,835		£201,002
Total	£42,450	£293,834	£184,077	£230,915	£185,879	£274,172	£1,211,326
cost per borough	£6,064	£41,976	£26,297	£32,988	£26,554	£39,167	£173,047

North London Waste Development Plan Document

Preferred Options

24 July 2009

Produced for
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Organisation	Contact	Copies
Planning Officers Group , NLWP	A Onslow	1

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Foreword

What to do with the waste that is generated in North London raises a lot of big issues for our Boroughs, such as:

- how to stop waste being generated in the first place?
- how to promote more reuse and recycling?
- how to get best value out of what is left?

We face big challenges in how we manage and treat our waste as we begin to treat it more as a resource than a nuisance.

As a group of boroughs we are determined to make the best decisions for our area. That is why we are collaborating on the North London Waste Plan to find sites that are suitable for waste facilities that are fit for the 21st century. We want to see waste facilities that are well designed, good neighbours, fit for purpose and that create opportunities for jobs, for new types of green industries and for decentralised heat and energy systems that can help in the fight against climate change.

Now we want you to tell us if this Preferred Options report, which sets out proposed policies and options on sites, is heading in the right direction. We will listen to your views and make changes before we prepare a final version next year. When we submit this final version, there will be another opportunity to give your views. These views will then be passed onto the Inspector who will hold a public examination of the Plan.

Finally, we would very much like to thank all those people who took the trouble to comment on the previous Issues and Options report.

Cllr Terry Neville	Cabinet Member for Environment and Street Scene, Enfield Council and Chairman North London Waste Plan Planning Members Group
Cllr Melvin Cohen	Cabinet Member for Planning & Environmental Protection, Barnet Council
Cllr Chris Knight	Executive Member for Environment, Camden Council
Cllr Alan Laing	Cabinet Member for Neighbourhoods, Hackney Council
Cllr Nilgun Canver	Cabinet Member for Enforcement and Safer Communities, Haringey Council
Cllr Lucy Watt	Executive Member for Communities, Skills and Business, Islington Council
Cllr Terry Wheeler	Portfolio Holder for Enterprise and Investment, Waltham Forest Council

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Executive Summary

The North London Waste Plan

- 1 The North London Waste Plan (the Plan) is being produced jointly by seven North London Boroughs: Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. The Plan will provide a planning framework identifying sites suitable for waste facilities to meet north London's needs and will aim to ensure that the benefits of these facilities are maximised and the negative aspects minimised. The Plan will be part of each borough's Local Development Framework and is being drawn up in conformity with national planning policy and the Mayor of London's planning strategy. The Plan complements, but is different in scope, to the Joint Waste Strategy drawn up by the seven boroughs and the North London Waste Authority. This stage of the Plan identifies preferred site options for waste facilities in North London and introduces policies with which developers must comply. Prior to its adoption, there will be a public examination of the Plan in 2011.
- 2 The Plan covers the following waste types: municipal; commercial and industrial; construction, demolition and excavation; and hazardous.

Our approach to dealing with our share of London's waste

- 3 The Mayor of London has set an overall target for London to become 85% self-sufficient in the management of waste by 2020. This means London will be dealing with its own waste instead of sending it to landfill in the counties around London. To ensure that London achieves self-sufficiency, each borough has been asked to deal with a proportion of London's total waste (the apportionment).
- 4 North London boroughs have pooled their individual apportionments and will identify sufficient sites to meet this pooled apportionment and include extra sites to allow a level of flexibility as some existing sites may not be suitable for anything other than their existing use.

Intensification and Re-Orientation of existing sites

- 5 In line with the London Plan, our approach in the first instance is to direct developers of new waste facilities to existing sites, which should be re-developed and intensified where possible and practicable. North London has 25 existing waste management sites.
- 6 North London also has 24 waste transfer stations which, through re-orientation, will provide a proportion of the additional land that is required to meet the apportionment; however, we still need to identify new sites for waste management facilities as there is not enough land currently in waste use to meet the identified land requirement.
- 7 Only if developers can demonstrate that the existing waste management and transfer sites are not suitable, or available, for the proposed facility will they be allowed to consider the schedule of new sites or any other site. Ten sites have been identified as potential new waste sites, which are the subject of this public

consultation. Each proposed facility will be subject to the specific borough's planning application and approval processes. Existing waste management sites and waste transfer stations are known as 'safeguarded' sites – that is they are already in waste use and are generally presumed to be suitable for re-orientation or intensification. However, any proposals for re-orientation or intensification will still require planning permission and be subject to specific borough's planning application and approval processes.

Site Identification

- 8 Following on from the Issues and Options consultation, potential new sites have been assessed and scored using a range of criteria including potential for energy generation, proximity to main roads, rail and waterways, proximity to open land, proximity to residents, and access to the site. Only the highest scoring sites have been identified within this Plan as they represent the most suitable sites for waste management use according to the environmental, sustainability, social and economic criteria against which the sites were assessed.

Joint Waste Strategy and the North London Waste Authority

- 9 The North London Waste Authority is responsible for the processing, treatment and disposal of municipal wastes from the seven boroughs. The North London Joint Waste Strategy was updated in June 2008 to include a Strategic Environmental Assessment of the Strategy and the updated Strategy was also subject to public consultation. The adopted Joint Waste Strategy is separate from the North London Waste Plan and serves a different purpose. It spells out the vision and strategy that will guide the management of the waste specifically collected by the seven boroughs up to 2020 but does not identify sites for waste management use.
- 10 The Joint Waste Strategy will also form the basis for the new services and facilities required by the North London Waste Authority. The Authority's current contracts to manage a number of major waste facilities across North London are due to end in 2014 and the North London Waste Authority is in the process of developing new contracts, which will include new facilities, to manage and dispose of its waste from 2014. Contract award for this is expected to take place in 2010. Developers of any new facilities required for the delivery of the contract, will need to comply with the North London Waste Plan and other borough planning documents to get planning permission for any new facilities. The needs of the North London Waste Authority have been taken into account in drawing up the Preferred Options report.

Monitoring of the Plan

- 11 Monitoring of the North London Waste Plan will be crucial. This requires that data and information are collected and reviewed by the boroughs on an annual basis in order that trends can be examined and problems identified and managed through the Plan review process.
- 12 Key indicators are proposed to be reported each year as figures for the combined authorities. These will include total waste arising and total waste management capacity given planning consent in the previous year (on safeguarded sites and on

new sites). Such information will be compared with the predicted waste arisings and the apportionment to ensure that there is suitable provision of waste management sites in North London.

Development Management

- 13 Developers proposing waste management facilities within North London must apply for planning permission from the borough in which the intended development site lies. Each borough has its own local development management policies which the application must be in compliance with. In addition to this, the North London Waste Plan has developed five complementary policies. Developers and planning applicants should ensure that their proposals are in compliance with both the local policies and the policies contained in the North London Waste Plan
- 14 The policies within the North London Waste Plan, and within borough planning documents, will ensure that any new waste management facilities will meet planning requirements with regard to design, traffic assessments, visual impact, environmental impact and also have regard to alternative transport and combined heat and power opportunities.

1 Introduction

1.1 The North London Waste Plan Preferred Options

- 1.1.1 This report represents the second stage in a process that will produce an adopted Waste Plan for the seven north London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest.

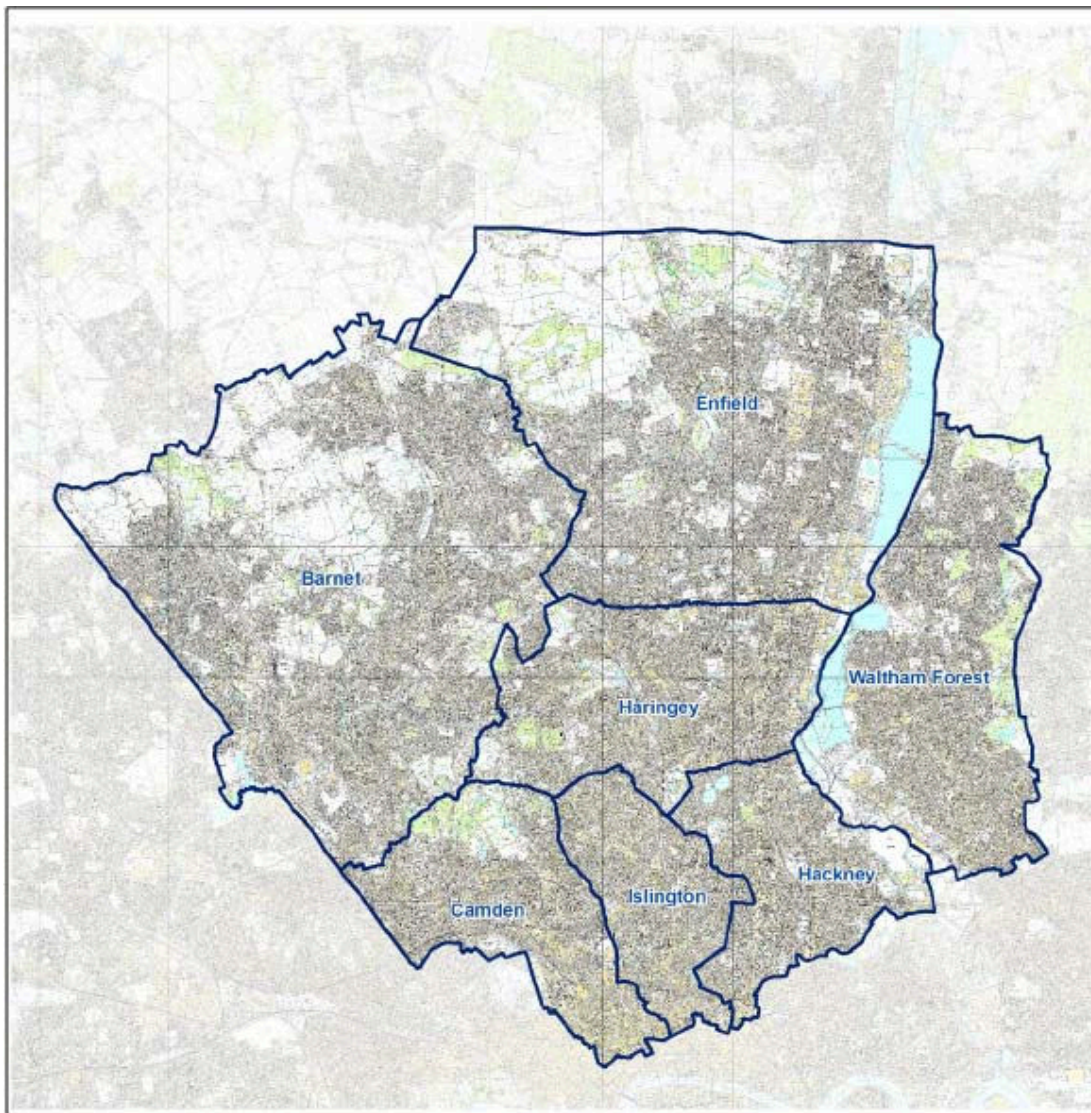


Figure 1.1: North London boroughs

- 1.1.2 The seven boroughs are working together to produce the North London Waste Plan as a Waste Development Plan Document which identifies a range of suitable sites and supporting policies for the future management of all of north London's waste up to 2021. Table 1-1 shows the timetable for development and adoption of the North London Waste Plan.

Table 1-1: Timetable for North London Waste Plan

Period	Stage of development
January-March 2008	Issues and Options Consultation
October- November 2009	Preferred Options Consultation
November 2010	Publication of Submission Version
March 2011	Submission of Plan
June 2011	Examination
December 2011	Adoption of Plan

1.1.3 The North London Waste Plan identifies sites sufficient to deal with the apportionment of waste that the Mayor has allocated to each borough. The Plan includes sites identified as having potential for waste management use and a set of policies to guide potential developers. The North London Waste Plan covers all types of waste as described below:

1. **Municipal Solid Waste** – (MSW). This is defined as any waste collected by or on behalf of a local authority. For most local authorities the vast majority of this waste is from the households of their residents. Some is from local businesses and other organisations such as schools and the local authority's own waste;
2. **Commercial and Industrial Waste** – (C&I). These are defined as wastes from trade and business premises and from industrial installations;
3. **Construction, Demolition and Excavation Waste** – (CDE). These comprise waste building materials, packaging and rubble, from all construction activities;
4. **Hazardous Waste** – Waste which, because of its characteristics, poses a present or potential hazard to human health or the environment;

1.2 Opportunities from Waste

1.2.1 Waste should be seen as a resource and waste management should be seen as an opportunity for the future, something which local residents and businesses can benefit from. With future waste management technologies comes the opportunity for innovation, job creation, education and awareness raising and very real benefits in energy generation and alternative fuels. Waste management technologies can be linked into reprocessing and remanufacture of materials and can be co-located with other industrial processes where heat and power generated by one process can be used to drive another process.

1.2.2 Waste management facilities may include reuse and recycling centres, bulking and storage of recyclables, composting, mechanical biological treatment, anaerobic digestion, thermal treatment, reprocessing of recyclable waste into new materials for industry and other advanced waste treatment technologies.

- 1.2.3 As an example of such opportunities from waste is the on-going development at Dagenham Dock Sustainable Infrastructure Park, which has a vision to create a *“best practice example of modern sustainable industrial development covering issues such as recycling operations, energy efficiency, ‘green links’ between businesses, transportation and waste minimisation on a site that can offer substantial new employment opportunities and a dramatically improved appearance”*¹. This demonstrates that a central focus on resource and waste management can drive regeneration and that waste need not be seen as a ‘bad neighbour’ but can provide opportunities for sustainable development in an integrated manner.

1.3 How should the North London Waste Plan be used?

- 1.3.1 The North London Waste Plan should be used by potential developers to find appropriate sites for their waste management facilities. It should also be viewed and used in conjunction with the relevant borough’s local development framework as well as the London Plan².
- 1.3.2 Under the Mayor of London Order (2008)³ certain types of waste development need to be referred to the Mayor. The Mayor has powers either to return the application to the borough as planning authority for decision, or to direct the borough to refuse an application or to act as a local planning authority and take over the consideration of the planning application instead of the borough. The relevant waste categories where the Mayor can exercise these powers are
- Waste development with a capacity of more than 50,000 tonnes per annum of waste or 5,000 tonnes per annum of hazardous waste or occupying more than 1 hectare
 - Waste development which does not accord with one or more provisions of the local development plan and either; occupies more than 0.5 hectares; or has capacity for more than 20,000 tonnes per annum of waste or 2,000 tonnes per annum of hazardous waste.
- 1.3.3 Notwithstanding the above, the borough in which a proposed facility is to be located will generally make the decision on any planning application. Developers should consider the following documents when developing a planning application for a new waste facility:

¹ *Dagenham Dock Vision Implementation Strategy, London Borough of Barking and Dagenham, 2001, from <http://www.lbld.gov.uk/5-work/regeneration/riverside/dagenham-dock/pdf/regen-dag-dock-vis-exec-sum.pdf>*

² *The London Plan (Spatial Development Strategy for Greater London)(Consolidated with alterations since 2004) Greater London Authority, February 2008*

³ *The Town and County Planning (Mayor of London) Order (2008), from http://www.opsi.gov.uk/si/si2008/uksi_20080580_en_1*

- North London Waste Plan
- Core Strategy for the relevant borough
- Area Action Plan for the relevant borough
- London Plan
- Any national statutory guidance, eg Planning Policy Statement 10

1.3.4 There may also be further plans and strategies associated with the area within which the potential facility is located, such as:

- Supplementary Planning Guidance
- Development Management/Control Policies
- Site Specific Proposals/Site Allocations

1.4 Local Development Frameworks

1.4.1 Under the Planning and Compulsory Purchase Act 2004, London boroughs are required to replace their existing land use plans (called Unitary Development Plans) with Local Development Frameworks. Local Development Frameworks will comprise a number of spatial planning documents and must contain both specific policies for waste and sites identified for waste use. These planning documents must be in general conformity with the London Plan, which is the Mayor of London's spatial development strategy for the capital, in addition to national planning policy. Ultimately, these plans will be independently tested through a public examination. This process will examine the various plans and ensure that they meet all of the key tests for a sound Plan. Only then can they be adopted by the boroughs.

1.4.2 Each of the seven north London boroughs is preparing a number of other strategies and plans which, along with the North London Waste Plan, will form their Local Development Framework. Table 1-2 lists the Development Plan Documents being prepared by the individual boroughs, at July 2009.

Table 1-2: Development Plan Documents for each north London borough (at October 2009)

Borough	Document	Stage of development
Barnet	Core Strategy	Preferred Options
	Mill Hill Area Action Plan	Adoption
	Colindale Area Action Plan	Submission
Camden	Core Strategy	Publication
	Development Policies	Publication
	Site Allocations	Preferred Options

Borough	Document	Stage of development
Enfield	Core Strategy	Publication (Nov 09)
	Design Guide (supplementary planning document)	No timetable
	Development Standard (supplementary planning document)	No timetable
	Sites Schedule	No timetable
	North East Enfield Area Action Plan	Preferred Options
	Central Leaside Area Action Plan	Issues and Options
	Enfield Town Area Action Plan	Issues and Options
	North Circular Area Action Plan	Preferred Options
Hackney	Core Strategy	Submission
	Development Control Policies	Evidence gathering
	Site Specific Allocations	Evidence gathering
	Dalston Area Action Plan	Preferred Options
	Hackney Central Area Action Plan	Preferred Options
	Hackney Wick and Fish Island Action Area Plan	Preferred Options
	Manor House Action Area Plan	Issues and Options
Haringey	Core Strategy	Preferred Options
	Central Leaside Area Action Plan	Issues and Options
	Site Allocations	Initial scoping
	Development Management	Initial scoping
Islington	Core Strategy	Publication
	Development Management	Issues and Options
	Site Allocations	Issues and Options
	Finsbury Park Area Action Plan	Preferred Options
	City Fringe/South Islington Area Action Plan	Issues and Options
Waltham Forest	Core Strategy	Preferred Options
	Development Management	Issues and Options
	Site Specific Proposals	Issues and Options
	Northern Olympic Fringe Area Action Plan	Issues and Options
	Blackhorse Road Area Action Plan	Issues and Options

1.5 North London Waste Authority

1.5.1 The North London Waste Plan is required to inform and be informed by the local Municipal Waste Management Strategy. This is prepared by the North London Waste Authority who is responsible for the processing, treatment and disposal of municipal wastes from the seven boroughs. The North London Joint Waste Strategy

was updated in June 2008⁴ to include a Strategic Environmental Assessment of the Strategy and the updated Strategy was also subject to public consultation. The adopted Joint Waste Strategy is separate from the North London Waste Plan and serves a different purpose. It spells out the vision and approach that will guide the management of the waste specifically collected by the seven boroughs up to 2020. This Strategy therefore helps guide the decisions that the north London boroughs make as waste service providers to their residents and businesses. It does not cover all of the waste streams produced and managed in north London, nor does it identify sites for the management of waste.

- 1.5.2 The Strategy also forms the basis for the new services and facilities required by the North London Waste Authority. The Authority currently has contracts in place to manage a number of major waste facilities across north London, including the incineration plant at Edmonton, the Hornsey Street transfer station in Islington and the Hendon Rail transfer station in Barnet. However, these contracts are due to end in 2014 and the North London Waste Authority is in the process of developing new contracts, which will include new facilities, to manage and dispose of its waste from 2014 and beyond. The North London Waste Authority submitted their Outline Business Case for the new contracts to the Department for Environment, Food and Rural Affairs in October 2008 and contract award is expected to take place in 2010.
- 1.5.3 The North London Waste Authority reference case in the Joint Waste Strategy and in the Outline Business case says that the Authority will need the following facilities to deal with waste and recycling up to 2042 and to meet recycling targets:
- 600,000 tonnes Mechanical Biological Treatment (MBT) for the production of solid recovered fuel (SRF) for use in Combined Heat and Power plants (CHP). Fuel use is to be procured separately and new facilities in north London are not likely to be required.
 - 150,000 tonnes Anaerobic Digestion (AD) for food waste
 - 150,000 tonnes Materials Reclamation Facility (MRF) for recyclates
 - Facilities for bulking waste
 - Facilities for green waste
 - Additional Household Waste Recycling Centres

⁴ NLWA JMWMS available from http://www.nlondon-waste.gov.uk/resources/the_north_london_joint_waste_strategy

1.5.4 The reference case is a programme that demonstrates how the Authority can achieve their recycling and other targets. It does not mean that the new services after 2014 in the new contract will necessarily be exactly like this as the procurement of the new facilities will be a competitive process. However, the Authority is looking for sites in the west, central and eastern parts of North London to locate these new facilities.

1.5.5 North London Waste Authority have indicated that they are also seeking sites for additional Household Waste Recycling Centres, specifically in Enfield (one site) and Barnet (up to three sites), to improve the geographical coverage of these recycling services to the local populations.

1.6 How are we currently tackling waste minimisation?

1.6.1 The North London Waste Plan is not directly concerned with waste minimisation although it is of great importance to the seven boroughs and the residents of north London and therefore the Plan seeks to influence waste minimisation activities where possible.

1.6.2 The North London Waste Plan supports the management of waste according to the waste hierarchy as identified in the Waste Strategy for England⁵ and the London Plan (Figure 1.2). The boroughs will work towards waste minimisation and resource efficiency by encouraging reuse and recycling through the services they deliver and through the planning system. They will seek to influence on-site re-use/recycling in new developments and the incorporation of the principles of the hierarchy in new developments to encourage potential occupiers to reduce, reuse and recycle wastes.

1.6.3 It is important that waste is prevented wherever possible to ensure that there is less waste to manage. Each of the seven boroughs is already dealing with wider waste issues such as encouraging waste minimisation and increasing recycling in accordance with the waste hierarchy. The waste hierarchy states that we should firstly try to reduce and re-use waste, then recycle waste into useful materials and if this is not possible recover energy from waste before considering the disposal of waste as a last resort. All boroughs operate household waste recycling collections, reuse and recycling centres and offer information on waste minimisation such as home composting or re-usable nappies.

⁵ *Waste Strategy for England (2007)*, Department for Environment, Food and Rural Affairs (DEFRA) www.defra.gov.uk

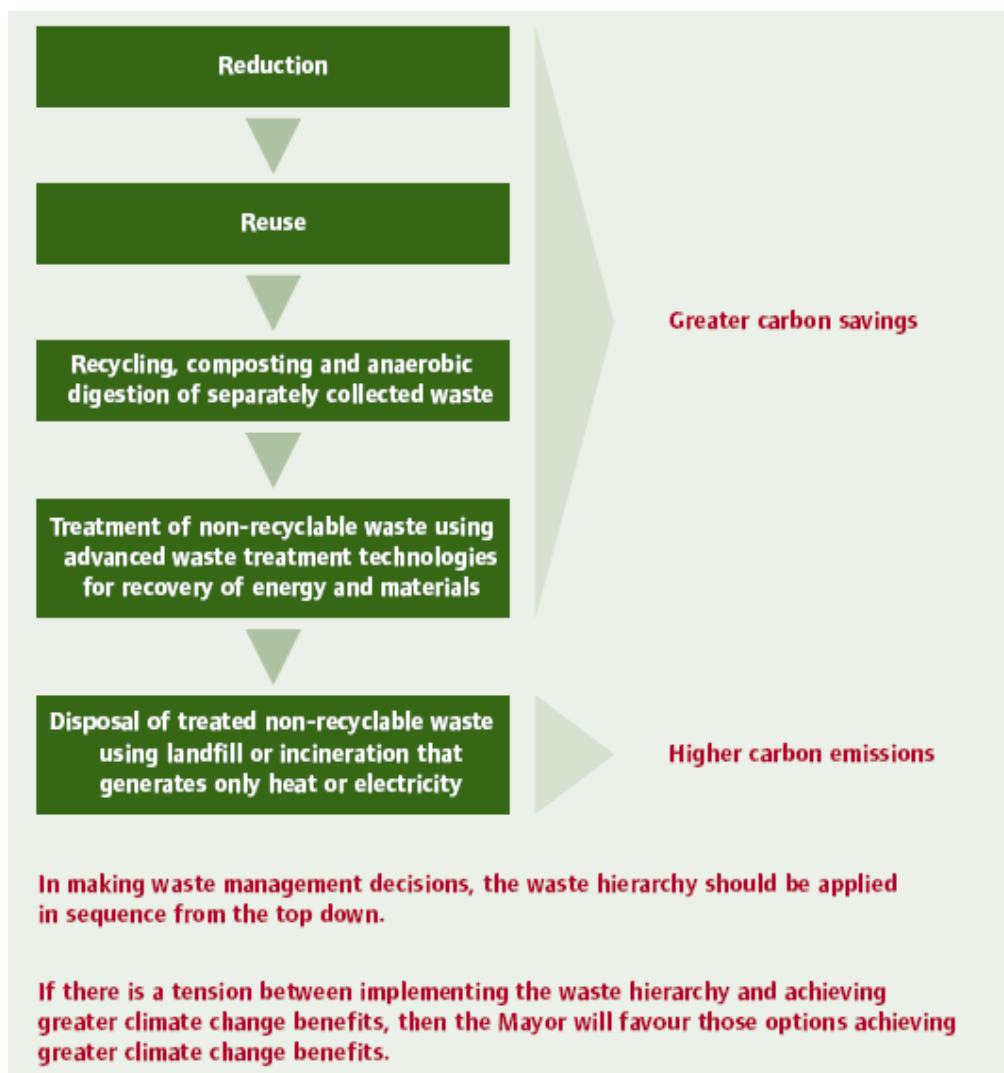


Figure 1.2: Waste Hierarchy⁶

- 1.6.4 The North London Waste Authority and the seven boroughs have also developed a Joint Waste Strategy which includes a series of actions for reducing the amount of waste which is collected by the boroughs. A Waste Prevention Plan has also been produced by the North London Waste Authority which essentially focuses on changing our patterns of consumption, encouraging us to consider the implications of waste produced by the products we purchase and also encouraging repairing and reuse of items rather than disposal. The wider issue of tackling the producers of waste, such as retail and industry, and minimising waste which is not under the boroughs' control is dependant on the Government. The north London boroughs and the North London Waste Authority will continue to lobby the Government to place more responsibility on the producers of the waste.

⁶ *Making Waste Work in London. The Mayor's Draft Business Management Waste Strategy (2008) www.london.gov.uk*

- 1.6.5 The North London Waste Plan is based on the assumption that effective waste and resource management can make a positive and lasting contribution to the sustainable development of London and the combating of climate change.

1.7 How will the plan be monitored?

- 1.7.1 Monitoring of the plan will be crucial. If the north London boroughs are to contribute their fair share of London's total waste management needs (ie the apportionment), it is vital that they ensure that the land allocated to meet this need, and the policy framework to support their sustainable development, is working as required. This requires that data and information are collected and reviewed by the boroughs on an annual basis in order that trends can be examined and problems identified and managed through the Plan review process.

- 1.7.2 The boroughs are already reporting annually on the capacity of new waste management facilities and the amount of municipal waste arising and managed by management type. Once the Plan is adopted, key performance indicators are proposed to be reported each year in the Annual Monitoring Report. This will enable the north London boroughs to compare trends in waste production with those forecast in the London Plan and to monitor the take up of waste sites identified in the Plan. This will then enable the boroughs to consider whether the allocation of sites is sufficient and whether the plan needs reviewing. The proposed indicators that will be reported for each authority and the authorities combined include:

- Quantity of each type of waste produced
- Total capacity (in tonnes) of new waste management facilities given planning permission in the previous year, by process (e.g. recycling, composting, anaerobic digestion etc) and against annual forecast of quantity of waste produced
- Capacity (in tonnes) of new waste management facilities on existing sites (including re-developed transfer sites), on new sites allocated within the North London Waste Plan, and on non-allocated sites
- The quantity of municipal waste generated per household;
- Re-use, recycling and composting figures for municipal waste.
- The quantity of municipal waste landfilled;
- Comparison of municipal and commercial & industrial waste that is managed compared to the apportionment targets set out in The London Plan;
- Tonnage of Construction, Demolition and Excavation waste produced and disposed of in the boroughs;
- Tonnage of hazardous waste produced and disposed of in the boroughs

- Other indicators that may be decided to measure performance against policies

1.8 Previous consultation responses

- 1.8.1 In January and February 2008 we asked for your views on the key issues which the North London Waste Plan needs to address, as set out in the North London Waste Plan Issues and Options report⁷. A wide range of responses were received via the various public workshops and meetings held across the seven boroughs, via the project website (<http://www.nlwp.net>) and in writing. Throughout this Preferred Options report, we make reference to how, broadly speaking, we have taken account of these responses. A fuller description of the outcomes of the previous consultation can be found in the Issues and Options Consultation Summary of Responses (April 2008) and in the Report on Consultation⁸.

1.9 We are seeking your views on this Preferred Options report

- 1.9.1 Having considered and consulted on the options open to us in planning for north London's waste, this report sets out the seven boroughs' preferred approach to planning for waste and identifying new waste sites. It also sets out a range of waste-specific planning policies to further guide future waste management development in north London.

- 1.9.2 Where choices have been made between competing options, the report describes these options and explains why the preferred option has been chosen. We are publishing the report for consultation, providing the opportunity for individuals and organisations to consider the options and approaches put forward.

1.10 When and where

- 1.10.1 Your views on this Preferred Options report are invited during a six-week period running from **TBC**. There will be a variety of ways of becoming involved in the process, including a series of public workshops, one in each of the seven boroughs. Details of these workshops are available on the project website (<http://www.nlwp.net>). In addition, if you are a member of a community group that has a particular interest in the issues, we would be happy to attend one of your meetings to discuss the issues with you. Just email us at events@nlwp.net or contact Archie Onslow on 020 7974 5916.
- 1.10.2 You can also send us your responses by completing the online questionnaire (http://www.nlwp.net/have_your_say/response_form.php). The questionnaire is also available at the back of this report. If you complete a paper copy of the

⁷ North London Waste Plan Issues and Options Report (January 2008) available to download from http://www.nlwp.net/downloads/nlwp_issues_and_options_report.pdf

⁸ These reports are available to download from <http://www.nlwp.net/documents/documents.html>

questionnaire, these should be returned to Archie Onslow at Camden Town Hall, Argyle Street, London WC1H 8EQ.

1.10.3 All responses must be received by TBC.

1.10.4 Additional copies of this report can be downloaded from the project website (<http://www.nlwp.net>). Hard copies are available to view at:

- libraries in the seven North London boroughs; and
- the main planning offices of the seven boroughs:
 - London Borough of Barnet
North London Business Park, Oakleigh Road South, London N11 1NP
 - London Borough of Camden
Camden Town Hall, 5th Floor Reception, Argyle Street, London, WC1H 8EQ
 - London Borough of Enfield
Civic Centre, Silver Street, Enfield, EN1 3XY
 - London Borough of Hackney
Hackney Planning Services, 263 Mare Street, London E8 3HT
 - London Borough of Haringey
Civic Centre, High Road, Wood Green, London N22 8LE
 - London Borough of Islington
Islington Contact Centre, 222 Upper Street, London N1 1XR
 - London Borough of Waltham Forest
Waltham Forest Town Hall, Sycamore House, Forest Road, London E17 4JF

1.10.5 The information you supply will be used for the purpose for which you have provided it. This data will be maintained in accordance with the Data Protection Act 1998 and will not be passed on or sold to any other organisation without your prior approval unless this is a legal requirement.

2 What are the aims and objectives of the Plan?

2.1 The Vision of the North London Waste Plan

The North London Waste Plan aims to help North London become more self-sufficient in managing the waste it produces. We will do this through the intensification of existing waste management facilities, the re-orientation of existing waste transfer stations into waste management facilities and the identification of a small number of additional sites for new waste facilities. In dealing with waste North London boroughs will seek to maximise the opportunities for green jobs and decentralised energy and ensure that well designed, high quality waste facilities are developed.

In delivering this vision, we need to define more specific aims and objectives for the Plan and we therefore asked, during the Issues and Options consultation, what the views on the proposed aims and objectives were.

2.2 What we asked about the aims and objectives

These aims and objectives were developed in conjunction with consultation with key stakeholders and the residents of north London. We asked you whether you agreed with the aims and objectives of the North London Waste Plan and whether you could suggest any additional aims and objectives.

2.3 What you told us about the aims and objectives

The majority of you were in favour of the aims and objectives of the Plan but some of you highlighted some areas where these could be added to or strengthened. The main issues were:

- ensuring there were sufficient reuse and recycling centres and other waste facilities in individual boroughs;
- having a more explicit emphasis on sustainability;
- more support for reuse and recycling;
- inclusion of transport considerations;
- inclusion of consideration of health impacts; and
- including waste reduction as an objective

Our preferred approach is to add objectives on waste minimisation, alternative transport and sustainable development because these complement the strategic approach of the plan.

2.4 The aims and objectives of the North London Waste Plan

The revised aims and objectives of the North London Waste Plan are therefore:

2.4.1 The Aims of the North London Waste Plan

1. To identify a range of suitable and viable sites to meet the North London boroughs' future waste management needs and increased self-sufficiency for London⁹.
2. To set out a range of policies designed to support determination of planning applications for waste facilities as well as ensure a more general and sustainable approach to waste and resource management as impacted on by the land use planning system
3. To maximise the contribution of the Plan to North London's environment, economy and society. The Plan will both reflect and feed into North London's wider needs to ensure an integrated approach to improving the quality of life across the area.

2.4.2 The Objectives of the North London Waste Plan

The Objectives of the Plan, which will assist in the delivery of the aims, are:

- Through policies and proposals, to ensure that north London's waste is managed as far up the waste hierarchy as possible, to ensure environmental and economic benefits are maximised;
- Through appropriate safeguarding policies in boroughs' Core Strategies to ensure no net loss of existing waste sites;
- To identify, through a rigorous methodology, a range of sites capable of managing, within north London, the amounts of waste (apportionment) as set out in the London Plan;
- Through rigorous and proportional Development Management policies, to ensure that all waste developments accord to high standards of design, build quality and operation;
- To integrate the North London Waste Plan with the key aims and objectives of the boroughs' Community Strategies;

⁹ 'Self-sufficiency' - when wastes are dealt with in the administrative region where they are produced

- To integrate with the North London Joint Waste Strategy for municipal waste management;
- To promote sustainable development within the Plan area through the integration of social, environmental and economic considerations;
- To ensure adequate site provision for the range of facilities required for sufficient and sustainable waste management in north London.
- To ensure, as far as is practicable, that the Plan supports the minimisation of transport impacts through appropriate supporting policies and site assessment criteria that recognise the importance of both minimising road vehicle impacts and the positive use of alternative modes of transport such as rail and water in the selection of sites.

3 Sustainability Appraisal

The purpose of Sustainability Appraisal is to promote sustainable development through the integration of social, environmental and economic considerations into the preparation of revisions of Regional Spatial Strategies and for new or revised Development Plan Documents and Supplementary Planning Documents.

This process will ensure that planning decisions are made that accord with the principles defined in the Government's UK Sustainable Development agenda¹⁰. The timing of the Sustainability Appraisal aims to ensure that sustainability considerations are taken into account early in the process of policy development.

Sustainability Appraisals must also, where appropriate, incorporate the requirements of the Strategic Environmental Assessment Directive (2001/EC/42) (SEA Directive)¹¹. The SEA Directive requires that a formal assessment is undertaken of plans and programmes which are likely to have significant effects on the environment. This has been transposed into UK law through the SEA Regulations (July 2004)¹². The purpose of the SEA Directive is "to provide for a high level of protection of the environment and to contribute to the integration of environmental considerations into the preparation and adoption of plans and programmes with a view to promoting sustainable development".

3.1 Sustainability Appraisal Approach

The approach adopted for the Sustainability Appraisal was iterative and involved a high degree of interaction between those individuals responsible for the Sustainability Appraisal and those individuals responsible for development of the Plan. The Sustainability Appraisal approach and the format of this report follow guidance on Sustainability Appraisal for Development Plan Documents provided by the Department for Communities and Local Government (DCLG)¹³ formerly the Office of the Deputy Prime Minister (ODPM). Figure 1.1, from the DCLG guidance, indicates the various stages involved in the incorporation of Sustainability Appraisal within the Development Plan Document approach and indicates where in this Sustainability Appraisal Report stages A, B and C have been addressed. The Policy Statement 12 (PPS12) Local Spatial Planning sets out the Government's policy on

¹⁰ Defra Sustainable Development Unit - <http://www.sustainable-development.gov.uk/publications/uk-strategy/framework-for-sd.htm>.

¹¹ European Directive 2001/42/EC "on the assessment of the effects of certain plans and programmes on the environment" (the Strategic Environmental Assessment or 'SEA Directive')

¹² The Environmental Assessment of Plans and Programmes Regulations. Statutory Instrument 2004 No. 1633.

¹³ DCLG, Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents. November 2005.

local spatial planning, and replaces Planning Policy Statement 12: Local Development Framework (2004), and Creating Local Development Frameworks: A Companion guide to PPS12 (2004). Since the introduction of PPS12 the Sustainability Appraisal guidance for development Plan Document has remained unchanged.

3.2 Scoping

The first stage in the Sustainability Appraisal process (Stage A of DCLG guidance) involves assembling information on the existing environmental, social and economic baseline to provide a starting point for appraising the effects of implementing the Plan. To provide a sound basis for analysis, the Sustainability Appraisal Scoping Report also identified relevant plans and programmes, key sustainability issues and problems and detailed a Sustainability Framework through which the appraisal could take place, this information was reported in the form of the Sustainability Appraisal Scoping Report¹⁴. Views on the content of the Sustainability Appraisal Scoping Report, including the proposed approach to the Sustainability Appraisal, were taken into account through a formal period of consultation with statutory and non-statutory consultees in August 2007.

3.3 Issues and Options

The Issues and Options aims and objectives were tested for compatibility with the Sustainability Appraisal objectives through a compatibility matrix. During development of the draft issues and options for the Plan, the draft Sustainability Framework set out in the Sustainability Appraisal Scoping Report was applied to each potential option (Stage B of DCLG guidance).

A Sustainability Commentary¹⁵ was produced in which the key findings were provided in association with each of the identified issues and options. The Sustainability Commentary was prepared to meet the requirements of DCLG guidance (para 3.39) *“As each option is refined, a commentary on the key sustainability issues and problems arising must be prepared, with recommendations on how each of the options could be improved, e.g. through mitigation measures.”*

3.4 Preferred Options

Preferred Options for the Plan were developed taking into account findings presented in the Sustainability Commentary as well as the results of consultation on the Draft Issues and Options and relevant “evidence base” material.

¹⁴ *Scoping Report, Sustainability Appraisal for the NLWP July 2007.*

¹⁵ *North London Waste Plan Issues and Options, Sustainability Appraisal, Sustainability Commentary, January 2008*

The Preferred Options were tested for compatibility with the Sustainability Appraisal Objectives and the results were then collated and were taken into account, as necessary, during further drafting and refinement of the options.

3.5 **Assessment of Site Assessment Criteria**

The Site Assessment Criteria (Appendix 5) were assessed using the Sustainability Appraisal objectives, and the results were incorporated into the Plan.

The majority of the Sustainability Appraisal objectives are addressed by the site selection criteria, where it was considered that the objectives were not being met mitigation was recommended and incorporated into the Plan.

3.6 **Assessment of Policies**

The policies contained within the Plan were assessed against sustainability objectives and mitigation recommendations have been addressed where appropriate in the NLWP. In some instances the mitigation will be addressed within individual Boroughs Core Strategies and this is noted with the Sustainability Appraisal Report.

3.7 **Monitoring**

The EC Directive 2001/42/EC requires the significant environmental effects of implementing the plan or programmes to be monitored “in order to identify unforeseen adverse effects and to be able to undertake remedial action” (Article 10(1)). Responsible Authorities must ensure when designing their monitoring arrangements that they comply with this provision. This guidance uses the term ‘SEA monitoring’ to cover the overall monitoring of environmental effects. The Sustainability Appraisal Report will include Draft monitoring recommendations and these will be updated following the consultation period.

3.8 **Reporting**

Outputs from the Sustainability Appraisal are presented in this Sustainability Appraisal Report which is designed to fulfil the requirements of EC Directive 2001/42/EC in respect of the Strategic Environmental Assessment “Environmental Report”. This report will be published alongside the North London Waste Plan Preferred Options and will be available to individuals and organisations involved in consultation on the Preferred Options.

3.9 **Further Assessments of the North London Waste Plan**

3.9.1 Strategic Flood Risk Assessment: The Strategic Flood Risk Assessment (SFRA) was undertaken to ensure that flood risk is considered as part of the spatial planning process. As required of Planning Policy Statement 25, we have used the findings of the Strategic Flood Risk Assessment on regional and local flood risk issues in the assessment of sites suitable for waste management.

3.9.2 Equalities Impact Assessment: The Equalities Impact Assessment (EqIA) was undertaken to ensure that the North London Waste Plan does not discriminate against specific target groups. The Equalities Impact Assessment of the Issues and Options identified the options that may have a negative impact on certain target

groups. Since the development of the Plan's Policies, a further Assessment has been undertaken and suggested mitigation has been incorporated into the Plan and Sustainability Appraisal Report. We have taken this into account when developing the Preferred Options to ensure that no target group experiences a high level negative impact from the North London Waste Plan. This report will be published alongside the Preferred Options and will be available to individuals and organisations involved in consultation on the Preferred Options

3.9.3 Habitats Regulations Assessment: The Habitats Regulations Assessment relates to Natura 2000 sites designated under the European Directive (992/43/EEC) and the Conservation of Wild Birds Directive (79/409/EEC)

In September 2007 Mouchel completed a screening exercise to determine the need for a Habitat Directive Assessment of the potential impacts of the North London Waste Plan's Issues and Options upon any European designated site located within 10 km of the seven north London boroughs (Mouchel 2007). The report concluded that some of the Issues and Options had the potential to impact the Natura 2000 sites identified, and that Task 2 (Appropriate Assessment and ascertaining the effect on site integrity) was required. Since the completion of this screening, changes to the Plan have taken place, with the development of policies to support the Waste Development Plan Document.

This report presents the findings of a screening exercise which aims to determine whether any of the recently developed policies are likely to trigger the need for a full Habitats Directive Assessment, in compliance with the EC Habitats Directive (Council Directive 92/43/EEC on the Conservation of natural habitats and of wild fauna and flora), of the Plan.

Four of the policies are considered to have some potential to affect some of the Natura 2000 sites identified, either directly or indirectly. Epping Forest SAC and Lee Valley SPA and Ramsar sites were considered to be particularly vulnerable to potential adverse impacts as a result of some of the policies contained within the Plan.

The Plan policies have been updated to incorporate the recommendations from the Habitats Regulations Assessment Screening. This report will be published alongside the Preferred Options and will be available to individuals and organisations involved in consultation on the Preferred Options.

The Strategic Flood Risk Assessment, Equalities Impact Assessment and Habitats Directive Screening Assessment can be found at <http://www.nlwp.net/documents/documents.html>.

4 Identifying future requirements for waste management

In order for the North London Waste Plan to be effective we need to identify and quantify the targets that Plan needs to achieve.

4.1 **Should North London only plan to meet the apportionment or should we try to be self-sufficient?**

- 4.1.1 The Mayor of London has set an overall target for London to become 85% self-sufficient in the management of waste by 2020. This means London will be dealing with its own waste instead of sending it to landfill in the counties around London. To ensure that London achieves self-sufficiency, each borough must manage a proportion of London's total waste (the apportionment).
- 4.1.2 We asked you whether north London should just aim to meet its apportionment of waste from the Mayor or go further to become more self-sufficient.
- 4.1.3 What you told us: Whilst there was most support for north London being as self-sufficient as possible there was also support for meeting the apportionment and providing some contingency above that figure. There were also some opinions expressed against self-sufficiency as there was a worry that it would take the responsibility away from waste producers and potentially undermine waste minimisation efforts.
- 4.1.4 Our preferred option is to allocate enough land to meet the apportionment, the needs of the North London Waste Authority and provide a level of flexibility, using existing sites and some new sites.
 - 4.1.4.1 *Firstly to ensure that enough suitable land is identified and allocated to meet the capacity requirements of the combined North London boroughs' apportionment. As indicated in Table 4-5 the estimated land requirement for meeting this need is an additional 28.4ha by 2021. Some of this total will be new land and some will come from existing transfer station land;*
 - 4.1.4.2 *The analysis undertaken in support of the Plan suggests that there is currently a significant proportion of our land requirement already in waste use. In particular, 15.3ha of land currently in waste use is classed as transfer, where waste is bulked up for onward transfer to landfill. As north London becomes more self-sufficient and the cost of landfill rises, such use will no longer be required and this transfer capacity can be re-orientated, offering potential for new waste recycling and processing capacity. However, a number of existing transfer stations are small (in land area terms) and therefore likely to be difficult to re-orientate to waste treatment. Consequently, sites smaller than 0.25ha have been discounted which leaves 14.3ha of transfer land suitable for re-orientation.*

- 4.1.4.3 *The difference between the identified land requirement and the land area available in re-orientable transfer station sites will need to come from new land allocated for waste use. The Plan therefore needs to identify how much land allocate new sites for waste management use so that the apportionment and the needs of the North London Waste Authority can be met and also to allow for a level of flexibility. The reason for this is that, in planning for the long term, there is inevitably uncertainty about likely waste arisings and therefore facility needs. Waste Development Plan Documents are required to plan for 10 years (in line with PPS10), however borough Core Strategies are required to plan for 15 years (in line with PPS12), therefore the North London Waste Plan must plan for 10 years as a minimum, but with a view to the future. By allowing for some flexibility the Plan is adopting a pragmatic approach which will allow the ten-year plan requirements to be met while also having some capability to meet longer term needs. The effectiveness of this flexible approach will be monitored through the life of the Plan via the Annual Monitoring Report.*
- 4.1.4.4 *The Plan is required to consider the needs of the North London Waste Authority. The Authority has identified that to deliver its preferred waste treatment strategy three main sites are required with a total area of around 18ha and up to four small sites (for household waste recycling centres) with a total area of around 1.5ha. This means that the Authority requires around 19.5ha of land. The Plan calculation methodology has identified a total need of 28.4ha with 14.3ha available from existing transfer sites, which means that 14.1ha of new land is required. This does not match exactly with the Authority's identified land requirements because most of the transfer land is in sites of less than 2ha which are not suitable for development as major waste management facilities for municipal waste. Therefore the Plan needs to identify some larger sites that are potentially suitable for the Authority. One of the reasons that the Authority is looking for more land than the Plan initially calculated is that the Authority is looking to a significantly longer time line than the Plan and is consequently considering a larger requirement for waste treatment. In order to deliver its long-term strategy in an effective manner, the Authority will need suitable land to be available at the start of its long-term residual waste treatment contract. Clearly the Plan must consider these longer term needs at the outset and identify sufficient land to meet the needs of the Authority for municipal waste as well as providing flexibility for developers for other waste types.*
- 4.1.4.5 *Therefore, in order to meet the apportionment and the needs of the North London Waste Disposal Authority while providing a flexible land use planning framework it will be necessary to identify a total of at least 22ha of land on new sites in the final adopted version of the Plan. The exact number of hectares identified in the final Plan will actually depend on the number and sizes of the specific sites identified and therefore it is not possible, at this stage, to say exactly how many hectares the Plan will allocate.*

4.1.5 Alternative allocation options

In developing the Preferred Options the following alternatives were considered and ultimately rejected.

- To allocate enough land to ensure north London could be self-sufficient: this was rejected on the basis that meeting the apportionment allows London to meet its self-sufficiency targets. If all London boroughs meet their apportionment, then

London will achieve self-sufficiency levels. It is not necessary for north London to make provision for additional waste management infrastructure which might allow importation of waste.

- To allocate enough land to meet the apportionment; this was rejected on the basis that some flexibility is needed to allow for the fact that whilst new sites for managing waste are under construction, there will still need to be operational sites to transfer and manage waste.

4.1.6 In the rest of section 4 we set out the detail of how we have arrived at our preferred option. We start by looking at how much waste north London needs to manage in the future and how much we are already managing. We set out how we intend to deal with construction, demolition and excavation waste and with hazardous waste. We show how we have to identify sites to deal with the additional amounts we are not currently managing and how we went about identifying these sites.

4.2 How much and what types of waste will North London need to manage?

4.2.1 The London Plan provides self-sufficiency targets for 2010, 2015 and 2020 for the amount of municipal, commercial & industrial and construction, demolition & excavation waste to be managed in London. Table 4-1 shows that, by 2020, it is expected that London will manage 80% of municipal, 85% of commercial & industrial and 95% of construction, demolition & excavation wastes produced in London. These self-sufficiency targets will ensure that the majority of waste produced in London is no longer exported to areas outside of London to be treated or disposed of.

Table 4-1: Self-Sufficiency targets for London

Waste stream ¹⁶	2010	2015	2020
Municipal Solid Waste	50%	75%	80%
Commercial & Industrial	75%	80%	85%
Construction, Demolition & Excavation	95%	95%	95%
All wastes	75%	80%	85%

4.2.2 To ensure that the self-sufficiency targets for London are achieved, the amount of waste required to be managed across London has been apportioned to boroughs on the basis of 'suitability' i.e. the amount of existing facilities, suitable land and supporting infrastructure, that exists in the borough to manage waste. The borough's apportionment only considers municipal and commercial & industrial waste as

¹⁶ Source: *The London Plan*, from <http://www.london.gov.uk/thelondonplan/docs/londonplan08.pdf>

construction, demolition & excavation wastes are expected to be largely reused or recycled on the site in which they arise.

- 4.2.3 The borough level apportionment requires boroughs to identify sufficient land for facilities to manage their apportioned tonnages of municipal and commercial & industrial waste in their development plan documents. As the seven north London boroughs are developing a joint Waste Development Plan Document (this Plan) our individual borough apportionments have been pooled and we must collectively make provision for the pooled amount of waste to be managed within our area. The borough level apportionment for north London is shown in Table 4-2.
- 4.2.4 The London Plan provides an apportionment of waste only to the year 2020. Since the timetable for production of the North London Waste Plan currently anticipates adoption of the Plan in 2011 and Planning Policy Statement 10¹⁷ requires all Development Plan Documents to plan for at least a 10 year period, it is necessary to calculate an apportionment for 2021. In the absence of guidance on forecasting the apportionment, the calculated apportionment is based on a continuing ambition for London to be 85% self-sufficient in 2021, coupled with maintaining the levels of self-sufficiency identified for north London at 2020.
- 4.2.5 The amount of municipal and commercial & industrial waste expected to be produced in north London is also shown in Table 4-2 and demonstrates that the apportionment targets for North London are less than the quantity of waste expected to be produced.

Table 4-2: Quantity of waste forecast to be produced in North London and Apportionment targets for target years (MSW and C&I only) (tonnes per annum)

Waste Arisings	2010	2015	2020	2021
Municipal Solid Waste (London Plan figures)	1,108,145	1,234,247	1,373,475	1,403,013
Commercial & Industrial (London Plan figures)	1,661,852	1,839,420	2,062,119	2,103,361
Total MSW and C&I (London Plan figures)	2,769,997	3,073,667	3,435,594	3,506,374
Total Apportionment	1,504,000	1,994,000	2,341,000	2,384,334
Apportionment as an equivalent percentage of total arisings	54%	65%	68%	68%

¹⁷ Planning Policy Statement 10: Planning for Sustainable Waste Management (2006) Communities and Local Government www.communities.gov.uk

It should be noted that there may be a level of contingency in using the waste forecast data from the London Plan as it predicts the quantity of waste to increase 2% every year but more recent data suggest that municipal waste is growing at only 0.5% every year. As waste minimisation activities increase and landfill tax rises it is expected that the quantity of waste produced each year will stabilise and may reduce. However, the North London Waste Plan has been based on the published apportionment figures to ensure consistency with the London Plan.

4.3 Do we have enough facilities to manage this? If not what is the gap?

4.3.1 Not all waste facilities in north London are counted as managing waste as some are just used to bulk waste and transfer it to landfill¹⁸. There is just less than 2 million tonnes of existing waste management capacity in north London (See Appendix 4 for lists of existing waste facilities). However, not all of the treatment capacity may be available; in-line with the London Plan the North London Waste Plan has adopted an effective capacity approach for existing waste treatment facilities. Existing waste treatment facilities are assumed to operate at 75% of their maximum throughput. As this is the figure that has been used in the calculation of the apportionment it is reasonable to use this figure in calculating future needs. The total effective existing capacity (excluding transfer facilities) is then compared with the apportionment to understand how much more capacity is required to meet the apportionment and self-sufficiency targets (Table 4-3). Around million tonnes of additional capacity will be required in 2021 to meet the apportionment whereas over 1.6 million tonnes additional capacity will be required for self-sufficiency for municipal and commercial and industrial waste only.

Table 4-3: North London Arisings waste management capacity requirements for target years (tonnes)

Waste Arisings	2010	2015	2020	2021
Total MSW and C&I arisings (London Plan figures)	2,769,997	3,073,667	3,435,593	3,506,374
Total Apportionment	1,504,000	1,994,000	2,341,000	2,384,334
Total existing capacity (75% basis)	1,373,624	1,373,624	1,373,624	1,373,624
Additional capacity required to meet the apportionment targets	130,376	620,376	967,376	1,010,710
Additional capacity required to become	980,873	1,238,993	1,546,630	1,606,793

¹⁸ From the London Plan (paragraph 4.71)

Waste is deemed to be managed in London if:

- it is used for energy recovery in London (e.g., through anaerobic digestion, pyrolysis/gasification or through incinerators), or
- it is compost or recycle sorted or bulked in London material recycling facilities for reprocessing either in London or elsewhere.

Waste Arisings	2010	2015	2020	2021
85% self-sufficient (MSW & C&I)				

4.4 What provision for new facilities do we need to make and what kinds of facilities could these be?

- 4.4.1 The London Plan suggests the types of facilities that will be required to manage London's 5.7 million tonnes of municipal solid waste in 2020 based on an assumption of the predicted percentage of waste that needs to be managed by certain types of facility (Table 4-4). The table provides an assumption of the land take required by each type of facility, the smallest of which is 0.9 hectares. As technologies improve and become more efficient, the land take required will become smaller and therefore we believe there is a level of flexibility in the North London Waste Plan in using the London Plan figures.

Table 4-4: Throughput and land take of different types of facilities for London

Facility type ¹⁹	Throughput per facility (tonnes per year)	Land take per facility (ha)	Number of facilities	Total Land take (ha)
Materials Recycling Facility (MRF)	42,000	0.90	199	179
Composting	19,000	1.25	57	71
Mechanical Biological Treatment (MBT)	125,000	1.75	16	28
Anaerobic digestion	15,000	1.00	25	25
Gasification/pyrolysis	114,000	2.25	11	25
Totals			308	328

- 4.4.2 Using the facility land takes in Table 4-4 together with the London Plan's projections for types of technologies anticipated to treat municipal and commercial & industrial waste in 2020, it is possible to calculate an indicative number and type of facilities that would be required to meet north London's waste infrastructure requirements for meeting the Apportionment and for self-sufficiency.

¹⁹ Source: The London Plan (table 4A.7) from <http://www.london.gov.uk/thelondonplan/docs/londonplan08.pdf>

Table 4-5: Land take required for North London Waste Plan

Facility type	Through put per facility (tonnes per year)	Land take per facility (ha)	Number of additional facilities required	
			to meet apportionment in 2021	for self sufficiency in 2021 (MSW & C&I only)
MRF	42,000	0.90	16	25
Composting	19,000	1.25	6	8
MBT	125,000	1.75	2	2
Anaerobic digestion	15,000	1.00	3	4
Gasification/pyrolysis	114,000	2.25	1	2
Total facilities			26	41
Total land take (ha)			28.4	44.5

- 4.4.3 Meeting the apportionment would require 28.4ha of land to be allocated across the seven North London boroughs to meet the targets for 2021 as shown in Table 4-5. To become 85% self-sufficient in the management of municipal and commercial waste in 2021, 44.5ha of land would need to be allocated. The figure of 85% has been used as it is assumed, in line with the London Plan, that the remaining 15% would be land filled outside of Greater London, on the basis that no more value that can be extracted from it. However, as identified as our preferred option (see 4.1.4), the aim of the North London Waste Plan is to meet the apportionment as, if all London boroughs meet their apportionment, London will achieve self sufficiency.

4.5 Construction, Demolition & Excavation wastes

- 4.5.1 Construction, demolition & excavation waste makes up over a third of London's total waste. We asked you whether you thought we should make provision for construction, demolition & excavation wastes within the North London Waste Plan
- 4.5.2 What you told us: The key messages received were that we should make an assumption on the amount of construction, demolition & excavation wastes produced in North London and make site provision for the management of that waste. There was also support for the assumption that most construction, demolition & excavation wastes are managed on site but that some provision should be made.
- 4.5.3 Our preferred option is to assume that construction, demolition and excavation wastes are largely managed on site and that North London Waste Plan and development control policies will ensure that developers must recycle or reuse such wastes on site. The rise in the landfill tax is a key driver in ensuring less of this waste goes to landfill. As an example, the Olympic Park is currently recycling/reusing over 96% of wastes on site. The small remainder is largely hazardous wastes that need to be disposed of in specialised facilities outside of London.

4.5.4 For the purposes of this Plan it is assumed that no specific additional land provision needs to be made for construction, demolition & excavation. However policy NLWP 5 will ensure that on-site recycling and re-use is maximised by developers. See Appendix 4 for more details on waste arisings.

4.5.5 Alternative options

- To make an assumption on the amount of construction, demolition & excavation waste being produced and make land provision for managing the waste; this was rejected on the basis that the data on such waste is out dated and related to the whole of London and it is therefore difficult to predict how much waste will need to be managed, in north London, if at all.
- To make no provision for construction, demolition & excavation waste at all; this was rejected on the basis that it would not conform with planning policy

4.6 Hazardous wastes

4.6.1 Hazardous waste is not a large waste stream but obviously a very sensitive one. We asked you whether you thought we should make provision for hazardous waste within the North London Waste Plan

4.6.2 What you told us: The key messages received were that we should make an assumption on the amount of hazardous waste produced in north London and make site provision for the management of that waste.

4.6.3 Our preferred option is to assume that hazardous wastes are largely managed on a regional basis and therefore make no specific land allocation for such facilities within north London at this stage. The management of hazardous waste is of real importance but is also a very specialised activity. However, it is not possible to plan for this waste stream at the sub-regional level, as emphasised by Policy 4A.29 within the London Plan. This states that the Mayor will work with the boroughs, Environment Agency and industry to ascertain regional capacity needs. It is worth noting that north London has existing hazardous waste facilities with a total capacity of 17,500 tonnes which will be safeguarded through the North London Waste Plan.

4.6.4 The Plan does recognise the importance of such facilities and applications for hazardous facilities will be determined in accordance with the policies contained in this Plan and local borough development plans. See Appendix 4 for further information on waste arisings.

4.6.5 Alternative options

- To make an assumption on the amount of hazardous waste being produced and make land provision for managing the waste; this was rejected on the basis that the data on such waste is limited and it is therefore difficult to predict how much waste will need to be managed at a sub-regional level.

- To assume hazardous wastes are managed elsewhere and make a small provision for what may need to be treated or disposed of; this was rejected on that basis that it is difficult to predict how much waste will need to be treated or disposed of.

4.7 The requirements of the North London Waste Authority

- 4.7.1 An important consideration in the development of the Plan is the needs of the North London Waste Authority in setting up new arrangements for dealing with municipal waste as part of their new waste contract. The North London Waste Authority have indicated in their Outline Business Case (as outlined in 1.5.3 above), their need for three large new sites in the west, centre and east of the area where they can site Mechanical Biological Treatment (MBT) plants, Anaerobic Digesters (AD) and Materials Reclamation Facilities (MRF). In addition the North London Waste Authority has identified a need for a number of smaller sites that could be used as Household Waste Recycling Centres in Enfield and Barnet. Their requirements total around 20 hectares.
- 4.7.2 North London Waste Authority currently has no sites that it can offer into its residual waste treatment contract procurement to assist in the delivery of its new waste management infrastructure. It currently makes use of an existing waste facility at Edmonton but the contract for this expires at the end of 2014 and cannot be extended. The Authority does not own the land at Edmonton and is therefore unable to develop alternative treatment facilities on the site. Therefore the Plan needs to identify sufficient land to meet the needs of the Authority (as outlined in 4.1.4.4 above). However, the Edmonton facility is expected to continue to operate throughout the life of the Plan and will provide capacity to treat waste arising in north London (other than municipal waste).

4.8 How much land do we need to find?

- 4.8.1 We are not therefore making separate provision for construction, demolition and excavation waste nor for hazardous waste. We are required to make provision for municipal solid waste and commercial & industrial waste. We have identified, through existing sites and new sites, enough land to meet the apportionment, to meet the needs of the North London Waste Authority plus a level of flexibility, to allow for the fact that some sites may not be available.
- 4.8.2 In order to meet the 28.4ha of land required for new waste treatment facilities (Table 4-5), we have allowed for 14.3ha to come from re-orientation of existing transfer stations and 14.1ha from new sites. However, we also need to take account of the needs of the North London Waste Authority and they have indicated that they require 19.5ha, which will have to come from new sites. Therefore the Preferred Options report is proposing 10 new sites, totalling 25.7ha as part of the consultation process. These sites have been evaluated using the criteria that have been reviewed by the Sustainability Appraisal and are considered to be the best sites with potential for waste management development.

All the sites to be consulted on in the Preferred Options stage of the North London Waste Plan are set out in the attached Schedules, as follow:

Table 4-6: Schedule of all sites in the Preferred Options

Schedule	Site Type	Number	Appendix
A	Existing Waste Treatment (safeguarded)	25	1
B	Transfer Station (safeguarded)	24	2
C	Proposed New (for consultation)	10	3

The next sections set out how we went about finding the sites identified in the schedules.

4.9 How did we find these sites?

4.9.1 We asked you whether you thought the broad locations identified in the London Plan provided a good starting point for identifying new waste sites and whether there were any sites within the broad locations that were particularly suitable or unsuitable.

4.9.2 What you told us: Whilst some people thought the broad locations were a good starting point, others had objections against specific areas including Blackhorse Lane and the North London Business Park.

4.9.3 Our preferred option, for the development of this report, was to use a number of sources of information to establish a list of potential sites:

- National Land Use Database of Previously Developed Land (2006);
- Existing broad locations suggested in the London Plan;
- North London Waste Authority waste management sites long list;
- Existing licensed waste management facilities
- Sites suggested during public consultation.

4.10 How did we consider existing waste sites?

4.10.1 Existing waste sites are “safeguarded” under the London Plan and are therefore an important resource for the future. We used Environment Agency records to get details of existing waste sites. The London Plan makes a distinction between facilities that manage waste and facilities used to transfer waste from one place to another.

4.10.2 North London has:

- 25 licensed (or planned) waste management sites

- 7 reuse and recycling centres (RRC, also known as Household Waste Recycling Centres))
- 1 incinerator, and
- 24 Licensed transfer stations

4.10.3 All 57 sites are safeguarded within the Plan and can continue in waste management use. However, not all existing and transfer are considered suitable for intensification or re-orientation. See Appendix 4 for more details on existing facilities.

4.10.4 In the London Plan, existing sites are safeguarded for 'intensification' whereby they can continue in waste management use and potentially be re-developed to increase the amount of waste they currently treat. Transfer sites are safeguarded for 're-orientation' whereby they can continue in waste management use but be redeveloped from waste transfer use to a waste treatment use which is higher up the waste hierarchy.

4.10.5 In considering how suitable safeguarded sites are for re-development it is important to note the basis on which the calculation of land requirement (ie new sites) has been carried out. Table 4-5 above reproduces the typical throughputs and landtakes for various waste management operations set out in the London Plan. This is clearly a snap shot view as facility sizes as throughputs and landtakes vary and Table 4-7 compares London Plan figures with the ranges of throughputs and landtakes for the various technologies that have been developed throughout the UK. This indicates that while the calculation based on the London Plan provides a robust approach to identifying the requirement for new sites, there is flexibility within the identified new sites requirement based on experience in the UK.

Table 4-7 – Comparison of London Plan and UK range of facility sizes and landtakes

Comparison of London Plan and UK Range of facility size and landtake				
Data Source	London Plan		UK Range	
Technology	Throughput (ktpa)	Landtake (ha)	Throughput (ktpa)	Landtake (ha)
MRF	42	0.90	20 - 300	0.2 - 3.0
Composting	19	1.25	15 - 45	1.0 - 7.5
MBT	125	1.75	65 - 300	2.5 - 14.0
AD	15	1.00	5 - 145	1.2 - 3.5
Gasification/pyrolysis	114	2.25	50 - 225	2.2 - 6.0

4.10.6 The calculation basis for the North London Waste Plan has been to assume that existing waste treatment facilities are operating at 75 of their licensed capacity (in-line with the methodology used to calculate apportionment in the London Plan). This

represents some flexibility within the North London Waste Plan and supports the assumption that existing safeguarded treatment sites can be intensified.

- 4.10.7 Waste transfer stations are safeguarded for re-orientation. This means that, during the life of the Plan, they can continue in waste management use as a transfer station or, as the market changes, be redeveloped for waste management uses that are higher up the waste hierarchy. The same flexibility principle applies to transfer sites as it does to existing sites and new sites.
- 4.10.8 As identified in 4.1.4.2 above, the existing transfer stations can sometimes be small and therefore not particularly suitable for re-orientation. The analysis of the range of landtakes for various types and scale of waste management technology (Table 4-6) indicates that sites of <0.25ha are unlikely to be suitable for re-orientation and this is the basis on which the calculations in the Plan have been made. However, it is possible that some waste treatment capacity could be implemented on small sites; for example it has been estimated that a 10,000tpa anaerobic digestion plant could be built on a site of 0.15ha²⁰. Therefore the approach used in the Plan includes an element of flexibility as any small transfer sites, not included in the >0.25ha calculation, that are re-orientated will be incorporated in the annual monitoring of the Plan.
- 4.10.9 It is important to note that just because a site is safeguarded it does not automatically mean that planning permission for any waste management related activity of the site will be granted. Re-development of any site will still be subject to the relevant borough's development control processes and require permitting by the Environment Agency.

4.11 How did we consider potential new sites?

- 4.11.1 To meet the apportionment we need to identify some potential new sites. We used sources set out in 4.9.3 to find a list of new sites which we then assessed and scored against the criteria, which had been through a sustainability assessment as discussing in section 3, to determine which were the most suitable sites for waste use. The list of potential new sites was reduced by removing:
- safeguarded sites
 - sites deemed unsuitable including North London Business Park and Blackhorse Lane
- 4.11.2 Sites were deemed unsuitable for various reasons including: sites designated for residential use, sites recently developed, sites recently adopted for new transport

²⁰ *Rubbish in – Resources Out: Design Ideas for Waste Facilities in London*, GLA, 2008 from <http://www.london.gov.uk/mayor/environment/waste/docs/waste-design.pdf>

interchange, and sites already having planning permission for non-waste use. It was decided that few, if any, of these types of sites would realistically come forward for waste use within the timeframe of the Plan. See Technical Report for the full long list of sites and reasons for removal from the list.

- 4.11.3 As part of the identification of sites, we have already started to consider the deliverability of sites – that is whether a site, which is potentially suitable for waste management use under the assessment criteria, is likely to become available for waste management use during the life of the Plan. Consequently we have written to the owners and operators of the 30 best sites that the assessment process identified and asked them for their opinions of site deliverability. To date the response rate has been low and this work will be continued through the course of the consultation process. However, where multiple landowners (for example in excess of 30 landowners for a given site) have been identified from Land Registry enquiries the sites have been discounted as it is unlikely that all the landowners will agree to the site coming forward.

4.12 What site assessment criteria did we use?

- 4.12.1 We needed to develop some criteria against which we could assess the potential new sites. We asked you whether you thought the site assessment criteria identified in Planning Policy Statement 10 and the London Plan should be used to identify new waste sites or whether they should be supplemented by local criteria.
- 4.12.2 What you told us: There was a mixed response on this with some people of the opinion that the criteria were sufficient whilst others thought that more locally specific criteria should be used. Other suggestions were to include positive criteria such as energy and employment opportunities.
- 4.12.3 Our preferred option is to use the site assessment criteria identified in Planning Policy Statement 10 and the London Plan as a basis and to add to this with locally specific criteria including protecting allotments and open space. We also used criteria based on the opportunities to be gained from waste management facilities such as decentralised energy and employment.
- 4.12.4 The site assessment criteria consisted of a three stage process:

4.12.4.1 Showstoppers

These included sites of national or international conservation interest, green belt, Metropolitan Open Land, allotments, flood zone 3b and listed buildings. Any sites that contained a 'showstopper' were removed from the list.

4.12.4.2 Computer based criteria

These included proximity to Nature Conservation, archaeological features, flood zones 3 and 2, historic land and buildings, Public Rights of Way and conservation areas where a higher score was given the further a site was from these areas.

Positive criteria were proximity to Transport for London Road Network (TLRN), railheads and navigable waterways/canals, areas of high unemployment and

decentralised energy opportunities. Each site was scored higher based on its proximity to the areas identified.

4.12.4.3 *Site visit criteria*

These included site configuration, existing uses/buildings on site, visual intrusion on surrounding area and potential for advantageous co-location of facilities with existing industrial, commercial or mixed use developments.

In addition proximity to residential areas, schools and hospitals, site access from trunk roads, routing of vehicles to site, eg. conflict with residential roads, and roads past schools were also considered at this stage. A higher score was given the further a site was from these areas and if access was considered suitable and did not conflict with residential areas.

4.12.5 The weighting of some specific criteria was undertaken to ensure that the most suitable sites to enable a positive contribution to the future of waste management in North London would come forward. Each of the scores under the weighted criteria were multiplied by 3 to ensure that the final score on these criteria was 3 times greater than for other criteria. The criteria weighted were:

- proximity to railheads and navigable waterways/canals,
- proximity to decentralised energy opportunities,
- proximity (ie sites not near) to residential areas, schools and hospitals and
- routing of vehicles to site eg conflict with residential roads, roads past schools.

4.12.6 Alternative options

- to use only the criteria in the London Plan and PPS10; this was rejected because of the need to identify locally specific criteria and take account of the public feedback.

4.13 **Should we specify which technologies are suitable for each site?**

4.13.1 A range of new waste facility types are required to enable north London to deal with more of its own waste. The different facilities use different technologies although larger sites offer opportunities for co-location of technologies. We asked you whether the Plan should specify which technologies are appropriate on each site identified or whether sites should be allocated for general waste use.

4.13.2 What you told us: You thought the best approach would be to specify certain technologies for some sites but that other sites would be suitable for a range of technologies.

4.13.3 Our preferred option is to allocate sites for general waste use as this will maximise flexibility within the market and allow for innovative, efficient technologies to be developed. By specifying waste technologies for specific sites, there is a risk that we

could lock in provision for technologies that become less efficient relative to emerging technologies. Waste management technologies can be of any size to suit the site and type of waste to be managed and therefore it is not appropriate to designate certain technologies to certain sites. A secondary consideration is that if a few sites were allocated for specific technologies there is a risk that the commercial value of these sites could be distorted which would restrict their ability to be developed.

- 4.13.4 By specifying certain sites for certain technologies there may also be a perception that planning permission will be granted for that technology on that site. This is clearly not the intention of the North London Waste Plan. For example, if a site had been identified for mechanical biological treatment it could potentially preclude the development of co-located facilities such as energy recovery as this would not fall within the designation of mechanical biological treatment. Equally the impacts of technologies vary widely both in terms of scale of operation and in terms of technology employed, which means that a technology designation on a site would still require the detailed assessments identified in 4.12.5, meaning that the technology designation (on the site) was of little practical benefit.
- 4.13.5 Much of the concern about technologies is related to their impacts. The impacts of all waste facilities will need to be managed through the planning process, through policy NLWP 3 in this Plan and through other policies in the boroughs' planning documents. This may include the requirement for an Environmental Impact Assessment or a Traffic Impact Assessment. The policies contained within the North London Waste Plan require prospective developers to have regard to the environment, amenity and residents of the area in which the site is located and within north London. Applications for waste facilities will also be subject to Environmental Permitting control by the Environment Agency.
- 4.13.6 Alternative options
- Allocate specific technology types to specific sites; this was rejected as it would stifle the market for development of the sites and would not account for advances in technologies in the future;
 - Allocate sites that are suitable for a given range of specified technologies; this was rejected as this option offers limited flexibility in the development of sites and would not account for advances in technologies in the future
 - Specify certain technology types for some sites but not others; this was rejected on the basis that it would potentially stifle the market with regard to development of certain sites and could affect the market value of sites.

4.14 How should we determine the number, size and distribution of sites?

- 4.14.1 Decisions regarding the number, size and distribution of sites have important economic, social and environmental implications. We asked you what you thought the best approach was for determining the number, size and distribution of new

waste facilities and whether we should adopt a centralised, a de-centralised or a hybrid approach to facilities.

- 4.14.2 What you told us: The majority of you thought that a range of larger and smaller sites would be the best option with sub-regional clusters of larger sites and a larger number of smaller sites.
- 4.14.3 Our preferred option is to allocate a range of larger and smaller sites (the hybrid approach). This includes larger sites, benefiting from the advantages of co-location of facilities with smaller sites supplying waste to them or providing opportunities for smaller scale facilities providing a more localised service.
- 4.14.4 The preferred option can meet the site requirements of the North London Waste Authority who, as explained in 4.7.1 are after three large sites and a number of smaller sites. The large sites will allow facilities to be co-located and share infrastructure such as weighbridges, thus making better use of available land. In terms of specific sites identified in Schedule C, two of the sites that the North London Waste Authority are considering as part of their Outline Business Case have come out well in our assessment and are identified in the list in Schedule C. The third site they are considering is not deliverable as it is identified in the emerging Enfield Core Strategy as a strategic site for mixed development. Instead we have identified two further large new sites that could meet the needs of the North London Waste Authority or other waste developers.
- 4.14.5 In addition the North London Waste Authority has identified a need for a number of smaller sites that could be used as Household Waste Recycling Centres in Enfield and Barnet. An additional number of smaller sites in these areas are identified in Schedule C.
- 4.14.6 Identifying a mix of sites gives the best approach as it meets the needs of the North London Waste Authority for both large and small sites and provides some flexibility in terms of provision of sites for private developers.
- 4.14.7 The use of existing sites means that it is difficult to enable an equal geographic spread of sites across all seven north London boroughs. In addition, the criteria used to assess whether sites were suitable for waste management (section 4.11) considered a range of environmental, social and transport issues which meant that the most suitable sites were mainly in industrial areas, away from open land and green spaces. Generally speaking industrial areas are not equally spread across all seven boroughs and therefore an equal geographic spread of suitable sites was not possible.

4.14.8 In April 2009 the Mayor published “A new plan for London – Proposals for the Mayor’s London Plan”²¹, which identified a “*move towards fewer larger waste sites – protecting existing waste sites and work collaboratively with boroughs to identify strategic sites with waste management potential to capitalise on economic opportunities*”. The impact of this generally supports the hybrid approach with a mix of larger and smaller sites providing a range of sites for differing waste management technologies. Additionally the Annual Monitoring Report will provide a mechanism for the Plan to monitor the development of waste management facilities and ensure that development policies are implemented correctly.

4.14.9 Alternative options

- Allocate a smaller number of large sites: While this option could go some of the way to meeting the requirements of the North London Waste Authority it would not meet their need for smaller sites as well. This option was also rejected because it would add to the distance that waste would travel and because it could lead to a concentration of facilities in particular areas.
- Allocate a larger number of smaller sites; Identification of further small sites would not meet the needs of the North London Waste Authority and there would be no benefits from co-location. This was also rejected as we believe it will stifle the market for innovative new waste management solutions for north London by restricting the scale of individual developments

4.15 Sustainable transport

4.15.1 While waste will continue to be predominantly carried by road, there are possibilities within north London to use rail and water transport. We asked you what you thought was the most suitable method relating to the sustainable transport of waste.

4.15.2 What you told us: The majority of you thought that we should prioritise sites offering a range of transport alternatives including rail, road and water.

4.15.3 Our preferred option is to prioritise sites which have access to alternative transport. We have done this by positively weighting the scores relating to railheads and navigable waterways within the site assessment. The site assessment also takes account of sites near to main trunk roads and routing of vehicles to site.

4.15.4 Alternative options:

- Do nothing to encourage alternative transport methods and assess the opportunity of alternative transport at the planning application stage; this was

²¹ A new plan for London – Proposals for the Mayor’s London Plan, Mayor of London 2009, from <http://www.london.gov.uk/mayor/publications/2009/docs/london-plan-initial-proposals.pdf>

rejected as not providing a strategic lead for north London but moving the decision making process down to the borough level.

- Prioritise sites at locations providing access to just main arterial roads or other significant roads; these were both rejected as they would not encourage developers to think about reducing road transport and sustainability impacts of transport on waste management activities.

5 Policies to deliver the North London Waste Plan

5.1 How should developers use the North London Waste Plan?

5.1.1 Developers proposing waste management facilities within north London must apply for planning permission from the borough in which the intended development site lies. Each borough has its own local development control management policies which the application must be in compliance with. In addition to this the North London Waste Plan has developed five complementary policies. Developers and planning applicants should ensure that their proposals are in compliance with the borough's local development management policies, the policies contained in the North London Waste Plan and with the Mayor's London Plan.

5.1.2 The "North London Boroughs" are the London Boroughs of:

- Barnet,
- Camden,
- Enfield,
- Hackney,
- Haringey,
- Islington, and
- Waltham Forest.

5.1.3 Waste developments are usually in the B2 and B8 use classes but may also be in the B1 or sui generis category. Applicants should also be aware that, under the Mayor of London Order (2008)²², certain classes of waste development are referable to the Mayor and that as a result further pieces of information may be required at planning application stage.

²² *The Town and Country Planning (Mayor of London) Order 2008*, from http://www.gos.gov.uk/497417/docs/200511/Mayor_of_London_Order_2008_1.pdf

5.2 Policy NLWP 1 – Location of waste development

- 5.2.1 The North London Waste Plan identifies a requirement for new waste facilities to be provided so that the level of waste in the Apportionment set out in the Mayor's London Plan can be managed in the North London Boroughs. Policy NLWP 1 sets out how the location of those facilities will be determined in line with the targets and aspirations set out in the London Plan and directs developers first to existing safeguarded sites before considering potential new sites for waste management use as identified in the plan.

Policy NLWP 1 – Location of waste development

In assessing proposals for the development of waste management facilities, the North London Boroughs will require that the following sequential test has been applied:

- 1 Developers have first considered sites in Schedule A for continued and, where appropriate, intensification of waste use on existing waste management sites.
- 2 If it can be demonstrated that there are no suitable, reasonably available sites in Schedule A, consideration should then be given to the development of waste management facilities on existing waste transfer stations set out in Schedule B. Applications that re-orientate the transfer facility into a waste management facility are encouraged.
- 3 An application will only be considered for sites in Schedule C if it can be demonstrated that no suitable sites exist in Schedules A and B.
- 4 An application for waste development on a site not identified in Schedules A, B and C will only be considered when:
 - The developer can demonstrate that none of the sites listed in Schedules A, B and C are suitable for the proposed development;
 - Existing waste management sites and sites permitted for waste management use will not meet the apportionment required by the London Plan;
 - There are demonstrable sustainability benefits from bringing the site into waste use.
 - The developer can demonstrate that the site is suitable for waste facilities

- 5.2.2 The need for the North London Boroughs to identify 28.4ha of land to meet the apportionment is set out in section 4 of the Plan.

- 5.2.3 The Boroughs will be monitoring waste arisings, the take up of waste sites and other changes to waste capacity in North London in the North London Waste Plan Annual Monitoring Report. Developers are required to set out how their facility will contribute

to meeting the North London Boroughs' apportionment of waste as set out in the London Plan and how it fits into the annual monitoring review of the North London Waste Plan. Developers need to demonstrate that there is a continuing need for their proposed waste facility to deal with North London's waste.

- 5.2.4 Preference will be given to developments on existing waste management sites identified in Schedule A. This makes best use of land currently already in waste management use. In the London Plan (paragraph 4.71) waste is deemed to be managed if:
- it is used for energy recovery in London (e.g. through anaerobic digestion, pyrolysis/gasification or through existing incinerators), or
 - it is compost or recycle sorted or bulked in London material recycling facilities for reprocessing either in London or elsewhere
- 5.2.5 In appropriate local circumstances intensification of waste uses may be permitted on safeguarded sites. However there may be cases where intensification of use is not appropriate because of the land uses in the surrounding area.
- 5.2.6 Existing waste transfer stations are set out in Schedule B. North London currently has 15.3ha of land concerned with the transfer of waste to landfill out of North London. In line with London's increasing self-sufficiency, and the increased recycling and recovery of waste within the capital, this transfer capacity can be re-orientated to actively managing waste rather than transferring it out of London. Applications for such re-orientation of use are therefore encouraged and will help to meet the Apportionment targets for North London.
- 5.2.7 In Schedule C the North London Boroughs have identified 25.7 hectares of land with the potential to accommodate new waste facilities. This is required because there is insufficient capacity from the re-orientation of transfer station use to meet the apportionment and to provide some flexibility, including enabling new facilities to be built while existing facilities continue in operation. The sites in Schedule C do not represent an entitlement to develop for waste use. Developers of these sites will need to demonstrate that sites in Schedules A and B are not available or not suitable for the proposed use. In applying the sequential test, developers need to provide evidence of the work they have undertaken to identify suitable sites in Schedules A and B demonstrating why it is not appropriate for their proposal to operate on any of these sites.
- 5.2.8 Only in exceptional circumstances will development of waste facilities be permitted on sites not allocated for waste use within the North London Waste Plan. The plan schedules identify a number of sites safeguarded and allocated for waste use in North London. These sites are either safeguarded through the London Plan or have gone through a number of assessments to test their suitability. Developers must demonstrate the steps they have taken to consider development on sites given in Schedules A, B and C and set out how each site is inappropriate for the operation of

their proposed development. They must also set out how the local area would benefit from the development of a waste facility on that site. Developers should demonstrate that the site is suitable for waste facilities taking into account the criteria for the location of waste sites set out in Planning Policy Statement 10, in the London Plan and the North London Waste Plan site assessment criteria set out in Appendix 5.

5.3 Policy NLWP 2 – Safeguarding and protection of existing sites

- 5.3.1 If North London is to make its fair contribution to London's self-sufficiency, it is vital that it safeguards and protects its current waste sites. This is also required by the London Plan.

Policy NLWP 2 – Safeguarding and protection of existing sites

Land accommodating existing waste management and waste transfer uses in North London will be safeguarded for continued use as waste facilities (Schedules A and B). Sites in Schedule C are also allocated for potential waste use. Other forms of development in all three schedules will not be considered unless compensatory and equal provision of sites, in scale and quality, is made elsewhere within the North London Boroughs.

Proposals for adjoining sites within Schedules A, B or C should have regard to potential waste uses or intensification of existing uses on these sites.

- 5.3.2 Schedule A contains a list of sites in the Boroughs in current waste management use using the London Plan definition. Schedule B contains a list of sites used as waste transfer facilities. All these sites are safeguarded for waste use in the London Plan. The safeguarded waste sites are established uses and are a valuable resource for dealing with waste generated in North London. Safeguarding the sites reduces the need for additional sites. The safeguarded sites may contain the potential to increase capacity or to provide a wider range of waste facilities on site. Schedule C contains a list of potential new sites for waste management use, allocated for such use through this Plan. It is necessary to safeguard these sites for waste use to ensure that the North London Boroughs can meet the Apportionment allocated to them in the London Plan.
- 5.3.3 This does not mean that flexibility does not exist to consider alternative developments on waste sites. There may be some existing sites that are unsuitable for any form of waste management use, other than existing use or where the replacement of operations to another location offers a more sustainable option. While existing transfer sites have been through a basic deliverability assessment to determine their suitability for redevelopment, it is accepted that these sites may not always be appropriate. There is a presumption that such sites are safeguarded but if they are to be developed for alternative use, developers need to demonstrate that provision, equal in both scale and quality, is provided within the North London Boroughs. There will be no net loss in the amount of North London waste capacity.

- 5.3.4 Introducing incompatible land uses in the vicinity of the safeguarded waste sites prejudices the expansion of existing, or the development of, new waste facilities in the future.
- 5.3.5 Re-processing and re-manufacturing capacity for waste materials is a vital part of efficient resource management. The North London Boroughs will consider favourably proposals in suitable locations for re-processing and re-manufacturing especially where they can demonstrate that they are prioritising material supplies from North and Greater London whilst not reducing the overall capacity of the waste management systems in North London.

5.4 Policy NLWP 3 – Ensuring High Quality Development

- 5.4.1 Modern, correctly sited, well designed and well operated and managed waste facilities need not have significant negative impacts on the local environment. Policy NLWP 3 seeks to provide a set of criteria for ensuring that such impact is minimised and managed as far as is practicable in order to meet public concerns. Policy NLWP 3 also seeks to ensure that developers demonstrate that design considerations have been built into their proposals and that negative impacts have been mitigated. This policy needs to be read in conjunction with policies in borough development plan documents and is not an exhaustive list of issues to be considered or assessments required.

Policy NLWP 3 – Ensuring High Quality Development

Waste development proposals, including those on the existing sites given in Schedules A and B, will be required to demonstrate that :

- adequate means of controlling noise, dust, litter, odours and other emissions are incorporated into the scheme;
- there is no significant adverse effect on the established, permitted or allocated land uses likely to be affected by the development;
- the development is of a scale, form and character appropriate to its location and incorporates a high quality of design; to be demonstrated through the submission of a design and access statement;
- active consideration has been given to the transportation of waste by modes other than road, principally by water and rail. A Transport Impact Assessment will need to demonstrate that there are no unacceptable transport effects outside or inside the site as a result of the development;
- The development makes a contribution to climate change adaptation and mitigation to be demonstrated through the submission of a sustainable design and construction statement;
- The development has no significant adverse effects on local biodiversity and

that there are no likely significant impacts or adverse effects affecting the integrity of an area designated under the Habitats Directive;

- that there will be no significant impact on the quality of surface and groundwater and that the development does not increase flood risk in line with PPS25;
- that there is no adverse impact on health to be demonstrated through the submission of a Health Impact Assessment.

5.4.2 Noise, dust, litter, odours and other impacts have been a major concern of the public consultation. However, well sited, and well managed facilities can ensure such impacts are minimised. Details of controls for emissions from the site need to be supplied with the application. Planning conditions will be used to secure measures to address these issues where necessary and where control is not already exercised through site permitting (as administered by the Environment Agency). The North London Boroughs expect that any development can safely complement surrounding uses.

5.4.3 The North London Boroughs expect well controlled and well designed waste facilities to be able to fit in with surrounding land uses and to act as a good neighbour. The North London Boroughs will require sufficient controls so that there is no adverse impact on the surrounding area.

5.4.4 Good design is fundamental to the development of high quality waste infrastructure and the North London Boroughs seek innovative approaches, where appropriate, to deliver high quality designs and safe and inclusive environments. The design and access statement should set out how the development takes on board good practice such as the Defra/CABE guidance "Designing waste facilities – a guide to modern design in waste"²³ The design statement should set out how the siting and appearance complements the existing topography and vegetation. Materials and colouring need to be appropriate to the location.

5.4.5 The design statement should set out how landscape proposals can be incorporated as an integral part of the overall development of the site and how the development contributes to the quality of the wider urban environment. There should be no unacceptable adverse effect on areas or features of landscape, historic or nature conservation value nor unacceptable adverse effect on the recreational or tourist use of an area, or the use of existing public access or rights of way.

²³ <http://www.defra.gov.uk/environment/waste/pdf/designing-waste-facilities-guide.pdf>

- 5.4.6 Waste and recyclables require transportation at various stages of their collection and management. North London is characterised by heavy transport use on all principal roads. That is why the developers need to make every endeavour to use non-road forms of transport if at all possible and to set this out in a Transport Impact Assessment. In North London there exists considerable potential for sustainable transport of waste as part of the waste management process. There are a number of railway lines and navigable waterways in North London including the Regents Canal and the Lee Navigation. It is existing practice to transport waste by train and pilot projects have taken place to transport waste by water. Developers should demonstrate that they have considered the potential to use water and rail to transport waste.
- 5.4.7 The Transport Impact Assessment will need to demonstrate that access arrangements are adequate for the volume and nature of traffic generated by the proposal and that no unacceptable safety hazards for other road users, cyclists or pedestrians would be generated. It should set out how the level of traffic generated would not exceed the capacity of the local road network and that no unacceptable adverse impact upon existing highway conditions in terms of traffic congestion and parking would arise. The assessment should also show that there are adequate arrangements for on-site vehicle manoeuvring, parking and loading/unloading areas and that any adverse traffic impacts that would arise from the proposal can be satisfactorily mitigated by routing controls or other highway improvements. The assessment should also set out how the user of greener vehicles will contribute to lessening impacts. The production of a Green Travel Plan may be required.
- 5.4.8 The North London Boroughs expect a high standard of sustainable design, construction and operation of waste management development. The sustainable design and construction statement should set out how the development proposes to combat climate change and promote energy and resource efficiency during construction and operation. The layout and orientation of the site together with the energy and materials to be used can make a large impact on the long term sustainability of the development. Consideration should be given to use of an approved sustainability metric such as BREEAM or CEEQUAL to demonstrate a high level of performance. Site Waste Management Plans will also be required to be produced and approved prior to the commencement of construction of the development.
- 5.4.9 Waste developments should be designed to protect and enhance local biodiversity. No development will be allowed that will have likely significant impacts on any area designated under the Habitats Directive. Assessments undertaken for the plan have identified sites of European Community importance within and nearby the plan area. Sites at least partially within the plan boundary are the Lee Valley Special Protection Area (SPA) and RAMSAR site and part of Epping Forest Special Area for

Conservation (SAC). Additional sites at least partially within 10 km of the plan area boundary are Wormley-Hoddesdon Park Woods SAC and Wimbledon Common SAC.²⁴ Developers need to be able to demonstrate that impacts on any of these sites are acceptable. In addition there are six Sites of Special Scientific Interest and 20 Local Nature Reserves. Developers should take note of existing Biodiversity Action Plans, protect existing features and promote enhancement for example through the use of green walls where acoustic barriers are required.

- 5.4.10 The North London Strategic Flood Risk Assessment (SFRA) has demonstrated the risks from flooding from various sources across North London. Where a site is near or adjacent to areas of flood risk, the development is expected to contribute through design to a reduction in flood risk in line with PPS25. Waste facilities are often characterised by large areas of hardstanding for vehicles and large roof areas. Developments will be required to show that flood risk has not been increased as part of the development and, where possible, has been reduced overall. Policy NLWP 3 seeks to ensure that developers demonstrate the extent to which their proposals make the most efficient use of water resources and that there would be no significant impact on the nature conservation and amenity value of rivers and wetlands.
- 5.4.11 Developers of waste facilities will need to demonstrate through a Health Impact Assessment that the proposed facility will not have an adverse impact on health in the area. If the proposed waste development is required to have an Environmental Impact Assessment, then a Health Impact Assessment is also required..

5.5 Policy NLWP 4 – Decentralised energy

- 5.5.1 New waste management and recycling methods can reduce the impacts of climate change through more efficient use of resources. Waste facilities can further contribute through the provision of decentralised energy. Decentralised energy can make a significant contribution to reducing London's carbon emissions and the tackling of climate change.

Policy NLWP 4 – Decentralised energy

All waste facilities that are capable of directly producing energy or a fuel must secure:

1. the local use of any excess heat in either an existing heat network or through the creation of a new network;
2. the utilisation of biogas/syngas in Combined Heat and Power facilities, either directly through piped supply or indirectly through pressurisation and

²⁴ Information on European site descriptions is obtainable from the Joint Nature Conservation Committee <http://www.jncc.gov.uk/>

transport

3. the utilisation of any solid recovered fuel in Combined Heat and Power facilities or as a direct replacement for fossil fuels in London
4. any other contribution to decentralised energy in London

Unless it can be demonstrated that this is not economically feasible or technically practicable, in which case the development shall not preclude the future implementation of such systems.

5.5.2 The Mayor's Climate Change Action Plan²⁵ and the London Plan seek to achieve 25% of London's energy to be supplied through decentralised energy by 2025 rising to 50% by 2050 and that new developments deliver 20% carbon reductions through the provision of on-site renewable energy sources. Energy from waste is identified as making a 15% contribution by 2025 to carbon dioxide savings in London's energy supply.

5.5.3 Many modern waste processing facilities produce waste heat that could be used in district heating schemes, thus adding to the Capital's decentralised energy target. A decentralised energy system is one which produces energy near to where it is used, thereby avoiding the inefficiencies of traditional power stations. Additionally, many of these facilities, if processing waste with a high bio-mass content in order to generate energy, can be classed as 'renewable' energy technology and could contribute to a development's 20% renewable target if directly supplying energy to a new development.

5.5.4 Planning applications should include an assessment of the energy generating possibilities and the feasibility of the development to contribute to decentralised energy in London. Even if current circumstances do not allow provision of district heating, combined heat and power or combined cooling heat and power, facilities should be designed in such a way that it is able to provide this in the future.

5.6 Policy NLWP 5 – Provision of capacity for the management of Construction, Demolition and Excavation wastes

5.6.1 The London Plan requires that boroughs make provision towards self-sufficiency for the management of all wastes including construction, demolition and excavation waste and hazardous waste.

²⁵ *Action Today to Protect Tomorrow The Mayor's Climate Change Action Plan (2007)*
Greater London Authority www.london.gov.uk

Policy NLWP 5 – The Management of Construction, Demolition and Excavation wastes

All developments in North London of five or more housing units or 500m² or more of floor space shall submit a site waste management plan at the time of the planning application setting out how the developer will make on-site provision for the recycling and re-use of construction and demolition wastes (arising from the development) during the construction programme.

- 5.6.2 A large proportion of London's waste stream is composed of construction and demolition waste. It is important that as much as possible is kept out of landfill. The majority of this waste is recycled and reused on site due to the high costs of landfill and transportation. This trend will continue and increase as landfill costs, primary aggregate costs and transport costs all rise in the future. It is now commonplace for well managed development sites to achieve on site recycle and reuse rates of over 90%.
- 5.6.3 The North London Waste Plan does not therefore need to make any additional sites provision for this waste stream. However, in order to ensure that an increasing proportion of construction and demolition waste is re-used and recycled, this policy is required to confirm the intention that North London Boroughs will require all specified development to set aside land during demolition and/or construction phases for temporary facilities to enable high rates of recycling and re-use.

6 Glossary

Anaerobic Digestion (AD) A process whereby biodegradable material is broken down in the absence of air (oxygen). Material is placed into a closed vessel and in controlled conditions it breaks down into digested material and biogas.

Apportionment Please see 'London Plan Apportionment'.

Area Action Plan Type of Development Plan Document focused on a specific location or area which guides development and improvements. It forms one component of a Local Development Framework.

Autoclave A method of sterilisation. Waste is loaded into a rotating sealed cylinder and the biodegradable fraction of this waste is then broken down by steam treatment into a homogeneous organic 'fibre'.

Biodegradable Biodegradable materials are generally organic, such as plant and animal matter and other substances originating from living organisms. They can be chemically broken down by naturally occurring micro-organisms into simpler compounds. Waste which contains organic material can decompose producing bio-gas, leachate and other by-products.

Biodegradable Municipal Waste (BMW) The proportion of waste from households that is capable of undergoing natural decomposition such as paper and cardboard, garden and food waste. Typically BMW makes up around 68% of residual municipal solid waste (MSW).

Civic Amenity Site (CAS) Facilities where members of the public can bring a variety of household waste for recycling or disposal. Materials accepted include, for example, paper, plastic, metal, glass and bulky waste such as tyres, refrigerators, electronic products, waste from DIY activities and garden waste. These sites are also known as 'HWRCs' (Household Waste Recycling Centres), or 'RRCs' (Reuse and Recycling Centres).

Climate Change Regional or global-scale changes in historical climate patterns arising from natural and/or man-made causes that produce an increasing mean global surface temperature.

Clinical Waste Waste arising from medical, nursing, veterinary, pharmaceutical, dental or related practices, where risk of infection may be present.

Combined Heat and Power (CHP) The combined production of heat (usually in the form of steam) and power (usually in the form of electricity). The heat is often used as hot water to serve a district-heating scheme.

Commercial Waste Waste produced from premises used solely or mainly, for the purpose of a trade or business or for sport, recreation or entertainment.

Commercial and Industrial Waste (C&I) Waste arising from business and industry.

Industrial waste is waste generated by factories and industrial plants. Commercial waste is waste produced from premises used solely or mainly, for the purpose of a trade or business or for sport, recreation or entertainment and arising from the activities of traders, catering establishments, shops, offices and other businesses. Commercial and Industrial waste may for example include food waste, packaging and old computer equipment.

Composting A biological process which takes place in the presence of oxygen (ie it is aerobic) in which organic wastes, such as garden and kitchen waste are converted into a stable granular material. This can be applied to land to improve soil structure and enrich the nutrient content of the soil.

Construction, Demolition and Excavation Waste (CD&E) Waste arising from the construction, maintenance, repair and demolition of roads, buildings and structures. It is mostly comprised of concrete, brick, stone and soil, but can also include metals, plastics, timber and glass.

Core Strategy A Local Development Document (which is also a Development Plan Document) which provides a written statement of the core policies for delivering the spatial strategy and vision for a borough, supported by a reasoned justification.

Department for the Environment Food and Rural Affairs (DEFRA) Government department with national responsibility for sustainable waste management amongst other things.

Development Management Document A set of criteria-based policies in accordance with the Core Strategy, against which planning applications for the development and use of land and buildings will be considered. Also known as Site Development Policies.

Development Plan Document (DPD) These are statutory local development documents prepared under the Planning and Compulsory Purchase Act 2004, which set out the spatial planning strategy and policies for an area. They have the weight of development plan status and are subject to community involvement, public consultation and independent examination.

Energy from Waste (EfW) Energy that is recovered through thermally treating waste. EfW is also used to describe some thermal waste treatment plants.

Energy Recovery The combustion of waste under controlled conditions in which the heat released is recovered to provide hot water and steam (usually) for electricity generation (see also Recovery).

Environment Agency (EA) Environmental regulatory authority formed in 1996, combining the functions of the former National Rivers Authority, Waste Regulation Authorities and Her Majesty's Inspectorate of Pollution.

Environmental Permit (EP) A permit issued by the Environment Agency to regulate the operation of a waste management activity. Formerly known as a Waste Management Licence).

Examination Presided over by an Inspector or a Panel of Inspectors appointed by the Secretary of State; this can consist of hearing sessions, or consideration of written representations to consider whether the policies and proposals of the local planning authority's Development Plan Documents are sound. Only persons who have made representations seeking change to a Development Plan Document at the submission stage are entitled to an oral hearing at the examination.

Gasification The thermal breakdown of organic material by heating waste in a low oxygen atmosphere to produce a gas. This gas is then used to produce heat/electricity.

Greater London Authority (GLA) The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor – the Mayor of London - and a separately elected Assembly – the London Assembly.

Green Belt A planning designation to check the unrestricted sprawl of large built-up areas; to prevent neighbouring towns from merging into one another; to assist in safeguarding the countryside from encroachment; to preserve the setting and special character of historic towns; and to assist in urban regeneration, by encouraging the recycling of derelict and other urban land.

Green Waste Organic waste from households, parks, gardens, wooded and landscaped areas such as tree prunings, grass clippings, leaves etc.

Greenhouse Gas A gas in the Earth's atmosphere that traps heat and can contribute to global warming. Examples include carbon dioxide and methane.

ha Hectare (10,000m² of area, which is equivalent to 2.47 acres).

Habitat Directive Assessment This is a requirement of the European Habitats Directive. Its purpose is to assess the impacts of plans and projects on internationally designated sites and nature conservation sites.

Hazardous Waste Waste that contains potentially damaging properties which may make it harmful to human health or the environment. It includes materials such as asbestos, fluorescent light tubes and lead-acid batteries. The European Commission has issued a Directive on the controlled management of hazardous waste; wastes are defined as hazardous on the basis of a list created under that Directive.

Household Waste Waste from a private dwelling or residential house or other such specified premises, and includes waste taken to household waste recycling centres.

Household Waste Recycling Centre (HWRC) Facilities to which the public can bring household waste, such as bottles, textiles, cans, paper, green waste and bulky household items/waste for free disposal.

Incineration The burning of waste at high temperatures in the presence of sufficient air to achieve complete combustion, either to reduce its volume (in the case of municipal solid waste) or its toxicity (such as for organic solvents). Municipal solid waste incinerators can recover power and/or heat. Incinerators are often referred to as EfW (energy from waste) plants.

Industrial Business Park (IBP) Strategic employment location designed to accommodate general industrial, light industrial and research and development uses that require a higher quality environment and less heavy goods access than a Preferred Industrial Location.

Industrial Waste Waste from a factory or industrial process.

Inert Waste Waste that is not active – it does not decompose or otherwise change.

In-vessel Composting (IVC) Shredded waste is placed inside a chamber or container through which air is forced. This speeds up the composting process. It is a controlled process and is capable of treating both food and green waste by achieving the required composting temperatures. It is also known as enclosed composting.

Joint Municipal Waste Management Strategy (JMWMS) The development of a Municipal Waste Management Strategy is a dynamic process and results in a clear framework for the management of municipal waste, and waste from other sectors as appropriate. This sets out how authorities intend to optimise current service provision as well as providing a basis for any new systems or infrastructure that may be needed. The Strategy should act as an up to date, regularly reviewed, route-map for further investment required.

Kerbside Collection Any regular collection of recyclables from premises, including collections from commercial or industrial premises as well as from households. Excludes collection services delivered on demand.

ktpa kilo-tonnes per annum (a kilo-tonne is 1,000 tonnes).

Landfill The deposit of waste onto and into land, in such a way that pollution or harm to the environment is prevented and, through restoration, to provide land which may be used for another purpose.

Local Development Framework (LDF) A portfolio of local development documents that will provide the framework for delivering the spatial planning strategy and policies for an area.

Local Development Scheme (LDS) A document setting out the local planning authority's intentions for its Local Development Framework; in particular, the

Local Development Documents it intends to produce and the timetable for their production and review.

London Plan This is the Spatial Development Strategy for London. This document was produced by the Mayor of London to provide a strategic framework for the boroughs' Unitary Development Plans. It will perform this function in respect of Local Development Frameworks. It was first published in February 2004 and alterations have since been published in September 2006 and 2007 and February 2008²⁶. It has the status of a development plan under the Planning & Compulsory Purchase Act 2004.

London Plan Apportionment Allocates to each individual borough a given proportion of London's total waste (expressed in tonnes) for which sufficient sites for managing and processing waste must be identified within their Local Development Frameworks

Materials Recycling Facility or Materials Recovery Facility (MRF) A special sorting 'factory' where mixed recyclables are separated into individual materials prior to despatch to reprocessors who prepare the materials for manufacturing into new recycled products.

Mechanical Biological Treatment (MBT) A combination of mechanical separation techniques and biological treatment – either aerobic or anaerobic, or a combination of the two, which are designed to recover value from and/or treat fractions of waste.

Municipal Solid Waste (MSW) Any waste collected by or on behalf of a local authority. For most local authorities the vast majority of this waste is from the households of their residents. Some is from local businesses and other organisations such as schools and the local authority's own waste.

North London Waste Authority (NLWA) North London's statutory waste disposal authority. The NLWA's main function is to arrange the disposal of waste collected by its seven constituent boroughs. These boroughs are: Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest.

North London Joint Waste Strategy North London Waste Authority is currently preparing a new Joint Waste Strategy²⁷ that will cover up to 2020. This strategy will be used to facilitate the procurement of new waste management services to increase recycling and recovery and divert more waste from

²⁶ A full copy of *The London Plan (consolidated with changes since 2004)*, published in February 2008 can be downloaded from <http://www.london.gov.uk/thelondonplan/docs/londonplan08.pdf>

²⁷ The latest version of the Strategy can be downloaded from http://www.nlondon-waste.gov.uk/resources/the_north_london_joint_waste_strategy

landfill. It will be used to design the new North London Waste Authority integrated waste management contract that is due to be let when the current contract ends in 2014.

North London Waste Plan (NLWP) The Waste Development Plan Document being produced for North London (see 'Waste Development Plan Document').

Planning Policy Statement 10 (PPS10) Guidance documents produced by central government relating to 'Planning for Sustainable Waste Management' which set out a number of key concepts which should be considered and statutory requirements of local and regional planning policy documents.

Planning Policy Statement 12 (PPS12) Guidance documents produced by central government relating to 'Local Spatial Planning'.

Planning Policy Statement 25 (PPS25) Guidance documents produced by central government relating to 'Development and Flood Risk' which aims to ensure that flood risk is taken into account at all stages in the planning process to avoid inappropriate development in areas at risk of flooding, and to direct development away from areas of highest risk

Preferred Industrial Location (PIL) Strategic employment site normally suitable for general industrial, light industrial and warehousing uses.

Pyrolysis The heating of waste in a closed environment, in the absence of oxygen, to produce a secondary fuel product.

Railhead This is a terminus of a railway line that interfaces with another transport mode e.g. road network.

RAMSAR Sites which are wetlands of international importance designated under the Ramsar Convention.

Recovery The process of extracting value from waste materials, including recycling, composting and energy recovery.

Recycling Recovering re-usable materials from waste or using a waste material for a positive purpose.

Refuse Derived Fuel (RDF) Material produced from waste that has undergone processing. Processing can include separation of recyclables and non-combustible materials, shredding, size reduction, and pelletising.

Re-use The re-use of materials in their original form, without any processing other than cleaning.

Re-use and Recycling Centre (RRC) Facilities to which the public can bring household waste, such as bottles, textiles, cans, paper, green waste and bulky household items/waste for free disposal.

Scoping The process of deciding the scope and level of detail of the strategic environmental assessment (SEA) or environmental impact assessment (EIA) which might be required to support a planning application.

Self-sufficiency Dealing with wastes within the administrative region where they are produced.

Site Development Policies A set of criteria-based policies in accordance with the Core Strategy, against which planning applications for the development and use of land and buildings will be considered. To set out all qualifying site allocations other than those contained in Area Action Plans.

Site of Special Scientific Interest (SSSI) A specifically defined area which protects ecological or geological features.

Spatial Planning Spatial Planning goes beyond traditional land use planning to bring together and integrate policies for the development and use of land with other policies and programmes which influence the nature of places and how they function.

Solid Recovered Fuel (SRF) These are solid fuels (also known as 'Refuse Derived Fuels' – RDF) prepared from non-hazardous waste to be utilised for energy recovery.

Sound (Soundness) tbc

Special Protection Areas (SPA) A SSSI considered to be of international importance designated under the EC Directive on the Conservation of Wild Birds.

Strategic Employment Locations (SELs) These comprise Preferred Industrial Locations, Industrial Business Parks and Science Parks and exist to ensure that London provides sufficient quality sites, in appropriate locations, to meet the needs of the general business, industrial and warehousing sectors.

Sub-Regions Sub-regions are the primary geographical features for implementing strategic policy at the sub-regional level.

Sustainable Waste Management Using material resources efficiently to cut down on the amount of waste we produce and, where waste is generated, dealing with it in a way that actively contributes to economic, social and environmental goals of sustainable development.

Sustainability Appraisal (SA) A formal process which analyses and evaluates the environmental, social and economic impacts of a plan or programme.

Sustainability Appraisal Commentary A commentary report that raises sustainability issues relating to the Issues and Options report.

Sustainability Appraisal Panel (SAP) An independent appraisal panel set by the seven north London boroughs to comment on and influence the North London Waste Plan preparation.

Transport for London (TfL) An integrated body responsible for the Capital's transport system. The primary role of TfL, which is a functional body of the Greater London Authority, is to implement the Mayor of London's Transport Strategy and manage transport services across London.

Thermal Treatment Treatment of waste using heat e.g. incineration, pyrolysis, gasification, etc.

tpa Tonnes per annum.

Unitary Development Plan (UDP) A type of development plan introduced in 1986, that is to be replaced by Local Development Frameworks.

Waste Arising The amount of waste generated in a given locality over a given period of time.

Waste Collection Authority (WCA) Organisation responsible for collection of household waste e.g. your local council.

Waste Development Plan Document (WDPD) Planning document which will provide a basis for the provision of waste management infrastructure in the sub-region e.g. the North London Waste Plan (see 'North London Waste Plan').

Waste Disposal Authority (WDA) Organisation responsible for disposing of municipal waste. For north London this is the North London Waste Authority (NLWA).

Waste Hierarchy An order of waste management methods, enshrined in European and UK legislation, based on their predicted sustainability. The hierarchy is summarised as "reduce (prevent), re-use, recycle/compost, recover, dispose".

Waste Management Capacity The amounts of waste currently able to be managed (recycled, composted or recovered) by waste management facilities within north London.

Waste Management Licence (WML) The licence required by anyone who proposes to deposit, recover or dispose of controlled waste. These are now known as Environmental Permits.

Waste Minimisation Reducing the volume of waste that is produced. This is at the top of the Waste Hierarchy.

Waste Planning Authority (WPA) Local authority responsible for waste planning. In north London all seven boroughs form the Waste Planning Authority for their area.

Waste Transfer Station A facility where waste is delivered for sorting prior to transfer to another place e.g. landfill.

7 Appendices

Appendix 1 – Schedule A

Appendix 2 – Schedule B (including site information sheets)

Appendix 3 – Schedule C (including site information sheets)

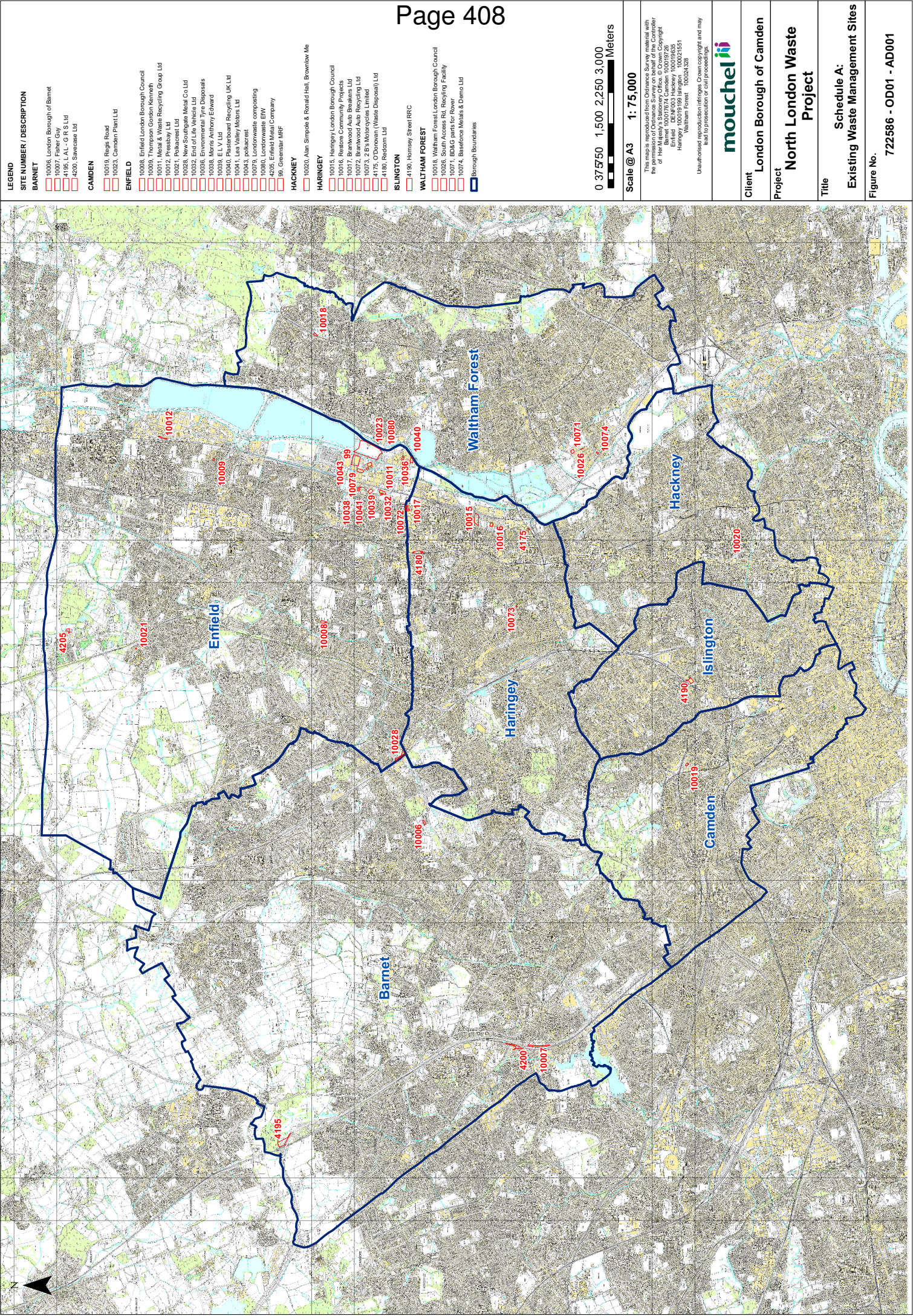
Appendix 4 – Existing waste capacity and waste arising data

Appendix 5 – Site Assessment

Appendix 1

Schedule A – Existing Waste Management Sites		
Site Name	Site Address	Borough
New Southgate Metal Co Ltd	BR Goods Yard, N11 1QH, Enfield	Enfield
L A L - G R S Ltd,	M1 Motorway, NW7 3HU, Barnet	Barnet
Guy Fisher	Station Road, NW4 4PN, Barnet	Barnet
Savecase Ltd	Colindeep Lane, NW9 6HD, Barnet	Barnet
Alan Simpole & Ronald Hall	Brownlow Road, E8 4NS, Hackney	Hackney
End of Life Vehicle Ltd	Montague Road Industrial Estate N18 3PH, Enfield	Enfield
Enfield Metal Company	Theobalds Park Road, EN2 9BW, Enfield	Enfield
Thompson Vehicle Disposal	Alexandra Road, EN3 3PH, Enfield	Enfield
Metal & Waste Recycling Group Ltd	Albert Works, Kenninghall Road, Enfield	Enfield
Pressbay Ltd	Mollison Avenue, EN3 7NJ, Enfield	Enfield
Morris Anthony Edward, (Vehicle Dismantlers)	Montague Industrial Estate, N18 3PS, Enfield	Enfield
Polkacrest Ltd	The Ridgeway, EN2 8JL, Enfield	Enfield
Polkacrest Ltd	EcoPark, Advent Way, N18 3AG	Enfield
E L V Ltd	New Park Estate, N18 , Enfield	Enfield
Plasterboard Recycling UK Ltd	Harbet Road, N18 3HT, Enfield	Enfield
Lea Valley Motors Ltd	Second Avenue, N18 2PG, Enfield	Enfield
Redcorn Ltd	White Hart Lane, N17 8DP, Haringey	Haringey
Restore Community Projects	Ashley Road, N17 9LJ, Haringey	Haringey
Brantwood Auto Breakers Ltd	Brantwood Road, N17 0DT, Haringey	Haringey
Camden Plant Ltd	Lower Hall Lane, E4 8JG, Enfield	Enfield
LondonWaste Composting Facility	EcoPark, Advent Way, N18 3AG	Enfield
Greenstar MRF (received planning permission)	Ardra Way, Enfield,	Enfield
LondonWaste Incinerator	EcoPark, Advent Way, N18 3AG	Enfield
London Borough of Waltham Forest	Kings Road, Chingford, E4	Waltham Forest
London Borough of Barnet	Summers Lane, N12 0RF	Barnet
London Borough of Enfield	Barrowell Green, N21 3AR	Enfield

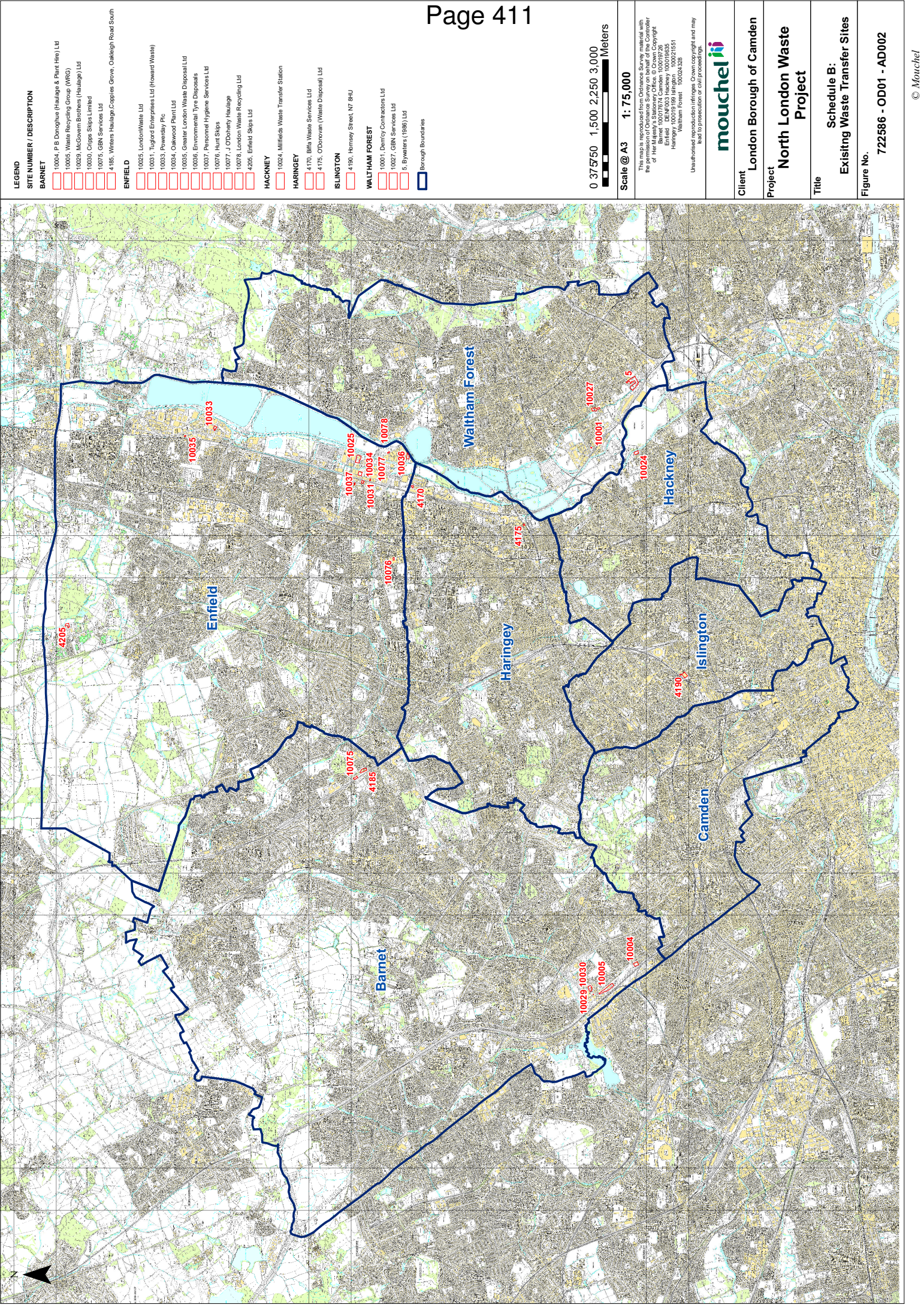
Schedule A – Existing Waste Management Sites		
Site Name	Site Address	Borough
London Borough of Camden	Regis Road Recycling Centre Kentish Town, NW5 3EW	Camden
Haringey Council	Park View Road, N17 9AY	Haringey
London Borough of Islington	Hornsey Street, N7 8HU	Islington
London Borough of Waltham Forest	Gateway Road, E10 5BY	Waltham Forest
London Borough of Waltham Forest	South Access Rd, Walthamstow, E17 8AX	Waltham Forest
Haringey Council	Hornsey High Street	Haringey
BD&G parts for Rover	Argall Avenue	Waltham Forest
Brantwood Auto Recycling	Willoughby Lane	Haringey
2 B's Motorcycles Ltd	Blackboy Lane	Haringey
Baseforce Metals	Staffa Road	Waltham Forest



Appendix 2

Schedule B – Existing Waste Transfer Sites		
Name	Address	Borough
Waste Recycling Group (WRG)	Solid Waste Transfer Station, Brent Terrace Hendon NW2 1LN	Barnet
LondonWaste	EcoPark, Advent Way, London N18 3AG	Enfield
Bywaters	Gateway Road, E10 5BY	Waltham Forest
Dem'cy Contractors Ltd	Staffa Road, E10 7PY	Waltham Forest
Cripps Skips Limited	Brent Terrace, NW2 1LR, Barnet	Barnet
GBN Services Ltd	Church Road, E10 7JN	Waltham Forest
P B Donoghue (Haulage & Plant Hire) Ltd	Shannon Close, NW2 1RR	Barnet
McGovern Brothers (Haulage) Ltd	26-27 Brent Terrace, Claremont Ind. estate, NW2 1BG	Barnet
Howard Waste (Tuglord Enterprises Ltd)	Stacey Avenue, N18 3PH	Enfield
Powerday Plc	Jeffreys Road, EN3 7UA	Enfield
Oakwood Plant Ltd	Nobel Road, Eley Ind. Estate, N18 3BH	Enfield
Greater London Waste Disposal Ltd	Greenwood House, EN3 7PJ	Enfield
Biffa Waste Services Ltd	Garman Road, N17 0UN	Haringey
O'Donovan (Waste Disposal) Ltd	Markfield Road, N15 4QF	Haringey
Winters Haulage	Oakleigh Road South, N11 1HJ	Barnet
LondonWaste	Hornsey Street , Off Holloway Road, London N7	Islington
London Borough of Hackney	Millfields Road Depot, Millfields Road, E5 0AR	Hackney
Enfield Skips Ltd	Theobalds Park Road, EN2 9BH, Enfield	Enfield
Environmental Tyre Disposals Ltd	Phoenix Wharf, N18 3QX, Enfield	Enfield
Personnel Hygiene Services Ltd	Princes Road, N18 3PR, Enfield	Enfield
Polkacrest Ltd	LondonWaste Eco Park, Enfield	Enfield
GBN Services	Oakleigh Road South, N11 1HJ	Barnet

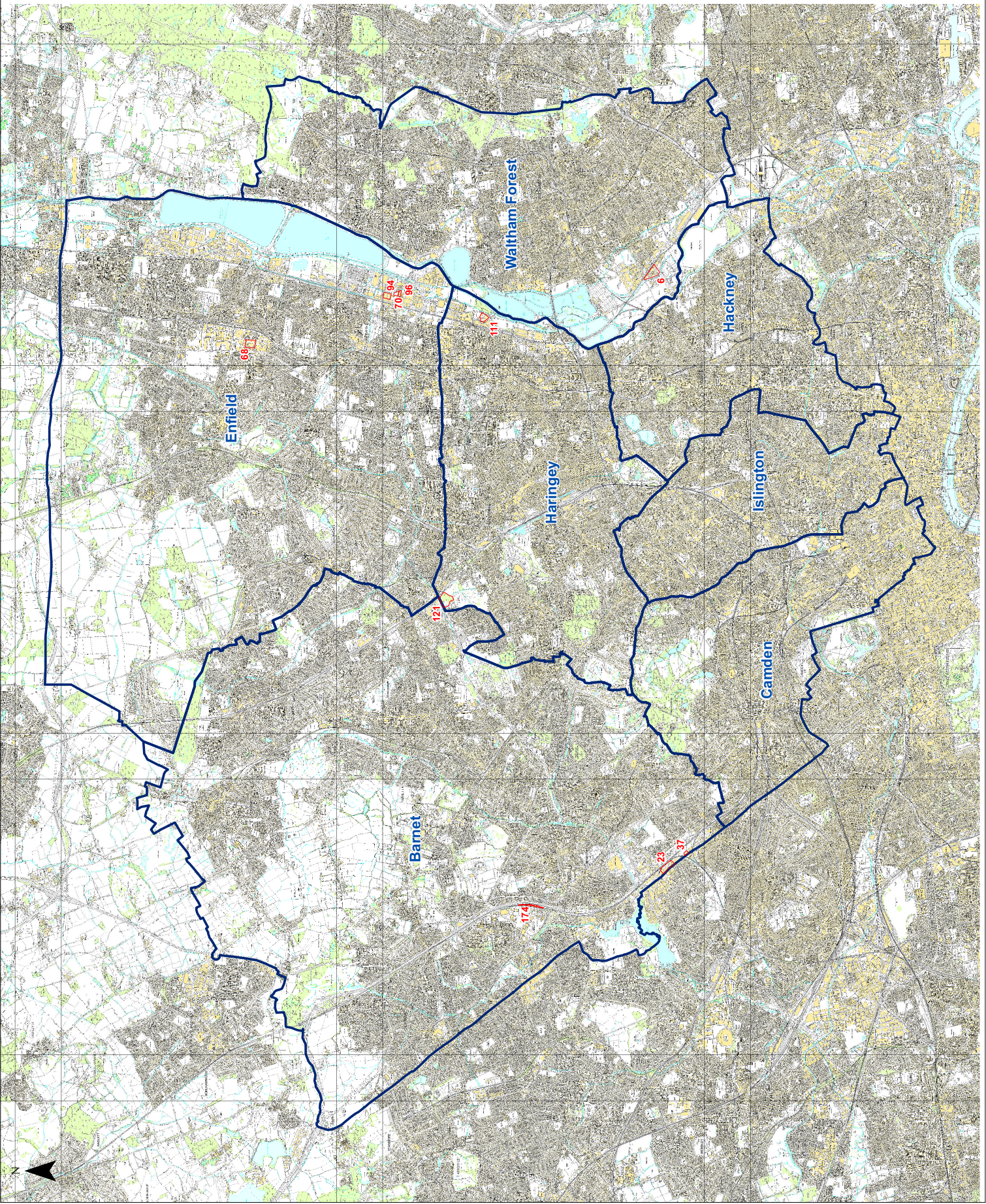
Schedule B – Existing Waste Transfer Sites		
Name	Address	Borough
Hunt Skips	Commercial Rd, Edmonton N18 1SY	Enfield
J O' Doherty Haulage	Pegamoid Site, Nobel Rd, Edmonton London N18 3BH	Enfield
London Waste Recycling Ltd	Hastingwood Trading Estate, Harbet Rd, Edmonton N18 3HR	Enfield



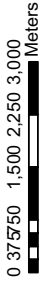
Appendix 3

Schedule C – Potential Waste Management Sites	
Address	Borough
Network Rail land at Aerodrome Road	Barnet
Site on Edgware Rd and Geron Way	Barnet
Victory Park	Barnet
Building premises, Kynoch Road	Enfield
Makanji House, Kynoch Road	Enfield
Martinbridge Industrial Estate	Enfield
Nobel Road	Enfield
Friern Barnet former Sewage Treatment Works (Pinkham Way)	Haringey
Marsh Lane	Haringey
Rigg Approach	Waltham Forest
Total area	25.7 ha

Note: Sites are presents Alphabetically in Borough order



LEGEND	
SITE NUMBER / DESCRIPTION	
BARNET	
74	Network Rail land at Amdrome Road
23	Site on Edgeware Rd and Gazon Way
37	Victory Park
ENFIELD	
68	Martinbridge Industrial Estate
70	Nobel Road
94	Building premises, Kynoch Road
96	Makani House, Kynoch Road
WALTHAM FOREST	
6	Ragg Approach
HARINGEY	
111	Marsh Lane
121	Flem Barnet former Sewage Treatment Works
	Borough Boundaries



Scale @ A3 1: 75,000

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mouchel	
Client	London Borough of Camden
Project	North London Waste Management sites
Project	
North London Waste Management sites	
Project	
Title	Schedule C:
Potential Waste Management sites	Potential Waste Management sites
Figure No.	722586 - OD01 - AD003

Appendix 4 – Existing Waste Capacity and Waste Arisings

1.1 Existing waste capacity

A list of licensed waste management facilities in the north London area was obtained from the Environment Agency. The list contained point data for the sites and from that we have estimated the land take of the facilities. The following 4 tables list the licensed waste management facilities, the Reuse and Recycling Centres, licensed waste transfer facilities and the incinerator. The tables also show the capacity of each facility. All facilities are safeguarded in the London Plan.

Further analysis of the transfer facilities was undertaken by using site plans to ascertain the area licensed for transfer activity and the overall potential for re-orientation of each site. See Appendix 2 for site information sheets on transfer facilities.

Table 1.1 Existing Waste management facilities in North London

Name	Address	Borough	Capacity (tonnes per annum)
New Southgate Metal Co Ltd	BR Goods Yard, N11 1QH	Enfield	289,640
L A L - G R S Ltd,	M1 Motorway, NW7 3HU	Barnet	24,999
Guy Fisher	Station Road, NW4 4PN	Barnet	13,000
Savecase Ltd	Colindeep Lane, NW9 6HD	Barnet	2,080
Alan Simpole & Ronald Hall	Brownlow Road, E8 4NS	Hackney	286
End of Life Vehicle Ltd	Montague Road Industrial Estate N18 3PH	Enfield	20,529
Enfield Metal Company	Theobalds Park Road, EN2 9BW	Enfield	Not known
Thompson Vehicle Disposal	Alexandra Road, EN3 3PH	Enfield	1,300
Metal & Waste Recycling Group Ltd	Albert Works, Kenninghall Road	Enfield	199,264
Pressbay Ltd	Mollison Avenue, EN3 7NJ	Enfield	2,600
Anthony Edward Morris, (Vehicle Dismantlers)	Montague Industrial Estate, N18 3PS	Enfield	5,200
Polkacrest Ltd	The Ridgeway, EN2 8JL	Enfield	4,999
E L V Ltd	New Park Estate, N18	Enfield	10,600
Plasterboard Recycling UK Ltd	Harbet Road, N18 3HT	Enfield	24,999
Lea Valley Motors Ltd	Second Avenue, N18 2PG	Enfield	4,156
Polkacrest Ltd	EcoPark, Advent Way, N18 3AG	Enfield	13,500

Name	Address	Borough	Capacity (tonnes per annum)
Redcorn Ltd	White Hart Lane, N17 8DP	Haringey	80,000
Restore Community Projects	Ashley Road, N17 9LJ	Haringey	750
Brantwood Auto Breakers Ltd	Brantwood Road, N17 0DT	Haringey	21
Camden Plant Ltd	Lower Hall Lane, E4 8JG	Enfield	112,112
Londonwaste Composting Facility	Londonwaste Eco Park	Enfield	30,000
Greenstar MRF (received planning permission)	Edmonton	Enfield	250,000
BD&G parts for Rover	Argall Avenue	Waltham Forest	Not known
Brantwood Auto Recycling	Willoughby Lane	Haringey	Not known
2 B's Motorcycles Ltd	Blackboy Lane	Haringey	Not known
Baseforce Metals	Staffa Road	Waltham Forest	Not known
Total Licensed capacity (tpa)			1,178,534

Table 1.2 North London Reuse and Recycling Centres

Name	Address	Capacity (tonnes per annum)
London Borough of Waltham Forest	Kings Road, Chingford, E4 (near Pimp Hall)	59,020
London Borough of Barnet	Summers Lane, N12 0RF	37,200
London Borough of Enfield	Barrowell Green, N21 3AR	74,999
London Borough of Camden	Regis Road Recycling Centre Kentish Town London NW5 3EW	14,631
Haringey Council	Ashley Road Depot, Park View Road N17 9AY	9,468
London Borough of Islington	Hornsey Street, N7 8HU	25,000
London Borough of	Gateway Road,	

Name	Address	Capacity (tonnes per annum)
Waltham Forest	E10 5BY	unknown
London Borough of Waltham Forest	South Access Rd, Walthamstow, E17 8AX	45,613
Haringey Council	Hornsey High Street	Not known
Total Licensed capacity (tpa)		265,930
Total Licensed capacity minus 50% recycling		132,965

Table 1.3 Waste transfer facilities in north London

Name	Address	Borough	Licensed Transfer Area	Suitable for Re-orientation
Waste Recycling Group (WRG)	Solid Waste Transfer Station, Brent Terrace (off Tilling Road) Hendon NW2 1LN	Barnet	2.43	Yes
LondonWaste	EcoPark, Advent Way, London N18 3AG	Enfield	1.4	Yes
Bywaters	Gateway Road, E10 5BY	Waltham Forest	1	Yes
Dem'cy Contractors Ltd	Staffa Road, E10 7PY	Waltham Forest	0.55	Yes
Environmental Tyre Disposals Ltd	Phoenix Wharf, N18 3QX	Enfield	0.8	Yes
Enfield Skips Ltd	Crews Hill Transfer Station, Kingswood Nursery, Theobalds Park Road, EN2 9BH	Enfield	0.12	No
Cripps Skips Limited	Brent Terrace, NW2 1LR	Barnet	0.63	Yes
GBN Services Ltd	Church Road, E10 7JN	Waltham Forest	0.14	No
P B Donoghue (Haulage & Plant Hire) Ltd	Shannon Close, NW2 1RR	Barnet	0.95	Yes
Personnel Hygiene Services Ltd	Princes Road, N18 3PR	Enfield	0.8	Yes
McGovern Brothers	26-27 Brent Terrace, Claremont Ind. estate,	Barnet	0.4	Yes

Name	Address	Borough	Licensed Transfer Area	Suitable for Re-orientation
(Haulage) Ltd	NW2 1BG			
Howard Waste (Tuglord Enterprises Ltd)	Stacey Avenue, N18 3PH	Enfield	0.3	Yes
Powerday Plc	Jeffreys road, EN3 7UA	Enfield	0.12	No
Oakwood Plant Ltd	Nobel Road, Eley Ind. Estate, N18 3BH	Enfield	0.69	Yes
Greater London Waste Disposal Ltd	Greenwood House, EN3 7PJ	Enfield	0.6	Yes
Biffa Waste Services Ltd	Garman Road, N17 0UN	Haringey	0.18	No
O'Donovan (Waste Disposal) Ltd	Markfield Road, N15 4QF	Haringey	0.11	No
Winters Haulage	Oakleigh Road South, British Rail Sidings, Southgate, London N11 1HJ	Barnet	1.74	Yes
LondonWaste	Hornsey Street, Off Holloway Road, London N7	Islington	1.05	Yes
London Borough of Hackney	Millfields Road Depot, Millfields Road, E5 0AR	Hackney	0.62	Yes
GBN Services	Oakleigh Road South, N11 1HJ	Barnet	0.37	Yes
Hunt Skips	Commercial Rd, Edmonton N18 1SY	Enfield	0.14	No
J O' Doherty Haulage	Pegamoid Site, Nobel Rd, Edmonton London N18 3BH	Enfield	0.12	No
London Waste Recycling Ltd	Hastingwood Trading Estate, Harbet Rd, Edmonton N18 3HR	Enfield	0.11	No
Polkacrest Ltd	LondonWaste Eco Park, Enfield	Enfield	-	No
Total licenced area of transfer facilities (ha)			15.30	
Total area suitable for re-orientation			14.30	

Table 1.4 Incineration site in North London

Name	Address	Borough	Capacity (tonnes per annum)
LondonWaste	EcoPark, Advent Way, London N18 3AG	Enfield	520,000

The total existing capacity has been counted as all sites except transfer facilities (Tables 1.1, 1.2 and 1.4). Reuse and Recycling Centres are considered as treatment facilities only in terms of the waste that is sent for recycling, therefore the capacity of the Sites has been taken as 50% as it is assumed that an average recycling rate of 50% is achieved across the sites.

1.2 Waste arisings data assumptions

1.2.1 Municipal Solid Waste (MSW) and Commercial and Industrial wastes (C&I)

1.2.2 The data used is taken from the London Plan which predicts the quantities of MSW and C&I wastes arising in each borough to 2020. The London Plan predicts waste annual waste growth of 2% and this assumption has been applied to estimate waste arisings for 2021.

1.2.3 Construction Demolition and Excavation Wastes (CDE)

1.2.4 A lack of sub-regional data required a crude apportionment of CDE waste arising in London to the North London boroughs. In 2005 8 million tonnes of CDE waste were produced in London¹. This has been apportioned to north London on the basis of land area. London occupies 1587km² of land and north London occupies 263km² of land which proportionately means that north London produced approximately 1.5 million tonnes of CDE wastes in 2005.

1.2.5 Economic growth was considered as a means to predict the arisings of CDE but given that the UK is in economic recession, CDE waste arisings are increasingly decoupled from economic growth. It is also worth noting that CDE wastes are largely dealt with on site and the construction for the London Olympics is operating at a rate of 97% of CDE wastes recycled or reused on site.

1.2.6 Annual monitoring of the NLWP will pick up any updates in CDE arisings and amend the plan accordingly if necessary.

1.2.7 Hazardous wastes

1.2.8 Hazardous waste arisings for north London from 1999 to 2004 were obtained from the Environment Agency. The hazardous waste arisings differed greatly over the period and it was not possible to establish a robust rate of growth or decline.

¹ *Survey of Arisings and Use of Alternatives to Primary Aggregates in England, 2005 Construction, Demolition and Excavation Waste, DCLG www.communities.gov.uk*

However a linear regression showed a slight overall decrease in arisings. The 2004 arisings amounted to 63,400 tonnes.

- 1.2.9 Annual monitoring of the NLWP will pick up any updates in hazardous waste arisings and amend the plan accordingly if necessary.

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MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 7 JULY 2009

Councillors *Bob Harris (Chair), *Bevan, *Kober and *Reith

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC05.	DECLARATIONS OF INTEREST (Agenda Item 3) Councillor Reith declared a personal interest in respect of items 10 North Tottenham Decent Homes Programme 2009/10 – Phase NT11, 11 Wood Green Decent Homes Programme 2009/10 Phase WG16, and 12 Wood Green Decent Homes - Year 2 – Commerce Road Community Centre.	HLDMS
PROC06.	MINUTES (Agenda Item 4): RESOLVED: That the minutes of the meetings held on 28 April, 14 May and 11 June 2009 be approved and signed.	HLDMS
PROC07.	SOCIAL CARE SPOT CONTRACTS (1ST APRIL 2008 - 31ST MARCH 2009) (Report of the Director of Adult, Culture and Community Services - Agenda Item 6): We noted that the Social Care Spot Contracts report was for information only and was prepared annually to provide our Committee with a summary of block contracts and spot contracts for each financial year, comparing activity to the previous financial year. The report now submitted covered the financial year 2008/09, and compared to the previous financial year 2007/08	
	Our attention was drawn to the table at paragraph 7.8 'Summary: Adults & Older People Spot Contracts' and clarification was sought of whether the increased cost of spot contracts shown (£1.5 million - 6.26%) fully took into account the reduction in the total number of contracts (-50 - 4.45%). Officers indicated that they would provide Members of the Committee with details of the percentage increase by contract.	DACCS
	With regard to maximising the utilisation of in-house residential and nursing capacity as mentioned in paragraph 8.2 of the report, we asked that Members of the Committee be provided with details of the occupancy rates in the Council's own establishments on 7 July 2009.	DACCS
	RESOLVED: That the report be noted.	
PROC08.	BOILER/MECHANICAL AND ELECTRICAL PLANNED PREVENTATIVE MAINTENANCE CONTRACTS (Report of the Director of Corporate Resources - Agenda Item 7):	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 7 JULY 2009

	<p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. We noted that an amended version of the Appendix had been circulated which contained details of the quality scores of the tenders submitted.</p> <p>In response to a question, the Committee was advised that if the provisional number of hours of labour on reactive repairs for which provision was made in the contract was exceeded then the same hourly rate would be charged. Any extra hours required would result in an increase in the projected annual cost.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of Lot 1 boiler maintenance and Lot 2 mechanical and electrical systems in a single period of 2 years with the option to extend by a further two 1 year contracts to Purdy Contracts Ltd. on the terms and conditions set out in the Appendix to the interleaved report.</p>	DCR
PROC09.	<p>REPLACEMENT OF THE WATER TREATMENT SYSTEM AT TOTTENHAM GREEN LEISURE CENTRE - WAIVER OF CONTRACT STANDING ORDERS (Report of the Director of Adult, Culture and Community Services - Agenda Item 8):</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p>	
	<p>We noted that the regenerative water system proposed would cost some £110,000 -170,000 more than the traditional system but that Sustainable Investment Funding (SIF) had been secured to bridge the gap in costs which would be recovered over time through reduced utilities revenue spend.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 7.02, approval be granted to a waiver of Contract Standing Order 8.04 in respect of the contract for the replacement of the water treatment system at Tottenham Green Leisure Centre as the nature of the market is such that a departure from the requirements of Contract Standing Orders is justified. 2. That in accordance with Contract Standing Order 11.01 (b) approval be granted to the award of the contract for the replacement of the water treatment system at Tottenham Green Leisure Centre to Europools PLC on the terms and conditions set out in the Appendix to the interleaved report with a construction 	<p>DACCS</p> <p>DACCS</p>

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 7 JULY 2009

	<p>period of 10 weeks based on the work commencing in December 2009 and being completed by March 2010.</p> <p>3. That the total estimated cost including fees and estimated contingencies as set out in the Appendix to the interleaved report be noted.</p>	
PROC10.	<p>PARKLAND WALK IMPROVEMENTS - PROJECT MANAGER APPOINTMENT (Report of the Director of Adult, Culture and Community Services - Agenda Item 9):</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that an updated version of the report had been circulated which sought approval to a waiver of Contract Standing Orders only. The value of the contract being within the delegated authority limit, the Director of Urban Environment would be able to approve the contract award.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 7.05, approval be granted to a waiver of Contract Standing Order 6.04 in respect of the award of contract for the appointment of a project manager for the Parkland Walk Improvement Programme.</p>	DACCS
PROC11.	<p>NORTH TOTTENHAM DECENT HOMES PROGRAMME 2009/10 PHASE NT11 (Report of the Director of Urban Environment - Agenda Item 10):</p> <p>Councillor Reith declared a personal interest in respect of this items by virtue of being a leaseholder.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>Members of the Committee expressed concern about the layout and content of the report generally. In terms of layout, particular disquiet was voiced about the repetitious nature of some of the text (paragraphs 3.1 and 7.1 were cited as examples), the need for addresses to be more clearly set out in the table of property address location at paragraph 7.6 and the reference in paragraph 9.1 to various properties in the 'Wood Green Area' when the report related to a Phase of Works in North Tottenham. Also references to colour coding when reports were printed in black and white.</p> <p>With regard to content, clarification was sought of why the roofing works</p>	DUE

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TUESDAY, 7 JULY 2009

	<p>to the block at 2-32 Whitehall Street were to be procured at a later date while the internal works were to be carried out as part of this Phase. Having been advised that this was likely to have been due to cost considerations when works were packaged we asked that officers ensure that tenants there were advised that the works would be carried out in separately and given an explanation for the delay in the roofing works if it did not prove possible to do all of the works at the same time.</p> <p>With regard to Digital Satellite Provision, we noted that a report to another Members body had already been requested. While accepting that there was merit in providing an integrated satellite reception system while the scaffolding for other works was in place, the Committee questioned whether it was necessary at this stage to specify so precisely the provision that was to be made pending the outcome of those deliberations.</p> <p>Clarification was also made to the reference in the report to window and door grills and the view expressed that the question of whether or not these had to be removed as part of the works was a housing management issue and not pertinent to the contract award now under consideration. The Committee asked that a discussion paper on this matter be prepared for the Leader for consultation with her Member colleagues.</p> <p>The Committee noted that in the light of further information the content of paragraph 9.3 in relation to the extra costs of pitched roofs conversions being funded from the Major Repairs Allowance needed to be revised. In this connection the Committee indicated that there was a need to consider the implications of utilising funds from that Allowance for this purpose. The Committee also noted that a Decent Homes Programme Board had been established and it was suggested that there would be merit if the issues raised in relation to integrated satellite reception systems, removal of window and door grills and use of the Major Repairs Allowance were referred to that Board for consideration.</p>	<p>DUE</p> <p>DUE</p> <p>DUE</p>
	<p>Concern was also voiced that the details of the outcome of the statutory consultation carried out with leaseholders about financial contributions and of the wider consultation with leaseholders and tenants about the programme of works were not reported.</p> <p>Our Chair indicated that in future he would not be prepared to accept reports which were incomplete or in any way inadequate.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11.03 and subject to satisfactory clarification of the funding arrangements for the costs of pitched roof conversions and of the integrated satellite reception system to be installed, approval be granted to the award of the contract for the detailed programme of works to various properties in the North Tottenham Area known as NT11 to Lovell Partnerships on the terms and conditions set out in the</p>	<p>DUE</p> <p>DUE</p>

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	<p>Appendix to the interleaved report..</p> <p>2. That the total Agreed Maximum Price (excluding fees) as set out in the Appendix to the interleaved report be noted.</p>	
PROC12.	<p>WOOD GREEN DECENT HOMES PROGRAMME 2009/10 PHASE WG16 (Report of the Director of Urban Environment - Agenda Item 11):</p> <p>Councillor Reith declared a personal interest in respect of this items by virtue of being a leaseholder.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>The Committee observed that the comments which they had made on the preceding report in relation to digital satellite provision, window/door grills and the results of leaseholder and wider consultation applied equally to this report.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11.03 and subject to satisfactory clarification of the funding arrangements for the costs of pitched roof conversions and of the integrated satellite reception system to be installed, approval be granted to the award of the contract for the detailed programme of works to various properties in the Wood Green Area known as WG16 to Mulalley & Co. Ltd. on the terms and conditions set out in the Appendix to the interleaved report.</p>	DUE
	<p>2. That the total Agreed Maximum Price (excluding fees) as set out in the Appendix to the interleaved report be noted.</p>	
PROC13.	<p>WOOD GREEN DECENT HOMES PROGRAMME 2009/10 - WG COMMERCE ROAD COMMUNITY CENTRE (Report of the Director of Urban Environment - Agenda Item 12):</p> <p>Councillor Reith declared a personal interest in respect of this items by virtue of being a leaseholder.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that as part of the Decent Homes Programme delivery plan it had be agreed that the constructor partner would set up a 'Hub' in each contract area for the duration of the programme and that the Commerce Road Community Centre had been identified as a suitable 'Hub' location for the Wood Green area. It was proposed that the contractor</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
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	<p>undertaking the Decent Homes Programme would renovate the building for their use with just under half of the building set aside for community use for the period of occupation for the next 4 years. At the end of the programme negotiation will take place with residents to return the building fully refurbished for community use. The Committee commented that they would have liked to have seen longer term proposals for the future use of the Community Centre. In this connection reference was made to other community centres which also required consideration and we asked that a discussion paper be submitted to the Decent Homes Programme Board.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for the refurbishment of the disused Community Centre, Commerce Road in the Wood Green Area known as WG Commerce Road to Mulalley & Co. Ltd. on the terms and conditions set out in the Appendix to the interleaved report.. 2. That the total Agreed Maximum Price (excluding fees) as set out in the Appendix to the interleaved report be noted. 	<p>DUE</p> <p>DUE</p>
PROC14.	<p>STATUTORY GAS SAFETY CHECKS AND MAINTENANCE TO PRIVATE SECTOR LEASED PROPERTIES AND HOSTELS (Agenda Item 13):</p> <p>With the consent of the Committee this item was withdrawn</p>	

The meeting ended at 19.47 hours.

BOB HARRIS
Chair

MINUTES OF THE CABINET PROCUREMENT COMMITTEE

TUESDAY, 28 JULY 2009

20b

Councillors *B. Harris (Chair), *Bevan, *Kober and *Reith

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC01.	APOLOGIES FOR ABSENCE (IF ANY) None.	
PROC02.	DECLARATIONS OF INTEREST None.	
PROC03.	MINUTES RESOLVED: That, subject to the amendment with respect to point 2 of the resolution under minute number PROC09 set out below, the minutes of the meeting held on 7 July 2009 be approved and signed. 1. That in accordance with Contract Standing Order 11.01 (b) approval be granted to the award of the contract for the replacement of the water treatment system at Tottenham Green Leisure Centre to <u>Europools PLC</u> on the terms and conditions set out in the Appendix to the interleaved report with a construction period of 10 weeks based on the work commencing in December 2009 and being completed by March 2010.	HLDMS
PROC04.	COMMISSIONING OF DOMICILIARY CARE WITHIN THE SOCIAL CARE AGENDA The Committee considered a report that sought agreement to the extension of the current contract arrangements with respect to the commissioning of Domiciliary Care for up to twelve months. In response to a query the Committee was advised that it would be possible to discuss the possibility of re-apportioning the division of care between the providers and officers agreed to investigate this. However, continuity of care would need to be considered, particularly given that Service Users were likely to experience a significant degree of change as the Transforming Care agenda progressed. It was noted that the Care Quality Commission (CQC) had rated the proposed providers with a three star rating that was classed as 'Excellent'. The Committee was advised that a twelve month period for the extension had been sought to ensure that there was sufficient time for a smooth transition of services to be completed. There was however an expectation that this would be completed well within this period.	ACCS

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 JULY 2009

	<p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 13.02, approval be granted to an extension of the current block contracts with Sevacare and London Care and Approved List contracts arrangements with various providers by up to 12 months to not later than 31st March 2011 on the terms and conditions set out in the Appendix to the interleaved report. 2. That authority to terminate the contracts at an appropriate point within the year's extension to allow a smooth transition to the new arrangements be delegated to the Director of Adults, Culture and Community Services in conjunction with the Cabinet Member for Adult Social Care and Wellbeing. 	<p>DACCS</p> <p>DACCS</p>
<p>PROC05.</p>	<p>OATFIELD & TWYFORD LIFT IMPROVEMENTS</p> <p>The Committee received a report that sought agreement to award a contract for the lift replacement works at Oatfield House and Tywford House, Tottenham, N15.</p> <p>The Committee was advised that there were two amendments to the report. The first related to paragraph 7.5 of the report which should have stated that the 'start date for <u>possession</u> was 5 October 2009...' and not 'installation' as stated.</p> <p>The second amendment related to paragraph 12.14 which should have included the following sentence:</p> <p><u>'Of those affected, this equates to an average cost of £2,712.04 per leaseholder'</u></p> <p>Assurance was sought that any vulnerable residents who would be affected by the loss of the lifts during the specified period had been identified. It was confirmed that Homes for Haringey had advised residents of the proposed work via the regular newsletters they received and these had asked anyone who would be affected to contact their Tenancy Officer.</p> <p>It was further confirmed that this had also been highlighted in earlier newsletters when the first and second Notices of Work were issued.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 JULY 2009

	<p>information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That in accordance with Contract Standing Order 11.01(a) approval be granted to the award of the contract for lift replacement works at Oatfield House and Twyford House to PDERS Ltd on the terms and conditions set out in the Appendix to the interleaved report. 2. That the total estimated cost of the scheme excluding fees as detailed in paragraph 2.1 of the Appendix be noted. 	<p>DUE</p> <p>DUE</p>
PROC06.	<p>RHODES AVENUE PRIMARY SCHOOL EXPANSION - PROCUREMENT OF DESIGN CONSULTANCY</p> <p>The Committee received a report that sought approval to award a contract for the design and technical services for the Rhodes Avenue Expansion project for the duration of the project.</p> <p>The Chair requested that future reports should avoid repetition and summarise the references made to the links with other Council Plans and priorities.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p>	
	<p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for design and technical services for the Rhodes Avenue School extension to NPS London Ltd and spending on this contract be authorised up to the sum detailed in paragraph 14.1(d) of the Appendix to the interleaved report for the duration of the project.</p>	DYCPS
PROC07.	<p>BROADWATER FARM INCLUSIVE LEARNING CENTRE - PROCUREMENT OF DESIGN CONSULTANCY</p> <p>The Committee received a report that sought approval to award the contract for design and technical services for the duration of the BWF ILC project.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 JULY 2009

	<p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for design and technical services for the Broadwater Farm Inclusive Learning Campus to NPS London Ltd and spending on this contract be authorised up to the sum detailed in paragraph 14.1 of the Appendix to the interleaved report for the duration of the project.</p>	DCYPS
PROC08.	<p>BUILDING SCHOOLS FOR THE FUTURE - PROJECT MANAGEMENT PROVIDER</p> <p>The Committee received a report that provided an update on the additional work involved in re-tendering the Heartlands High School and that sought approval for the additional resources required to manage the reminding future work of the BSF project.</p> <p>It was noted that the additional resources requested did not represent a rise in the rate paid per hour; this was required due the level of work increasing. Existing contracts allowed for a 12% rise beyond the anticipated cost of the original contract and the report set out why the rationale for this.</p> <p>The Chair noted the Chief Financial Officer's comments, set out in the report, with respect to the proposed extension to the contract to include the 'contract administration responsibilities' and this point was acknowledged by officers.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p>	
	<p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the additional cost incurred as a result of work required to re-tender for the Heartlands High School be noted ii. That, in accordance with Contract Standing Order 13.02, approval be granted to the scope and terms of the extension to contract for the Building Schools for the Future (BSF) Project Management services with Mace for the remaining phase of the BSF programme as set out in the Appendix to the interleaved report. 	<p>DCYPS</p> <p>DCYPS</p>
PROC09.	<p>BUILDING SCHOOLS FOR THE FUTURE: AWARD OF CONTRACT FOR CLERK OF WORKS</p> <p>The Committee considered a report that sought approval to award the Building Schools for the Future (BSF) contract for Clerks of Work on the first seven schools and a separate Clerk of Works Contract for the final five schools.</p> <p>It was noted that approval was being sought retrospectively in respect to one of the contracts and it was explained that this was because the BSF team had assumed that the successful contractor would be viewed as an</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 JULY 2009

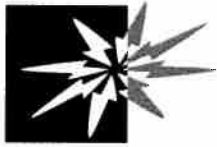
	<p>internal team and therefore approval from the Committee would not be required. Apologies from the BSF team for this misunderstanding were given.</p> <p>The Committee was advised that this oversight had come to light during the preparation for the 2nd tender process.</p> <p>The Chair drew Members attention to the legal advice that had been given with respect to this issue.</p> <p>In response to a query, the Committee was advised that the Clerks of Work would not be appointed on a full time basis to each school. However, expectations around what the Clerks were expected to oversee and the amount of time they should spend on site would be stated contractually.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of a contract for Clerk of Works services to Homes for Haringey for the duration of the Building Schools for the Future programme for the first seven BSF schools on the terms and conditions set out in the Appendix to the interleaved report. ii. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of a contract for Clerk of Works services to John Burke Associates for the duration of the Building Schools for the Future programme for the last five BSF schools on the terms and conditions set out in the Appendix to the interleaved report. 	<p>DCYPS</p> <p>DCYPS</p>
<p>PROC10.</p>	<p>BUILDING SCHOOLS FOR THE FUTURE: AWARD OF CONTRACT FOR FURNITURE FIXTURES AND EQUIPMENT</p> <p>The Committee received a report that sought approval to award BSF contracts for Furniture Fixtures and Equipment.</p> <p>In response to a question it was noted that some Head Teachers had expressed dissatisfaction around the degree of choice that had been offered and the cost attached. Members were assured that this had been taken on board and options for extending the range of products available were being considered.</p> <p>The Cabinet Member for Children and Young People noted that it was important that a response was drafted to schools with respect to</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 28 JULY 2009

	<p>concerns. This should give an overview of the wider issues that the Council had to consider when selecting a provider including quality and sustainability.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contracts for the supply of Furniture, Fixtures and Equipment Building Schools for the Future programme to Eurotek and Senator up to the budget allowance set out in paragraph 16.2 of the interleaved report.</p>	DCYPS
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The meeting ended at 5.55pm.

BOB HARRIS
Chair



Haringey Council

21

Agenda item:

[No.]**Cabinet****8 September 2009**

Report Title. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS

Report of Chief Executive

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

- 1.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.
- 1.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 1 and 2 (2009-10) have not previously been reported.

2. Introduction by Cabinet Member (if necessary)

- 2.1. Not applicable

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

- 3.1. These are contained in the individual consultation forms.

4. Recommendations 4.1. That the report be noted
5. Reason for recommendation(s) 5.1. Not applicable.
6. Other options considered 6.1. Not applicable
7. Summary 7.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members. 7.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 1 and 2 (2009-10) have not previously been reported.
8. Chief Financial Officer Comments 8.1. These are contained in the individual consultation forms.
9. Head of Legal Services Comments 9.1. These are contained in the individual consultation forms.
10. Head of Procurement Comments – [Required for Procurement Committee] 10.1. Not applicable
11. Equalities & Community Cohesion Comments 11.1. These are contained in the individual consultation forms.
12. Consultation

12.1. Details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers

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

Cabinet Member Consultation 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 Richard Burbidge on 020 8489 2923.

ACTION TAKEN UNDER EMERGENCY PROCEDURES – 2009-10

Exempt forms are denoted by ♦

[illegible]

Agenda item:

[No.]

Cabinet

8 September 2009

Report Title. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

Report of the Chief Executive

Signed :



Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

- 1.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.
- 1.2 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. Introduction by Cabinet Member (if necessary)

- 2.1. Not applicable

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

- 3.1. These are contained in the individual action forms.

<p>4. Recommendations</p> <p>4.1. That the report be noted</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. Not applicable.</p>
<p>6. Other options considered</p> <p>6.1. Not applicable</p>
<p>7. Summary</p> <p>7.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.</p> <p>7.2 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.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. Where appropriate these are contained in the individual delegations.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. Where appropriate these are contained in the individual delegations.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. Where appropriate these are contained in the individual consultation forms.</p>

12. Consultation

12.1. Where appropriate details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Where appropriate details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 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 Richard Burbidge on 020 8489 2923.

DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action – July 2009

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action

Type	Number
090708: CSO 6.03 WHL grandstand seating – amendment	1
090714: Eamonn Dillon Coaching Ltd – contract	1
090714: Jacksons Lane Artsreach Project – My Beautiful Octopus	1
090722: CSO 6.04-CSO 7 Markfield Park BMX area upgrade	1
090731: CSO 12.02 Tottenham Green Leisure Centre replacement water treatment system	1

Submission authorised by: 

Mun Thong Phung

Director of Adult, Culture and Community Services

Date: 5th August 2009

DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action 2009/10

♦ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	24/8/09		

Delegated Action			
Type			Number
6:04	ABG Grant		£18,500
	Consultancy for JAR Action Plan		£91,500
	Provision of Local Social Partnership for CYPS		£20,250
	Haringey Sixth form Centre – remodelling of accommodation		£235,000
	South Harringay Jnr – Temporary Pupil Support Centre		£50,000
6.07	Developing Hubs of change		£50,000
7.02	BSF Gladesmore – Specialist Furniture, Fixtures and Fittings Procurement		£29,640
11.02	Furniture, Fixtures and Equipment for BSF		various
	Rowland Hill children's Centre, Solar Gain Mitigation works		£50,055
	BSF Heartlands- highways improvement works		£20,723
	Lancasterian and Vale boiler replacement		£103,891
	Gladesmore boiler replacement		£112,242.89
	North Harringay domestic hot water unit replacement works		£78,168.76
	BSF Park View Academy food Tech Design and Installation		£68,578
	BSF Fortismere – Advanced Works Package		£242,205.66
13.01	Extension of Contract for consultant to provide IT services		£9,000
	Extension of contract to provide Connexions Harringey Services		£129,950

Submission authorised by: 

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2009/10 - July 2009

♦ denotes background papers are Exempt.

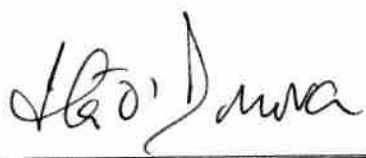
No	Date approved by Director	Title	Decision
1. ♦	02.07.09	E-Payment Project - Civica Licence Upgrade.	For the Director of Corporate Resources to approve the waiver of CSO 6.05 under 7.02 and in accordance with waiver requirements noted under 7.03a to enable the direct purchase of the upgraded licences from Civica without the need for tender, for a period of 3 years.
2. ♦			

Delegated Action			Number
Type			
Approval for award of contract under CSO 11.02 re: Capacity Support - signed by ACE (PPP&C) 07.07.09.			1
Approval for extension of contract under SCO 11.02 re: Extension of Capacity Support - signed by ACE (PPP&C) 07.07.09.			1
Request for waiver of CSO 6.04 under CSO 7 re: LMCSIS Help Desk Service - Haringey, signed by Interim ACE (PPP&C) 16.07.09.			1
Approval for award of contract under CSO 8.04 (single tender) and 11.02 re: Contract for Translation and Interpretation Bookings System, signed by DCR 15.07.09.			1
Approval for award of contract under CSO 11.02 re: Installation of CCTV Cameras and No Dumping Signs in the Enterprise Row Industrial Estate, Rangemoor Road N15, signed by DCR 20.07.09.			1
Request for waiver of CSO 6.05 under CSO 7 re: Gov Connect Secure Xtranet (GCSX), signed by DCR 24.07.09.			1

Submission authorised by:

J. P. R. 7/8/09

Agenda item:

Cabinet		On 8 September 2009
Report Title: Treasury Management Review Update		
Report of: Chief Executive		
Signed : 		
Contact Officer : Dr Ita O'Donovan, 020 8489 2648		
Wards(s) affected: All	Report for: Non-key decision	
1. Purpose of the report 1.1. The Chief Executive commissioned a review of treasury management arrangements, which was reported to Cabinet in February 2009. It was agreed that an update be provided to Members in six months and this report highlights the progress made on the recommendations arising from that review.		
2. Introduction by Cabinet Member for Resources / Leader 2.1. I note the actions taken in relation to Treasury Management.		
3. State link(s) with Council Plan Priorities and actions and /or other Strategies: 3.1. This links to the Treasury Management Strategy approved at Council in February 2009 as part of the business and financial planning process.		

4. Recommendation

4.1 To note the progress against the action plan arising from the recommendations of the previous review.

5. Reason for recommendation

5.1. Members agreed at Cabinet in February 2009 that the Chief Executive would report back on progress from the recommended actions arising from the review in six months.

6. Summary

6.1 The report highlights the progress made on the recommended actions arising from the review reported to Cabinet in February 2009. These actions have all been implemented. Additionally the recommendations from the national review carried out by the Audit Commission have also been included in the action plan.

7. Chief Financial Officer Comments

7.1. The report updates Members on the progress made in implementing the actions arising from the review. Some recommendations were implemented in October 2008 following the events in the banking sector at that time and these have been incorporated in to the formal Treasury Management Strategy approved at Council in February 2009. The revised strategy and improved operational arrangements provide a robust basis for managing investments going forward.

8. Head of Legal Services Comments

8.1. The Head of Legal Services has been consulted on the content of this report and comments that the recommendations are within the policy agreed by Council and consistent with the purposes of Financial Regulations and proper conduct of the Council's treasury management functions.

9. Equalities & Community Cohesion Comments

9.1. There are no issues to report in respect of equalities and community cohesion.

10. Consultation

- 10.1. Although no formal consultation has taken place a number of expert views have been expressed on the issues of treasury management and the events of the last year and these have been considered as part of the way forward.

11. Service Financial Comments

- 11.1. There are no direct financial implications arising from the recommendations in this report.

12. Use of appendices /Tables and photographs

- 12.1. Appendix 1 – update of action plan from PWC review and recommendations

13. Local Government (Access to Information) Act 1985

- 13.1. Paragraphs 14.8 and 14.9 of this report are exempt as they contain information that falls within the categories 3 and 4, that is information relating to the financial and business affairs of other persons including the Council (3) and information relating to any contemplated consultations or negotiations in connection with a labour relations matter (4).
- 13.2. Background papers:
- Report of the Chief Executive to the Cabinet on 24 February 2009 – Treasury Management Review including exempt report and extracts
 - Report of the Chief Financial Officer to the General Purposes Committee on 7 July 2009 – Treasury Management – 1st quarter performance 2009/10

14. Background and update

- 14.1. Pricewaterhouse Coopers LLP were appointed to conduct an independent review of the Council's treasury management functions in respect of investments and particularly in relation to the investment of funds in Icelandic banks.

- 14.2. The terms of reference of the review included:

- assessing the treasury management policies, procedures and investment strategy comparing these to best practice;
- reviewing the particular circumstances around the deposits made in Icelandic banks;

- reviewing the advice from the Council's external treasury management advisors;
 - assessing the role of external brokers in dealing with the Council's investments, and;
 - reviewing the procedures in place to consider and assess the potential consequences and risks associated with investment decisions.
- 14.3. On 24 February 2009, Cabinet agreed to accept all of the recommendations from PWC and that a report on progress would be prepared to update Members in six months time. The recommendations arising from the report are attached at appendix 1a together with the progress and action taken. All recommendations have been implemented.
- 14.4. Subsequently, in March 2009, the Audit Commission also carried out a review looking at the 127 English local authorities with deposits of nearly £1bn in Icelandic banks. The Audit commission themselves had £10m of deposits in two Icelandic banks. A number of recommendations were made for Central Government, the Chartered Institute of Public Finance and Accountancy (CIPFA) and for Local Authorities themselves. The recommendations for local authorities closely aligns to the work PWC did at Haringey and all of these actions are being reported separately to the General Purposes Committee. The attached appendix 1b sets out these recommendations.
- 14.5. The full set of recommendations was reported to the Audit Committee and these are being followed up as part of the normal quarterly monitoring process.
- 14.6. The Council's external auditors, Grant Thornton, reviewed the treasury management arrangements as part of the Use of Resources assessment after October 2008 in accordance with instructions from the Audit Commission. Although no specific recommendations were made as a result of this review it is highlighted as a key action area in the Council's Annual Audit and Inspection letter and says:
- In light of the Icelandic banking crisis, the Council needs to ensure its Treasury Management strategy continues to form a robust member led process for protecting the Council's financial assets
- 14.7. This issue has been highlighted in the Council's Annual Governance Statement (AGS) for 2008/09 as a significant issue for action going forward. The AGS, signed by the Chief Executive and the Leader, forms part of the Council's Statement of Accounts and was agreed by the General Purposes Committee on 25 June 2009.

Treasury Management Action Plan – Recommendations from PWC review

Ref	Recommendation	Management Response	Progress	Timescale
Treasury Management Strategy and criteria for lending				
1.1	<p>The Council should consider the extent to which it invests in financial institutions that are placed on Negative Outlook or Ratings Watch by credit ratings agencies, regardless of whether they meet the other minimum lending criteria at the time of the investment decision.</p> <p><i>[Additional PWC comment in recommendation - We understand that, as a result of the current circumstances within the banking Sector, many UK and non-UK banks are currently on negative outlook and that the Council would be faced with limited options to invest funds if investments were restricted to banks which are not currently on negative outlook. However, when making investment decisions, the Council should consider investing funds in those banks which meet minimum lending criteria and are not on negative outlook. As noted above, we have been informed that a number of changes to the Council's investment policies will be incorporated within the 2009/10 treasury management strategy].</i></p>	<p>The new Treasury Management Strategy (TMS) was approved by Full Council on 10 February 2009. The new strategy requires significantly more restrictive practices regarding investments and requires them to be placed only with banks and building societies (on a term or certificate of deposit basis) that have a minimum AA-long term credit rating and F1+ short term rating <u>and</u> are participants in the UK Government's Credit Guarantee Scheme (CGS).</p> <p>In relation to institutions placed on 'negative rating watch' or 'outlook', whilst a blanket approach to not placing deposits with institutions with this flag is preferable, the Council's practice will be to undertake an individual assessment and consideration will then be given at a senior level before any investment decision is made. This will apply to the individual rating of the institution too. This will take into account other factors such as government support and level of existing rating. The Chief Financial Officer will consider these assessments on an individual basis.</p>	Achieved	In place prior to TMS being agreed in Feb 2009

Treasury Management Action Plan – Recommendations from PWC review

Ref	Recommendation	Management Response	Progress	Timescale
1.2	The Council should consider using a matrix of counterparty limits dependent on the credit ratings of institutions.	The Council's new TMS goes further than this recommendation by only investing with banks and building societies (on a term or certificate of deposit basis) that have a minimum AA- long term credit rating and F1+ short term rating and are participants in the UK Government's Credit Guarantee Scheme (CGS). As the banking sector stabilises and the counterparty list is expanded then a matrix approach will be adopted.	Achieved	In place prior to TMS being agreed in Feb 2009
1.3	The geographical concentration of investments should be considered with thresholds stipulated as part of the Council's investment policy.	As 1.2 above, the Council's new TMS goes further than this recommendation by limiting investments to those covered by the UK Government's CGS. When the strategy expands to non-UK counterparties at some future date then this will be included.	Achieved	In place prior to TMS being agreed in Feb 2009
1.4	The Treasury Management Strategy should be formally reviewed on a quarterly basis and meetings should be held between the lead Member and the Chief Financial Officer as part of this review.	This practice is place. The Cabinet Member has had a quarterly review meeting and in addition the of the new quarterly review reports was be taken to the Council's General Purposes Committee on 7 th July 2009. A recommendation to revise the TMS went to Full Council and was agreed on 20 July 2009.	Achieved	In place for first quarter of 2009/10

Treasury Management Action Plan – Recommendations from PWC review

Ref	Recommendation	Management Response	Progress	Timescale
Process for review and consideration of information to inform risk and investment decisions				
1.5	A formal process for reviewing Sector Treasury Services Limited ("Sector") communications on a daily basis should be established; this process should be documented and a record or log should be maintained to demonstrate that Sector advice has been considered by officers with comments, where appropriate, noting the Council's response to the advice received.	The Council is now working with a new Treasury Management Adviser; Arlingclose. This recommendation, therefore, is deemed to refer now to this company. A formal review and logging process for Arlingclose communications is in place.	Achieved	In place prior to TMS being agreed in Feb 2009
Recognition of banking groups in forming the counterparty list				
1.6	The Council should consider applying the current counterparty limit to the collective banks within a group, rather than to individual institutions.	The Council's new TMS ensures that group arrangements are taken account of.	Achieved	In place prior to TMS being agreed in Feb 2009
1.7	The interdependencies between groups of banks should be identified and recorded so that counterparty limits can be applied by officers, independently from the advice received from Sector.	The Council's new TM advisers, Arlingclose, provide a daily update of the current status of the permitted institutions. This update includes group and interdependency information. Notwithstanding this, the current TMS requires these factors to be taken account of when making investments.	Achieved	In place prior to TMS being agreed in Feb 2009
Treasury management/investment function				
1.8	A review of the treasury management function should be undertaken to assess the increased role it has to play in the Council as a source of	The Chief Financial Officer has carried out a benchmarking skills and competency review of the current treasury function and	Achieved	April 2009

Treasury Management Action Plan – Recommendations from PWC review

Ref	Recommendation	Management Response	Progress	Timescale
	income generation and the heightened financial risks attached to this activity. A review of the skills and competencies required in the department for those who are investing public money on a daily basis should be performed. An individual with the relevant experience and knowledge to interpret market data and information (in addition to credit ratings) that reflect the creditworthiness of an institution could potentially add to the skills set within the treasury management function. Alternatively, external advice which would bring such knowledge should be sought.	the Treasury and Pensions Team within Corporate Finance. Additional highly skilled temporary resources were brought in and a new arrangement with the Council's new external treasury management advisers was been put in place from February 2009.		
Compliance with daily authorisation limits				
1.9	Compliance with daily authorisation limits should be checked on a daily basis. Officers should maintain compliance with the daily authorisation limits which are set out in the Council's documented procedures. Where the lending limit is exceeded by a particular deal(s) on a given day, retrospective countersignatures should be sought as soon as possible by an officer with sufficient delegated authorisation.	A revised process is now in place which requires officers to certify they have checked and are complying with daily authorisation limits. An audit trail exists for this process.	Achieved	March 2009

Treasury Management Action Plan – Recommendations from Audit Commission national report

Ref	Recommendation	Management Response	Progress	Timescale
2.1	<p>The Council should set the treasury management framework so that the organisation is explicit about the level of risk it accepts and the balance between security and liquidity and the yield to be achieved. At the highest level, the organisation should decide whether it has:</p> <ul style="list-style-type: none"> • appetite and capability to be able to manage risk by placing funds with financial institutions; or • no appetite and/or sufficient capability to manage the risk of placing funds in the market, and should instead place funds with the UK government's Debt Management Office. 	<p>The Council's new Treasury Management Strategy (TMS) was approved by Full Council on 10 February 2009. The new strategy requires restrictive practices regarding investments and requires them to be placed only with banks and building societies (on a term or certificate of deposit basis) that have a minimum AA- long term credit rating and F1+ short term rating and are participants in the UK Government's Credit Guarantee Scheme (CGS). Use of the Debt Management Office is specifically allowed in the strategy. The issue of risk has been fully addressed in the new TMS and in consultation with the Council's new advisers Arlingclose. On-going review of the suitability of the strategy is currently in place.</p>	Achieved	In place prior to TMS being agreed in Feb 2009
2.2	<p>The Council should ensure that treasury management policies:</p> <ul style="list-style-type: none"> • follow the revised CIPFA code of practice; • are scrutinised in detail by Members at a specialist committee, before being accepted by the authority; and • are monitored regularly. 	<p>The new TMS fully complies with the current CIPFA code of practice, but will be revised in light of the new code to be issued by CIPFA later this year.</p> <p>The policy and practices are being reviewed by the General Purposes Committee on a quarterly basis.</p>	<p>Achieved</p> <p>Acheived</p>	<p>February 2009</p> <p>July 2009</p>

Treasury Management Action Plan – Recommendations from Audit Commission national report

Ref	Recommendation	Management Response	Progress	Timescale
2.3	The Council should ensure that elected Members receive regular updates on the full range of risks being run.	As above, there is a process of quarterly Treasury Management review reports to be taken to the Council's General Purposes Committee. The first of these review reports went on 7 July 2009.	Achieved	July 2009
2.4	The Council should ensure that the treasury management function is appropriately resourced, commensurate with the risks involved. Staff should have the right skills and have access to information and external advice.	The Chief Financial Officer has carried out a benchmarking skills and competency review of the current treasury function and the Treasury and Pensions Team within Corporate Finance. Additional highly skilled temporary resources were brought in and a new arrangement with the Council's new external treasury management advisers was been put in place from February 2009.	Achieved	April 2009
2.5	The Council should ensure that the elected Members of authorities who have accountability for the stewardship of public money are trained so that they are able to scrutinise effectively and be accountable for the treasury management function.	It is planned to institute a member training module on Treasury Management that will be provided on a suitably regular basis. The first report to the General Purposes Committee was a special meeting with the report being the only item on the agenda. Significant time was given to presentations and questions with external advisers also present. A further formal training session is planned for relevant Members in September.	Achieved	July 2009

Treasury Management Action Plan – Recommendations from Audit Commission national report

Ref	Recommendation	Management Response	Progress	Timescale
2.6	The Council should ensure that the full range of options for managing funds is considered, and note that early repayment of loans, or not borrowing money ahead of need may reduce risks.	The Council has considering the full range of options for managing funds on the advice of the new Treasury Management advisers. These options were part of the approved TMS and further discussion on these took place at General Purposes Committee in July 2009 with agreement to an expansion of investment approach.	Achieved	February 2009
2.7	The Council should ensure that the fullest range of information is used before deciding where to deposit funds.	The TMS provides for this and the new contract with Arlingclose also incorporates additional external and market information requirements.	Achieved	February 2009
2.8	The Council should ensure that the roles of external advisers are clear and that it is recognised that local authorities remain accountable for decisions made.	The Council recognises in the TMS that it is accountable for investment decisions made. The Council's new treasury management advisors provide advice and information and this is set out specifically in the new contract.	Achieved	February 2009
2.9	The Council should ensure that economies of scale are sought by sharing resources between authorities or with pension funds, while maintaining separation of those funds.	Consideration is being given to this by a number of London Boroughs together with some assistance with Capital Ambition to ascertain the benefits and risks involved.	In progress	On-going

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Agenda item:

[No.]**Cabinet****On 8 September 2009**Report Title: **The Council's Corporate Insurance Arrangements**Report of: **Chief Financial Officer**

Signed :

Contact Officer : Anne Woods, Head of Audit and Risk Management

Tel: 020 8489 5973

Email: anne.woods@haringey.gov.ukWards(s) affected: **All**Report for: **Key Decision****1. Purpose of the report**

- 1.1. To advise Members of the Council's current situation in relation to its corporate insurance arrangements following the cessation of the London Authorities Mutual Limited (LAML).
- 1.2. To request Cabinet approval for the proposed procurement strategy and proposals to purchase and arrange interim insurance cover.

2. Introduction by Cabinet Member

- 2.1. I concur with the recommendations contained within section 4 of the report.

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

- 3.1. The Council priority to deliver excellent, customer focused, cost effective services by ensuring that the Council's risk management framework is in place and operating effectively. The council's corporate insurance arrangements form part of the overall risk management approach.
- 3.2. Risk management forms a key element within the revised Use of Resources assessment and will continue to be part of the CAA from 2009 onwards. The implementation of appropriate insurance arrangements will ensure that the

requirements of the CAA assessment are fulfilled.

4. Recommendations

- 4.1. Cabinet is requested to note the outcome of the legal challenge to the London Authorities Mutual Limited (LAML).
- 4.2. Note the claims brought against Haringey Council by Risk Management Partners.
- 4.3. Note that short term temporary insurance cover is in place to 30 September 2009.
- 4.4. Waive Contract Standing Orders and delegate to the Chief Financial Officer the authority to agree the detailed arrangements for the extension of temporary insurance cover from 1 October 2009 until the commencement of the replacement longer term contract.
- 4.5. Approve the long term procurement of Insurance Services via a purchasing Consortium.
- 4.6. Delegate to the Chief Financial Officer, in consultation with the Cabinet Member for Resources, the authority to agree the detailed arrangements for participation in a purchasing consortium and the procurement of replacement insurance cover, including the award of the contract(s).

5. Reason for recommendations

- 5.1. Following the cessation of LAML, the Council needs to obtain further interim and longer term insurance cover in order to ensure its risks and liabilities are appropriately managed.
- 5.2. It will not be possible to procure suitable replacement longer term insurance cover for 1 October 2009, based on the time requirements of EU procurement regulations, therefore an extension of the existing temporary cover, previously agreed via LAML and Charles Taylor Consulting, will be required.
- 5.3. Procurement of insurance services via a purchasing consortium with other London boroughs is considered to represent the most effective means of securing medium term value for money for the Council since the cessation of LAML.
- 5.4. The proposed timetable to implement the detailed arrangements of the purchasing consortium and longer term insurance cover means that approval via Procurement Committee would delay Haringey's participation in the process and could lead to increased costs of insurance cover.

6. Other options considered

6.1. Purchasing stand-alone insurance cover for the Council using agreed procurement processes. This was not considered appropriate because:

- The insurance market for local authority risks has historically had a limited number of competitors, which has resulted in reduced competition and higher rates; and
- The current economic conditions and credit crunch has resulted in falling investment returns for insurers and a resulting reduction in capacity to underwrite risk. The market is expected to harden which could result in higher premiums during 2009/10.

7. Summary

7.1. This report outlines recent developments regarding the cessation of operation by the London Authorities Mutual Limited (LAML) following the outcome of litigation, along with background, objectives and timeline for the placing of alternative insurance arrangements via a consortium purchasing arrangement.

7.2. The original decision to participate in LAML was brought before Cabinet (then known as the Executive) at its meeting of 31 October 2006. The procurement of corporate insurance cover is a key decision as the costs of such contract(s) would exceed £500k. If a standard procurement approach was being undertaken, the approval and award of any contracts would be within the remit of the Cabinet Procurement Committee.

7.3. This report is brought before the Cabinet in order to seek approval for a variation to standard procurement procedures and a waiver of current standing orders and Contract Procedure Rules. Under Contract Procedure Rules 7.02 (a), the Cabinet may approve the waiver.

8. Chief Financial Officer Comments

8.1. The additional costs of circa £200k (para 13.2) for the temporary insurance cover is the estimated total cost that the Council has and will incur until the proposed new permanent contract is in place. This will be met from the Council's insurance reserve and not passed on to services via increased premiums.

8.2. In terms of the proposed new permanent replacement insurance, although Croydon will act as the overall procuring authority, once the contracts are in place each individual authority will monitor their policies against the agreed terms and conditions enabling effective client monitoring to take place. Although not yet quantifiable, as outlined in paragraphs 13.3 & 20.3, it is expected that savings over the pre-LAML contract prices can be obtained which will enable the authority to deliver on an on-going basis the pre-agreed savings from the insurance contracts.

8.3. Paragraph 18 highlights the current position as regards RMP claims against the authority. At this stage it is not possible to quantify any potential financial impact as

the outcome is uncertain.

9. Head of Legal Services Comments

9.1. The legal issues are contained in the body of the report.

10. Head of Procurement Comments

- 10.1 Haringey Contract Standing Order 6.09 states:
These Contract Standing Orders shall not apply where the Council procures particular goods, services or works:
as part of a group of public sector bodies contracting with one or more contractors (consortium arrangement), provided the contract standing orders of one of the public sector bodies constituting the group and/ or where applicable the Public Contract Regulations 2006 have been followed,
- 10.2 Provision therefore exists within Council Standing Orders and Public Procurement Regulations to procure using consortia arrangements.
- 10.3 The legal challenge to LAML was unforeseen and as a consequence, interim insurance arrangements had to be put in place in order to underwrite risks pending procurement of longer term arrangements.
- 10.4 Public Contract Regulations define the timetable to be applied to procurement projects and the lead authority in this case, Croydon is progressing as quickly as possible within prescribed constraints.
- 10.5 It is in the Council's overall best interests to put in place interim insurance arrangements (rather than not have any insurance at all) and also to procure longer term insurance by means of a consortium (subject to being legally robust).

11. Equalities & Community Cohesion Comments

11.1. This report deals with the Council's corporate insurance arrangements and the purchase of insurance cover for all areas of the Council, which have an impact on various parts of the community. Improvements in managing insurance policies and risk management will therefore improve services the Council provides to all sections of the community.

12. Consultation

12.1. No external consultation was required or undertaken in the production of this report.

13. Service Financial Comments

- 13.1. The council currently has an investment of approximately £340,000 of capital in LAML. It is expected that this will be returned once LAML is wound up.
- 13.2. There will be additional costs to the council for the replacement temporary insurance cover. The additional costs have not been finalised, but are expected to be approximately £200,000. The costs will be met by the Council's Insurance reserve.
- 13.3. It is anticipated that savings will be achieved in the purchasing of permanent replacement insurance via a Consortium procurement approach that would not be achievable if Haringey undertook a sole procurement process.
- 13.4. LAML members achieved individual savings of £200k per annum in insurance premium costs through the economies of scale by purchasing as a group. These levels of expected savings may be lost if an approach using a consortium is not used.

14. Use of appendices/Tables and photographs

- 14.1. Not applicable

15. Local Government (Access to Information) Act 1985

- 15.1. For access to the background papers or any further information please contact Anne Woods on 0208 489 5973.

16. Background

- 16.1 Haringey, along with a number of other London boroughs (Croydon, Brent, Tower Hamlets, Camden, Harrow, Lambeth, Hammersmith and Fulham, Kingston) participated in the set up of the London Authorities Mutual Ltd (LAML) in 2007. Haringey's participation was agreed to by the Cabinet (then known as The Executive) in their meeting of 31 October 2006.
- 16.2 Legal advice was obtained on the legality of the setting up of LAML, including providing financial guarantees along with placing insurance with the mutual. The advice given by a senior Queens Counsel was that the set up of and participation in LAML including the giving of financial guarantees was lawful.
- 16.3 EU public procurement law generally requires that contracts are awarded by way of a competitive tender process. The council's insurance was placed with LAML without undertaking a tender using an exemption to these laws known as the Teckal exemption. Local authorities are not required to procure via a tender process where contracts are placed with internal departments. The Teckal exemption means that where contracts are placed with an external organisation where the same degree of

control is exerted as that over an internal department, they are not required to procure via a tender process. The Teckal exemption was therefore used as the basis of the approach to procure the corporate insurance programme without using a formal tender process.

- 16.4 The Council placed its main corporate insurance program with LAML from 1 April 2008 for a long term agreement period of three years on the expiry of the previous long term agreement with its previous insurers.

17. The Legal Case

- 17.1 A challenge was brought by Risk Management Partners (RMP), a local authority insurer, against the London Borough of Brent regarding their participation in LAML.
- 17.2 This challenge was brought in two areas. Firstly that Brent's participation in LAML was ultra vires (i.e. that it did not have the power to do this), and secondly that Brent had breached EU procurement rules in placing their insurance with LAML without undergoing a competitive tender.
- 17.3 Brent relied upon powers primarily under section 111 of the Local Government Act (LGA) (1972). Haringey and the other participants relied upon the more broad well-being powers under section 2 of the Local Government Act (2000).
- 17.4 The case was first heard in the High Court in 2008 with Brent's participation being ruled ultra vires, on the basis that they did not have sufficient powers under S111 LGA (1972), and that Brent did not properly exercise its powers under S2 LGA (2000). The courts further found that Brent was in breach of EU procurement rules.
- 17.5 This decision was appealed by both Brent and LAML, with the case being heard in March 2009. The Court of Appeal dismissed Brent's appeal regarding S111 LGA (1972), and further found that Brent did not have any powers to participate under S2 LGA (2000). The impact of this decision is that Haringey's participation in LAML under S2 LGA (2000) is also now deemed to be ultra vires.
- 17.6 Brent were refused permission by the Court of Appeal to refer the matter to the House of Lords. Brent has now made an application directly to the House of Lords seeking leave to lodge an appeal.
- 17.7 As a result of the Court of Appeal decision, LAML has ceased underwriting with effect from 8 June 2009 and will be wound up via a scheme of arrangement to be negotiated with the FSA. It is expected that a solvent run off will be achieved and that all former LAML members will recoup in full their initial capital investment.

18. Claims against Haringey

- 18.1 RMP have also submitted claims against Haringey Council and the other participants in LAML alleging that participation in LAML is ultra vires, and that the authorities are in breach of EU procurement rules.
- 18.2 The claims against Haringey and the other participants have been stayed pending the outcome of the application by Brent for leave to appeal to the House of Lords.

19. Temporary Insurance Cover

- 19.1 As LAML ceased underwriting as of 8 June 2009, temporary insurance cover has been arranged for the Council for an interim period of 9 June 2009 to 30 September 2009. This arrangement was approved by the Chief Financial Officer in accordance with extreme urgency waiver provision within Contract Standing Orders (ref. 7.03 (b)). The exception applies where unforeseeable events not attributable to the contracting authority create a situation of extreme urgency such that the time limits for the normal procurement processes cannot be met.
- 19.2 It was not an option to have any period of time without insurance cover and for this reason the Council applied the extreme urgency exception to enable temporary insurance cover to be obtained. Charles Taylor Consulting, who were employed by LAML, were instructed to arrange insurance cover for LAML members until such time as a purchasing consortium was able to run and complete a formal procurement process. The initial period of the temporary cover was for the period up to 30 September 2009, but with prices pre-agreed for an option to extend to 31 December 2009, and monthly thereafter up to 31 March 2010.
- 19.3 It will not be possible to procure suitable replacement insurance cover for 1 October 2009, based on the time requirements of EU procurement regulations, therefore an extension of the existing temporary cover will be required. It is recommended that the tendering provisions of Contract Procedure Rules and Standing Orders are waived and authority is delegated to the Chief Financial Officer to extend the short term contracts until the commencement of the replacement contracts. The grounds under the Contract Procedure Rules relied upon is 7.03 (e) "there are other circumstances that are genuinely exceptional."
- 19.4 As stated above, the temporary insurance cover has been arranged to allow for the cover to be extended from 1 October 2009 for any period of time up to 31 March 2010. However, it is anticipated that the proposed procurement approach will enable the consortium to obtain insurance cover which will be permanent, appropriately researched and marketed and hence much more competitively priced.

20. Consortium Purchasing

- 20.1 A number of boroughs are forming a Consortium for the purchasing of insurance from the commercial market. The core of the Consortium is made up of former LAML members. However there has been interest from several other boroughs that were not involved in LAML.

- 20.2 The formation of a Consortium is consistent with the Government's focus on aggregation of procurement to achieve reduction of costs. The formation of the Consortium will also enable those boroughs who take part to continue to work together collaboratively to progress risk management initiatives and agendas and to share knowledge and best practice.
- 20.3 The experience of a group of Fire and Rescue authorities in 2008 was that, by forming a Consortium, they were able to appeal to a wider selection of insurers and achieved a better response than had they procured separately. The improved response resulted in a greater number of insurers responding, as well as additional savings.
- 20.4 It is therefore considered likely that a better response will be received from the insurance market to local authority procurement on a Consortium basis, rather than each authority procuring insurance cover separately.
- 20.5 The insurance market for local authority risks has historically had a limited number of competitors, which has resulted in reduced competition and higher rates.
- 20.6 The current economic conditions and credit crunch has resulted in falling investment returns for insurers and a resulting reduction in capacity to underwrite risk. The market is expected to harden which could result in higher premiums.
- 20.7 The local authority market is increasingly being seen as a more attractive proposition due to its stability. Those authorities who have good understanding of their risks, along with robust management processes in place to manage risk, are increasingly being seen as an attractive proposition.

21. Formation of the Consortium

- 21.1 A working group has been formed to establish the Consortium. This group is made up of Insurance and Risk representatives from all boroughs who have indicated an interest in joining a Consortium.
- 21.2 Croydon are the lead authority who will run the procurement process and act on behalf of all participating authorities. A Memorandum of Understanding will be entered into whereby all of the boroughs participating in the Consortium will authorise the lead authority to act on their behalf regarding the procurement.
- 21.3 Legal advice is being obtained regarding the set up of the Consortium to ensure that the set up of the Consortium is legal and the procurement activities comply with EU procurement rules.
- 21.4 Procurement will be subject to the Standing Orders and procedures of the lead authority. Each participating authority will award its own contracts in compliance with their own Standing Orders.

21.5 The working group will assist the lead authority and will take part in the procurement, including the assessment of tender responses and selection of the preferred bidders.

22. Procurement

22.1 It is proposed that, via the Consortium, tenders for insurance cover are obtained for a two year long-term agreement contract with the option of extending the cover for a further one year plus one year.

22.2 In the main, this will be to provide appropriate levels of insurance cover, whilst ensuring required levels of service, a competitive price and continuous improvement in line with the Council's key priorities.

22.3 All procurement activities will be undertaken in compliance with the Public Contracts Regulations 2006 in order to secure best value for money. Procurement will be undertaken in compliance with Croydon's Standing Orders (as per paragraph 21.4 above). Tenders for the provision of insurance will be obtained with insertion of a contract notice by Croydon in the Official Journal of the European Union (OJEU).

22.4 As the contract value for the procurement of insurance will exceed £500,000, this project is subject to the Council's key decision limits.

22.5 The Consortium currently involves up to ten boroughs, therefore it is important that decisions regarding contract award can be taken quickly. Delegation of contract award powers to a Chief Officer is considered the most efficient way to ensure that decisions are made in a timely manner to ensure that the Consortium is able to function while still ensuring that procurement decisions are subject to a suitable level of scrutiny.

23. Timetable

23.1 The proposed timetable of key milestones is given below:

Milestone	Date
Commence procurement of broking services	July 2009
Appoint broker	Aug 2009
Commence procurement of insurance	Sept 2009
Evaluation of tenders by	Nov 2009
Obtain Chief Officer approval for contract award recommendation	Dec 2009
Contract commencement	January 2010

24. Evaluation Criteria

- 24.1 The award criteria will be based on EU procurement rules with contracts being awarded to the most economically advantageous tender. The tender evaluation model, which will include quality issues, will be developed by the working group and will be approved by the lead borough to ensure compliance with their procurement requirements.

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