

Chair:  
Councillor George Meehan

Deputy Chair:  
Councillor Ray Dodds

## **PART A – INTRODUCTION**

### **Introduction**

- 1.1 This report covers the work of the Executive during the first two months of the current municipal year. This overview details key operational developments over the period and is supplemented by a detailed reported summarising the decisions made at the three recent meetings of the Executive on 15 May, 10 June and 08 July. The Report is divided into 4 parts:-
- PART A: INTRODUCTION
  - PART B: ITEMS FOR DECISION
  - PART C: ITEMS OF MAJOR PUBLIC INTEREST FOR NOTING
  - PART D: OTHER INFORMATION ITEMS
- 1.2 We trust that this report will be helpful to Members in their representative role and facilitate a fruitful dialogue between the Executive and all groups of councillors.
- 1.3 The first report is a welcome opportunity for the Executive on a regular basis to present the priorities and achievements of the Executive to Council colleagues for consideration and comment. The Executive values and encourages the input of fellow members.
- 1.4 Firstly, it would be helpful to present some known and less well known facts about Haringey and the people the Council serves:-
- The Council has 216,800 residents (and this may be an underestimate);
  - 193 native languages are spoken
  - Nearly half of which are from Black and minority ethnic communities;
  - 11 square miles in area;
  - Haringey is the 20<sup>th</sup> most deprived district in England;
  - East/west divide - over 88,000 people live in nine wards in the East that are among the 10% most deprived in England;
  - Over 4,000 homeless families in Haringey are waiting for a permanent home;
  - Haringey is home to 12% of the Capital's asylum seekers but only 3% of its population;
  - The Council employs 8,000 staff of which half are Black and minority ethnic.

### **2 Context for the Council**

- 2.1 The agenda for local authorities is whether we like it or not, increasingly driven by central government, which has made its intentions clear. Public services must improve and the government will, if necessary, intervene to achieve this. Key criticisms of the Council in the past were low achievement and lack of clarity regarding management priorities. We are now responding positively to these and the concerns of the local community. Residents have clearly expressed their wishes about improving the quality of life in the east of the borough and their desire for cleaner and safer streets.
- 2.2 However, Haringey like many other London boroughs has received a poor financial settlement from the Government for this year. The increase in funding does not cover the unavoidable increases in costs that the Council faces. The shortfall having to be funded through increasing

the Council Tax. The Executive is committed to protecting and maintaining frontline services, in particular education, social services and the environment.

### **3 Comprehensive Performance Assessment**

3.1 The recent inspection report from the Audit Commission, the Comprehensive Performance Assessment (CPA) has praised the progress that we have made in improving our management and, importantly, says that we have the capacity to improve. Although ranked as 'Weak', the CPA recognised that Haringey has put the building blocks in place to improve performance. The Council has also achieved good improvements in the last year with improved performance in services, added expertise in education and waste management, seen investment in customer services, investment in employee development and have built effective partnerships within Haringey to improve the quality of life of residents.

In fact the CPA team highlighted that Haringey's

- priorities are in tune with local people's;
- financial position was strong;
- partnerships with contractors (e.g. PFI in schools and our library service) were successful;
- self-assessment was frank and had a clear understanding of both our present position and where we want to improve;

However, they also highlighted areas where improvements needed to be made:

- service performance
- corporate planning
- public perceptions
- performance management

So we cannot be complacent; and nor will we be. Whilst existing resources are being used to support these and other capacity areas, there is a real need for additional resources to be made available in the short term if the significant improvements in service performance are to be achieved by 2005.

### **4 Achievements**

- 4.1 However, it is important that the fact that Haringey's services are getting steadily better should be acknowledged.
- 4.2 In Education we continue to improve the quality of education by working in partnership with Capita plc, local schools and parents. This is shown in the improving standards for exam results. During 2002 the education Service was awarded three stars (out of a possible four) in the Comprehensive Performance Assessment.
- 4.3 In the Library Service we have already seen improvements in 2002. We have improved library buildings, buying new books and installing new computers. As a result there has been a large increase in visits to our libraries.
- 4.4 The reliability of street lighting has been greatly improved, as has the time the Council takes to deal with planning applications.

- 4.5 Housing have improved the speed with which they repair homes, have actively participated in the building of new homes and have increased the availability of housing to people in Haringey through helping people to move outside London. Haringey is also a lead borough in reducing the use of bed and breakfast for temporary accommodation and continues to work against crime and anti-social behaviour.
- 4.6 Social Services are improving. Children in Haringey are now better protected because key Government standards are being met and in some cases exceeded.

## **5 The Council's Vision, Broad Priorities and Challenges**

- 5.1 Members will be aware committed to the Council's vision as set out in Haringey's Community Strategy –

“To measurably improve the quality of life for the people of Haringey by tackling some of our biggest problems and making it a borough we can all be proud of.”

- 5.2 To achieve this we have set ourselves five broad priorities, all encompassed within our campaign to engender Civic Pride.

The Priorities are:

- Narrowing the gap between the east and west of the borough;
- Safer Streets;
- Cleaner Streets;
- Education, Education, Education;
- Improving Services.

- 5.3 Within these priorities the Executive has also sought to deal with the following specific challenges:

- Tackling the east and west division in poverty, wealth, race and culture
- Reduce the over concentration of temporary accommodation in the borough and use of bed and breakfast accommodation.
- Reduce waiting time for permanent housing
- Respond to the OfSTED report of February 2002
- Ensuring that Neighbourhood Management and renewal is positive and proactive
- Working with Area Assemblies and community groups to build civic pride
- Increasing the pace of improvement in the performance of Social Services particularly the Children's' Services
- Implementing the new political management arrangements successfully
- Continuing to work with Haringey Accord to improve the Environment
- Continuing work on the Council wide staff development and learning programme

**6 Key Issues**

- 6.1 In order to deal with these challenges the Executive has recently considered the key issues to be addressed by the Council in the forthcoming year. They are-

CORPORATE

Approach to Children's Services including Children's Trusts & Extended Schools

North London Strategic Alliance including improving regional and sub-regional working – discussions with partners on sustainability and joining-up projects  
Neighbourhoods  
Better Haringey – co-ordination of services' activities

Bernie Grant Centre & Tottenham Town Hall site – progressing proposals to a successful conclusion

The London Plan – ensuring Haringey's links to the sub-regional and regional agenda

CPA - Strategic discussion on lifting CPA score including Governance Issues  
Consideration to the Future of Hornsey Town Hall

Accommodation Update including Civic facilities

EDUCATION

Capital Strategy, including links with School Organisation Plan and the Primary School Stock Condition including Planning for sufficiency of school places, especially in relation to the Mayor of London's proposals

Developments in the 14-19 Phase, including anticipated new pattern of 16-19 provision in the east of the borough

Attainment at the end of Key Stages 2003 including behavioural issues including the performance of pupils from ethnic minorities, looked after and vulnerable children

Inclusion Policy - Outcome of consultation and the impact on other strategies, and the implications for other services

Attendance and Youth Offending Issues - Progress in attendance & its impact on other social inclusion strategies

Strategy for support for pupils with behavioural difficulties - Impact of changes following the closure of Greenfields and the impact on other social inclusion strategies e.g. street crime

Response to the review of Youth Provision (including Sports provision)

Compact with the DFE -Impact on Education Services and the wider Council of a more formalised relationship with the DfES through the COMPACT - Role and effectiveness of London Challenge Implications for the Secretary of State's Direction

OfSTED Inspection Report - Outcome in relation to key judgements especially in relation to Members' role in School Improvement - Impact on Council's CPA score

Catering Procurement - Approval of the Corporate Catering contract to begin on 1 August 03

### SUPPORT SERVICES

Refresh - The approach to the scheduled refresh of the Council's IT infrastructure has been discussed at various fora. It is likely to be based on a thin client architecture. As discussed and agreed at the E-government Advisory Committee on 17 April, a report went to the 10 June Executive. Impact on services is likely to be in the late autumn.

IS/IT Strategies - Phases with a corporate impact are likely to include the first phases of business process reengineering in bulk processing settings (possibly benefits and rent collection), mobile working pilots (possibly housing repairs and enforcement) and web content management.

IEG 3 – Submission of return required to government setting out progress on e-government. Simpler format than IEG2.

CITS restructure

Preparing for Libraries BV Inspection September 03

Succession strategy for Interim Management of Libraries

Annual Library Plan

Opening the two new Customer Service Centre's - The Wood Green and North Tottenham CSCs were agreed in April 2003. In opening the two centres, there are heavy dependencies with both other accommodation moves and the services for which CSCs provide the front office. North Tottenham is planned for late 2003 and Wood Green for mid 2004.

Review Customer Services Strategy including telephone answering and improving receptions.

## FINANCE

Benefits and Local Taxation (Customer Experience) - Process review (covering speed, accuracy, quality and customer interface) likely to commence September

Financial Planning - General fund, education, HRA, and capital – resource allocation process

## SOCIAL SERVICES

Residential Strategy for Older People - Project to reshape service to reduce use of residential care in favour of community based care (home care, day care, supported housing). Essential to drive up care standards and contain costs.

Implementation of Victoria Climbié Inquiry recommendations

Annual Review meeting letter (SSI report on performance)

SSI Children's Inspection – Report of findings

Looked After Children's Commissioning Strategy

Integrating Mental Health and Older People's services with NHS

Youth Justice Plan

## ENVIRONMENT

Leisure transfer

Sports Development

Accord contract - Contractual obligation to review

Licensing - Consider implications of new legislation

UDP Review - Includes affordable housing policy (sustainable communities)

Recycling (see paragraphs 8.9 – 8.11 below)

## HOUSING

Reviewing housing stock options - Discuss and agree consultation plan with residents on options

Temporary Accommodation Procurement - Improve efficiency & effectiveness of provision of temporary accommodation for the homeless

Value for Money of Repairs - Consider options for tendering service

Sustainable Communities

## STRATEGY

Strategic Sites - Discussion on progress of Haringey Heartlands, Tottenham Hale, etc.

Anti-Social Behaviour Strategy and Implementation

## ORGANISATIONAL DEVELOPMENT

Member Enquiries - To ensure enquiries dealt with efficiently

Domestic Violence Strategy

## **7 Overview and Scrutiny**

- 7.1 The Leader on behalf of the Executive attended the Overview & Scrutiny Committee on 26 June 2003 to present my priorities for 2003/04. The Executive has welcomed the involvement of Overview and Scrutiny in the work of the Council including the reporting of the recent reviews into Services for Leaseholder, Inclusive Education and Anti-Social Behavior which have constructively assisted the Executive with its work. The Executive are also awaiting with interest the reviews regarding the Blue Badge parking Scheme and Maternity Services and the progress report into the 2001 review of Support for Small Businesses and trust that these will be completed shortly.
- 7.2 The Executive also seeks to encourage the input of Overview and Scrutiny in the successful progressing of the above key issues and would welcome the active participation of Scrutiny colleagues in research and policy development, particularly advance and long-term consideration of items and issues contained in the Council's Forward Plan and through commissioning of relevant reviews, rather than simply monitoring the work of the Executive.

## **8 Better Haringey**

- 8.1 We will be launching the Better Haringey initiative – a major campaign aimed at delivering quality services and developing the kind of community that local people deserve. The focus is on our local environment – something which as Members, we know is a matter of great interest to residents from every part of the borough.
- 8.2 The Better Haringey initiative is a tremendous opportunity to marry our corporate communications output with our number one target for service improvement in a way that directly addresses the concerns of our community.
- 8.3 Council will be aware of the investment package agreed for Environmental Services this year. This includes some £1.3m revenue monies (including external funding) for both this year and

next and a significant amount of capital resources (again including external planned funding) over the next few years. This investment package together with the Council's general improvement programme has been encompassed in the corporate theme of "Better Haringey".

- 8.4 "Better Haringey" means a series of service improvements for the residents of the Borough. In this year the concentration will be on improvements to the Environment as, in addition to 'Crime' this is the number one priority for Haringey residents and therefore the number one priority for the Council. It is the intention however that next year and thereafter, Better Haringey will be used to encapsulate everything the Council does in terms of delivering improved and enhanced services to the people of the Borough.
- 8.5 Better Haringey, does not merely concern itself with Council activity however. It carries with it the central message that residents have responsibilities as well as rights. In this year as well as service improvements, Better Haringey is delivering a range of Education, Information, Prevention and Enforcement activity designed to stop (amongst other things) the dumping of rubbish and cars, graffiti and flyposting on the walls and to encourage residents to report Environmental crime.
- 8.6 There are a number of service improvements that have already been made with many more planned. Highlights include:

#### **Improvements already made**

- Additional street cleansing.
- More litterbins on the streets (the full programme will see 400 additional bins).
- Cross-Borough Graffiti and Flyposting Blitzes have started with associated enforcement activity.
- A programme has been set for tackling and designing out problem sites.
- The roll out of door to door recycling for every household and Housing estate has started. Eventually this will mean multi-material recycling for everyone.
- More parks patrol officers.

#### **Planned Improvements**

- A front line Zero Tolerance Team to deal with all Environmental enforcement at its first stage.
  - A "Difficult Cases" Team to deal with Enforcement Activity on issues like illegitimate Car Repair operations, Social Clubs and Homes in multiple occupation.
  - CCTV on all known dumping hotspots.
  - The refurbishment of Ashley Road depot into a fully operational recycling centre.
- 8.7 In terms of communications, there are a number of events happening to share the concept of Better Haringey with residents and businesses. New Leaflets have been written to better inform residents of their rights and responsibilities around Council Services and Staff Events have been held to ensure that all staff are aware of Better Haringey and its importance. All leaflets, communications and vehicles associated with the built environment will be branded with the Better Haringey Logo this year with other services coming on stream in the next calendar year.
- 8.8 There is a Member / Officer Steering Group managing the delivery of Better Haringey. The executive members on this Steering Group are:
- Cllr Narendra Makanji
  - Cllr Ray Dodds
  - Cllr Nilgun Canver



8.9 With regard to recycling, Haringey must increase its recycling and composting rate to achieve a statutory target of 10% by 2004. In the financial year 2001 / 02 Haringey recycled approximately 5% of the 93 tonnes of waste via 3 systems (refer to item 3). Our current performance may be summarised as follows

	<b>Kerbside</b>	<b>Bring sites</b>	<b>CA Site</b>	<b>Total</b>
<b>Glass</b>	543	666	29	<b>1238</b>
<b>Paper</b>	1697	947	44	<b>2688</b>
<b>Cans</b>	16	n/k		<b>16</b>
<b>Textiles</b>	16	24	1	<b>41</b>
<b>Metal</b>			355	<b>355</b>
<b>Oil</b>			18	<b>18</b>
<b>Other</b>			5	<b>5</b>
<b>Total</b>	<b>2272</b>	<b>1637</b>	<b>452</b>	<b>4361</b>

8.10 Our 3 recycling systems are

1. The Green Box Scheme:

- Servicing 21,000 who receive a weekly multi-material collection
- services 9,000 households with a weekly paper-only collection
- currently has a participation rate of 40%
- contributes 2.5% towards the recycling target

2. The On-street Bring Sites

- 42 recycling bring sites collect 1600 tonnes of material per annum
- Contributing approximately 37% of the total amount of waste recycled - 1.8% towards the recycling target.

3. The Civic Amenity Site

- Contributes 11% of the total amount of waste recycled - 0.5% towards the recycling target.

8.11 For the purpose of future targets Haringey must meet statutory targets set by DEFRA to:

- Recycle or compost 10% of household waste by 2004
- Recycle or compost 18% of household waste by 2005

Targets set by Best Value Improvement Plans include:

- To improve public satisfaction with recycling by 2005
- To improve public satisfaction with Civic Amenity facilities by 2005

Haringey Council has committed revenue to the value of £543,000 to expand the Kerbside collection scheme to a further 35,000 households (contributing an additional 6.7% to the recycling rate), set up a system of mini-recycling sites for estates (contributing an additional 2%) and converted the Civic Amenity site into a Recycling and Re-use centre, which will contribute an additional 3% to the recycling rate. These initiatives will involve working closely with the Council's Better Haringey Campaign and will include a Green waste Composting scheme and a Recycling scheme covering all schools and other educational establishments in the borough.

2003 / 4 Recycling Projects	Current Situation		Situation as of Sept 2004	
	Annual tonnage	%	Annual tonnage	%
<b>Bring sites</b>	1637	1.8%	1700	1.6%
<b>Kerbside Recycling</b>	2272	2.4%	7000	6.7%
<b>CA site</b>	452	0.5%	3100	3.0%
<b>Mobile Green waste</b>	0	0.0%	500	0.5%
<b>Estate Recycling</b>	0	0.0%	2100	2.0%
	<b>4361</b>	<b>4.7%</b>	<b>14400</b>	<b>13.8%</b>

## 9 Leadership Programme

- 9.1 The "Leadership Programme" is a process of development for our top 250 managers. If we are to deliver good services, we need high-trained and committed people. The Executive is confident that we are on the right track.
- 9.2 A company called T3 has been appointed to work with us on the programme. Senior officers are currently testing the programme, which will last nine months and includes a 360 appraisal, a psychometric assessment, coaching sessions and three workshops.
- 9.3 The need for a Leadership Programme for the Council's top 250 managers was endorsed by the recent corporate assessment, which took place as part of Haringey's Comprehensive Performance Review referred to earlier in this report.
- 9.4 We have designed the programme to have a perceptible impact on managers individually and collectively in terms of their general understanding of the leadership role and their own self-awareness.
- 9.5 The leadership programme should cover:
- Developing a shared management language and understanding across the Council - ensuring that key concepts and the Haringey vision are explained and fully understood.
  - Clarifying the leadership principles which flow from the vision, explaining how these translate into explicit expectations of managers, and are embodied in every day management practice
  - Developing an understanding of the importance of "performance leadership" - providing an overview of the principles of good management/management behaviour and how these can be used to lead the drive to improve performance across the council.
  - An overview of different models and tools for analysing and understanding leadership styles and behaviour and
  - A personal development element for all those attending the programme. A focus on skills and techniques and personal attributes needed by leaders in Haringey and how participants can develop these, with a particular emphasis on action-based learning and individuals taking responsibility for their own learning.

## **10 One Haringey**

- 10.1 A high-performance organisation needs to value all forms of feedback, including that from staff. The One Haringey events, which took place at Alexandra Palace on 3 – 5 June, were an opportunity for staff from every service to put raise any questions and observation and to take part in a variety of workshops aimed at sharing experiences and developing knowledge of our overall objectives.
- 10.2 Staff identified the diversity of the community and of the Council's workforce, as the best thing about working for the Council. Staff met colleagues from different services, shared ideas and experiences and enjoyed themselves. The many comments and questions from the event will be pulled together into a report and an exhibition which will be displayed at the Development and Learning Centre in Hornsey.

## **11. Social Services - Children's Services**

- 11.1 Members have continued to be actively involved in the drive for improvement in Children's Services. The Leader chairs the new Children's Service Advisory Committee. This is an advisory committee of the Executive, meeting monthly to review developments and chase progress. It is a mark of the unique importance of this issue that this committee has such a wide breadth of membership – including executive members, scrutiny chairs, assistant executive members and members of the opposition.
- 11.2 The positive feedback from the Social Services Inspectorate on the Victoria Climbié self audit, which is reported separately to this Council meeting, provides external validation that good progress has been, and continues to be, made.
- 11.3 Awareness raising and training events on how to protect and safeguard children have taken place throughout the Council. The thousand staff who attended the 'One Haringey' event all received prompt cards on what to do if they were worried about a child. Within the Housing Service specific training events have been held for staff many of whom have regular contact with the public. Over 600 teachers have also received child protection training and a conference for Head Teachers on 1 July 2003 considered Education's contribution to the response to the Victoria Climbié Inquiry Report. All this is in addition to the regular programme of training organised under the auspices of the Area Child Protection Committee.

## **12 Achievements lunch**

- 12.1 It is important to celebrate our successes and to praise those people who have made a special contribution. Following the successful Haringey Council Award scheme for the staff who 'go the extra mile' we have again asked managers and staff to identify all their other achievements – and celebrate both at the Haringey Achievements Lunch on 11 July 03, where the Leader gave out certificates to some 25 extra mile winners. All Extra Mile award winners received a certificate and a gift voucher, a bottle of Champagne, a donation to their favourite charity, or £25 worth of cakes for the team.

## **13 Housing Stock**

- 13.1 Colleagues will be aware of the importance of meeting the "Decent Homes Standard" for the quality of social housing. Our most recent stock condition survey outlined a funding gap of £185 to meet the investment needs required to make a stock reach the standard over the next 10 years.

13.2 We are required to have a rigorous stock options appraisal in place by July 2005. The process is that we must work with the Government Office for London in order to produce a strategy that they judge to be “fit for purpose”. A timetable has been agreed with GoL, giving us until October 2003 to produce the various documents needed to make up our Housing Strategy 2004-2007.

13.3 The Executive agreed on 8<sup>th</sup> July to set up an independent Housing Commission to appraise out stock options and report to the Executive in September 2003.

#### **14 Regional Housing Priorities**

14.1 Housing decisions in the borough are always made in the context of regional and sub-regional priorities. Colleagues will be aware of the creation of the new London Housing Board and the fact that it is retaining 30% of Housing Investment Programme (HIP) allocation, in order to deliver a more strategic use of resources.

14.2 It is important that Haringey continues to have its voice heard on these issues and that we play a full part in the North London housing sub-region (Barnet, Camden, Enfield, Haringey, Islington, Westminster), which will deliver a North London Housing Strategy addressing such issues as:

- Improving housing standards across the tenures
- Increasing housing provision
- Delivering more affordable housing
- Promoting sustainable communities.

## PART B – ITEMS FOR DECISION

### Finance

#### I. FINANCIAL PLANNING 2004/5 TO 2007/8

The Council will be aware that we have agreed a four-year strategy covering the period from the current year to 2006/7. The strategy was designed to reflect the following key factors:

- the Manifesto commitments of the new administration;
- the Community Strategy, which sets out the priorities for all public service providers within the borough;
- requirements for service improvements as identified within the Comprehensive Performance Assessment (CPA) process; and
- the need for the Council to develop the capacity and infrastructure to support the delivery of this agenda.

The budget process was underpinned by an extensive review of all services, which had been conducted in consultation with key stakeholders. The outcome included the following main features:

- a significant investment programme of capital and revenue resources to reflect the strategic context set out above;
- a continuation of the passporting policy for education resources (enhanced by £600k of 'passporting plus' to help offset the poor settlement from government);
- a planned programme of efficiency savings over the four-year period.

We noted that the poor settlement from the Government had caused particular difficulties in decision-making, with the Council only receiving the 'floor' increase of 3.5%, an amount significantly less than that required to meet unavoidable cost rises. The main reasons for the poor settlement were adverse formula methodology changes and a reduction in the population estimate as a result of the 2001 census. The consequences of this were twofold: a significant council tax increase, and severe difficulties for schools in balancing budgets for 2003/4. We also noted that the Council would receive only the floor increase in 2004/5, meaning that the extreme pressure on resources would continue in that year.

Over the four-year period, the conclusion of the process in February can be summarised as follows:

	2003/4	2004/5	2005/6	2006/7
Budget gap/(surplus) £m	-	-1.3	1.3	1.2
LBH council tax £	950	1,092	1,119	1,147
LBH increase %	17.4	15.0	2.5	2.5
GLA council tax £	224	247	272	299
GLA increase %	29.1	10.0	10.0	10.0
Total council tax £	1,174	1,339	1,391	1,446
Total increase %	19.4	14.0	3.9	4.0

We have now considered a report which set out the key issues which would need to be considered as that strategy was updated leading up to budget setting for 2004/5. For the most part, the above analysis confirmed decisions already taken as part of the existing four-year strategy. However there were some amendments which would need to be reflected:

- the replenishment of balances in respect of the Climbie action plan;
- the need to provide for Government determined losses in respect of function changes;
- the need to provide for an additional deficit at Alexandra Palace.

This gave the following overall position:

	2004/5	2005/6	2006/7
Budget gap/(surplus) b/f £m	-1.26	1.31	1.23
Replenish balances: children's services £m	0.24	-0.24	
Function changes loss: social services £m	0.5		
Alexandra Palace increased deficit £m	0.75		
Revised budget gap £m, on the basis of:	0.23	1.07	1.23
LBH council tax £	1,092	1,119	1,147
LBH increase %	15.0	2.5	2.5
GLA council tax £	247	272	299
GLA increase %	10.0	10.0	10.0
Total council tax £	1,339	1,391	1,446
Total increase %	14.0	3.9	4.0

The above position reflected

- savings already agreed over the three year period; and
- an additional corporate savings target of £1m per annum in each of the next three years.

**We noted both the national and local strategic context for local government expenditure over this planning period and in noting also the financial and risk issues we approved a number of budget adjustments. We also considered the resulting financial strategy outlook and deferred until later in the budget process the approach to be adopted in respect of education passporting. Our Chair has written to the Minister of Local Government with copies to the Secretaries of State for Health and for Social Security making a case for more government financial support for our next year's budget.**

**We also noted the progress with the Parliamentary Scheme to enable the Alexandra Palace to grant long leases to support a large scale redevelopment with a private sector partner to secure the long term future of the Palace and, further, that the Charity Commission had forwarded the Parliamentary Scheme to the Home Office.**

**We have also agreed the budget making process as set out below.**

<b>ACTIVITY</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Consider overall financial strategy and budget process	Informal Executive	24 June
Consider overall financial strategy and Scrutiny approach	Scrutiny Ctte	26 June
Consider overall financial strategy and budget process	EMB Executive	3 June 8 July
Consider overall financial strategy	HSP Business community	30 September 30 September
Prepare first draft pre business plan reviews for peer review	CEMB and Executive Members	19 September
Consider second draft pre business plan reviews	CEMB and Executive Members	10 October
Consider: <ul style="list-style-type: none"> <li>• Scrutiny / HSP / business comments on financial strategy</li> <li>• second draft pre business plan reviews for release to Scrutiny</li> <li>• Capital Strategy</li> </ul>	EMB Executive	21 October
Draft pre business plan reviews scrutinised	Scrutiny Panels	30 November
Receive draft settlement	Officers	30 November
Budget package considered	CEMB and Executive Members	3 December
Scrutiny comments considered and budget package proposed	EMB Executive	16 December [20 January]
Set council tax base	Council	19 January 2004
Consider Executive's budget package	Council	2 February
Final budget and council tax decision	Council	16 February

**We recommend:**

That the Council be requested to ask the Alexandra Palace Board to report back on their short to medium term strategy to minimise the cost to the Council.

## **Environment**

### **2. BOROUGH SPENDING PLAN (BSP) 2004/05**

The Council will be aware that we cannot pursue our transport policies and projects in isolation. Issues such as traffic congestion, public transport services and development proposals, the regeneration of the eastern half of the Borough and environmental quality are linked to the development of our transport and planning policies at a strategic level. We are actively working with

our partners in north London on the development of proposals for the North Circular Road. We are seeking the extension of the Victoria line from Seven Sisters to Northumberland Park which would support the regeneration of this area and north Tottenham. We are keen to support the regeneration of Tottenham Hale and Haringey Heartlands, both of which have been identified in the draft London Plan as areas of opportunity. Better access to Heartlands is important to stimulate the development of this strategic site. Our proposals for Tottenham Hale include road closure near the station and removing one-way working on the gyratory system. We have longer-term ambitions for improved orbital public transport such as Orbi-rail based on the Barking-Gospel Oak line and for new and improved rail services in the Lee Valley.

We have considered a report which advised us that we were required to submit our Borough Spending Plan (BSP) to Transport for London (TfL) by 1 August. The BSP would set out the Council's transport projects for 2004/5. TfL had issued guidance that required boroughs to submit their BSP based on the transport areas within TfL's Business Plan.

There would be a bid for Lee Valley Transport Package for which Haringey was the lead borough and, in addition, cross-borough bids were also to be submitted for Muswell Hill/Swiss Cottage bus route measures, Finsbury Park streets for people project and Hornsey Lane 20-mph zone. There would also be a bid for North London Transport Forum by Enfield Council. The draft bid submitted to us for approval provided details of the proposed bid, which totalled £8,108,000 for all areas which included for the Lee Valley, for which Haringey was the lead borough, but excluding Local Safety Schemes and London Cycle Network routes.

A summary of the draft bid is outlined below and a copy of the full draft bid has been placed in the Members' Room.

### **Principal Road Maintenance**

The bid totalled £900,000 with funding sought for the following roads: Turnpike Lane, Church Lane, Fortis Green Road, Watermead Way, Hornsey High Street, Lordship Lane, Westbury Avenue and West Green Road.

### **Bridge Strengthening and Maintenance**

The overall bid for bridge strengthening was £936,000. The programme which had been agreed with the lead borough, City of Westminster, sought funding for the following bridges:

- Hornsey Lane over Archway Road
- Hampden Road over New River
- Turnpike Lane over New River
- Station Road over New River
- Buckingham Road over Rail
- Bounds Green Road over Rail
- Wightman Road over Rail
- Clyde Road over Rail
- Muswell Hill Road over disused rail
- Muswell Hill Road over disused rail

In addition, funding was also being sought for bridge upgrade and safety works for the following bridges/structures:

- Bounds Green Road footbridge



- Springfield Avenue retaining wall,
- Moselle storm water culvert and
- Alexandra Palace station footbridge.

The bid totalled £103,000 and a bid of £8,000 was also being made for bridge headroom warning signs.

### **Local Safety Schemes/20 mph zones**

#### a) 20mph zones

- Hornsey Lane - A joint bid was to be submitted with Islington Council (This complemented the bridge maintenance bid and Islington would be submitting the bid of £100,000 to complete the project).
- Whittington Road/Myddleton Road area (This would complement a bid being submitted by Enfield Council). This bid was for £400,000.
- Residential Area between Hornsey Park Road and Wood Green High Road. This bid was costed at £100,000.

#### b) Local safety schemes

Details for this bid had yet to be finalised but we were employing consultants to undertake accident analysis work and identify schemes. The focus would be on reducing killed and seriously injured accidents. TfL had already indicated in the settlement for the current year that £500,000 had been set aside for 2004/5. It was expected that the consultants will complete their work by mid July. TfL is funding the study work.

Funding was also to be sought for two additional road safety education officers. This would complement the work on safer routes to school outlined below. The bid was for £100,000

### **Safer routes to school**

- South Tottenham (£175,000) – Existing scheme
- West Green Learning Neighbourhood (£250,000) – Existing scheme
- Alexandra Park (£200,000) – Existing scheme.

Funding was also to be sought for new schemes in Muswell Hill (£160,000), Woodside Avenue, N10 (£120,000) and Bruce Grove (£100,000). TfL would also be asked to support our programme by part funding a School Travel Plan Co-ordinator (£25,000) and development work (£40,000). The total bid was for £1,070,000.

### **Controlled Parking Zones**

The bid was to progress a CPZ for North Tottenham, partly to address issues of match day parking demand. Bid was for £170,000.

### **Travel Awareness**

A bid of £2,000 was to be made for electric bicycles to support the implementation of the Council's staff travel plan.

### **Walking**

The bid included support for street lighting on pedestrian routes such as Harringay Passage and on residential roads to encourage more walking to town centres. The bid was for £300,000. Support

was also sought support for the funding of a pedestrian phases at the Endymion Road/Green Lanes and Bounds Green Road/High Road signalised junctions (£220,000). Total bid £520,000.

## **Cycling**

The main part of the bid was for implementing London Cycle Network Plus routes. This programme had yet to be finalised and no details were available at the time of our meeting. This bid would be made through the lead borough, Camden Council. Funds were also to be sought for cycle training and cycle parking and for local cycle links. The total bid was for £390,000 excluding the LCN Plus bid.

## **Area Based Schemes**

### *a) Streets-for- People*

Further funding would be sought for Tower Gardens, N17 home zone following our successful bid last year. The bid for 2004/5 was £350,000 with the same amount for each of the following two years. Islington Council were leading on a bid for the Finsbury Park area which would cover Stroud Green Road and the area to the east and complement the planned CPZ. The bid was for £300,000.

### *b) Interchanges*

The bid for this area related to Northumberland Park bus terminus and followed on from last year's successful bid. The total bid was for £50,000.

### *c) Town Centres*

Whilst no bids were being submitted this year following TfL's guidance, the BSP put down a marker that funding would be sought in future years for schemes on Tottenham High Road to support the High Road regeneration strategy.

### *Regeneration area schemes*

The bid related to ongoing work on Tottenham International Development Framework. Funding was being sought for initial design work and consultation for the proposed closure of roads adjoining Tottenham Hale station. A bid of £100,000 was also to be made for a feasibility study and initial design work for a direct link from Tottenham Hale station to the GLS site. In relation to South Tottenham NDC it was planned to introduce further traffic calming measures to support safer routes to school and measures already in place on the north side of Seven Sisters Road. This bid was for £150,000 giving a total bid is £250,000.

### *Freight*

This type of work was better progressed at the sub-regional level and Enfield Council, as lead borough for North London Partnership Forum would be submitting a bid for a Freight Quality Partnership.

### *Air quality*

Like Freight this was more of a sub-regional issue. Progress was dependent on study work being carried out for the ALG.

### *Accessibility*

Accessibility issues were being progressed through the Lee Valley Transport Package and bus priority and bus stop accessibility below.

#### *Local Bus Priority Measures*

Funding was being sought for 3 schemes, two of which had been carried forward from last year's BSP. The Council was supporting bus priority measures for routes W3, 41 and 67. The total bid was for £150,000 and was being made through the lead borough (Bromley). We were also working with lead boroughs Camden and Barnet for a joint bid for bus priority measures to allow the introduction of a bus route between Muswell Hill and Swiss Cottage. A consultant's study had costed the necessary measures at £479,000. Camden Council would submit the bid.

#### *Bus Stop Accessibility*

New low floor buses had been or were to be introduced on three routes (W3, 232 and 444) in 2004/5 and funding was being sought for highway works to allow the benefits of these new buses to be maximised. The total bid was for £250,000.

Total bid for 2004/5: £6,608,000 (Haringey only) and excluding bids for LCN Plus and Local Safety Schemes

#### **Cross-borough Partnerships**

We acted as the lead borough for the London Lee Valley Transport and Access package. This formed a separate chapter in the BSP. The bid for 2004/5 had not been finalised at the time of our meeting. However, it was to be focused on strategic transport projects which would benefit the Lee Valley as a whole and which supported the enhancement to rail stations being funded separately by TfL and SRA. The projects would be expected to relate to improved access to rail stations, national cycle route 1 and linkages and safer environment around stations. Discussions were still ongoing with our partners on the bid but it was thought that it would be in the region of £1,500,000 for 2004/5.

#### **We recommend:**

**That the Borough Spending Plan for 2004/05 as outlined above be supported as the basis for the bid to Transport for London and the Director of Environmental Services in consultation with the Executive Member for Environment to be authorised to approve submission of the final bid.**

## **Organisational Development & Performance**

### **3. BEST VALUE PERFORMANCE PLAN 2003/4**

The Council will be aware that all local authorities were required to publish a Best Value Performance Plan (BVPP) by 30 June. The Office of the Deputy Prime Minister Circular 3/03, released in March this year, set out a number of changes to the statutory contents of the BVPP for 2003/04. We have now considered a report which acquainted us with the changes to the statutory guidance on the BVPP and were asked to approve the content of our 2003/04 Plan. We were supplied with performance out-turns for 2003/04 and targets for future years.

The proposed BVPP which was in three parts, was set out as follows:

- Part one detailed our community and corporate priorities, our Comprehensive Performance Assessment scores and our response to the Corporate Assessment recommendations. It provides an overview of the improvements we have made during the last three years, before outlining our approach to best value, finance and procurement. It shows how our medium term financial strategy and business planning process is linked to our corporate priorities.
- Part two contained summaries of the 2003/04 Business Plans. The summaries were all limited to approximately two sides of A4 and it was intended to make these available as stand alone leaflets which could be circulated to all staff, as well as including them in the BVPP. The summaries contained key information such as vision, objectives, a service description, resources, key performance indicators and key areas for improvement over the coming year. In addition, the summaries also aimed to draw links between business units within the same Directorate by including a generic statement that showed how each Directorate contributed to the Community Strategy priorities.
- Part three of the BVPP showed the Best Value Performance Indicator Tables and (for the first time required by statute) local performance indicators that reflected our key priorities. Additionally, in accordance with the revised guidance, the tables showed three year targets against all performance indicators.

We were required to draw up a programme of best value reviews to address our priorities and our weaknesses identified in the CPA. Under the new guidance on the BVPP, we needed only to publish a timetable for 2003/04, although we could prepare a longer timetable if we wished and alter it next year. The Council's programme of Best Value Reviews for 2003/04, which had been informed by the Comprehensive Performance Assessment action plan, was as follows:

- Services to Schools
- Housing Repairs

In addition to these Best Value Reviews, we intended to carry out focused service reviews of Personnel Services and Benefits and a crosscutting Strategic Youth Review.

We noted that there were a number of sections of the report where further information was required. We agreed that a complete version of the Plan be supplied to Executive Members when all of the information was available and that our Chair be authorised to approve the Best Value Performance Plan for publication when that information had been supplied.

The complete version of the plan has since been supplied to all Members and a copy has been in the Members' Room.

**We recommend:**

**That the Best Value Performance Plan for 2003/04 be approved.**

## **PART C – ITEMS OF MAJOR PUBLIC INTEREST FOR NOTING**

### **Crime & Community Safety**

#### **4. HARINGEY CCTV STRATEGY**

The Council will be aware that the Haringey Safer Communities Partnership has previously introduced its Safer Communities Strategy for 2002-05. That broad strategy was based on an audit of crime and disorder and, through consultation paid close attention to people's experience of crime and their sense of safety in different neighbourhoods. The strategy identified the priorities for partners during the years to 2005 and, importantly, concentrated partnership working on known high crime areas and neighbourhoods.

We have now considered a report that advised us that the Partnership had established a multi-agency working group to co-ordinate public area CCTV systems and support partnership activities in local neighbourhoods. Through working together, the Partnership would:

- develop CCTV surveillance within a broader approach to improving community safety within neighbourhoods,
- implement the Safer Communities Partnership strategy for developing an effective framework for crime reduction initiatives and CCTV, in particular,
- improve multi-agency crime reduction planning and initiatives and,
- access resources to improve service delivery.

The strategy showed how the CCTV systems in Haringey would be developed, managed and operated in the Borough. It identified four strategic priorities for the next two years, viz:

- to support area and environmental management
- to reduce crime and disorder,
- to improve enforcement of parking offences and highways management and,
- to effectively manage and sustain CCTV systems.

The strategy outlined objectives for each priority, key initiatives already underway which would support each priority, new activities which would be developed and other partnership strategies or plans that were linked to the priorities. The strategy included targets and action plans for each priority.

We noted the existing services and systems and, with regard to proposed developments, we also noted that the strategy focused on the means to improve the integration of services that made use of the CCTV control room and, through this, to improve the performance of the police and Council's enforcement and associated functions. We were advised that the integration of enforcement services in the control room would require some capital investment. The existing control room shared accommodation with the Social Services emergency alarms centre and was far too cramped for any opportunity for service improvement, especially those proposed in the report. An integrated control room would not only modernise and improve the operators' facilities but also provide accommodation for police and Environmental Services enforcement officers. To this end it was proposed to conduct a feasibility study on the capital development of the CCTV control room which would, amongst other things, probably require that either the emergency alarm centre or the CCTV control room be re-located elsewhere.

We also noted that the existing service in Woodside House relied on the employment of agency staff to operate the community safety CCTV control room. Other London authorities had contracted an external supplier to manage and operate their CCTV control room and this had proved to be good practice. In order to regularise this arrangement, it was proposed to let a contract for the management, care and control of the CCTV control room. An external contractor would be required to provide their staff with a structured training programme and introduce methods for recording and reporting 'highways and environmental offences' as well as improving those relating to crime, disorder and anti-social behaviour.

A future element of the CCTV strategy would be to improve the use of CCTV surveillance on housing estates. The Housing Service already used CCTV surveillance to gather evidence on anti-social behaviour on public housing estates. The recently compiled Haringey anti-social behaviour strategy showed how the Council and its partners would reduce anti-social behaviour and the CCTV strategy promoted the linkage between the CCTV and housing management functions. The CCTV strategy also showed where concierge systems should be installed to be an effective and sustainable housing management tool.

**We have endorsed the CCTV Strategy for 2003 and agreed that tenders be sought for a contract for the provision of the management and operation of the CCTV control room. We have also agreed that the cost of the redevelopment of the control room would need to be included in the Environmental Services capital strategy and a bid submitted against the Council's 2004/05 capital resources.**

## **Environment**

### **5. DECLARATION OF WEST GREEN CORE ZONE RENEWAL AREA, SOUTH NORTHUMBERLAND PARK RENEWAL AREA AND THE BRIDGE, NDC RENEWAL AREA**

We received a report which explained the procedure for the declaration of Renewal Areas, the consultation undertaken and the objectives of the area over a 10 year period and which sought our approval for the declaration of 3 further Renewal Areas.

We noted that Government legislation and guidance since 1989 had advocated that local authorities take an area based approach to tackling major issues within their district. The proposed declaration of three further Renewal Areas was in line with good practice and supported the Council's Local Neighbourhood Renewal Strategy.

We also noted that the proposed declarations were to be complemented by the Regulatory Reform Order 2002 which changed the allocation of grant funding to enable a strategic approach and thereby enabling the Authority to resource the priority areas.

The areas were to be declared for 10 years and would improve both housing and environmental conditions, thereby assisting to reduce the gap between the east and west of the Borough.

The areas would co-ordinate all services under a project manager and help deliver improvements to housing conditions, waste management arrangements, environmental improvements such as street lighting and alleyways, improved security and energy efficiency.

The enhanced CPO powers to achieve the objectives of the area would be used where negotiation and incentives have failed.

**We approved the declaration of 3 further Renewal Areas to be known as the West Green Core Zone, Northumberland Park South and the Bridge NDC area and we also asked that a further report be submitted to us on proposals for tackling issues in those roads in the West Green area not included in the West Green Core Zone.**

## **6. STROUD GREEN CONSERVATION AREA : DESIGNATION PROPOSAL**

We considered a report which recommended the designation of part of Stroud Green as a conservation area.

We noted that following a decision by the Planning Applications Sub-Committee on 12 November 2002

public consultation had been carried out into the proposed designation of Stroud Green Conservation Area and its implication for residents and businesses. We also noted that all residents and businesses within the proposed Conservation Area boundaries had been provided with a leaflet (*Proposed Stroud Green Conservation Area*) informing them about and seeking their opinion on the proposal to designate part of Stroud Green as a Conservation Area and outlining the legal implications that designation would entail. The main impacts of conservation area designation had been highlighted and a map showing the boundaries of the proposed conservation area included in the leaflet. External consultations had also been conducted with English Heritage and the Victorian Society. The period of consultation had run from 11 February to the end of March 2003.

We were advised that approximately 3000 households and businesses had been provided with a leaflet, and that of those that replied, 89% supported conservation area designation, 5% were opposed and 6% returned the forms but did not comment. Both English Heritage and the Victorian Society had supported the proposed designation.

**We approved the designation as a Conservation Area of that part of Stroud Green shown marked on map reference LA086401 2003.**

## **7. GRAFFITI AND FLY POSTER REMOVAL – ACTION PLAN**

The Council will be aware of the blight of graffiti and flyposting which impacts on residents, businesses and others in Haringey. We are investing additional funds of £100,000 over the next two years 2003/04 and 2004/05 to remove it.

We have now considered a report which set out information on our current graffiti removal services, on how the additional investment will be spent to improve the existing service and on proposals for future developments and activities.

We noted that most of the current graffiti removal by the Council was carried out by a team of operatives in the Housing Directorate's 'Haringey Home & Building Services' business unit. The team used recently acquired high specification equipment and a range of techniques to deal effectively with graffiti on all surfaces. The Highways and Parks Services within Environmental Services also carried out graffiti removal work. It was estimated that in 2002/03 more than 300 incidents of graffiti had been removed in Haringey, the majority being removed by the Housing Service. Incidents of racist and/or obscene graffiti had received priority attention. Information from the services concerned indicated that such graffiti was usually removed from Council property within 24 hours of being reported.

We were advised that effective use of the Council's investment in this problem required an approach that:

- involved all Council departments to join up the initiatives currently underway
- recognised the need for short-term and longer term solutions
- dealt with the removal of graffiti and flyposting as well as prevention and enforcement
- had active involvement of the local community and partners including businesses
- learnt from good practice elsewhere and from our own experience
- communicated clear methods of reporting the problem and service standards

**To this end we have endorsed the following action to improve the removal of graffiti and flyposting in the Borough:**

- **an initial Borough wide blitz clearance of graffiti and flyposters**
- **an ongoing Borough wide graffiti removal service**
- **pilot the provision of graffiti removal kits to Residents Associations and Businesses**
- **publication of a 'graffiti hotline' number and clear service standards**
- **nominate an officer with overall responsibility for co-ordinating graffiti issues**
- **further development based on good practice.**

**In order to make a visible impact in reducing the levels of graffiti throughout the Borough, we have agreed that blitz on graffiti and fly posting be undertaken within an area-based programme of works. One of our existing contractors was to be used to deliver this service and the programme of works was to start in July 2003 and continue for seven months covering all Assembly Areas, as shown in the Table below:**

**Monthly Blitz Clearances, June to November 2003**

<b>Areas</b>	<b>Blitz - Month</b>
South Tottenham, Seven Sisters, Tottenham Hale	June - July
Crouch End, Hornsey, Stroud Green, Priory Park	July - August
Muswell Hill, Highgate, Fortis Green, Alexandra area	August - September
St Ann's, Green Lanes 'The Ladder', Turnpike Lane	September
West Green, Bruce Grove, Downhills Road, Belmont area	September
Northumberland Park, White Hart Lane, North Tottenham	October - November
Wood Green, Noel Park, Bounds Green, South Palmers Green	November

It was intended that the Council develop a joint approach in identifying sites for graffiti and flyposting removal, using local residents associations, neighbourhood managers and other interested parties within each Assembly Area. The Waste Management Service would then prioritise the sites and co-ordinate the planned removal of the graffiti and flyposting.

A graffiti hotline has been set up so that the public can report incidences of graffiti and flyposting. This was to be publicised both through the press and a leaflet in June. All racist and offensive graffiti reported via this hotline would be dealt with within a target time of 24 hours. All other graffiti reported to the hotline would, from June to November, be removed as part of the area blitz programme. From November onwards all graffiti and flyposting visible from a public place will be removed within 28 days of it having been reported. We noted the intention to procure and appoint a contractor for this ongoing removal service by the end of December 2003.



We also noted that a number of other Councils had successfully provided kits for the removal of smaller incidences of graffiti to local residents associations and businesses and that it was proposed to pilot this approach in Haringey with up to five residents associations. The Council would fund the cost of the kits which had a 'shelf-life' of at least two years and was capable of removing in excess of 10m<sup>2</sup> of graffiti. Systems would be put in place to ensure that the graffiti removed was recorded. Businesses will also be offered the kit free on a trial basis. If the pilot was successful the intention was to offer the free graffiti kits to the appropriate parties borough wide by autumn 2003.

**The approach we have endorsed should ensure a sustained focus on delivering an effective graffiti removal service in the longer term and we shall keep the Council informed of future activities and activities in this respect.**

## **8. STREET LIGHTING INVESTMENT PROGRAMME 2003/04**

We have considered a report which informed us that there were about 15,800 streetlights in the borough and that this stock could be divided into the following categories:

- i) Lighting columns with structural defects
- ii) Very old and cast iron columns that were originally installed as gaslights and converted to electricity. We now have difficulties in maintaining the electricity supply to these columns.
- iii) Old concrete columns that have had their life extended, by fitting a sleeve bracket. They are life expired and require replacement.
- iv) Other lighting that has been upgraded but that is below British Standards and will require replacement to provide a quality of lighting that is safe reliable and requires low maintenance.
- v) Lighting installed to current standards, but not a white light source.
- vi) Lighting schemes that meet current standards funded by the Council in recent years and by external sources.

In recent years the Council has provided funding to replace lighting, improve lighting and to enhance the nighttime environment. Many of the main roads in the eastern part of the borough have been upgraded to meet the currently required quality standards for lighting, high pressure sodium lanterns have been upgraded with a white light source and significant parts of the Borough have undergone some form of improvement and re-lighting. Nevertheless, much of the current stock remained in urgent need of replacement and the report proposed that over the next five years all of the lighting stock in the Borough should be upgraded to meet current British Standards and to reduce annual maintenance costs.

**The Council's capital budget for 2003/04 included £1 million for investment in the renewal of the street lighting stock and the report set out a delivery programme for this investment in the current financial year. The urgent need for the coming year was to replace lighting that was poor in quality; poor in structural integrity; and also costly to maintain. The programme would therefore include all lighting throughout the borough where there was corrosion of the support or column. £200,000 of the total investment would be set aside for this purpose.**

In addition a programme of renewal had been identified for the following areas:

- **Fortis Green**
- **Highgate High Street**

- Crouch End
- The Roundway
- Area adjacent to Tower Gardens
- Craven Park Road, South Tottenham.

It was intended that all of these works should be completed by December 2003.

A comprehensive inventory of all streetlights and other lit infrastructure was being carried out by the Council's contractor which was to be completed by September 2003. It would then be used to develop a comprehensive four-year programme for renewal with the aim that by 2008, the Borough's lighting would have been renewed to meet current British Standards and with a low maintenance factor. A report setting out this longer term strategy, its costs and a draft year by year programme was to be presented to us in November 2003 and we will report further to the Council on this matter.

## 9. MYDDLETON ROAD STRATEGY – REPORT ON NEIGHBOURHOOD PLAN PUBLIC CONSULTATION

Myddleton Road is typical of a number of neighbourhoods in the Borough which lie outside the Government regeneration zones, but have declining shopping parades, environmental problems, problems with planning and environmental enforcement, and pressures for residential conversions. The responsibility for change in these areas lies with the Council's mainstream services, and agencies working with the local community and businesses.

In September 2001 we formally introduced an integrated management approach to the Bowes Park Myddleton Road area, as a pilot project to demonstrate how mainstream services, outside agencies and the local community could work together to solve problems in an area that was not eligible for special Government funding. This resulted in a number of initiatives been taken including the preparation of a draft Neighbourhood Plan.

The draft Neighbourhood Plan addressed a number of issues and recommended a range of policies, proposals and actions to tackle problems specific to Myddleton Road. It formed the basis for managing change and guided future development of the area and was the subject of an internal consultation process within the Council and its partner organisations working in and around Myddleton Road.

The draft Plan was approved for public consultation by the Planning Applications Sub-Committee in March 2003 and we have now considered a report which advised us that the public consultation process had successfully involved a large number of people from all sectors of the community. The aims of the plan had generally been widely supported by those people who responded and where issues have been brought to the Council's attention, amendments had been made where necessary.

We noted that a report had been considered by the Planning Applications Sub-Committee on 2 June 2003, at which it had been resolved to recommend the adoption as Supplementary Planning Guidance the Myddleton Road Neighbourhood Plan, subject to an amendment in relation to the Myddleton Road shopping centre.

The amendment proposed by the Sub-Committee modified the proposal to remove shops from the Local Shopping Centre. Initially it was proposed that nos. 74-102 (even) be removed from the centre; but the Sub-Committee had recommended the retention of this block within the shopping centre but the removal of nos. 64-72 (even) instead. A Copy of the amended Neighbourhood Plan

has been placed in the Members' Room.

**Having noted the outcome of the public consultation exercise, we report that we have agreed that the amended Myddleton Road Neighbourhood Plan be adopted as Supplementary Planning Guidance.**

**10. ABANDONED VEHICLES ACTION PLAN**

We have considered a report which proposed a strategic approach to managing and dealing with the growing problem of abandoned vehicles within the Borough. It drew on good practice from across London, placed particular emphasis on prevention and proposed a number of new developments to reduce the impact of abandoned vehicles.

The actions or recommendations proposed to us are set out below -

Proposed development	Key tasks	Time scales
Reduce untaxed vehicles in the borough	4 planned operations with the DVLA and its contractor's targeting untaxed vehicles. Local public service agreement taking on board DVLA powers	Quarterly starting in June. April 2004
Integrated working within the Borough and with external agencies	AV function fully integrated with parking enforcement. Involving community and neighbourhood wardens in identifying and reporting abandoned vehicles Developing links with police and fire service	June 2003 June 2003 – ongoing August 2003
Neighbourhoods	Dedicated officers based in areas of high incidence of abandoned vehicles , liaising with community 'Structuring' out problem sites.	In Place June 2003
Compliance with EU Directive	Award contract for removal and disposal of abandoned vehicles incorporating requirement of new Directive.	Sept 2003
Information Technology	Development of handheld computers for AV officers	January 2004
Publicity and education	Service charters drafted Information leaflets drafted Outreach work educating children of dangers of abandoned vehicles	Sept 2003 Sept 2003 Starting January 2004
Surrender scheme	Pilot of a surrender scheme for end of life vehicles	Sept 2003
Charter Mark	Charter Mark accreditation for the Abandoned vehicles Team	End 2004

With regard to the proposed Surrender Scheme the Council will be aware that for some time we have accepted the surrender of unwanted vehicles from local residents in order to avoid them becoming abandoned and a nuisance. The demand has been low, possibly due to the lack of awareness of this arrangement. We noted that the service now proposed to take this a step further on a trial basis and would be promoting responsible disposal of vehicles among residents who were currently unaware of procedures relating to disposal or could not afford charges levied by disposal contractors. It would not be extended to businesses or traders.

It was proposed that this service should be offered free of charge to residents of the Borough. The scheme was to be piloted for a period of 4 months, during which the benefits could be examined and the service could ensure that the appropriate group were being reached so that take up was not being dominated by those residents who under normal circumstances would dispose of their vehicles in the correct manner.

**We have endorsed the improvement initiatives now recommended or already underway and have approved the pilot of an abandoned vehicle surrender scheme.**

## **11. PROBLEM SITES INITIATIVE – SITE SELECTION**

The Council will be aware that the Problem Sites Initiative is a project which looked at sites which had continual problems with the dumping of rubbish and where traditional enforcement measures had not been successful. The aim of the Problem Sites Initiative was to promote physical or management changes in the areas to design out the problems, thereby resolving the problems in a sustainable manner so that sites did not remain an on-going burden to the community or Council. The scope of the project was then extended to cover sites with ongoing enforcement or crime prevention issues, where the existing design and environmental features were seen to contribute to the problem. At the same time, the Council's Environmental Response team was given funding to carry out alley-gating work at a number of sites which had also had serious tipping and dumping problems.

For the current financial year, it was proposed to link the alley-gating and problem sites work in a single Problem Sites Initiative project. The project has secured £250,000 of investment funding including £175,000 from the Neighbourhood Renewal Fund for the 2003 – 2004 financial year. This would enable short-term management measures to be implemented where necessary, as well as planning briefs developing and implementing proposals for the longer-term use of these sites. Where required, consultants with specialist skills in urban design might be commissioned to assist in developing long term solutions to address the problems identified. The funding would also cover the appointment of staff to run the project.

We have now considered a report which advised us that in view of the constraints of money and time, it was felt that ten sites represented an appropriate target for the current financial year and requested us to identify the sites to be the priority. We have also identified a 'reserve list' of sites against the possibility that additional sites can be tackled if the initial ten are completed or to substitute for a site in the top ten should one of the original selections prove impractical or impossible for whatever reason.

**We report that we have selected the following sites for the 2003/04 programme**

- **Sites at Scotland Green, N17 (Tottenham Hale ward)**
- **Dowsett Road, alleyway to Carew Road, N17 (Tottenham Hale ward)**
- **Carbuncle Passage, N17 (Tottenham Hale ward)**

- Alleyway at rear of 413 Lordship Lane, N17 (West Green ward)
- Falmer Road cul-de-sac section, N15 (St Ann's ward)
- Caversham Road by Caversham House, N15 (West Green ward)
- Coldfall Avenue / Everington Road alleyway, N10 (Fortis Green ward)
- Alleyway at Mount Pleasant Road / Marden Road, N17 (Bruce Grove ward)
- Colina Mews, N15 (St Ann's and Harringay wards)
- Alleyway at 195 Lordship Lane, N17 (Bruce Grove ward)

The following sites will form the 'reserve list' – these will be tackled this year if resources allow; if not they will be carried over to future years' of the Problem Sites Initiative:

- Summerhill Road by Elizabeth Place, N15 (Tottenham Green ward)
- Avenue Mews, N10 (Muswell Hill ward)
- St Mary's Road, N8 (Hornsey ward)
- Middle Lane Mews / rear of Topsfield Parade, N8 (Crouch End ward)
- The Avenue by Alexandra Palace, N10 (Alexandra ward)
- Former railway line at Westbury Avenue, N22 (Noel Park ward)
- St Albans Crescent, N22 (Woodside ward)
- Muswell Hill Odeon car park, N10 (Muswell Hill ward)
- Garages at Heathrow House, Dowsett Road, N17 (Tottenham Hale ward)
- Alleyway at Willoughby Lane / West Road, N17 (Northumberland Park ward)
- Alleyway at Baronet Road, N17 (Tottenham Hale ward)
- Alleyway at Tenterden Road, N17 (Northumberland Park ward)

## Finance

### 12. ASSET MANAGEMENT PLAN - 2003-2006

We considered a report which set out the Asset Management Plan for the period 2003-2006. The Council will be aware that this is an operational document which outlines the Council's approach and plans for the management of our property assets other than those covered by other plans, i.e. the Housing Improvement Plan, the Education AMP or the Borough Transport Plan. We were also asked to note that the Government Office for London (GoL) would be scoring the document and incorporate it into our CPA score for the 'use of resources' block.

We noted that in a letter in January 2003 GoL had responded to our 2002 Asset Management Plan submission identifying key issues which needed to be addressed. We also noted that in addition to responding to specific issues identified by GoL, action had been taken this year to reinforce improvements in all aspects of asset management planning. In particular the following steps had been taken to ensure that this year's submission obtained a 'Good' result.

- The Corporate Property Officer had worked throughout the year to raise awareness of asset management planning and the AMP
- Examples of property achievements had been highlighted
- The programming of reviews and projects and showing clear linkage to the Council's Vision and Asset Management Plan objectives had been shown.

**In order to show clear linkage with elected Members we agreed that our AMP submission should include a foreword to be written by the Executive Member for**

**Finance.** We considered that this endorsement would provide evidence of Member's support for the AMP process and show Members to be at the forefront in the drive for improvement. We report that we have approved the Asset Management Plan a copy of which has been placed in the Members' Room, for submission and we have further agreed that authority to make drafting changes and finalisation of the appendices should be delegated to the Director of Finance.

## Housing

### 13.ALLOCATIONS POLICY AND HOUSING RESOURCES

We have considered a report which recommended changes to our Housing Allocations Scheme which would improve the efficiency and effectiveness of the use of temporary accommodation for homeless households.

The Council will be aware that at present homeless households are initially given bed and breakfast or hostel accommodation. They are given points under the existing Allocations Scheme based upon their circumstances and placed on the Housing Register. Points accumulate monthly for waiting time but it might be several years before they will be considered for permanent housing due to the limited supply of social housing. At some stage, dependent on availability, they are moved to a property leased from the private sector as "second stage" temporary accommodation. Private sector properties were usually leased for 3 years but homeless households did not occupy for the period of the lease since as their cases accumulated points, at some stage they might be offered permanent housing. Leases were therefore vacated and re-occupied a number of times during the lease period of 3 years. Void periods were costly for the Council as the landlord was paid, but no rental income was accrued. In addition, there were refurbishment and other costs generated by this turnover.

The Homelessness Review, which we were required to carry out by the Homelessness Act, 2002 established that the existing Housing Allocations Scheme had adverse consequences for homeless households and for local communities and could generate unnecessary costs to the General Fund. In summary, the changes now proposed mean that homeless households would be given points based upon the type of temporary accommodation they occupy. There would be three bands, with those in the least satisfactory temporary accommodation getting the highest priority while those in long term leased accommodation would be given a lower priority. However, if the lease came to an end, they would be given high priority for permanent re-housing. There would also be incentives for households who could remain with friends or relatives pending permanent re-housing being given a high priority as an incentive to avoid the use of temporary accommodation.

Additional points could be awarded in any priority group, for management reasons, or on medical or welfare grounds. Within each band households would be dealt with in date order, with the exception of those in private sector leases whose movement from temporary accommodation would be determined by the duration of the lease. Date order therefore would only be used to determine priority within the bands as opposed to determining priority across all groups regardless of the housing need as is the case under existing policy.

The majority of households in temporary accommodation were in receipt of housing benefit. At present, if a household was employed, they were not charged the full rent for temporary accommodation as they would not be able to afford to do so and the Council subsidised them. It was proposed to us that if a household in temporary accommodation could not afford the rent because of being employed, we should resolve the problem rather than subsidise them. This could

be done by giving them additional insecurity points (as they could not afford the rent) and give them greater priority for permanent housing. Apart from reducing the cost to the Council this would also remove the disincentive for homeless households in temporary accommodation to seek employment.

**We noted that our officers wished to include proposals that would give greater priority to households in temporary accommodation where there was an issue of children's education and there was a need to consult further with the education service on appropriate criteria. As many households in temporary accommodation have children, getting the balance right was crucial as we risked creating a policy on which we could not deliver. The aim was to ensure that families with an exceptional educational issue were given greater assistance, but how to define this and incorporate into a realistic policy required further consideration and consultation.**

**Over time, these proposals would reduce population turnover, create more stability for homeless households and local communities, would reduce administrative and income loss from void properties. They would also support meeting government objectives to reduce length of stay in temporary accommodation with shared facilities.**

**In the light of the public inquiry into the death of Victoria Climbié, where a factor was the lack of information and monitoring due to frequent changes of address, the policy changes recommended to us would support more effective monitoring of families with welfare needs or where children might be at risk.**

**We report, for information that we have approved the necessary amendments to the Housing Allocations scheme a copy of which has been placed in the Members' Room.**

#### **14. HOMELESSNESS STRATEGY**

The Homelessness Act, 2002 required all local authorities to carry out a review of homelessness in their area and to develop a homelessness strategy based on the findings of the review. At our meeting on 15 April 2003 the review findings were reported to us and we have now considered a report which highlighted the aims, objectives and key actions from Haringey's homelessness strategy.

We noted that the review process was time consuming and challenging, but had been beneficial in focusing attention and provoking thought about how the service operated. There were considerable strengths in the Council's services to the homeless but the review identified significant areas where improvement was needed. Consultation had been carried out on the findings of the review and this had helped in the development of the homelessness strategy.

##### **Aims and objectives of the strategy**

The findings of the homelessness review, corporate objectives, government direction and feedback received during consultation led to the development of the following key aims:

- **To deliver high quality services that met the needs of those who were homeless or facing homelessness**

We were seeking to ensure that our customers experience a seamless housing advice and homelessness service, which was responsive to their needs. We would review our current structure and provision to ensure that there was a strong prevention service and that the service was accessible and responsive.

- **To ensure a comprehensive approach to homelessness prevention and support**  
We would reduce the number of homeless approaches through the delivery of high quality preventative services, with a concentration on reducing the levels of homelessness against main causes. The extensive Supporting People programme had given the Council the opportunity to offer support to those who needed it and we had placed particular emphasis in supporting homeless households and those who faced the threat of homelessness. We would also be focusing effort on working towards meeting the government target on rough sleeping
- **To ensure the availability of well managed, high quality temporary accommodation**  
We have met the Government target on shared facilities bed and breakfast accommodation but needed to ensure that this position was maintained. We would stabilise the temporary accommodation sector through the reduction of moves and aimed to minimise the impact of temporary accommodation on both the household and the borough.
- **To maximise affordable housing supply and develop alternative housing options**  
We would optimise the use of existing permanent dwellings, lettings and nominations and would maximise access to new affordable housing supply. We were working in partnership with local landlords to develop alternative housing options.
- **To ensure that there was an integrated response to homelessness in Haringey and that agencies worked together to provide services to promote the well being of individuals in the community**  
We would work with statutory and voluntary sector organisations to ensure we had a clear understanding of homelessness issues in the borough and worked in partnership to meet the needs of our customers.
- **To ensure we have a reliable and comprehensive knowledge and information system as a basis for delivering our homelessness strategy**  
We needed to ensure we had access to reliable data and filled identified gaps in our knowledge of homelessness to enhance future plans. This would give us a firm base when planning future service delivery.

In terms of delivering the strategy, we noted that key priorities and actions had been identified for the first two years of the strategy which we believed would give us a firm base for future developments and progress. A homelessness strategy implementation group would be established and, in order to achieve wider engagement and corporate ownership, the membership of the group would include representatives from other and the voluntary sector.

**We report, for information that we have approved the homelessness strategy, a copy of which has been placed in the Members' Room.**

## **Lifelong Learning**

### **15. MANAGEMENT OF THE CLOSURE OF THE EDUCATION SUPPORT SERVICE**

In our capacity as the Local Education Authority (LEA) we have been working with schools to become wise customers and to decrease the level of reliance on the LEA to provide external support directly to children with Special Educational Needs (SEN). This was in line with local and national policy development and reflected the wider contextual position of SEN support services. The LEA planned to cease the service have been accelerated by the recent decisions of a high number of schools to employ support staff directly.



By April 2003 the Education Support Service had become a very small service and the level of buy back from schools required only 9.92 full time equivalent teachers and 29.77 full time equivalent Special Needs Assistants (SNA). In terms of actual staff, this meant 12 teachers and 37 SNA's. Further, By the end of March 2003, seven schools had given the one term notice required and indicated that they wanted to opt out of the Service Level Agreement which provided the basis for providing the service. Another eight schools were also considering withdrawal. In view of this, the service was no longer viable as the LEA would be unable to guarantee a reliable service to schools or a sufficient level of work to generate sufficient income to fund existing staff. There was no intention to discontinue the service being provided but the proposal was to change the service provider to the schools themselves.

**In agreeing that the Education Support Service should be closed and that a process of staff assimilation and adjustments take place between 1 May 2003 – 31 August 2003. In this respect we noted that a small number of staff had not yet been re-deployed and we urged officers to make every effort to ensure that alternative employment was found for the relevant people**

## **16. POST-16 EDUCATION IN HARINGEY – AN UPDATE ON DEVELOPMENTS**

We considered a report which provided us with an update on recent developments in relation to post-16 Education in Haringey. We noted that this was likely to be an area of highly significant development in the next six months and it was proposed that we identify a group of Members to keep these developments under active review to ensure that the Council contributed fully to the decision making on the future provision of Post-16 Education in the Borough.

We have been kept regularly informed over the last year or more in relation to the developments in Haringey on Post-16 Education including about a report by KPMG, commissioned by the London North Learning and Skills Council (LNLSC), to deliver "a review of options for 16-19 education and training provision in Haringey, with a particular emphasis on the east of the borough."

We were informed that the KPMG report had now been produced and that it contained consideration of six possible models of provision, viz:

- Model 1: An All-Haringey Sixth Form College
- Model 2: East Haringey Sixth Form College
- Model 3: East Haringey Independent Hub and Spokes College
- Model 4: A new Federal model for CoNEL, plus a Sixth Form Academy
- Model 5: East Haringey "Hub and Spokes" Federated Sixth Form
- Model 6: All Haringey Sixth Form Collegiate Partnership

These models were under consideration by LNLSC and at the time of our meeting a decision was awaited as to which models were to form the basis for a public consultation.

**We agreed to ask the Pre-OfSTED Member Development Group to keep developments under review and to advise us on our response to forthcoming consultation proposals on the establishment of new 16-19 provision in the Borough.**

**N.B. Subsequent to our meeting the LNLSC published a public consultation paper in which they set out their proposal to set up a new independent sixth form college or school in the east of the Borough. There were two ways in which this new college or school**

could be set up, viz:

- **Sixth Form College** – This would be a new sixth form college, set up under further Education regulations and funded by the LSC, with a new set of buildings, situated in the east of the Borough, catering for around 1100-1200 students. It would benefit from including strong links with partner schools, the College of North East London (CoNEL), one or more universities and community learning centres.
- **Sixth Form School** – This would be a new sixth form school, set up and funded by the LSC via the Local Education Authority, catering for anything from 500-1200 students. It would have a new core building, situated in the east of the Borough, its own independent governing body, principal and authority over its staffing and timetabling. Some of its specialist courses could be delivered in the partner schools and in CoNEL. The new school would be the sixth form for the partner schools.

## Organisational Development & Performance

### 17. LOCAL PUBLIC SERVICE AGREEMENTS

The Council will be aware that all top tier authorities are required to negotiate a Local Public Service Agreement (LPSA) with the Government. LPSA's run over three years and require local authorities to agree a minimum of 12 "stretch" targets reflecting a mix of national and local priorities. Each stretch target represents a commitment by the Council to deliver a measurable improvement in outcomes compared with the performance that could have been expected without the agreement.

We noted that at least 6 of the 12 targets had to be chosen from the Government's national list of PSA targets with the remaining targets chosen by us to reflect local priorities and the commitments set out in our Community Strategy. We also noted that, in return for delivering improved performance, LPSAs offered a range of incentives.

The Table set out below provides a summary of the targets that the Council will pursue as part of the LPSA

No.	Heading	Service Area	National/Local target
1.	Improve the attainment of ethnic minority pupils at Key Stage 2.	Education	Local target
2.	Reduce unauthorised absences in primary and secondary schools maintained by the local authority without increasing the number of authorised absences above a level to be agreed with DfES.	Education	National PSA 3
3.	Improve standards at Key Stage 4.	Education	National PSA 4
4.	Reduce the number of people killed or seriously injured on roads in Haringey.	Transport	National target
5.	Address dumping hotspots in the borough.	Environment	Local target
6.	Speed up the time taken to deal with abandoned vehicles.	Environment	Local target
7.	Improve the energy efficiency of Council homes in the borough.	Housing	Local target
8.	Provide applicants registered for housing greater choice and access to the lettings and rehousing process.	Housing	Local target
9.	Help older people live independently in the community by reducing preventable hospitalisation and reducing delayed discharges from hospital of people over 75.	Social Services	National PSA 5
10.	Improve the life chances for children in care by improving their educational attainment (joint target with education).	Social Services	National PSA 7
11.	Reduce domestic burglary.	Crime	National PSA 20

No.	Heading	Service Area	National/Local target
12.	Reduce the rate of reconviction of all young offenders.	Crime	Local target
13.	Reduce the time taken to process benefits.	Corporate	Local target
14.	Secure overall annual improvements in cost effectiveness.	Corporate	National PSA 14

In order to achieve these targets it was proposed that a number of new projects and initiatives and, in addition, would be seeking a number of flexibilities which would help raise performance.

We were informed that that our proposals had to be submitted to the Government by 23 June and that, following negotiations, it was expected that the final agreement would be concluded on 19 September.

Whilst the Organisational Development and Performance Management Division was the lead department for LPSA's, the detail of negotiation for each of the targets would be the responsibility of the relevant Government department. Departments had indicated that they would like to deal directly with Chief Officers in relevant services during the negotiation and, accordingly, would be provided with a list of officers authorised to negotiate with the Government on the LPSA.

**We approved the draft proposals for Haringey's LPSA as outlined above as the basis on which to begin negotiations with the Government and, in order to ensure Council-wide support for the LPSA, we have authorised the Leader and the Chief Executive to conclude negotiation of the final Local Public Service Agreement.**

## 18. TECHNOLOGY REFRESH

The Council will be aware that in 1999 we embarked on a major standardisation programme, known as "NT Roll Out" which resulted in an introduction of new desktop technology throughout the authority and elimination of any Year 2000 issues. The new desktop infrastructure was underpinned by freshly introduced Wide Area Network (WAN) and Local Area Network (LAN) infrastructure implemented during 1998/99 together with new cabling network deployed throughout all the Council's major administrative buildings. The technical infrastructure was funded by capital programme and facilitated by operational leasing based on a three (subsequently changed to four) year refresh policy.

In October 2002 we authorised the submission of Haringey's Implementing Electronic Government 2 submission to the Office of the Deputy Prime Minister based on early assumptions of technology refresh approach. At the same meeting we also considered the objectives, strategy outcomes, list of actions completed and logical steps towards finalisation of refresh proposals. Subsequently in November 2002 our e-Government Advisory Committee considered the executive summary of IS/IT strategies including the overall approach to the refresh and in April 2003 they considered the extended validation of the overall approach.

We have now considered a report which, in line with this policy and as part of our IEG2 implementation, advised us that IT Services, supported by Deloitte and Touché with whom IT Services had worked during the IEG2 and IS/IT strategies development and Northgate the Council's infrastructure supplier, had commenced the planning phase of the refresh programme. The report also proposed a move from a thick (i.e. PCs) to a thin client architecture. This change emerged

from the review of the approach to the refresh which had been validated by Gartner Group, a global organisation specialising in research and evaluation of ICT solutions, monitoring of market trends and direct organisational impacts, as a sound forward strategy. The change would facilitate the overall IS/IT strategy, which will be considered at our July meeting, but the policy decision was independent from the wider strategies as a thin client architecture has its own inherent advantages.

The report set out:

- the proposed solution to the Council's infrastructure;
- a summary of the proposed approach to the implementation;
- the proposed delivery agents;
- budget;
- validation of the proposed approach;
- the procurement and contractual position; and
- governance and management.

**We have agreed the proposed thin client architecture for the technology refresh, noting the endorsement of the approach by Gartner Group and also to the Council being assisted in delivering the refresh by Deloitte and Touché, primarily in the design work, and the Council's infrastructure supplier (Northgate), primarily on the implementation.**

**We noted that the overall budget for the implementation was £6.1million in relation to the capital cost of leased and rented assets and £3.7million in relation to project costs, including £0.7million in relation to data centres to provide additional resilience and have agreed the proposed funding of the project costs.**

**We have also agreed, in accordance with Contract Standing Order 7.3 (d) (Council's Overall Interest) to the waiver of Contract Standing Order 6.4 (Requirement to Tender) in relation to the appointment of Deloitte & Touché as the current relationship with them, their expertise in this area, their independence from the infrastructure provider and their knowledge and understanding of the Council are sufficient such that it is in the Council's overall interest so to waive. The use of Northgate to carry out periodic refresh work of this nature was an ordered service within the scope of the current managed service contract with them. Arising from the forgoing decisions we have agreed to enter into a contract with Deloitte & Touché for a sum not exceeding £1.6m and to secure an ordered service from Northgate for a sum not exceeding £1.0m.**

**We have further agreed to delegate to the Interim Director of Support Services, or in his absence the Director of Finance, the finalisation of contractual arrangements with Deloitte & Touché and the ordered service from Northgate.**

## **19. CORPORATE TELEPHONE MONITORING**

The Council will be aware that the recent Annual Residents' Survey showed an increase in residents' perception that the Council is difficult to contact on the phone, combined with an increase in the proportion of residents who prefer to use this method of contact.

We have now considered a report which explained the current state of development of telephone monitoring from existing reports on the call logger. The performance presented to us was based on volumes of calls which had not been validated, but were nevertheless sufficiently accurate to indicate

relative levels of performance across the three months to end of March 2003. In general terms that performance was relatively static, although significantly different across Directorates. There were a small number of significant changes in performance from month to month which might have indicated seasonal demand or resource availability changes.

The figures and percentages contained in the report we considered excluded the Call Centre, the performance of which was reported regularly to our e-Government Advisory Committee. The development of that service and its performance was subject to separate scrutiny.

We noted that the longer term strategy of the Council was to route more incoming calls through the Call Centre but the report also included a proposal for developing a corporate action plan over the short, medium and longer term to address current performance deficiencies and achieve a shift in the organisational culture in relation to telephone answering. The aims of the corporate action plan were to

- Improve reporting, to make it more accurate, available, accessible and timely – to include interpretation of meaning
- Develop organisational capability to use the reports to drive improvement in performance
- Support organisational change necessary to deliver performance improvement in this area.

We noted that further development of this action plan and its achievement would be dependent on co-operative working between:

- Central Information Technology Services
- Communications
- Customer Services
- Organisation Development and Learning
- Personnel

And most importantly all directors, managers, supervisors and staff.

**In noting the issues raised in the report and endorsing the outline action plan to achieve improvements we directed that as part of the arrangements for monitoring improvement a quarterly report be made to our meetings.**

## **Regeneration & Partnerships**

### **20. COMMUNITY ORGANISATIONS FUTURE POLICY AND FUNDING FRAMEWORK**

At our meeting on 30 July 2002 we a funding review to assess the needs and solicit the views of the voluntary and community sector, in order to assist the Council to make funding decisions and deliver high quality services to the community. For the purposes of the review, the Voluntary Sector was divided into eight components. Community Organisations was the second review, with legal and advice already completed.

OPM had been commissioned to undertake an independent consultation and research review on 'Community Centres' (Organisations) in Haringey and this review was completed in February 2003. The review had consisted of discussions and consultation with providers and users of Community Centres, as well as comparative research with a number of other Boroughs throughout London and the UK. We understand that attempts had been made to distinguish common themes or lessons that could be useful for Haringey and that feedback on the consultation and the Council's response to the findings had been held in May with those who had taken part. The report submitted to us

identified the key issues that needed to be addressed and which would require decision and proposed the Council's future policy and funding framework for Community Organisations.

We noted that any decision to cease circular funding would need to address the situation which might arise of groups being then expected to make rental payments to the Council from their own resources.

We understand that currently a variety of leases were in existence to voluntary groups ranging from internal repairing leases only, to full repairing leases and from peppercorn rentals, to market rents. This did not easily allow for the level of indirect support given to these groups to be measured and therefore we agreed that, as part of this review, a standard voluntary organisation lease should be established. Any non-standard terms would be recognised as representing either an additional Council support or otherwise.

We have also agreed that for the purpose of the future funding of Community Organisations the following definition should be applied:

- *Organisations that provide to the community a generic, cross cutting range of services across the life stages of their clients and users;*

Further that the key indicators of the work of a Community Organisation for consideration for main stream core funding will be:

- 1. Organisations that offer a range of opportunities for activities: i.e.. community support, facilities and or services that provide economic, educational and social interaction, recreation, events, programmes and meeting spaces that benefit the local community.*
- 2. Lease holding organisations (both Council and private) who demonstrate their willingness and ability to share premises and provide mentoring support to smaller organisations*
- 3. Lease holding organisations (both Council and private) who provide community facilities for other voluntary and community organisations in the form of rented space and organisational support.*

Organisations outside this definition, providing more targeted services to a specific client base, would be covered in subsequent reviews. Key indicators 1 and 2 above would apply to organisations in these sector who were lease holder of Council buildings.

With regard to funding streams for the funding of Community Organisations, we further agreed that for future core funding leaseholder organisations the Council policy for Community Organisations which were leaseholders of buildings would be targeted and focussed on two models. Applicants must meet the definition of a Community Organisation and key indicator 1) and either 2) or 3) and either comply with or demonstrate willingness to comply with one or both of the following Models:

- **MODEL 1** Geographically based community organisations whose prime objective is to provide a range of services to the surrounding community.
- **MODEL 2** Multi-Community resource centres organisations whose prime objective is to provide space and facilities to community organisations

Under the capacity building and enabling fund smaller less established organisations who were not lease-holding organisations would be able to apply for this funding against the definition of a community organisation and by meeting key indicator 1.

We also noted that the funding criteria had been drafted in order to support the new Council-funding framework for Community Organisations. The criteria fall into two categories:

1. Eligibility criteria: criteria which applicants had to meet to be considered for funding. If these criteria were not met, the application will not proceed to the next stage of assessment.
2. Assessment criteria: criteria against which applications were judged. They concentrated on the existence and quality of organisational processes, outcomes of projects and activities and ability of the organisation to adapt to changing circumstances. They were consistent with the performance indicators developed for use in the legal and advice funding round.

We have also agreed the following three funding arrangements:

Core Costs: The Council would continue to contribute to the core funding of Community Organisations who were able to meet the Council's funding criteria. By funding core costs, the Council would be seeking to provide community organisations with a foundation upon which to develop, and therefore apply for other project funds that improved the level and quality of service to the local community.

Capacity building/enabling funding: Funding to support smaller, less established organisations to develop, re-align and possibly re-locate in line with the Multi-Community Resource Centre model.

Flexible funding: Due to the diverse nature and differing capacities of Community Organisations in the Borough, the Council would have to be flexible in the funding agreements that were made with individual organisations. All funding agreements would consist of a detailed Service Level Agreement (SLA), and standard conditions of grant aid. Our Voluntary Sector Grants Committee would decide the appropriate funding period for individual organisations. This included considering the use of:

- Tapered funding (i.e. funding that reduces over time);
- Funding arrangements of less than 3 years;
- Annual reviews with previously agreed targets, possibly with an option for continued funding based satisfactory review performance.

**For the purpose of implementing the Council's funding proposal we report, for information that before being considered for funding community organisations would have to demonstrate their ability and commitment to meeting the new eligibility criteria. A phased approach over the next two to three years would be taken for those organisations who currently operated outside of the proposed funding criteria but were able to provide clear evidence against key review periods that the organisation had made and continued to make significant changes in working practices. This would involve using performance indicators and targets to encourage, particularly the cultural community organisations, toward operating within the preferred Models outlined above. Performance indicators and targets would be clearly reflected in Service Level Agreements, which would be negotiated with organisations.**

**This approach was favoured because it involved gradual change, in a phased process, towards the new model. It would minimise the disruption to organisations, although it must be recognised that it may take two or three funding review cycles, (perhaps 5 to 8 years), to resolve some of the more complicated issues.**



## 21. THE NORTH LONDON STRATEGIC ALLIANCE STRATEGY

We considered a report which provided us with an update on the development and launch of the North London strategy.

We were informed that the Council was increasingly being asked to respond on major issues from a sub regional perspective as well individually. In this respect the Mayors Spatial Development strategy was to have a series of sub regional plans one of which would be for North London. Social housing too was increasingly being planned on a sub regional basis and the London Development Agency wanted to see regeneration in a broader context as evidenced by the development of the Upper Lee Valley Single Pot programme.

The North London strategy had been developed to provide a basis for the lobbying and campaigning work the Council was likely to undertake in the near future. The strategy was intended to be broad and wide ranging to provide the Council with leverage on any issue where there was thought to be a North London dimension. The strategy was backed up by an action plan which would be updated regularly.

Key issues for the Council in the strategy were as follows -

- Improvements to the Victoria line, in particular the extension of the Victoria line to Northumberland Park.
- Promoting the Upper Lee as a zone for economic growth for North London and London as a whole. Increasing recognition of the potential links to Cambridge, Stansted and Central London.
- Supporting the need to increase housing supply but emphasising the need to avoid polarisation and the dangers of increasing social exclusion. The solution being addressing the wider needs of people not just their housing need
- The need for improvements to the North Circular Road to reduce traffic congestion. The exact form those should take have not been specified.
- Recognition of Haringey Heartlands and Wood Green as key development sites and opportunity areas for London.
- Promotion of the work being done on the Haringey City Growth strategy as a model of good practise for other parts of North London.
- Greater recognition from the LDA to provide support to ensure the success of traditional town centres. This will include promoting Business Improvement Districts.
- The importance of investment at Spurs as a catalyst for wider regeneration in the Tottenham High Road.

The action plan had been developed to reflect existing commitments for member organisations. Key work areas with benefits for the Council in the action plan were

- Support rail and tube investment, in particular the extension of the Victoria line to Northumberland Park.

- Working with the LDA on the regeneration of the Upper Lee.
- Working with the GLA on the sub regional development framework - this will reflect all the boroughs concerns over housing targets.
- Working with the LDA to implements its proposal for an inward investment agency for North London.
- Lobby for improvements to the North circular

**The strategy was to be launched on the 10 July at Tottenham Hotspur Football Club when it was to be presented to The Mayor of London. This would build on the launch of the consultation document which had been used as an opportunity to build up recognition of needs and opportunities of North London. The strategy would inform the development of a North London sub region plan under the overall London Spatial Development Strategy and provide a further opportunity to make the case around growth, especially housing growth targets in North London.**

## **Social Services & Health**

### **22. DAY SERVICE MODERNISATION PLAN – LEARNING DISABILITIES**

The Council will know that the Government White Paper “Valuing People” required local authorities to work towards modernising their day services for Adults with Learning Disabilities. This strategy was intended to continue to modernise our day opportunities service and follows on from work that was started as a result of the inspection of the Best Value review of Learning Disabilities. We have now considered a report which advised us of the intention to modernise day opportunities in the Borough by providing a model of support that enabled the social inclusion of Adults with Learning Disabilities through meaningful day employment, leisure and learning opportunities.

Many people in the Borough with learning disabilities and needing support spend their time in day centres. These centres were seen as places where people could acquire new skills, improve their talents and then move into ordinary life. Instead this model has tended to restrict their pattern of life from Monday to Friday 9 am to 4 p.m., with people bussed in large groups to centres within their local community, but without them being part of it. For many people, the “readiness model” – spending years preparing to go into their community and never getting there has become the main feature of their life.

We have now been informed that as a result of extensive consultation with service users, carers and our local response to Valuing People it was proposed to fundamentally change how our day services were managed and commissioned. This development had been overseen by the Learning Disabilities Partnership Board and was based on consultation with all members of that Partnership. A summary of the strategy can be found at Appendix I.

This innovative approach had ensured that all partners were committed to ensuring that the Council continued to deliver on our objective of enabling Adults with Learning Disabilities to see real improvements in the quality of the service we offer.

**To support this development a Day Services Modernisation Delivery Group had been set up, the membership of which included service users and advocacy representatives, service management, providers, local colleges and carers.**

**Under this umbrella the key themes of employment, further education and leisure were being developed. The aim was to work in partnership with a range of specialist and mainstream services at a strategic and operational level. This would result in better access to further education, transport, leisure activities and also support for people with Learning Disabilities to participate in all forms of employment and make a valued contribution to the world of work.**

## **PART D – OTHER INFORMATION ITEMS**

### **Crime & Community Safety**

#### **23. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF HARASSMENT**

This item appears separately elsewhere on the agenda for the Council meeting.

### **Lifelong Learning**

#### **24. EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF PROPOSALS FOR MARCUS GARVEY LIBRARY**

This item appears separately elsewhere on the agenda for the Council meeting.

#### **25. DOWNHILLS PRIMARY SCHOOL – AWARD OF CONTRACT**

We noted that arising from their consideration of a report which had recommended the award of a contract for the replacement of flat roofing of metal windows with aluminium double glazed units and repairs and redecoration of existing timber windows, the Procurement Committee at their meeting on 13 May 2003 had requested further clarification with regard to the selection of the tenderers.

We also noted that, because urgent approval of the scheme was required, on receipt of the further clarification requested the Chair of the Procurement Committee had agreed to the award of the contract for the project in accordance with Contract Standing Order 11. Subsequently and because of the need to erect scaffolding necessary for the works during the end of May half term school holiday and to ensure completion of the scheme by the end of August in order to qualify for NDS Condition Funding Budget for 2002/03, the Chair of the Overview and Scrutiny Committee was also consulted and deemed the decision to be urgent and therefore not subject to call-in.

### **Social Services & Health**

#### **26. FURTHER PROGRESS REPORT IN RESPONSE TO THE PRACTICE RECOMMENDATIONS OF THE VICTORIA CLIMBIE INQUIRY REPORT**

This item appears separately elsewhere on the agenda for the Council meeting.

### **General**

#### **27. APPOINTMENT OF EXECUTIVE COMMITTEES AND ADVISORY COMMITTEES**

We report, for information, that we have established the following Executive Sub-Committees and Advisory Committees for the 2003/04 Municipal Year with the memberships indicated –

## **Executive Committees**

### Procurement Committee

#### Membership

Councillor Charles Adje, Executive Member for Finance (Chair)  
Councillor George Meehan, Leader  
Councillor Ray Dodds, Executive Member for Environment  
Councillor Isidoros Diakides, Executive Member for Housing

### Voluntary Sector Grants Committee

#### Membership

All Members of the Executive with the Executive Member for Regeneration and Partnerships as Chair.

(The membership for each review to comprise the Chair, the Executive Member for Community Involvement, plus 3 other Members of the Executive whose portfolio responsibilities were relevant to the particular area of activity under review).

## **Advisory Committees**

### E-Government Advisory Committee

#### Membership

Councillor Dhiren Basu, Executive Member for Organisational Development & Performance (Chair)  
Councillor George Meehan, Leader  
Councillor Narendra Makanji, Executive Member for Community Involvement  
Councillor Charles Adje, Executive Member for Finance

### Corporate Parenting Advisory Committee

#### Membership

All Members of the Executive plus community representatives as appropriate.

### Children's Services Advisory Committee (formerly Children's Services Working Group)

#### Membership:

Councillor George Meehan, Leader (Chair)  
Councillor Ray Dodds, Deputy Leader  
Councillor Judy Bax, Executive Member for Lifelong Learning  
Councillor Takki Sulaiman, Executive Member for Social Services & Health  
Councillor Liz Santry, Lifelong Learning Scrutiny Panel Chair  
Councillor Kate Wynne, Social Services & Health Scrutiny Panel Chair  
Councillor Jean Brown, Assistant Executive Member for Lifelong Learning  
Councillor Alan Dobbie, Assistant Executive Member for Social Services & Health  
\*Councillor Gina Adamou, Labour Councillor  
Councillor Ron Aitken, Liberal Democrat Councillor

\*\*Plus 1 other Liberal Democrat Councillor

\*Appointed at meeting of the Executive on 8 July

\*\*Councillor Barbara Fabian has since been appointed as the second Liberal Democrat member

Libraries Advisory Committee (formerly Libraries Panel)

Membership

Councillor Judy Bax, Executive Member for Lifelong Learning

Councillor Jean Brown, Assistant Executive Member for Lifelong Learning

Councillor Liz Santry, Lifelong Learning Scrutiny Panel Chair

Councillor Bob Harris, Labour Councillor

Councillor Herbie Brown, Labour Councillor

Councillor Bob Hare, Liberal Democrat Councillor

Councillor Wayne Hoban, Liberal Democrat Councillor