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10 July 2008

To: All Members of the Cabinet
c.c. All other persons receiving Cabinet Agenda

Dear Member,

Cabinet - Tuesday, 15th July, 2008

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

14. HARINGEY REGENERATION STRATEGY - DRAFT DELIVERY PAN (PAGES 1 - 38)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Regeneration and Enterprise): To introduce the draft Delivery Plan for Haringey's Regeneration Strategy. **NOT AVAILABLE AT TIME OF COLLATION**

16. HARINGEY'S HOMELESSNESS STRATEGY 2008 - 11 (PAGES 39 - 68)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To set out a 3 year multi agency strategy for tackling and preventing homelessness in the Borough. **NOT AVAILABLE AT TIME OF COLLATION**

18. PUBLIC REALM COMMISSIONING STRATEGY - OPTION APPRAISAL (PAGES 69 - 88)

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Environment and Conservation): To consider an

appraisal of four options in order to enable Members to select the most appropriate option to deliver the aims and objectives of the Haringey Strategic Partnership and Council Plan.

25. EXCLUSION OF THE PRESS AND PUBLIC

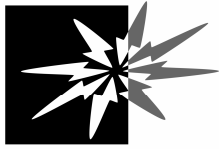
The following items are likely to be the subject of a motion to exclude the press and public as they contain exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).

27. NEW ITEMS OF EXEMPT URGENT BUSINESS (PAGES 89 - 162)

To consider any items admitted at 2 above.

Yours sincerely,

Richard Burbidge
Cabinet Committees Manager



Haringey Council

APPENDIX A

REPORT TEMPLATE

Agenda item: Haringey Regeneration Strategy Draft Delivery Plan

[No.]

Cabinet

On 15 July 2008

Report Title: Haringey Regeneration Strategy Draft Delivery Plan	
Forward Plan reference number (if applicable): [add reference]	
Report of: Niall Bolger, Director of Urban Environment	
Wards(s) affected: All	Report for: [Key / Non-Key Decision]
<p>1. Purpose (That is, the decision required)</p> <p>1.1 The purpose of this report is to introduce the draft Delivery Plan for Haringey's Regeneration Strategy. Cabinet are asked to agree to accept the draft document.</p>	
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>2.1 This Delivery Plan will help us demonstrate to the community how we are delivering a very extensive programme in Haringey that matches physical regeneration projects with investment in people, their employability and employment opportunities.</p>	
<p>3. Recommendations</p> <p>3.1 Cabinet are recommended to acknowledge the content and structure and to accept the draft document.</p>	
Report Authorised by: Niall Bolger, Director of Urban Environment	
Contact Officer: Karen Galey, Head of Economic Regeneration, Urban Environment	

4. Chief Financial Officer Comments

4.1 This report sets out the draft delivery plan in respect of Haringey's Regeneration Strategy detailing various activities and actions within each of the three regeneration themes of People, Places and Prosperity.

4.2 Identifying and maximising both external and internal funding opportunities for regenerating the borough remains a key priority within the strategy. The Council has successfully bid for some major regeneration type funding streams from various external sources including Growth Area Funding, Community Infrastructure funding, the BSF programme, Decent Homes Programme, Private Development Funds, TfL funding, LDA funding, etc. A number of projects are already being progressed within approved funding or where the council is exercising its enabling role to move forward major sites developments. Any financial implications arising from new projects in future must be properly assessed and costed and funding, external or internal, clearly identified before they can be implemented. The delivery strategy should be aligned with the Council's financial and business planning framework, so that any emerging projects and or actions can be considered as part of these processes.

5. Head of Legal Services Comments

5.1 The Head of Legal Services comments that the key objectives and themes at the heart of the Regeneration Strategy (People, Places and Prosperity) are essentially the same as the statutory well-being powers (Economic, Social and Environmental) which are broadly framed

5.2 The Government approach in its guidance on the use of the well being powers is designed to ensure that

- Councils are empowered to lead their communities;
- Councils' political decision making processes are efficient, transparent and accountable;
- There is continuous improvement in the efficiency and quality of the services for which Councils are responsible;
- That Councils actively involve and engage the community in local decisions

5.3 There are no legal issues arising from the strategy so long as each project promotes some aspect of well-being in the borough and does not have a primary purpose of raising money or is explicitly prohibit by other legislation.

6. Local Government (Access to Information) Act 1985

6.1 [List background documents]

6.2 [Also list reasons for exemption or confidentiality (if applicable)]

7.1 Introduction

The Council agreed its new regeneration strategy “people, places, prosperity” in January 2008. The covering report stated that we would be producing an annual delivery plan so progress of the strategy could be monitored.

8. Background information

8.1 This is the first annual delivery plan for our new regeneration strategy. In our strategy we sought to provide an accessible and succinct statement of our regeneration vision and objectives. A similar approach has been taken in the development of this document. We have not sought to set out every regeneration project that will occur in the borough but instead we have tried to identify the key flagship projects under each of the three themes that will take forward the delivery of themes.

It is intended that we produce a new plan each year that will set out the projects for the coming year and, from next year on, review the progress against these projects in the previous year. Many of the projects, especially those involving strategic sites will take several years before they are completed but each year we will identify the particular milestones for the coming year.

As we have identified the flagship projects many of these projects are already within the councils project management framework and are reported regularly to the appropriate boards. However, this delivery plan will enable partners and the public to see them a collective group and see how they link together to achieve our wider goals.

It is important to note that the programme set in this delivery plan, especially the places theme, represents a very major programme of transformation covering significant parts of the borough. Obviously in addition to the flagship programme set there are a large number of smaller projects going on that will also contribute to these goals.

It is intended that the regeneration delivery plan is reported through the regeneration stream board level, the enterprise theme board of the HSP and approved the council cabinet.

9. Strategic Implications

This Delivery Plan along with the accompanying strategy sets the agenda for delivering major socio-economic and physical infrastructure developments in Haringey over the next 3 years to 2011.

Adopting this delivery plan identifies the projects within it as the agents for achieving the objectives of People, Places and Prosperity.

This document also demonstrates widespread joined-up working across directorates and with external partners.

Successful implementation will result in major physical change in the urban environment of Haringey along with greater economic vitality as a result of greater employment amongst residents and thriving prosperous businesses. Failure to deliver represents a retrograde step.

7. Financial Implications

7.1 There are no financial implications arising directly from the Delivery Plan, however the plan brings together a compendium of financial commitments already made and planned for future years. Any additional financial requirements arising from future projects would need to be made through the normal budget planning process

8. Legal Implications

9.1 there are no legal implications arising directly from the Delivery Plan, but capital interventions outlined in the plan will require legal intervention in respect of property transactions and contract procedures. Any legal issues involved in the delivery of any projects needs to be resolved through a separate process and inclusion in this list does not signify any detailed approval.

9. Equalities Implications

10.1 All projects in the Delivery Plan will be subject to appropriate Equalities Impact Assessments and greater economic equality will be achieved through creating employment opportunities and giving residents the skills to take up those opportunities.

10. Consultation

This document has not been formally consulted on, but has been prepared with support from HSP enterprise partnership, Children and Young Peoples Service, Haringey Adult Learning Service, Corporate Procurement and The Bridge NDC amongst others.

11. Use of Appendices / Tables / Photographs

11.1 [List any Appendices and their titles]

Regeneration Strategy

Delivery Plan 2008-11

DRAFT

Haringey Regeneration Strategy

Delivery Plan

Introduction

In February 2008, Haringey Council adopted '*People, Places & Prosperity*', *Haringey's Regeneration Strategy*, setting out the authorities regeneration priorities for the Borough to 2016. The Regeneration Strategy is a principal component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'. The Strategy was developed through consultation and has been endorsed by Haringey Strategic Partnership.

The priorities identified by the strategy are a combination of those over which the Council has direct influence and those with which it has a more indirect relationship. It also brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services around the regeneration agenda.

In order to ensure priorities are taken forward in a coherent and timely manner, this Delivery Plan has been prepared. This sets out activities in which the Council and its partners will engage in order to deliver necessary changes to the Borough. It also details the way in which our activities will be monitored and evaluated, ensuring that the pace and direction of regeneration in Haringey is satisfactory.

The focus of the Delivery Plan reflects that of the Strategy – with a very clear focus on economic regeneration. The Delivery Plan clearly sets out the activities on which we intend to concentrate and that constitute priorities. As such, this plan contains a number of projects that have already been initiated by Haringey Council, demonstrating a clear commitment to the major regeneration programme necessary to implement social and economic change in the borough. The principle projects include:

- The Haringey Guarantee and the North London Pledge
- Families Into Work
- The transformation of Tottenham from Seven Sisters to Tottenham Hotspur and to Tottenham Hale
- The redevelopment of Wood Green and the Haringey Heartlands site.
- Developing a simple but effective single point of access for business inquiries to the council.
- Supporting Businesses in Key Sectors such as food and drink, retail and the cultural industries.

The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It sets out by theme the key initiatives that will deliver the strategy, a timetable for delivery and includes milestone and outcomes.

The Strategy

The Regeneration Strategy marks a significant step forward in thinking about regeneration in Haringey. Whilst in the past the Council has pursued a wide range of successful projects, it has not always maximised benefit through 'joining' them up. By providing a framework which better ties together activities and gives them clear focus, Haringey is well placed to capitalise on the major opportunities that currently present themselves in the Borough.

The vision for the Regeneration Strategy is to;

Transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy

The three key objectives at the heart of the strategy are;

- **People** - To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.
- **Places** - To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.
- **Prosperity** - To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.

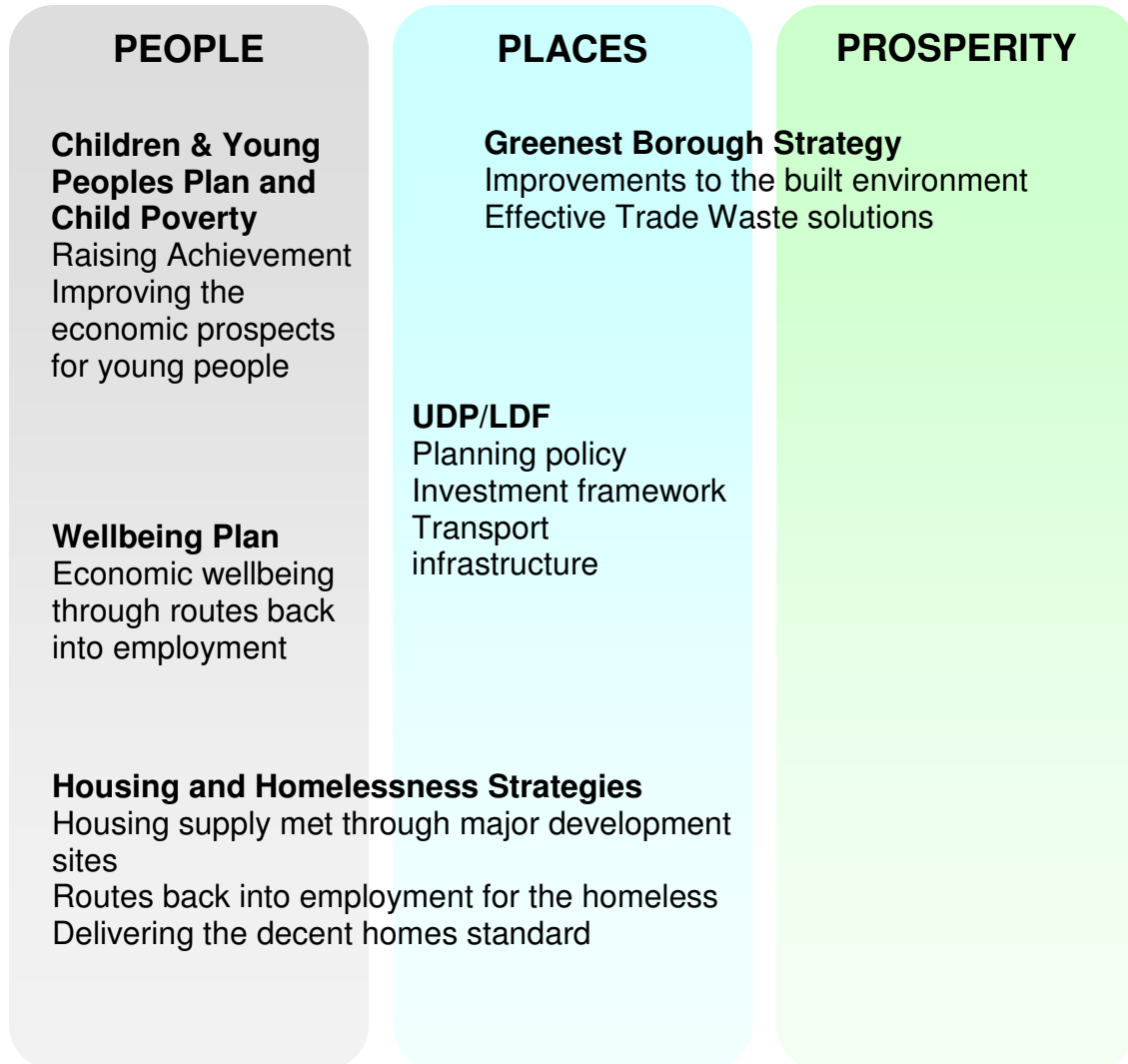
The Wider Strategic Context

Regular monitoring and review of the Strategy will ensure that it continues to complement and is consistent with the London Development Agencies (LDA) priorities for Haringey and the wider London region – in both the London Plan and the Opportunities Area Planning Framework.

We will also continue to work as part of the North London Strategic Alliance and the Upper Lee Valley Partnership to ensure our Strategy and activities complement the vision for the Upper Lee Valley and our sub-regional responsibilities as part of the London-Stansted-Cambridge Growth Corridor.

This Strategy demonstrates substantial linkages with services delivered by the Children and Young People Directorate. Through the Haringey Guarantee and the Families into Work projects we will contribute to both the impending corporate Child Poverty Strategy and the achieving economic wellbeing strand of the Children and Young People's Plan.

Diagram 1 – Linkages between the Regeneration Strategy priorities and other corporate strategic documents



Delivery

Joined-Up Delivery

A primary aim of this Regeneration Strategy is to ensure that the Council achieves the full potential benefits of 'joined up' working between these projects. The *Urban Environment Directorate* was created to provide a more integrated approach to working across environmental, planning and regeneration services. Bringing key services – all of which play a direct role in regeneration – together, will aid both better 'day to day' working and improve strategic linkages. This strategy seeks to extend that beyond Urban Environment to other areas of the Council – such as Children & Young People and Property services – and other key partners within the borough.

Strategic Co-ordination

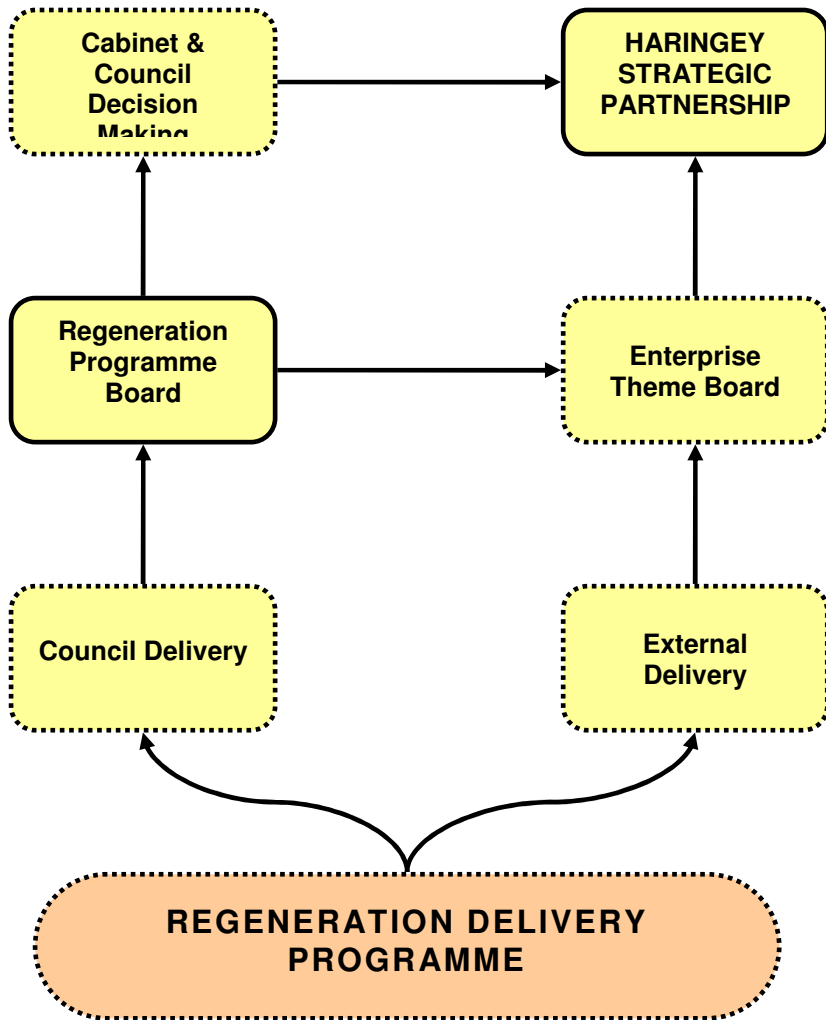
Delivery of the Regeneration Strategy is the responsibility of the Regeneration Programme Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will also be presented to the Council Cabinet.

Regeneration Programme Board will monitor Individual Council led projects and programmes against key milestones. Exception reporting will highlight which projects present greatest risk of non-delivery and trigger ameliorating actions. To support this, evaluation will be embedded across projects to assess the impact of activities. This will be of particular importance where projects are of an innovative and targeted nature (e.g. Haringey Guarantee). It will also help to highlight and learn from our successes. In addition the Enterprise Theme Board, within the Haringey Strategic Partnership, will be a vehicle for engagement with the activities of delivery partners outside of the Council.

The Haringey Strategic Partnership will be the key mechanism for providing strategic co-ordination and input from Partners. The HSP Theme Boards will be asked to take responsibility for overseeing relevant streams of the regeneration programme. The results of the annual evaluation will be fed into a revised version of the Plan.

The development and delivery of the projects and programmes that make up the Delivery Plan will be the responsibility of lead Council Departments or external agencies identified in the Delivery Plan. Progress and updates from project leads will be collated half-yearly by Economic Regeneration. The information will be used to compile progress reports for the relevant HSP Theme Boards.

Diagram 2 – Governance Structure of the Regeneration Strategy Delivery Plan



Monitoring & Evaluation

The Regeneration Strategy sets out to deliver long-term sustainable outcomes. To ensure it does so, it is therefore essential that the impact of the programme of activity is evaluated on a regular basis. This will ensure that the activities being undertaken are of the correct scale and focus and are progressing in a timely manner.

The Council already monitors a broad range of regeneration related indicators. This information will be used to assess the broad impact of the Regeneration Strategy over the long term. The key indicators against which we will assess the progress of the Strategy are;

People

- Number of working age people claiming out of work benefits in the worst performing neighbourhoods
- Number of 16 to 18 year olds who are not in education, employment or training (NEET)
- Number of people from priority neighbourhoods helped into sustained work
- Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks
- Numbers achieving level 2 qualifications by aged 19

Places

- Number of hectares of brownfield land brought back into economic or residential use
- Number of new jobs generated by new developments
- Number of sqm of commercial floorspace created

Prosperity

- VAT registration rate

These indicators align with the priorities and stretch targets set out in the Local Area Agreement.

Schedule of Projects against Strategic Objectives and Priorities

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
1 PEOPLE			
1.1 Creating strong links with Central London and major opportunity areas where significant job growth is projected including Stratford and the Olympic 2012, Brent Cross and Stansted Airport.	Econ Reg	JC+ NLB NLCC LB Enfield LB Waltham Forest Developers	Haringey Guarantee North London Pledge Transforming Tottenham Hale Economic Vision for the Upper Lee Valley
1.2 Position key developments in the Borough to ensure they create jobs for local people	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Upper Lee Valley Section 1.06 Local Labour Agreements
1.3 Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.	Econ Reg	HG Delivery Partners	Haringey Guarantee North London Pledge
1.4 Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.	Econ Reg	C&YP LSC HALS KIS Training CONEL	Train to Gain Haringey Guarantee North London Pledge
1.5 Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.	C&YP		Connexions Children's Centres Special Diplomas
1.6 Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.	Econ Reg	C&YP	Children's Centres NDC Triangle Children Families Into Work
1.7 Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.	C&YP		Children's Centres Families Into Work
1.8 Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment	Econ Reg	C&YP JC+	Haringey Guarantee

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
2 PLACES			
2.1 Transforming Tottenham through one of London's biggest place-making schemes. This includes delivery of a new town centre and major waterside residential development at Tottenham Hale, re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspurs FC to the north of the High Rd.	Planning	Econ Reg The Bridge NDC Developers	Transforming Tottenham Hale Tottenham High Road Wards Corner Tottenham Hotspur Heritage Projects The Bridge NDC Masterplan
2.2 Securing the position of Wood Green at the heart of the North London economy by driving forward major mixed use development on the Haringey Heartlands east and west sites. The new development will closely complement Wood Greens existing facilities, creating an urban centre for the 21 st century.	Planning	Econ Reg Developers	Haringey Heartlands Wood Green SPD Myddleton Road
2.3 Transforming the Lee Valley by taking full advantage of its status as one of the major business and housing growth locations for London. Working closely with partners in Enfield and Waltham Forest, our focus will be on delivering of the ambitious North London Strategic Alliance (NLSA) vision for the area.	NLSA	Planning Econ Reg LB Enfield LB Waltham Forest	Economic Vision for the Upper Lee Valley
2.4 Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.	Econ Reg	Planning	Alexandra Palace
2.5 Maximising the potential of cultural landmarks to create a place in which people want to live and work. This will include the redevelopment of Hornsey Town Hall as a centre-piece for the town centre in Crouch End.	Econ Reg	Property Services	Hornsey Town Hall
2.6 Ensuring that those neighbourhoods in Haringey that suffer acute long term poverty and deprivation are linked and integrated with the bold, new developments and the opportunities they offer, to create places in which people want to live and stay.	Econ Reg		Haringey Guarantee Transforming Tottenham Hale Haringey Heartlands Section 1.06 Local Labour Agreements
2.7 Attracting investment from central and regional government for improvements to transport & infrastructure to support the development of sites and ensure transport routes effectively connect people to key job growth locations	Planning	Econ Reg	

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
3 PROSPERITY			
3.1 Unlocking the entrepreneurial talent in our most successful growth sectors. These are; <ul style="list-style-type: none"> • cultural & creative industries • food and drink • production and distribution • professional services • hospitality, leisure & tourism • retail 	Econ Reg	NLB	Supporting Key Sectors - City Growth - Haringey Film Office
3.2 Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Commercial Property Review
3.3 Provision of good quality, simple to access, business support that businesses want and value.	Econ Reg	NLB NLCC	ULV Business Support Business Engagement Strategy
3.4 Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.	Econ Reg	Planning NLB	Inward Investment
3.5 Delivering high quality Town Centres to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.	Econ Reg		Town Centres
3.6 Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism	Econ Reg	C&YP NLB Business Link	ULV Business Support Inward Investment
3.7 Make the relationship with the Council an <i>asset</i> for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.	Econ Reg	Customer Services	Business Engagement Strategy
3.8 Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses	Econ Reg	Procurement	Procurement City Growth

FULL REGENERATION STRATEGY DELIVERY PROGRAMME

PEOPLE

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

This objective will be achieved through innovation in the way in which we develop and implement projects and by challenging established ways of working that do not deliver long-term sustainable outcomes. To support this evaluation will be embedded across the programme to assess the impact of activities. Emphasis will be placed on initiatives that add value to existing services and which are easily replicated and up-scaled.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Haringey Guarantee	1.1 1.3 1.4 1.8	The Haringey Guarantee is an employment and skills service provided to workless residents, particularly those in the 12 most deprived wards. The aim is to address the barriers to social inclusion and worthwhile, sustained employment faced by different groups in the borough. The service provides a guarantee to residents of a quality support service and, on completion, guaranteed job interviews with partner employers. The Haringey Guarantee also supports employers in the local 'travel-to-work' area by providing job candidates who meet their requirements and are keen to work, and by sourcing tailored skills training for their new and existing staff.	The Haringey Guarantee is a highly visible service in the borough that operates from a number neighbourhood centres and within council services. These include general council services, children's centres, GPs services and schools. A partnership of commissioned specialist organisations provide Information, Advice and Guidance (IAG) underwritten by guidance that ensures quality, and that draws upon existing services and advice providers in the borough. The Guarantee service identifies and addresses barriers to employment through one-to-one support and draws upon provision including skills assessments and training, childcare, work placements, the PCT's Condition Management	<p>March to May 2008</p> <ul style="list-style-type: none"> - The pilot ends and the successes and limitations are assessed. - New SLAs, quality guidance, partnership arrangements, community outreach and marketing agreed with providers. - Employer call centre and employer-led training provision arranged in partnership with the LSC. <p>June 2008</p> <ul style="list-style-type: none"> - LDA/ESF co-financing is used to extend the Haringey Guarantee across the whole of the borough. <p>April 2009</p> <ul style="list-style-type: none"> - Haringey Guarantee evaluation submitted. - Assess whether the Haringey 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>Programmes and support for residents with a criminal conviction. By guaranteeing a quality service, partner employers can be guaranteed quality candidates for their vacancies. In return, employers guarantee each applicant a job interview. Employers are also offered vocational training for potential candidates and for their new and existing staff.</p> <p>The work of the Haringey Guarantee will also support the objectives of the corporate Child Poverty Strategy.</p>	<p>Guarantee brand is recognised by all residents as a service that can support all jobseekers with gaining skills and returning to work</p> <p>March 2011</p> <ul style="list-style-type: none"> - Haringey Guarantee model working in partnership with JCP's Local Employer Partnership and DWP mainstream provision employer agreements. - Employer partnership used to guide universal IAG service to provide employment opportunities for all workless residents and skills development for all residents. 	
North London Pledge	1.1 1.3 1.4	<p>The North London Pledge aims to extend the capacity of the Haringey Guarantee by linking employment & skills provision across the Upper Lee Valley – Haringey, Enfield and Waltham Forest. In particular, resources drawn upon across the 3 boroughs include basic and vocational skills, Condition Management Programmes and Occupational Therapy, and specialist 'in-work support' linked to the LSC's Train to Gain provision.</p>	<p>An agreement of understanding will be made with Enfield Council and Waltham Forest Council with Haringey Council as the lead body. Provision that may be available to residents of all 3 boroughs will be co-ordinated and accessed centrally creating economies of scale for awareness, delivery and a co-ordinated employer engagement approach.</p> <p>The North London Pledge will follow the Haringey Guarantee model.</p>	<p>May – June 2008</p> <ul style="list-style-type: none"> - Agreement of understanding made with Enfield and Waltham Forest - CMP, OT, basic skills provision and employer-led skills provision and IAG commissioned across the 3 boroughs. - Employer Partnership co-ordinated with Haringey Guarantee, JCP's LEP, LSC's Train to Gain and employer partnerships in Enfield to provide guaranteed job interviews and employment opportunities for residents of all 3 boroughs. <p>April 2009 – Evaluation</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
				<p>completed by LDA</p> <p>Follow the milestones from the Haringey Guarantee.</p>	
Families into Work	1.6 1.7	<p>The vision for the Families into Work (FIW) project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services they need for parents to become employed and for children to achieve success in education and develop the skills and desire to obtain work with career prospects.</p> <p>Families into Work will be an innovative pilot project focussing on families in a specific neighbourhood which will test out an approach that is replicable and scaleable based on better use and co-ordination of neighbourhood features - schools, children's centres, community resources.</p> <p>Families into Work will be a special project of the Haringey Guarantee - a special family focussed dimension to the Guarantee.</p> <p>Families into Work will be a multi-agency approach in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life</p>	<p>The Families into Work project was designed as a way to work closely with whole families.</p> <p>Thus the project team would work with families:</p> <ul style="list-style-type: none"> to identify barriers to work for parents and older children to identify barriers to educational achievement for younger children to identify a family action plan, including a combination of services and projects, including ones already provided to the family, which would provide a rounded approach geared to that family's needs and barriers to work. to contact service providers to negotiate and agree access to the appropriate projects and services and shared action plans for the family which will support them into work. to ensure services are provided in a sensible way for the family to provide support to reduce drop out when things get tough and troubleshoot any problems which arise with service provision to monitor progress against each family action plan 	<p>The final Business Case was drafted and sent to Steering Group members on 19 December 2007 and agreed at the Steering Group meeting on 9 January 2008.</p> <p>Working Neighbourhoods Fund has been identified to fund the project in 2008/09 and this was confirmed by the Enterprise Board on 5 March 2008.</p> <p>A delivery plan for the project was presented to and agreed by the Steering on 30 April 2008.</p> <p>Milestones</p> <ul style="list-style-type: none"> Recruitment of FiW Manager June 2008 Recruitment of FiW Team June/July 2008 Community Information Meetings June/July 2008 – school, children's centre, NRC Office open July/August First families engaged Sept 08 Agreed action plans Oct 2008 Ongoing engagement of families and action plans for 50 family members March 2009 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>chances of all family members.</p> <p>It will be a 3 year pilot with embedded evaluation. It is proposed that a team of 4 is set up to work closely with some 100 families in Northumberland Park who have multiple barriers to taking up employment and training.</p> <p>It is proposed that the team work with up to 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.</p> <p>It is not proposed that new services should be provided but that existing service and projects should be co-ordinated and targeted to the families on the project. Thus FIW will not duplicate existing services but seek to facilitate better use of them.</p>	<p>Although the project focuses primarily on reducing worklessness, it will need to help families deal with other issues in their lives which although not directly related to work, create problems for family members and become barriers to work.</p> <p>The project is about co-ordination and partnership working and family support, rather than the provision of additional services.</p> <p>Participation in the FIW scheme would be voluntary and require the family to be prepared for services to share information about them in order to identify the best package of services for that family's needs.</p>	<p>Evaluation commissioned September 2008-05-22 Evaluation reports December 2008, June 2009, September 2009 March 2010</p> <p>First skills and jobs outcomes March 2009</p> <p>New families engaged and action plans April 2009- March 2010</p>	
Section 1.06 Local Labour Agreements	1.2 2.6	<p>The development of the Tottenham Hale GLS site has allowed the facilitation and development of a model for delivering S106 Local Labour agreements.</p> <p>To oversee the implementation of the local labour agreement an Employment Development Board will be established comprising representatives of</p>	<p>The S106 agreement stipulates that the Developer will draw up a Training and Employment Management Plan which needs to be agreed by the Council. The Plan obliges the Developer to work with the Council's Economic Regeneration service to procure not less than 20% of the total workforce to be local labour and that half of this local workforce should be trainees</p>	<p>Currently a Shadow Employment Development Board comprising a representative from Lee Valley Estates, Barrett Homes and the Council meets regularly – monthly/6 weeks to review progress. The full Board will be established in late 2008/early 2009 when the development reaches a stage when significant numbers of local</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>the Developer and the Council and they will promote and supervise performance of the Training and Employment Plan.</p> <p>Further, the developer will open up tender opportunities for local suppliers and businesses.</p>	<p>working towards accredited qualifications. Additionally the Developer will recruit local people who are qualified to NVQLevel2/3 in construction skills and who undertook their training with a local college.</p>	<p>labour can and will be recruited.</p> <p>This model can be replicated as other developments come on stream..</p>	<p>hours per week or more for at least 13 weeks</p>
Haringey Adult Learning Service (HALS)	1.4	<p>HALS is the main provider of Adult Learning for Haringey Council.</p> <p>The service aims to develop the skills for local people to help them progress in learning or employment.</p>	<p>HALS will deliver day, evening and Saturday accredited and non accredited courses in subjects including Skills for Life (literacy, numeracy & ESOL), Family Learning, ICT, business & finance, languages, health and well-being (inc Counselling). HALS will target priority groups via increasingly using local libraries as venues for learning.</p> <p>HALS will also offer E2E and apprenticeships for young people, in addition to Train to Gain, learndirect and IAG (careers advice) for adults.</p>	<p>Programmes evaluated and planned on a termly basis – promoted via HALS Programme and marketing campaigns.</p> <p>Ofsted re-inspection Autumn 08 / Spring 09</p> <p>New courses/ services to be piloted in libraries each term.</p> <p>New learndirect centre to open at Hornsey Library June 08.</p> <p>Annual enrolment target</p> <ul style="list-style-type: none"> o July 2007/8 - 3750 o July 2008/9 - 3750 o July 2009-11 - TBA with LSC 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Numbers achieving level 2 qualifications by aged 19</p>
Haringey Connexions Service	1.4	<p>To ensure that we offer the highest quality careers advice, setting young people on the right path the first time – the Connexions service is a key player in delivering the People objective.</p>	<p>Further detail to be provided</p>	<p>Further detail to be provided</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		The core activity of Connexions is to provide advice and guidance to young people aged 13-29 and up to 25. A range of issues are covered including work and learning.			
Apprenticeships & specialist diplomas	1.5	Increasing the number of opportunities for vocational learning and incentivising young people entering employment.	Developing a wide range of vocational diplomas that match the employment opportunities available developing the skills that support our key business sectors.	Information requested from Sean May, 14-19 Development Officer, Children & Young Peoples Service	Number of working age people claiming out of work benefits in the worst performing neighbourhoods Number of 16 to 18 year olds who are not in education, employment or training (NEET)
Raising Achievement of School Age Children	1.5 1.6 1.7	Haringey Council currently operates 10 centres with a further seven to open in 2008, set within a 0-19's joined up strategy aiming to promote children's well-being; improving their educational outcomes, improve their life chances and support parents. Children's centres act as a hub within the community for parents and providers of childcare and early years education, play, family support, early intervention and targeted activities to vulnerable children and parents Services include – full and part time childcare, ante and post natal clinics; health visitor sessions; childminding networks; links with schools and extended wraparound and support services, play and family support activities – aiming to	1. Support parents from poorest families back into work – reduction child and family poverty. 2. Through early education, childcare and play opportunities increase chance of improving educational outcomes. 3. 0-19's strategy will improve child's life chances, connecting services together better, identifying and following vulnerable children through system leading to a reduction in NEETs over time. 4. Improvements to health outcomes through early contact with essential universal health services. 5. Improved support to parents in bringing up their children, outreach to most vulnerable families connecting them into services earlier.	1. Raise profile and understanding of the presence and purpose of children's centre in each neighbourhood. 2. Continue partnership with Jobcentre Plus on supporting parents back into work eg. Jobcentre Plus working in children's centres, doing information and advice sessions; work focused interviews been successful in two centres roll out to other centres in 2008/09; supporting parents into employment; identify barriers to work , address and provide support; continue with job and career fairs in children's centres; inform and promote services offered by Jobcentre Plus and E-Z; advice and information on claiming childcare tax allowances.	Number of working age people claiming out of work benefits in the worst performing neighbourhoods Number of 16 to 18 year olds who are not in education, employment or training (NEET) Numbers achieving level 2 qualifications by aged 19

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		support parents back into and to stay in work; early health and parenting advice. Centres also have links with local training and education providers, Jobcentre Plus and information services for children, young people and their families.	6. Improving prosperity and quality of community life for all.	3. Re-align children centres with schools within the 0-19's strategic framework by April 2009. 4. Identify impact indicators to evidence difference being made to vulnerable children and families including actions to see a reduction in child poverty. 5. Completion of outreach strategy to target access for most vulnerable children, families and communities.	
Train to Gain	1.4	<p>Train to Gain is a Learning and Skills Council scheme designed to encourage businesses and the public sector to offer appropriate training opportunities to their staff in order to build organisational capacity and improve business performance.</p> <p>The LSC deliver this through skills advisers who can help a business identify skills gaps and to find the right training to bridge those gaps. Train to gain is one of the new products identified as part of the Business Support Simplification Process. Local providers include HALS, KIS Training and CONEL.</p>	<p>3 Train to Gain Providers and 2 Consortia delivering in Haringey</p> <p>Train to Gain offers: Skills for Life, NVQ Level 2 and there is provision available for 'Level 3 jumpers' Wage compensation for SMEs who employ between 1-49 employees Help to arrange the sourcing of training and ensure that training is provided to suit the needs of the employer and learner Information and advice for employers and learners including their skills needs</p> <p>Train to Gain providers will work together with the Haringey Guarantee to provide post-employment support and careers development and link in Haringey Guarantee</p>	<p>LSC Level 2 and Level 3 contracts and profiles for the different Delivery Areas for 2008/9 agreed between the LSC and providers – March 2008</p> <p>Consultation with employers and young people to establish what demand there is for different sectors – June 2008</p> <p>All-round and extended consortia to focus on Construction (particularly Fork-lift Truck licences), Hospitality (particularly Football and Sports Coaching), and Health and Beauty – April 2009</p> <p>HALS LSC profile 07/8 & 08/9</p> <p>Future targets / milestones to</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods.</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>employers.</p> <p>Delivery Areas Engineering, health, retail, hospitality, construction, hair & beauty, business, ICT and basic skills.</p> <p>HALS focus for delivering T2G is Skills for Life (Literacy & Numeracy from Entry level) and NVQ in Administration, ICT & Customer Service at Level 2/3. Targeting Haringey Council Services, Public, private and voluntary sector. Training is currently provided at little or no cost to the employer or learner.</p> <p>HALS Provision will be targeted mainly at pre level 2 adults, particularly women returning to the labour market and women under represented in specified sectors.</p>	<p>be agreed through LSC contracting process</p> <p>08/09 targeting of local authority services</p> <ul style="list-style-type: none"> • June 2008 Accreditation for Entry -level learning • June 08 Partnerships with business support organisation and regeneration agencies • July 2008 Programme evaluation • Sept 08 Develop online learning provision through working with HALS learndirect team • Aug 08 Provide staff training for assessors/tutors on use of learndirect system for supporting delivery of SfL & NVQs. 	
Jobcentre Plus programmes	1.1 1.8	<p>Jobcentre Plus provides vocational advice and guidance to job seekers and provide access to information on current local vacancies. Jobcentre Plus works locally in partnership with local authorities and their activities contribute to delivering the Local Area Agreement.</p> <p>JCP is the lead partner for ensuring the successful</p>	<p>Mainstream JCP provision delivering in Haringey is as follows: ND18-24 & 25+ Gateway to Work Mandatory NDPA referrals of JSA claimants for 2 week "soft skills" course towards employability ND18-24 Voluntary Sector Option (VSO) 26 wk programme to gain skills for employment incl. a work</p>	<p>Indicative target for people into work through JCP programmes in 2008/09: 2300</p> <p>Pathways to Work roll-out: April 2008</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>delivery of the various mainstream employment programmes that make the biggest contribution to tackling worklessness in Haringey: New Deals, Employment Zone and Pathways.</p>	<p>placement with a charity agency ND18-24 FTET Option 26 week programme to gain the skills for employment incl. education (lit & num, ESoL, basic skills) and work exp ND18-24 Environmental Task Force Option (ETF) 26 wk programme to gain skills for employment incl. a work placement with an organisation whose services benefit the environment ND Self-employment Contract Self-employment support ND18-24 & 25+ Mentoring Work first IAG Pre-NDLP Discovery Weeks Mandatory ND25+ JSA claimants 18 mnths+ & voluntary Lone Parents programme - employability skills and IAG NDDP IB Outreach Voluntary work first support Partners Outreach for Ethnic Minorities (POEM) Voluntary work first support to engage non-claimant partners of benefit claimants from BME backgrounds</p>		<p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

PLACES

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

This objective will be achieved by bringing forward ambitious, mixed use flagship schemes. These will create attractive sites for new business, drive the growth our key sectors and provide high quality living opportunities and new employment.

Underpinning these bold developments will be an emphasis on sustainability and quality, promotion of mixed and balanced communities, improved diversity of housing opportunity and the need to improve the supply of high-quality office and workspace in the borough.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Transforming Tottenham Hale	2.1 2.6 3.2	The vision for Tottenham Hale is the creation of a thriving urban centre with a vibrant mix of community, commercial, leisure and residential uses, set within a truly public network of streets and spaces of the highest quality. The transformation of Tottenham Hale from a fragmented, traffic-dominated, illegible and unwelcoming environment to a bustling hive of activity, occupying streets, public spaces and buildings of the highest possible quality, along with a high-quality, integrated waterfront will maximise the area's exceptional locational advantages and create a critical mass of reasons for people to visit, with increased opportunities for local and	The Tottenham Hale Masterplan is being taken forward in six stages. The first site – the former GLS depot – has been through planning, among the features of the GLS application are: affordable homes, a landmark building forming a gateway to the site, two new parks and new for pedestrian and cycle routes. The GLS site will also be developed to provide office and retail space, a new primary school, parking, student accommodation and a CHP plant to contribute to the overall environmental sustainability of the development.	2008 – Begin construction of Hale Village (the former GLS depot) 2008 – commence site acquisitions and preparations for Ashley Road, Green Industries and New Urban Centres sites. 2008 – Secure Planning Permission for Wards Corner and received planning application for Hale Wharf, 2009 – Begin alterations to the Gyrotory and bus station, begin construction of Hale Wharf and Wards Corner. 2010 – Work starts on Tottenham Hale Urban Centre and on developments at Ashley	Number of hectares of brownfield land brought back into economic or residential use Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration Number of people from priority neighbourhoods helped into sustained work

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		wider communities.		Road.	
Tottenham High Road Strategy	2.1	Provide a fresh approach in the light of recent regeneration activity, including residential developments and the development activity at Tottenham Hale, Wards Corner and longer term proposals for the Tottenham Hotspur football ground and adjacent land.	Review the strategy originally set in 2002 to take account of success achieved against original report and output targets. Consider the potential impact of new developments in the Tottenham area on the future High Road retail and leisure mix and opportunities and threats that these may cause Review future inward investment needs for the High Road.	June 2008 – Commence review of previous targets and obtain baseline information Agree key headings and strategy directions for a new strategy Determine fit with LDF proposals Determine delivery route – in house or through consultants. Assess public consultation requirements Start on drafting new strategy 2009 – Deliver fresh strategy	VAT registration
Tottenham Town Hall	2.1	Provide new high quality homes with a range of tenures to and to act as an enabling development for refurbishment of the Town Hall	Delivery of a mixed use development on the site behind Tottenham Town Hall. Receipts from housing development to enable refurbishment of the Town Hall	2008 – Agree terms for full planning application with preferred developer.	Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration
Tottenham/Seven Sisters – Wards Corner	2.1	A redeveloped Wards Corner will become the southern gateway to Tottenham. As a gateway development it will demonstrate striking architecture and public realm interventions that announce your arrival in a transformed Tottenham.	Wards Corner will consist of mixed use development on the site, including high end apartments (social housing will be provided through other sites in the Tottenham area) and new retail units that will improve the retail offer around Seven Sisters.	November 2008 – determine planning applications from Grainger Trust and a community proposal to set the framework for development and delivery timetable	Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration
Tottenham Hotspur stadium redevelopment	2.1	Information to be provided by Karen Galey			
Tottenham Partnership Schemes in	2.1	PSICA is an area-base conservation-led regeneration grant scheme (successor to	English Heritage in partnership with Haringey Council make this grant available to owners	Key milestones are:- • Initialise internal processes,	Number of new jobs generated by new developments

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Conservation Areas (PSICA)		<p>Heritage Economic Regeneration Schemes). Haringey has already successfully delivered HERS in Tottenham and Hornsey.</p> <p>The aim of the scheme is to improve run-down commercial areas through building improvements in Conservation Areas.</p>	of individual properties within the defined project areas to carry out historic building repairs and the installation of new shopfronts.	<p>develop brief & liaise with stakeholders</p> <ul style="list-style-type: none"> • Start work on-site. • Project completion 2012 <p>Windsor Parade (Phase 1) was completed in Sept 2007.</p> <p>Phase 2 – 527, 541, 543, 551, & 553 Tottenham High Road (5 properties). Due to start work on-site June 2008. Anticipate completion on-site Nov/Dec 2008.</p> <p>Phase 3 to follow in 2009.</p> <p>THI programme runs until June 2010.</p>	<p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Bruce Grove Townscape Heritage Initiative (THI) : Phase 2	2.1	<p>This HLF funded programme takes an explicitly conservation-led approach to regeneration and is designed to help regain the history and built heritage of Tottenham High Road.</p> <p>THI addresses the under-use of buildings and the erosion of heritage quality in areas of conservation importance, creating a catalyst for regeneration.</p>	HLF in partnership with Haringey Council as lead-partner make this grant available to prescribed blocks of properties approved by HLF in the Bruce Grove within the conservation area to carry out historic building repairs to the external fabric of buildings – e.g. repairing and cleaning brickwork, reinstating lost architectural features, repairing sash windows and the installation of new shopfronts.		<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
The Bridge NDC masterplan	2.1	The Bridge NDC is a 10 year £50 million regeneration programme based in the South Tottenham and Seven Sisters	<u>Spatial planning.</u> Stage One – the preparation of a baseline report Stage Two – the development	<u>Spatial Planning</u> Apr 08 -Appoint spatial planning team May 08 – Devise consultation	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>area. It is a partnership between local residents and key agencies such as: Haringey council, the Primary Care Trust, The Metropolitan Police and Job Centre Plus. The NDC aims are to provide a co-ordinated information point for residents with person focussed services. Safeguard The Bridge NDC's achievements in the future. Sustain partnership working by joining up of services. Make mainstream funding work effectively for the area. Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact. Enable local people to become involved in service planning, delivery and evaluation.</p> <p>To develop and champion a Master Plan to set out policies and proposals which will guide the future physical development of the area. The plan will provide an overarching framework for The Bridge area as well as focussing on specific key sites.</p>	<p>of the Visioning stage of the Masterplan The Masterplan will proceed in 2008/9 with the final three planned stages, namely the production of Framework Options; the Public Consultation stage and the Neighbourhood Plan phase, as stated in the original programme. The Framework Options stage includes design options; the third Neighbourhood Team meeting and a vision and options report. The Public Consultation Stage includes the production of consultation materials; a further Neighbourhood Team meeting; a public consultation event and a summary report. Finally the Neighbourhood Plan involves detailed design work, a final Neighbourhood Team meeting and the provision of a final report and implementation strategy.</p>	<p>/communications/stakeholder strategy (ensuring that the community is at the heart of the process and participating in all stages) Jun 08 – ongoing Consult on spatial plan with community/stakeholders and agree options. Mar 09 – ongoing Develop spatial plan with design criteria for bringing forward development. (The design element may need to be brought forward earlier to facilitate ongoing development). Mar 09 – ongoing Develop implementation plan/vehicle to maximise inward investment. Mar 09 – ongoing Adopt spatial plan as Supplementary Planning Document / Area Action Plan to guide development including design and materials.</p>	<p>floorspace created VAT registration</p>
Haringey Heartlands	2.2 2.6 3.2	Haringey Heartlands development – a substantial mixed use site between the east coast mainline and Wood Green - is important in developing an overall package	Haringey Heartlands is located at the centre of the borough of Haringey. It adjoins Wood Green Town Centre and comprises tracts of underused utilities lands. It has the	Summer 2008 –complete construction of access route through the Heartlands site between Station Road and Hornsey Park Road.	Number of hectares of brownfield land brought back into economic of residential use Number of new jobs generated

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>of urban regeneration.</p> <p>The redevelopment will include high quality housing provision and a new secondary school.</p>	<p>potential to be a 'Heartland' for the borough linking east and west.</p> <p>To the west of the Heartlands site is the redevelopment of the former Hornsey Depot site which will complete the east west link from Wood Green to Hornsey High Street.</p>	<p>2008 – begin site acquisitions and clearance and begin work on new secondary school.</p> <p>2010 – Begin phases 1 and 2 of the housing developments.</p>	<p>by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Wood Green	2.2	<p>Wood Green Town Centre, From Civic Centre to Turnpike Lane, is identified in the London Plan as a major retail offer in London.</p> <p>The Council has developed a Supplementary Planning Document (SPD) which will provide key objectives and strategic guidance for Wood Green Town Centre for the next 25 years.</p> <p>Myddleton Road PSICA is an area-base conservation-led regeneration grant scheme (successor to Heritage Economic Regeneration Schemes).</p>	<p>Phase 1 - Comprehensive initial consultation with key stakeholders and interest groups to form the scoping report and the basis of the draft SPD.</p> <p>Phase 2 – Public consultation on draft SPD and supporting consultation report and sustainability appraisal via the website and a consultation exhibition in Wood Green library for 6 weeks.</p>	<p>May 2008 – commence public consultation on draft SPD and supporting consultation report and sustainability appraisal;</p> <p>June 2008 - Amendments made to SPD following consultation;</p> <p>July 2008 – Approval of SPD by Members;</p> <p>Autumn 2008 - adoption of SPD as statutory planning guidance.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Alexandra Palace	2.4	<p>The successful regeneration of Alexandra Palace is key to secure its future operation. Paramount is recapturing the Victorian vision of Alexandra palace as a cultural, leisure and entertainment centre for the benefit of London and restore Alexandra Palace as</p>	<p>Secure private sector investment to enable the palace to make full use of its building to deliver a full range of activities. The trust, responsible for the palace, seek to secure a holistic development with a development partner.</p>	<p>This a long term place making project in its initial stages. Subject to the decisions of the trust, the development partner and the Charity Commission a timetable will be developed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

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		<p>one of London flagship locations.</p> <p>Alexandra Palace can be a catalyst to secure tourism benefits for North London, increase employment opportunities through increased activity and once again become a prestigious venue for Haringey residents to use and enjoy.</p>	<p>Add value to the wider regeneration of Haringey Heartlands and Wood Green by adding to vitality and attractiveness as a location.</p>		
Revitalisation of Hornsey Town Hall	2.5	<p>The redevelopment of Hornsey Town Hall will provide a comprehensive new cultural venue in the heart of Crouch End and also for the borough of Haringey. A number of options are being considered for the old town hall, which includes; community facilities, creative spaces, cafes, retail, performance space and venue and even affordable housing.</p>	<p>The Council has committed to refurbishing the building in conjunction with the Hornsey Town Hall Community Partnership Board.</p> <p>The refurbishment will be funded by the sale of adjoining land for development and will secure the future of a listed building.</p>	<p>2008 – design team appointed and design agreed.</p> <p>2009 – planning consent achieved following a masterplan process.</p> <p>2010 – refurbishment undertaken together with sale of land.</p> <p>2011 – refurbishment completed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
ULVP Economic Visioning incorporating Central Leaside	2.3 3.2	<p>Haringey Council is committed to playing a key role in the Upper Lee Valley Partnership (ULVP). The vision of the ULVP is to transform the Upper Lee Valley into 'North London's Waterside', using the natural assets of the waterway and parkland setting to create a vibrant, sustainable and successful place in which people and businesses want to start, stay and grow.</p>	<p>Haringey Council will work as a key member of the Upper Lee Valley Partnership to help develop and communicate the vision for the Upper Lee Valley.</p> <p>We will continue to support efforts to co-ordinate cross borough working to ensure that the vision is delivered in an integrated manner.</p> <p>We will also contribute to</p>	<p>2008-09</p> <p>developing an economic strategy for the ULV</p> <p>continuing transport lobbying for the West Anglia Route improvement</p> <p>a delivery plan for the vision derived from the planning processes of the boroughs and the GLA</p>	<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>Central Leaside is a proposed development site on the Upper Lea Valley at the border of Haringey and Enfield. This site has the potent for substantial new housing and the creation of a new urban pole in North London. Central Leaside will have implications for the future development of transport infrastructure within the borough.</p> <p>The proposed action plan identifies Northumberland Park and North Tottenham as Haringey's opportunity area.</p>	<p>efforts designed to raise the profile of the area and position it as a key legacy outcome of the 2012 Olympic Games.</p> <p>The new vision for the Upper Lee Valley has the potential to lever a minimum of £7 billion of inward investment. There is strong evidence that the three borough partnership, supported by the Mayor is creating positive interest from investors and government. The challenge is to translate this into real, sustainable improvements for the people of the area.</p> <p>Enfield and Haringey Councils are producing an Action Plan for central Leaside recognising the need for a coherent vision for the area. A baseline report and sustainability appraisal have been produced and an options analysis has been produced for consultation.</p>	<p>facilitating production and agreement of the GLA's ULV Opportunity Area Planning Framework (OAPF)</p> <p>co-ordinating development of ERDF proposals which have been successful at the expressions of interest stage</p> <p>developing a vision and strategy for the 'new' Lee Valley Park that will link and complement the Olympic Park in the Lower Lea Valley</p> <p>Development & implementation of a Community Engagement Strategy for the Upper Lee Valley</p>	
Hornsey Depot		Information to be sought from Malcolm Dawes			<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
					VAT registration
Green Spaces		<p>The Greenest Borough Strategy, 'Going Green', seeks to address the impact of consumerism and urban decay on the environment around us and within the borough.</p>	<p>The first objective of the Greenest Borough Strategy seeks to provide an improved built environment where residents and visitors to the borough are comfortable and secure and where buildings have a low economic impact through sustainable design and materials.</p> <p>Objective 3 of the strategy seeks to increase the quality and quantity of recycling, including trade waste from businesses, but through changing attitudes towards packaging and waster (addressed under Objective 7).</p>	<p>The Greenest Borough Strategy will be adopted mid to late 2008 and will be effective until 2018.</p>	n/a

PROSPERITY

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit

This objective will be achieved by recognising the needs and aspirations of businesses, investors and consumers. Our programme will provide the necessary support and infrastructure with which businesses can grow and develop within the Borough and offer investors and consumers attractive opportunities to engage with the Haringey economy.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
The Business and Enterprise Strategy	3.3 3.7	<p>A Business and Enterprise Support Strategy for Haringey will ensure that the Council co-ordinates effective business support that will stimulate economic growth, making Haringey a vibrant and prosperous place for its businesses and communities.</p> <p>A principle commitment is to improve the council's face to face engagement with businesses and to cut red tape.</p>	<p>A Business and Enterprise Support Strategy will guide us in increasing business start ups, develop the sustainability of business, increase employment, promote entrepreneurship, encourage inward investment and create new opportunities for business growth.</p> <p>A single business account for Haringey could provide a coherent single point of access for business enquiries to the council.</p>	<p>2008 – A Business and Enterprise Strategy will be produced and an options analysis of the viability of a Single Business Account will be compiled.</p> <p>2009 – 4th Haringey Business Awards?</p>	VAT Registration
Inward investment & marketing	3.4 3.6	<p>The continued development of North London Business as a single access point for inward investment and business retention for North London.</p> <p>North London Business is the inward investment agency for north London. It aims to offer a more attractive service for</p>	<p>North London Business will work to attract inward investment through:</p> <p>Good quality business support.</p> <p>Marketing of North London investment opportunities – in particular Tottenham and Haringey heartlands both in</p>	<p>North London Business is supported by Haringey Council through partnership working and their delivery programme is developed within the NLB structures.</p> <p>Produce the monthly Connect magazine to promote business and business success in north</p>	<p>VAT Registration</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>inward investment and business retention through operating at a three borough level this enables it to be a higher profile body and to speak with more authority than a single borough service can.</p> <p>Capitalising on the boroughs locational advantages and the exciting new developments in the borough by marketing a dynamic changing Haringey in order to generate new investment such as Tottenham Hale and Haringey Heartlands.</p> <p>North London Business will work with the regeneration, planning and economic development teams to enhance the support to inward investors and existing growth businesses</p>	<p>London and internationally.</p> <p>Create Business networking opportunities to promote business co-operation and trading opportunities.</p> <p>Offer a commercial property database for north London for businesses seeking premises.</p> <p>Develop a business voice to inform the plans and programmes of bodies affecting them e.g. Business Link for London, pan London inward investment activity</p> <p>Secure funding for inward investment and business retention activities</p>	<p>London - monthly</p> <p>Launch the north London property alliance in June 2008 and achieve a subscription membership of 100 property professional by December 08</p> <p>Secure the contract for the LDA inward investment contract for the new sub region, this will potentially increase the influence and role of NLB as it will develop central London coverage – currently no later than October 08 but may be revised due by new mayoral priorities</p> <p>Production of North London Annual Review to promote successes in the sub region including Haringey. It will be distributed to 5000 key regional and national influencers- July 08</p> <p>Production of a north London Business directory of 8000 business. This will help business to business services and be available online - November 08</p>	

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Supporting Key Sectors	3.1 3.8	Business support will be based around key business sectors, including; retail, food and drink and the creative industries. Interventions would aim to create self sustaining peer support structures – driving innovation and productivity within sectors. Haringey City Growth is one model for delivering this.	<p>Haringey City Growth is delivered through five formal clusters; retail, food and drink, creative industries, sport leisure and tourism. Each cluster has a forum of member businesses and consultant who develops and manages projects to develop the businesses. For example, an event for local food producers to meet buyers.</p> <p>North London Business are the delivery agent for City Growth, with the Council represented on the project board.</p>	<p>2008 – 12 month action plan produced for each cluster.</p> <p>2009 – evaluation of the sustainability of each cluster. Funding for City Growth reviewed.</p>	VAT Registration
Haringey Film Office		<p>Filming in the borough puts Haringey on screen, promoting it as place to live and work and generating income from filming fees.</p> <p>The Haringey Film Fund enables local film makers to put their ideas into production. The Film Fund can enable a local film maker to progress to a career in the creative industry.</p>	<p>The Film Office actively markets Haringey as a borough for film locations, improving perceptions of the borough and generating income, both for the council and within the local economy.</p> <p>The Film Office will liaise directly with all the relevant council departments on your behalf. Authorise permissions for on-street filming. Facilitate parking requests. Attend site visits where necessary. Provide useful contacts for relevant agencies including local police. Assist with location scouting in the borough – including maintaining a database of</p>	<p>Start to manage filming in private locations.</p> <p>Expand database of film locations to give more options to potential film crews.</p>	The film office will generate approximately £80,000 per year to support council departments that facilitate filming in the borough such as highways, parks and recreation and for the upkeep of sites such as Finsbury Park and Hornsey Town Hall.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			council locations, private locations and unit bases.		
Business Support Projects	3.3 3.6	<p>Create, within the tri-borough (ULV) area of, a business support package for growth SMEs.</p> <p>The council will be delivering a programme of WNF funded projects which will support business and increase VAT registrations in the borough.</p> <p>Ensure that the Council's business support activities are ready to comply with the Business Support Simplification Process.</p>	It is intended to initiate a programme of business support that adds value to existing Business London and Supply London Programmes. Focusing on supporting High Growth Businesses, where the public sector already provides support for start up businesses. This support would help businesses in key sectors address issues such as access to export markets, environmental sustainability and procurement.	<p>2008 – Secure funding from LDA Area Programme and ERDF programmes. Start projects by recruiting business mentors and selecting the SME client who will benefit from interventions.</p> <p>2009 –</p> <p>2010 – Conclude projects in March and conduct final monitoring and evaluation for funders.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustainable work</p>
Town Centres	2.1 2.2 3.5	<p>Haringey's town centres range from economic hubs such as Wood Green, a metropolitan centre, to local shopping centres such as Stroud Green.</p> <p>The town centres are important as focal points for communities in Haringey as well as for anchoring economic prosperity.</p>	<p>The corporate approach to town centre management will be reviewed through a new strategy. The viability of Business Improvement Districts will be analysed in Wood Green and other models for other town centres will be identified.</p> <p>We will look at our mainstream services offer is delivered in town centres and how additional or tailored services – such as street scene – can be provided.</p> <p>The Wood Green International Short Film Festival will again be held in 2009, confirming the cultural offer available in Wood</p>	<p>2008 – Town Centres Strategy produced and interim arrangements for town centre management will be put in place.</p> <p>2009 – Develop strong business partnerships in all town centres, especially in Wood Green.</p> <p>2010 – Continue business engagement, stakeholder consultation and identification of business champions.</p>	<p>VAT Registration</p> <p>Number of new jobs created by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			Green – raising the profile of Wood Green and better engaging with businesses before and during the event.		
Procurement	3.8	<p>Trade Local data base to be used for procurements under 5k or to gain quotes up to 25K. This is a data base of small local suppliers who have registered an interest in working with the Council. It is not currently utilised across the council</p> <p>Work with Supply London and NLCC to work with local supplies and access procurement training for them to enable them to bid for higher value contracts with Local Authorities.</p>	<p>Ensure access to the Data base is available to all council officers</p> <p>Align the categories to Haringey product categories... Publicise this in the Procurer and update the Procurement manual to show this as the first choice for low value purchases. Advertise this opportunity to our local suppliers</p> <p>Supply London and the NLCC work with North London Business to help them compete for business</p>	<p>2008 Set up system for access to all council officers</p> <p>2008 Update data base to mirror product categories</p> <p>2008 update the Procurement manual.</p> <p>2008 Put an article in the Procurer</p> <p>2008 attend supply London event</p> <p>2009 advertise the opportunity to local business's</p> <p>2009 monitor purchases with local business and measuring annually</p> <p>June 2008 attend winning new business conference at Alexandra Palace to brief potential suppliers on Haringey requirements</p>	VAT Registration
Commercial Property Review	3.2	<p>The review of the commercial portfolio will enable us to improve the business premises offered by the council to better match businesses needs. The review will also look at improving the management arrangements of the portfolio.</p> <p>The review is being overseen by a commercial portfolio review steering group which has membership from property,</p>	<p>The review is currently being undertaken by consultants Drivers Jonas and the outcomes will be reported to members in September. A model is being developed to review performance and to focus on issues such as resource requirements, regeneration opportunities, whether to sell any assets and how to improve the portfolio.</p>		Number of sqm of commercial floorspace created

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		forward planning, regeneration, housing and finance.			
The London 2012 Olympics		<p>The Olympic Games will be a showcase for London and during the event and afterwards the legacy will realise the benefits of investment in physical and human resources.</p> <p>For Haringey, there will be an opportunity to take advantage of skills development amongst the 70,000 volunteers – turning those skills to employment. There will also be substantial redevelopment of the lower Lee Valley will have major positive impacts upon the Lee Valley Regional Park – that runs partly through Haringey.</p> <p>A wide range of initiatives are already underway or are in the later stages of development looking at volunteering, jobs and training, and in supporting business and enterprise within the borough.</p>	<p>The borough has already successfully delivered a pre volunteering programme for 105 Haringey residents to help them gain potential volunteering and job opportunities arising through the 2012 Games. The LDA assessed this as the best performing in London.</p> <p>The Personal Best Programme replaced the Pre-Volunteering programme and was rolled out across London from April 2008. 5e delivered the Haringey pilot and are bidding to deliver the new programme. It will support participants to achieve an accredited volunteering qualification and is funded by the LDA and LSC in partnership with Jobcentre Plus and the Mayor of London.</p> <p>Our construction training initiative is working with ODA to deliver construction training and accreditation for companies building the Olympic venues. This work will be expanded this year under the three borough activities funded by the LDA and called the North London Pledge.</p>	<p>A business event to promote opportunities for suppliers is to be held at Alexandra Palace as part of the 2008 Lee Valley Festival and, with support from North London Business, we have worked to relocate successful businesses displaced by the Olympic development.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?



Agenda item:

Cabinet

On 15 July 2008

Report Title: **Haringey's Homelessness Strategy 2008-11**

Forward Plan reference number (if applicable) **53**

Report of: **Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose

1.1 To approve Haringey's Homelessness Strategy 2008-11.

2. Introduction by Cabinet Member

2.1 Tackling homelessness is one of the biggest challenges facing Haringey.

2.2 This three year, multi agency strategy sets out how the Council and its partners will work together to prevent homelessness, tackle the causes of homelessness and provide better outcomes for people who are homeless or at risk of homelessness.

2.3 Haringey is committed to halving the number of households in temporary accommodation by March 2010. This strategy will play a significant part in helping us to achieve that target.

3. Recommendations

3.1 That Cabinet approve Haringey's Homelessness Strategy 2008-11; and

3.2 That Cabinet delegate, to the Cabinet Member for Housing, the authority to approve any minor amendments to the Strategy that he considers reasonable in the light of feedback received during consultation with stakeholders.

Report Authorised by: **Niall Bolger, Director of Urban Environment**

Contact Officer: Phil Harris, Assistant Director for Strategic and Community Housing

4. Chief Financial Officer Comments

- 4.1 The financial implications arising from the Homelessness Strategy are detailed in the body of the report at paragraph 8. One of the main thrusts of the Strategy is to achieve the Government's Homelessness targets and halve the use of Temporary Accommodation numbers by March 2010 as set out in the Temporary Accommodation Reduction Plan. The costs related to this can currently be contained within existing approved financial plans as indicated at paragraph 8 of the report.
- 4.2 However, there are some other improvement initiatives within the strategy that require additional resources and these can only be implemented once the costs in relation to these have been properly quantified and extra funding has been clearly identified either from external sources or as part of the Council's financial planning process.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 5.2 The Homelessness Act 2002 (the Act) places a statutory obligation on all local authorities to undertake a review of homelessness, and produce a new homelessness strategy at least once every five years which takes account of results of the review. In the case of this Council, the new strategy has to be in place by 31st July 2008.
- 5.3 The Act prescribes that the strategy is to be designed so as to enable the Council to have in place measures which will:
- prevent homelessness in the borough
 - ensure that sufficient accommodation is available for people in the borough who may become homeless
 - provide advice and support to those who may become homeless or who are currently homeless and are in need of support to prevent them from becoming homeless again.
- 5.4 The Head of Legal Services advises that the draft strategy meets the requirements

set out in 5.3 above.

- 5.5 In view of time constraints, coupled with statutory requirement to consult on the strategy prior to it being adopted, the Head of Legal Services also supports the recommendation for Cabinet to give delegated authority to the Director of Urban Environment, in consultation with the Cabinet Member for Housing, to approve minor amendments to the strategy in light of feedback received.

6. Local Government (Access to Information) Act 1985

- 6.1 The key documents and strategies used to support the development of the new Homelessness Strategy include the following:

- Sustainable Community Strategy 2007-2016
- Local Area Agreement
- Housing Strategy (revised version) 2007-2008
- Homelessness Strategy 2003-2008
- Supporting People Strategy 2005 – 2010
- Safer Communities Strategy & Anti Social Behaviour Strategy
- Children and Young People Plan 2006 – 2009
- Neighbourhood Renewal Strategy
- Diversity and Equality Framework
- London Housing Strategy 2007 -2010

7. Strategic Implications

- 7.1 Haringey's Homelessness Strategy supports the Sustainable Community Strategy and the delivery of the Local Area Agreement by helping to address some of the most pressing issues facing the borough, including child poverty, community safety, educational attainment, health inequalities, poor housing conditions, worklessness and the planned reduction in the use of temporary accommodation.
- 7.2 The Strategy provides the necessary framework and impetus for effective partnership working and the delivery of efficiently managed and co-ordinated services for people who are homeless or at risk of becoming homelessness.
- 7.3 Development of the Homelessness Strategy has been inclusive and there is widespread multi agency support for ensuring that it is implemented successfully. The appointment of Homelessness Champions, together with the endorsement of the Integrated Housing Board, will ensure the Strategy is owned by stakeholders.

8. Financial Implications

8.1 The financial implications are described in paragraphs 4.1 – 4.6, above.

9. Legal Implications

9.1 Publication of Haringey's Homelessness Strategy 2008-11 by the end of July 2008 will ensure the Council's compliance with the Homelessness Act 2002. A failure to meet this deadline would leave the Council exposed to the risk of successful challenge by way of judicial review for breaching the statutory obligation to have a new strategy in place every five years.

10. Equalities Implications

10.1 An Equalities Impact Assessment has been undertaken in the course of the development of the new Homelessness Strategy.

11. Consultation

11.1 Development of the Strategy has been inclusive and involved extensive consultation with service users, service providers, housing staff and other stakeholders.

11.2 Postal and telephone surveys, focus groups, forums, conferences and workshops are just some of the methods that were used to capture ideas, views and feedback.

11.3 Consultation with service users and other stakeholders will continue, to ensure the successful and timely implementation of the Homelessness Strategy.

12. Background

12.1 Development of the Homelessness Strategy has afforded the opportunity for Haringey to review how effective it has been in tackling homelessness and to assess how well equipped it is to meet future needs.

12.2 Drawing on the findings of a review of homelessness, Haringey's new Homelessness Strategy emphasises the need for early intervention, homelessness prevention and partnership. It also seeks to reduce people's reliance on the homelessness legislation and social housing to meet their housing need.

12.3 Unlike most other local authorities, Haringey has chosen to produce a three year Homelessness Strategy. As well as ensuring that everyone focuses on the task in hand, the three year timescale reflects the fact that, in halving the Council's use of temporary accommodation by March 2010, the Strategy will transform not just the housing situation in Haringey but also the quality and effectiveness of partnerships.

Key strategic objectives

- 12.4 The Homelessness Strategy identifies nine key strategic objectives that meet local and national strategic priorities, and focus on service delivery and improvement.
- 12.5 Expressed as a set of stakeholder commitments, the nine key objectives describe Haringey's aspirations and how they will be achieved:
- (1) We will actively support and promote a partnership approach to preventing homelessness
 - (2) We will invest in early intervention and effective homelessness prevention
 - (3) We will increase the supply of affordable homes
 - (4) We will provide choice and encourage independence
 - (5) We will halve, by March 2010, the number of homeless households in temporary accommodation
 - (6) We will improve the quality and suitability of temporary accommodation
 - (7) We will work proactively to safeguard children and vulnerable adults
 - (8) We will improve customer service, involvement and satisfaction
 - (9) We will ensure that our policies and procedures are fair, transparent and widely understood

Implementation of the Homelessness Strategy

- 12.6 Responsibility for ensuring the successful and timely implementation of the Strategy will rest with the Homelessness Strategy Implementation Group which will comprise key stakeholders and will report directly to the Integrated Housing Board.
- 12.7 The primary mechanism for delivering the actions in the Action Plan will be the nine themed delivery groups:
- Communications
 - Partnership
 - Customer Experience
 - Children, Young People and Families

- Vulnerable Adults
- Homelessness Prevention and Tenancy Sustainment
- Housing Options
- Temporary Accommodation
- Training, Education and Skills

12.8 Each delivery group will have its own terms of reference and will be accountable for ensuring that those parts of the Action Plan that are allocated to them are implemented successfully and on time.

12.9 Complementing the work of the Council's own Service Improvement Groups, the delivery groups will produce a short delivery plan for each part of the Action Plan. Membership will reflect Haringey's multi agency approach to tackling homelessness.

A fresh approach

12.10 The new Homelessness Strategy demands a fresh approach to the way in which everyone in Haringey tackles and prevents homelessness.

12.11 With its emphasis on multi agency working, implementation of the Homelessness Strategy will ensure that all of the key issues are discussed and addressed.

12.12 To make a meaningful impact on the number of homeless people who are not in education, employment or training, homelessness services will be aligned with Jobcentre Plus, the employment advisers and the Haringey Guarantee.

12.13 The creation of a homeless households support service (comprising the network of people whose work involves regular contact with homeless people in temporary accommodation) will ensure that service users receive consistent messages and are kept fully informed about services, initiatives and their move-on options.

12.14 More than ever before, service users will be actively consulted and involved in designing, monitoring and improving the services provided for people who are homeless or at risk of becoming homeless.

13. Conclusion

13.1 With its ambitious Action Plan, the Homelessness Strategy has the potential to completely transform Haringey's housing and homelessness services.

13.2 Given the impact that homelessness is having on the health, educational attainment, life chances and well-being of Haringey's residents, it is essential that everyone in the borough does everything they can to assist its implementation.

14. Use of Appendices / Tables / Photographs

14.1 Appendix: Draft Homelessness Strategy 2008-11

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Haringey's Homelessness Strategy 2008-11

**A multi agency approach
to tackling homelessness**

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1. Foreword

We live in one of the wealthiest cities in the world and yet, for thousands of Haringey residents, it is a struggle to find and keep a settled home.

In Haringey, five thousand homeless households (including almost 8,000 young people under the age of sixteen) are living in temporary accommodation. Many others live in overcrowded conditions or struggle to pay their mortgage or rent.

Since the publication of Haringey's first Homelessness Strategy in 2003, members of the Haringey Strategic Partnership have worked hard to tackle the causes of homelessness, increase the supply of affordable homes, bring empty homes back into use and remove barriers to the private rented sector.

As the Leader of Haringey Council, however, I am constantly reminded of the huge impact that homelessness is having on the health, educational attainment, life chances and well-being of some of the borough's most vulnerable citizens.

Along with my colleagues on the Haringey Strategic Partnership, I also recognise the inter-relationship between homelessness, community safety, child poverty, worklessness, anti social behaviour, substance misuse and crime.

This new, three year Homelessness Strategy is ambitious. Its implementation demands the transformation of services, an unprecedented level of collaboration and partnership and the halving, by March 2010, of the number of homeless households living in temporary accommodation.

Preventing people from becoming homeless and helping others to move successfully into settled homes is complex and time-consuming. Although the Council has a vital role to play in this, I know we cannot do this on our own. Instead, we must all work together to find solutions to common problems.

Hundreds of people and organisations have contributed to the development of this Homelessness Strategy, and I am grateful to everyone for their input.

I commend this Strategy to you and I hope that, like me, you will be inspired by it.

Councillor George Meehan
Chair of the Haringey Strategic Partnership

2. Executive summary

This Strategy marks a fresh approach to tackling homelessness in Haringey. It provides the necessary framework and impetus for effective partnership working and the delivery of efficiently managed and co-ordinated advice, housing and support services for people who are homeless or at risk of becoming homeless.

Haringey's Homelessness Strategy has been developed in consultation with a broad cross-section of stakeholders, including service users and service providers.

Part 3 sets out the commitment the Homelessness Champions (appointed from housing, health, children's services, adult social care, offender management, the voluntary sector and the employment and skills sector) have given to improve services and implement the Strategy.

Part 4 sets out the nine key priorities for Haringey, expressed in the form of commitments: support and promote a partnership approach; invest in early intervention and prevention; increase the supply of affordable homes; provide choice and encourage independence; halve the use of temporary accommodation; improve the quality and suitability of temporary accommodation; safeguard children and vulnerable adults; improve customer service, involvement and satisfaction; ensure that policies and procedures are fair and understood.

Parts 5 and 6 describe the nature, extent and impact of homelessness, both nationally and in Haringey.

Part 7 describes the area based action planning, piloted in Haringey by the Council and registered social landlords, to tackle homelessness.

Part 8 summarises the Government's strategic priorities for homelessness and related issues.

Part 9 provides the local and regional strategic context, and lists the key performance indicators and targets affecting the development and delivery of Haringey's homelessness services.

Part 10 describes the inclusive way in which Haringey's Homelessness Strategy and Action Plan have been developed through a review of homelessness and meaningful engagement with service users and stakeholders.

Part 11 describes the way in which Haringey's Homelessness Strategy will be implemented.

Part 12 describes the role that the Homelessness Strategy will play in transforming the way in which everyone tackles homelessness in Haringey.

Part 13 acknowledges the large number of people and organisations that have had an input into the development of this Strategy.

Part 14 sets out Haringey's three year action plan for tackling homelessness.

3. Homelessness champions

The successful implementation of Haringey's Homelessness Strategy is dependent upon everyone working together to intervene early, prevent homelessness, encourage independence and provide innovative, settled housing solutions.

As homelessness champions for the organisations we represent, we are committed to working together to improve services, achieve the objectives of the Strategy, and provide a co-ordinated and effective multi agency approach to tackling homelessness in Haringey.

It is proposed that the names, job titles, logos and signatures of the following people will be displayed below:

- *Cabinet Member for Housing*
- *Assistant Director for Strategic & Community Housing Services*
- *Supporting People Commissioning Manager*
- *A representative from the Voluntary & Community Sector*
- *A representative from the Primary Care Trust*
- *A representative from the Mental Health Trust*
- *A representative from Children's Services*
- *A representative from Adult Social Care*
- *A representative from Social Housing (RSL or Homes for Haringey)*
- *A representative from the National Offender Management Service*
- *A representative from Skills & Training (CONEL / Jobcentre Plus)*

4. Our key objectives

The key objectives of this Strategy have been agreed following an analysis of local needs, extensive consultation with stakeholders about the priorities for service delivery and improvement, and consideration of how services can best meet local and national strategic priorities.

Expressed as a set of stakeholder commitments, the nine key objectives describe our aspirations for Haringey and how we will achieve them.

With its emphasis on partnership working and early intervention, the Homelessness Strategy is seeking to reduce people's reliance on the homelessness legislation and social housing to meet their housing need.

We are committed to working more closely with private landlords, developing and promoting a range of affordable housing options, and providing people with the advice, encouragement and opportunity to access training, education and employment, and to have more of a say in the services they receive.

As well as reducing the use of temporary accommodation, we want to improve the quality and suitability of what remains. We also want to mitigate the effects of homelessness on children and vulnerable adults.

- 1. We will actively support and promote a partnership approach to preventing homelessness**
- 2. We will invest in early intervention and effective homelessness prevention**
- 3. We will increase the supply of affordable homes**
- 4. We will provide choice and encourage independence**
- 5. We will halve, by March 2010, the number of homeless households in temporary accommodation**
- 6. We will improve the quality and suitability of temporary accommodation**
- 7. We will work proactively to safeguard children and vulnerable adults**
- 8. We will improve customer service, involvement and satisfaction**
- 9. We will ensure that our policies and procedures are fair, transparent and widely understood**

5. Understanding the issues

Homelessness is a complex problem that can have a long-term negative impact on those affected by it.

It is both the cause and consequence of many other problems, such as family and relationship breakdown, domestic violence, mental ill-health, substance misuse, the loss of employment, and debt.

Drawing on national data and the evidence base built up during Haringey's review of homelessness, we know that:

Homeless people suffer health inequalities compared to the general population

- Increased risk of infection, poor diet and nutrition, stress, anxiety and depression, as well as difficulty in accessing primary health care.
- Children experience behavioural problems and their development can be delayed.
- Rough sleepers may also suffer from respiratory conditions, arthritis, poor circulation, foot disorders and physical injuries caused by assault.

People living in temporary accommodation (TA) are less likely to be in employment

- Research undertaken by Shelter established that, of the households living in temporary accommodation, 77% of them included no-one who was in paid employment.
- Barriers to employment include high rents, poor health, low self-esteem, and worries about benefit changes.

Children are disadvantaged by living in temporary accommodation

- Approximately 70% of households accepted as being unintentionally homeless and in priority need have a dependent child living with them.
- Education will be disrupted if children have to change schools or if they remain at the same school but are persistently late because the journey takes too long.
- Homework will be difficult to complete if there is nowhere quiet that the children can study.
- Children can become detached from everything that is familiar to them and isolated from all of their friends and support networks.

Black and minority ethnic (BME) households are more likely to become homeless or overcrowded

- BME households account for 8% of the country's population but 25% of all homelessness acceptances.
- In 2004, BME households in London were four times more likely than other households to be living in overcrowded accommodation.

Family and parental exclusion are the main cause of homelessness

- More than a third of the households accepted for rehousing under the homelessness legislation are homeless because their parents, relatives or friends will no longer accommodate them.

Domestic violence is a major cause of homelessness

- Domestic violence accounts for about 12% of homelessness acceptances and is one of the main reasons for repeat homelessness
- 30% of domestic violence starts during pregnancy
- Living with, or experiencing, violence in the home is one of the main causes of teenagers becoming homeless

Problematic drug use can lead to the loss of a home

- Problematic drug use and/or a chaotic lifestyle may lead to rent or mortgage arrears, disengagement from services, a failure to complete benefit claim forms and relationship breakdown
- Homelessness, itself, can be the cause of problematic drug use

Generations of learned anti social behaviour is putting tenants' homes at risk

- In many areas, most of the serious anti social and offending behaviour is perpetrated by a relatively small number of people
- The most chaotic, dysfunctional families are each costing local taxpayers up to £500,000 a year for bad outcomes
- By challenging generations of learned behaviour, intensive family support can address the causes of anti social behaviour and remove the risk of eviction

There are many barriers to the private rented sector

- The rent paid for private rented accommodation is much higher than what is paid for a council or housing association home
- Most low income households find it very difficult to raise the equivalent of two months' rent to cover the damage deposit and first month's rent-in-advance
- Many landlords are reluctant to let their homes to tenants who are reliant on Housing Benefit
- 49% of private rented homes are non-decent and many of them are not well-maintained
- Most private rented homes are let as 6 or 12 months assured shorthold tenancies, even when it is the landlord's intention to let the property long-term

There is not enough social housing for everyone who wants it

- In 2006, there were 1,634,000 households on local authority housing registers
- In the same year, there were only 322,200 social housing lettings

Of the homeless households accepted for rehousing, a quarter have been assessed as being 'vulnerable'

- 7% are young people
- 6% have a mental health problem
- 5% have a physical disability

6. The situation in Haringey

Our response to homelessness in Haringey has been developed using data and information on local needs and by learning from the experience of service users, frontline service providers and other stakeholders.

Despite the progress made since the last Homelessness Strategy in 2003, Haringey is only just getting to grips with homelessness and achieving a sustained reduction in the Council's use of temporary accommodation.

It is for this reason that Haringey's new Homelessness Strategy, with its emphasis on multi agency working, needs to focus on early intervention, homelessness prevention, the delivery of a range of housing options and the encouragement of independence.

Our Homelessness Review of 2008 contains the evidence base we have used during the development of the new Homelessness Strategy.

Progress made since Haringey's last homelessness strategy (2003)

- 1,625 affordable rented homes and 1,264 shared ownership homes have been built
- Most of Haringey's social housing is now being let through choice based lettings (Home Connections)
- Substantial Supporting People funding has been invested in the provision of floating support to enable families and single people to live independently and sustain their accommodation.

- The Hearthstone service and Sanctuary scheme have been established to assist and support victims of domestic violence

Housing demand and supply

Haringey suffers from a severe shortage of affordable homes.

Since 2000, average house prices in the borough have risen by 113% and even the least expensive homes are beyond the reach of many people.

Haringey's Housing Needs Survey of 2007 concluded that the borough requires an extra 52 homes for every 1,000 residents living in the borough. This shortfall is 3 times higher than the national average (16 per 1000) and almost double the average for Inner London (32 per 1,000).

The borough's population is forecast to increase by between 6% and 10% during the next two decades, adding further to local housing demand.

Overcrowding

One of the consequences of the shortage of affordable housing is the number of people living in homes that are too small for them.

According to the Housing Needs Survey, an estimated 8% of households are living in unsuitable, overcrowded homes, and a third of lone parent families are living in overcrowded accommodation.

The situation in Haringey

Temporary accommodation

With five thousand households (more than 5% of the borough's residents) living in temporary accommodation, Haringey faces a huge challenge in seeking to halve the number by 2010.

Most households spend a very long time in temporary accommodation (TA) and it is not uncommon for families to wait for 6 or 7 years before they are offered somewhere settled to live. Of the homeless households living in temporary accommodation, 20% have been living in TA for at least five years.

Large family homes (especially those with 4 or more bedrooms) are in very short supply.

As less than a third of households in temporary accommodation are bidding for homes through Home Connections, there is an urgent need to engage with those households that have sufficient points to make a successful bid.

It is important to challenge applicants' perception that their best option is to await the offer of a council or housing association home rather than consider other housing options (such as private rented or low cost home ownership) that may be more readily available.

Rough sleeping

Historically, the number of rough sleepers in Haringey has been very low. However, there is evidence that numbers are increasing.

This is an aspect of homelessness that requires our urgent attention, starting with a rough sleepers count to establish the nature and extent of rough sleeping.

Worklessness

Although there is little authoritative, regularly updated data about the employment levels of homeless households, we recognise that homelessness and worklessness are interdependent in their nature.

The homelessness charity, Crisis, estimates that only 10% of homeless people of working age are in employment and that where a person also has a mental health problem, this reduces to just 2.5%.

In Haringey, 83% of the households in emergency accommodation (bed and breakfast and annexes) are reliant on benefits; for leased accommodation, the figure is 93%.

Research has shown that workless families are more likely to become homeless and to remain homeless, and child poverty is concentrated in households that are workless or working poor.

One of the priorities of the new Homelessness Strategy will be to ensure that homelessness services and initiatives are more closely aligned to the Haringey Guarantee, the flagship scheme for engaging with residents who are furthest away from the labour market.

It is acknowledged that more needs to be done to ensure that homeless people are able to access volunteering opportunities and work placements as a means of helping them into employment.

The situation in Haringey

Children, young people and families

The Council is committed to helping every learner in school to fulfil their potential and to have access to a broad and balanced curriculum.

Children in homeless households are more likely to have special educational needs, to have English as an additional language, to need higher levels of support in learning English and to be absent from school.

Mobile pupils are more likely, at the age of 7, to be 15-20% behind the expected levels of their peers in reading, writing and mathematics.

Improved processes, better support packages and more suitable accommodation are also needed to ensure that care leavers and homeless 16 & 17 year olds are able to move into, and sustain, settled accommodation.

Young people, aged 16 – 24, account for about one third of the 1,100 single homeless people living in temporary accommodation.

All the evidence shows that the best way of tackling homelessness is by joint working at a strategic level and delivering integrated and personalised services on the ground.

It is also important to have shared protocols, a shared ethos of prevention, shared aims and good arrangements for sharing information.

Race and ethnicity

Haringey is a very diverse borough and continues to attract new migrants. BME households are especially at risk of homelessness, overcrowding and disadvantage.

There are marked differences in homelessness acceptance rates, between the various ethnic groups, with people of Black African and Black Caribbean origins being twice as likely to be accepted as homeless as people of Indian, Pakistani and Bangladeshi backgrounds. The reasons behind these differences are not well understood and merit further research.

In Haringey, BME households are over represented (compared to overall numbers in the borough) in temporary accommodation (TA) and on the Haringey's housing register.

BME households account for 89% of the total number of households (and 93% of the residents) in TA. Black African people make up less than 10 per cent of borough residents, but more than 20% of the people in TA.

Although the shortage of suitable sites for caravans and mobile homes put gypsy and travelling communities at risk of becoming homeless, they are often very reluctant to approach local authorities as homeless, so the true extent of homelessness tends to go unnoticed and unreported.

Our aim must be to develop high quality, culturally competent services.

Domestic violence

For a long time, Haringey has made it a priority to reduce domestic violence and its Hearthstone service (which brings together housing, victim support, health, legal services and the police) is often cited as a centre of good practice.

Even though reported incidents of domestic violence fell by a quarter in 2006-07, domestic violence still accounts for a quarter of all reported violent crime in London.

Despite all of the good work, too many domestic violence victims and their children are required to spend years in TA when they could have **chosen** to remain where they are (with enhanced home security measures installed under the Sanctuary scheme) or pursue an emergency transfer to alternative social housing as a way of avoiding homelessness and TA.

To this end, we will actively promote the take-up of the Sanctuary scheme as a housing option and amend the Lettings Policy to enable council tenants and housing association tenants to obtain emergency transfers rather than be placed in temporary accommodation and wait years until they are offered somewhere settled.

We will work proactively with RSLs and local authorities to develop reciprocal arrangements for helping housing association and council tenants to move into social housing in other boroughs when it is unsafe for them to continue living in Haringey.

Disability

It is estimated that, in Haringey, approximately 20% of households include someone with an identified support need.

Furthermore, some 43% of homeless people who have a disability (and some 40% of homeless people who have a mental illness) have been unemployed for more than 3 years.

The Homelessness Strategy will seek to increase the effectiveness of joint working and ensure that homeless people are able to access the support and healthcare they require and to work with the agencies responsible for reducing the number of Incapacity Benefit claimants in Haringey.

Use of the private rented sector

In Haringey, 20% of residents live in private rented accommodation.

For most tenants, the experience is a positive one, with the accommodation being well managed, kept in a good state of repair and located in an area of their choice.

Sometimes, however, repairs are not done on time and the landlord's failure to manage the property causes a serious nuisance to local residents.

As the private rented sector has such an important role to play in meeting Haringey's need for temporary and settled homes, the Homelessness Strategy must seek not only to make it easier for people to find and keep accommodation but also to improve the management and condition of privately rented homes.

7. Area based action planning

Haringey has been chosen, by the Housing Corporation and the CLG, as one of just three areas in the country to pilot area based action planning.

Launched at an event in June 2008, the Haringey pilot scheme will involve the Council and local registered social landlords (RSLs) working together to tackle and prevent homelessness, and support Haringey's efforts to halve its use of temporary accommodation.

Joint Homelessness Action Plan

Although a series of meetings and workshops will be required before the contents of the Joint Action Plan are agreed, it was evident from the launch that there is huge potential and support for more collaborative working between the Council and the RSLs.

The Joint Action Plan will include a series of commitments and actions that are designed to improve tenancy support and resettlement, assist tenancy sustainment and ensure early intervention to prevent homelessness.

It will also serve to improve homeless households' access to settled homes through planned move-on, better use of the nominations process, and the development of joint protocols for information sharing and other matters

Links to Homelessness Strategy

The Joint Homelessness Action Plan will complement, and contribute to, Haringey's Homelessness Strategy.

As well as increasing the supply of affordable homes, it will reduce homelessness and the use of TA.

Making a difference

The Homelessness Strategy and Joint Homelessness Action Plan afford the opportunity to make a huge difference.

At the Haringey launch of the pilot scheme in June 2008, a whole raft of initiatives were proposed.

The following are just some of them:

- A borough-wide scheme to tackle under occupation amongst council and housing association tenants.
- An information sharing protocol requiring the full disclosure of any serious breaches of tenancy, mental ill-health or ongoing support needs, in order to assist the landlord's efforts to sustain the new tenancy.
- A common register of overcrowded and under occupied properties that enables households to be 'matched' for mutual exchanges.
- A multi agency rent arrears forum (attended by local RSLs, Homes for Haringey, the DWP, the Housing Benefit Service and local advisers) to improve liaison, encourage the exchange of ideas and information, and share and disseminate good practice.
- A system for alerting advice and support providers, at an early stage, when tenancies are at risk.
- Reciprocal arrangements to enable tenants of social housing to transfer more quickly and easily to accommodation outside Haringey.

8. The national strategic context

In 2005, the Government published **Sustainable Communities: Settled Lives, Settled Homes**, its strategy for tackling homelessness and halving the number of households living in temporary accommodation by 2010:

- Preventing homelessness
- Providing support for vulnerable people
- Tackling the wider causes and symptoms of homelessness
- Helping more people move away from rough sleeping
- Providing more settled homes

The Strategy was produced following the Government's success in reducing levels of rough sleeping by two thirds and minimising the use of bed and breakfast for households that include a child or someone who is pregnant.

Youth homelessness

In November 2006, the Government announced a package of measures to tackle youth homelessness:

- Ending local authorities' use of bed and breakfast, for homeless 16 & 17 year olds, except in an emergency, by 2010.
- Improving young people's access to family mediation
- Establishing a national supported lodgings scheme providing accommodation, advice and mediation services for young people who can no longer stay in the family home.

Temporary accommodation

The number of homeless households living in temporary accommodation has fallen sharply since the Government's decision to set local authorities a target of reducing their use of TA, by 50%, by the year 2010.

With the majority of local authorities on course to achieve the 2010 target, the Government is now turning its attention to the frequency with which homeless households are placed out-of-borough and, where this happens in London, what use is being made of the NOTIFY system to track families' movements between boroughs.

Welfare reform

As part of its welfare reform agenda, the Government is seeking to help 300,000 lone parents into work and to reduce, by one million, the number of people receiving Invalidity Benefit.

Professor John Hills' review of social housing concluded, in 2007, that employment rates of people living in social housing are substantially lower than those who are living in other tenures but experiencing similar levels of deprivation and disadvantage. It recommended that much more be done to bring together support for housing and employment.

Other priorities

The Government's other priorities are reflected in the National Indicators in the Local Area Agreement, but also include tackling overcrowding and preventing BME households from becoming homeless.

9. The local and regional strategic context

Sustainable Community Strategy

The strategic importance of tackling homelessness and worklessness is reflected in Haringey's Sustainable Community Strategy, produced by the Haringey Strategic Partnership:

- **People at the heart of change**

'We will continue to increase the availability of affordable housing through the optimum use of existing dwellings and by building more affordable homes.'

- **Economic vitality and prosperity shared by all**

'We want to extend opportunities for life-long learning, work, training and education for everyone, including older people and those with disabilities. All our children should be able to develop their full potential whatever their background or family circumstances'.

- **Healthier people with a better quality of life**

'We need more high quality, safe, settled and affordable housing'.

Links with other strategies

Many of Haringey's key strategies have a bearing on homelessness.

These include the Children and Young People's Strategy (*Changing Lives*), Income Maximisation Strategy, Child Poverty Strategy, Community Safety Strategy, Regeneration Strategy, and the new Housing Strategy and Domestic Violence Strategy.

Local Area Agreement

Haringey's commitment to tackling and preventing homelessness is reflected in many of the Local Area Agreement targets, but particularly:

NI 155: Number of affordable homes delivered.

NI 156: Number of households in temporary accommodation

Tackling homelessness will also contribute to the achievement of other targets, including those relating to the provision of appropriate settled accommodation for vulnerable people, the number of people not in education, employment or training (NEET), educational attainment, domestic violence and school absence.

Homes for Haringey

Since publication of Haringey's last Homelessness Strategy in 2003, the Council has established Homes for Haringey as an ALMO (Arms Length Management Organisation) for the purpose of managing and maintaining the Council's housing stock.

Haringey has been awarded an extra £198 million capital funding to enable all of its council homes to be brought up to the decent homes standard.

It is essential that safeguards are put in place to help tenants sustain their tenancies, and that positive action is taken to ensure that local residents benefit from the additional training and employment opportunities created by the investment in Haringey's decent homes programme.

The local and regional strategic context

The Mayor of London

Since Haringey's last Homelessness Strategy in 2003, the Mayor of London has been given new powers:

- To publish a statutory Housing Strategy and Strategic Housing Investment Plan for London
- To decide the broad distribution of the affordable housing element of the Regional Housing Pot, in line with the Housing Strategy.

In September 2007, the Mayor published a draft Housing Strategy, proposing a substantial increase in the number of affordable homes to meet the targets set out in the London Plan.

The election of a new Mayor in May 2008 meant that the draft Housing Strategy was not adopted. A new draft Housing Strategy is likely to be published towards the end of 2008.

Since his election, the new Mayor of London has acknowledged the need to increase the supply of affordable homes and is committed to ensuring that 50,000 more affordable homes are built in London during 2008-11.

It is possible, however, that there may be a shift in funding away from the social rented sector and towards shared ownership.

Capital Moves

Work is ongoing to develop Capital Moves, a choice based lettings and mobility scheme for London.

If approved, the scheme will provide council and housing association tenants in London with the opportunity to bid for properties in other boroughs.

North London Housing Sub Region

Haringey Council is an active member of the North London Strategic Alliance, and the North London Housing Sub Region (NLHSR), and works proactively with them to tackle homelessness.

During the past few years, Haringey has worked with other local authorities to maximise the sub-region's share of government housing grants, commission a number of joint housing needs assessments, joined Home Connections (a sub-regional choice based lettings service) and participated in the piloting of a sub-regional floating support service for released offenders.

The North London Housing Sub Region is currently seeking to appoint a Homelessness Co-ordinator to oversee the Sub Region's joint action on a range of matters, including: homelessness prevention; a review of inter-borough placements and rent deposit schemes; the development of a sub-regional out-of-hours service and a new service for private lettings.

10. How we produced this strategy

In drawing up this Strategy, we have sought to be as inclusive as possible, and to learn from the experiences and feedback of service users.

Haringey's Homelessness Review and Strategy are founded upon our extensive consultation with service users, service providers, housing staff and other stakeholders.

We achieved a balance of partner and service user input by:

- Using a postal survey and focus groups to consult with residents of temporary accommodation
- Holding a focus group with Hearthstone service users whose homes had been made more secure through the Sanctuary domestic violence scheme.
- Attending Homes for Haringey forums to consult with young people, older people and people with disabilities.
- Conducting a telephone survey of households that had moved into the private rented sector, using one of the Council's rent deposit schemes.
- Working with service users and LiveWork (which specialises in using customer insights as a basis for the redesign of services) to improve homelessness services.
- Hosting a stakeholder conference, attended by advice, support and accommodation providers, to identify unmet needs and consider options for service improvement.
- Using a postal survey and the landlords forum to consult with private landlords
- Consulting with registered social landlords through the Haringey Housing Group and at the launch of the Area Based Action Planning (tackling homelessness) event in June 2008.
- Holding a series of focus groups with housing staff, to capture their views on the services currently provided and their ideas on new ways of working.
- Consulting with the Council's Cabinet Members and Chief Officers, to obtain their input into the drafting of the Strategy.

After reflecting on the findings of the Homelessness Review and the results of the consultation, a multi agency Homelessness Strategy Steering Group approved nine key strategic priorities and a set of 'actions' that will support their achievement.

Stakeholders were then invited to comment on the strategic priorities and draft Action Plan to ensure that the Homelessness Strategy continues to enjoy widespread support.

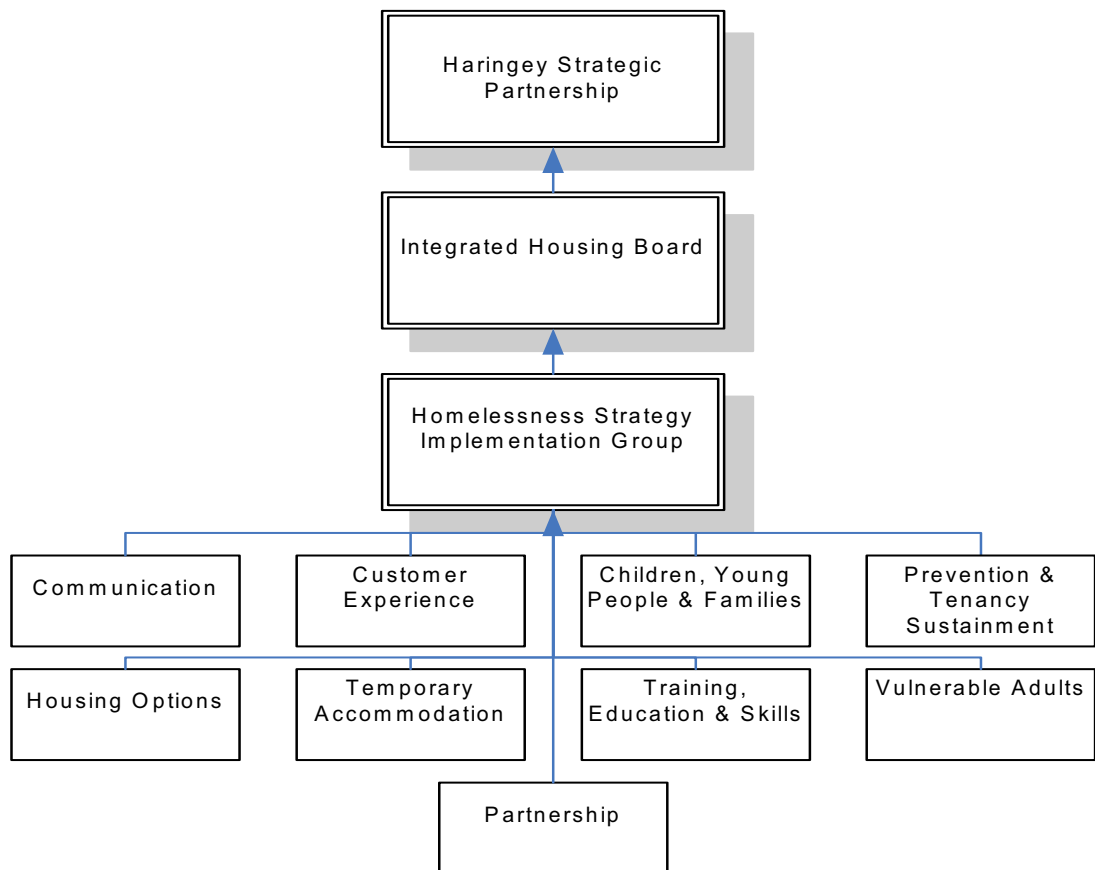
11. Implementing the strategy

Responsibility for ensuring the successful and timely implementation of Haringey's Homelessness Strategy will rest with the Homelessness Strategy Implementation Group.

The Implementation Group will comprise key stakeholders, including service users, and will report directly to the Integrated Housing Board.

The primary mechanism for delivering the actions in the Action Plan will be the nine themed delivery groups.

Each delivery group will have its own terms of reference and will be accountable for ensuring that those parts of the Action Plan that are allocated to them are implemented successfully and on time.



Implementing the strategy

Membership of the delivery groups will reflect Haringey's multi agency approach to tackling homelessness.

As well as meeting regularly, each of the delivery groups will set up 'task and finish' groups to concentrate on particular actions within the Strategy.

Complementing the work of the Council's own Service Improvement Groups, the delivery groups will produce a short delivery plan for each of the actions in the Strategy.

A **Communications** Delivery Group will assist joint working by improving everyone's knowledge of services, helping services to communicate better with one another, and producing joint publications, including a directory of homelessness services and a health and housing advice pack.

The **Partnership** Delivery Group will champion partnership working and the development of a shared strategic approach to tackling homelessness. It will do this by reviewing service delivery, developing shared protocols for referrals, joint working and information sharing, and contributing to area based action planning.

A **Customer Experience** Delivery Group will assist the improvement of customer care, maximise service user involvement, increase the amount of consultation undertaken, and ensure the delivery of joined-up, responsive, customer-centred services.

The **Children, Young People and Families** Delivery Group will develop initiatives that improve joint working, prevent homelessness and contribute to the achievement of the 5 outcomes in 'Every Child Matters' (stay safe; be healthy; enjoy and achieve; make a positive contribution; and achieve economic wellbeing)

A **Vulnerable Adults** Delivery Group will focus on the needs of rough sleepers, make best use of supported housing, improve move-on from hospital and prison, and enable vulnerable people to access support.

The **Homelessness Prevention and Tenancy Sustainment** Delivery Group will oversee changes to the Council's housing advice service, develop a specialist multi agency advice service for BME households, and encourage early intervention.

A **Housing Options** Delivery Group will encourage greater independence by promoting a range of affordable alternatives to social housing.

The **Temporary Accommodation** Delivery Group will focus on improving the quality and suitability of temporary accommodation, cutting overcrowding and ensuring homeless households are able to plan for, and achieve, a successful move into a settled home.

A **Training, Education and Skills** Delivery Group will link homelessness services to employment advisers and establish a series of employment and skills surgeries for homeless people.

12. A fresh approach and a new direction

The development of Haringey's Homelessness Strategy has helped shape the Council's plans to transform the way in which it delivers housing services.

Acknowledging that Haringey does not have enough social housing to meet demand, and that people's life chances and independence are being compromised by the amount of time they spend in temporary accommodation, the Council and its partners are committed to improving services, providing people with the encouragement and opportunity to become more independent, and delivering better outcomes for people who are homeless or at risk of becoming homeless.

With an emphasis on housing options, homelessness prevention, early intervention and effective joint working, the Housing Service is being reorganised to create separate Housing Advice and Housing Options teams, and a new Private Sector Lettings Team:

The Housing Advice Team will provide comprehensive advice on all aspects of housing (including landlord and tenant law, harassment and unlawful eviction, disrepair, rent and mortgage arrears, the housing implications of domestic violence and/or relationship breakdown, defending possession proceedings, and the assessment of welfare benefit and tax credit entitlement) in order to improve housing conditions and prevent homelessness.

- The Housing Options Team will provide comprehensive advice on the full range of options (including affordable home ownership, private rented accommodation, mutual exchanges, sheltered housing, moving from under occupied social housing, and moving out of Haringey), together with the eligibility criteria. They will also help service users to make an informed decision on which options would best meet their needs.
- The Private Sector Lettings Team will work proactively with private landlords to make it easier for people to find and keep good quality, affordable, well managed private rented accommodation.

These changes will provide a firm foundation upon which to build Haringey's new network of advice and support providers, ensuring that service delivery is co-ordinated and resources are deployed effectively to prevent homelessness and provide settled housing solutions.

This fresh, multi agency approach will also support the development of new, improved services for rough sleepers and other homeless people who have been assessed as not being in 'priority need' within the meaning of the homelessness legislation.

An assertive outreach service is proposed for rough sleepers, together with a new rent deposit scheme for the exclusive use of homeless people deemed not to be in 'priority need'.

The new Homelessness Strategy demands a fresh approach to the way in which everyone in Haringey tackles and prevents homelessness.

Improved planning and delivery of services, together with extensive multi agency support for the achievement of Haringey's strategic priorities, affords an unprecedented opportunity for us all to make a huge impact on homelessness and its consequences.

With its emphasis on multi agency delivery groups, implementation of the Homelessness Strategy will ensure that all of the key issues are discussed and addressed.

Our multi agency approach to the development and implementation of the Homelessness Strategy affords all stakeholders the opportunity to work with others to improve processes and outcomes for the benefit of Haringey and their particular client group.

To make a meaningful impact on the number of homeless people who are not in education, employment or training, homelessness services must be aligned with Jobcentre Plus, the employment advisers and the Haringey Guarantee.

The appointment of Homelessness Champions will raise the profile of homelessness and increase the likelihood of homelessness featuring in other strategies and action plans.

It is hoped that Haringey will be able to establish a homeless households support service; a network of people whose work involves regular contact with homeless households living in temporary accommodation.

The purpose of the homeless households support service is to ensure that residents of temporary accommodation are provided with consistent messages and are kept fully informed about services, initiatives and their move-on options.

It also complements the way in which all agencies will be working together to encourage homeless households to bid for accommodation through Home Connections and to prepare them for moving on in a planned way.

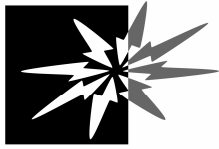
The successful implementation of the new Homelessness Strategy requires the active support and involvement of hundreds of stakeholders.

More than ever before, service users will be actively consulted and involved in designing, monitoring and improving the services provided for people who are homeless or at risk of becoming homeless.

Over the next three years, Haringey's housing and homelessness services will be completely transformed, and new ways of working will deliver better outcomes for homeless people and a dramatic reduction in the number of households in temporary accommodation.

13. Acknowledgements

It is proposed that the names of the organisations that contributed to the development of the Homelessness Strategy be displayed below:



Haringey Council

Agenda item:

[No.]**Cabinet****On 15/07/08**Report Title: **Public Realm Commissioning Strategy (Option Appraisal)**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger, Director for Urban Environment**Wards(s) affected: **All**Report for: **Key****1. Purpose**

- 1.1 The purpose of the report is to appraise the four procurement options (set out in paragraph 12.1) in order for Members to select the most appropriate option to deliver the aims and objectives of the Haringey Strategic Partnership and Council Plan:
- 1.2 For Public Realm and Specialised contract options, to identify a suitable procurement process and ascertain the most appropriate contract vehicle.

2. Introduction by Cabinet Member

- 2.1 The need to ensure that the future shape of waste management and highways contracts deliver excellent services to our citizens is paramount. This report reflects the first stage of this project with the development of a commissioning strategy which has objectively appraised the four procurement options that were identified by Members in December 2007.
- 2.2 The main finding of this report is to recommend procurement Option 2 (Specialised), which is to procure an integrated waste management contract (which includes the recycling collection service) and Highways/Street Lighting contract separately. The analysis undertaken to come to this decision has focused on scoring 13 separate criteria with a key emphasis in identifying the option which would be best suited to deliver improvements in performance, customer perception and ensure that services will be delivered effectively and efficiently (value for money).
- 2.3 Throughout the whole evaluation process a critical factor has been identifying, managing and grading risk. This has resulted in singling out Option 2 (Specialised) as

the procurement option with the lowest level of risk when considering the Council's overall objective to improve performance, customer perception and efficiency.

2.4 The next stage of the procurement will include the development of the contract documentation (specification, contract conditions, performance framework etc.), appointment of external advisors, determining evaluation criteria and completing the proposed borough wide consultation exercise. It is important that Members from both parties have a role in determining the outcomes from these processes. I have therefore recommended that a Cross Party Member Steering Group be set up to oversee and steer the development of both the highways and waste management procurement projects.

3. Recommendations

3.1 It is recommended that Cabinet :

- 3.1.1 agree to select the Specialised contracts option (Option 2);
- 3.1.2 agree the use of a Competitive Dialogue procurement process;
- 3.1.3 agree to extend the Integrated Waste Management & Transport contract with Haringey Enterprise Ltd by 16 months with a new contract start date in April 2011;
- 3.1.4 agree to extend the proposed Highways/Street lighting contract period from two years to four years (contract period July 2009 to June 2013) with a possible extension of up to four years. The scope of the contract to be increased to offer on a non exclusive basis work off Highway and work over £0.5M in value.
- 3.1.5 agree to extend the current Highways (John Crowley (Maidstone) Ltd) and Street Lighting (EDF Energy Contracting) contracts by a further three months to June 2009;
- 3.1.6 agree that a Cross Party Member Steering Group be set up to oversee and steer the development of the ongoing waste and highways procurement projects. The constitution including the membership of this group will be determined by Executive Member for Environment & Conservation ; and
- 3.1.7 agree to undertake a formal public consultation on future waste management services with Haringey Sustainable Community Partners, residents, traders and visitors.

Report Authorised by: **Niall Bolger, Director, Urban Environment**

Contact Officer: **Stephen McDonnell, Head of Environment Resources**

4. Chief Financial Officer Comments

4.1 The financial implications are set out in paragraph 8 and will need to be taken into account during the 2009-10 to 2011-12 budget setting process. The main change to the current financial plans will be the deferment of pre-agreed savings of £1.165m from 2010/11 to 2011/12. The additional cost of the extension identified can be contained within the overall provision for inflation.

4.2 The options appraisal has been underpinned by value for money principles and this will continue throughout the procurement process. The process has also included a thorough analysis of risk as part of the evaluation process.

5. Head of Legal Services Comments

5.1 Please refer to Appendix A.

6. Local Government (Access to Information) Act 1985

6.1 The background papers relating to this project are :

1. Public Realm Option Appraisal Commissioning strategy Report
2. Haringey Sustainable Community Strategy (2007 – 2017)
3. Haringey Council Plan (2007 - 2010)
4. Going Green: Haringey's Greenest Borough Strategy 2008-2018
5. North London Joint Waste Strategy
6. Recycling Strategy for Haringey 2006-2010
7. Regeneration Strategy: People, Places and Prosperity
8. Local Implementation Plan (LiP)
9. Highways Asset Management Plan (HAMP)

6.2 This report contains exempt and non exempt information. Exempt information is contained in Appendix A of this report and is NOT FOR PUBLICATION. The information contained in Appendix A is exempt under the following category (identified in Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006):

s.5 *“Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings”.*

7.0 Strategic Implications

7.1 The frontline services being considered within this option appraisal, provided by Waste Management and Highways, uniquely involve daily and weekly interactions with all our customers and are therefore of critical importance in how

citizens perceive and judge the Council. In the recent annual resident survey (2007/08) both traffic and litter were in the top 5 areas of personal concern to our residents. How the Council performs in collecting refuse and recycle materials, how well it keeps its streets clean and how well it manages the condition of its footways and carriageways impacts on the quality of life of citizens and how they perceive the performance of the Council as a whole.

7.2 Therefore due consideration of the strategic implications of Public Realm services is key to understanding the procurement option best suited to delivering the improved performance which will meet the policy objectives set out in Haringey's Sustainable Community Strategy. The context for the strategic implications is set out in section 4.0 of the attached commissioning strategy report. For ease of reference the section has been divided the following five areas:

- a) Comprehensive Area Assessment and its implications – paragraph 4.3;
- b) Greenest Borough Strategy and its implications – paragraph 4.4;
- c) Waste - North London Joint Waste Strategy and NLWA Procurement – paragraph 4.5;
- d) Sustainable Transport – Local Implementation Plan (LiP) Highways Asset Management Plan (HAMP) – paragraph 4.6; and
- e) Achieving Excellence – Corporate improvement programme – paragraph 4.7

8.0 Financial Implications

8.1 The total annual revenue and capital value of the existing public realm service are £20 million and £9 million respectively.

8.2 The funding the Council receives from Transport for London's (TfL) Local Implementation Plan is subject to an annual bidding process and therefore can vary year on year. The money funds schemes which include Principal Road renewal, road safety projects and town centre improvements. Any new contractual arrangements will need to be flexible enough to respond to changes in funding streams, including during the course of a financial year when Transport for London often releases additional funds to allow the implementation of additional projects in the borough.

8.3 The report recommends that an extension to the existing waste management contract with Haringey Enterprise Ltd, by a period of 16 months (with a new end date of April 2011), is necessary in order to pursue the proposed route of the Competitive Dialogue process for procurement of the specialised waste management contract (Option 2) and to gain the maximum benefit from this procedure.

- 8.4 The implications of extending the contract will be a deferment of planned budget savings of £1.165m p.a. from 2010/11 to 2011/12. The VfM analysis included within the options appraisal has confirmed that these savings can be achieved under either option 1 or 2.
- 8.5 The existing contract with HEL allows for an uplift in 2009/10 above the level of inflation. This is estimated at £300k above the current provision for inflation. HEL has proposed efficiency savings of £200k subject to an extension. There will therefore be a shortfall of £100k in the service's budget as a result of the extension which will need to be taken account during the council's budget setting.
- 8.6 The implications of extending the contract will be a deferment of planned budget savings of £1.165 million p.a. from 2010/11 to 2011/12. The VfM analysis included within the options appraisal has confirmed that these savings can be under either options 1 or 2.
- 8.7 The increased duration of the Highways/Street Lighting contract(s) from 2 years to 4 years is likely to increase VfM for the Council (although it is not possible to accurately quantify this increase at this point) as it will enable the contractor to spread the significant initial investment required for staff and other resources over the longer contract period and allow this investment to be paid back over a longer period.
- 8.8 The savings achieved from extending the contract duration to 4 years will be channelled into improving quality and to meeting the level of investment required to improve highways condition performance. A report has been completed into the level of investment required to achieve top-quartile performance, which estimates a required investment of around £3.65m pa over 10 years. The findings of this report will be presented to the Cross Party Members Steering Group for the Public Realm procurement to enable Members to consider the affordability of the suggested investment levels.
- 8.9 To complete the street lighting replacement programme a further £9 million will be required over the next 10 years as well as £1 million for investment in illuminated signs over this time.
- 8.10 The Council's budget setting process for 2008/09 to 2010/11 agreed resources of £500k, phased £350k in 2008/09 and £150k in 2009/10, to meet specialist legal and technical costs associated with the procurement of a single contract, as anticipated under the Public Realm option. It is anticipated that the proposed procurement under option 2 will be managed within this budget.

9. Legal Implications

9.1 Please refer to Appendix A.

10.0 Equalities Implications

10.1 It is proposed that public consultation be carried out to ensure the views of the Council's all sections of the community, especially the vulnerable, are incorporated into the competitive dialogue process and the design of these universal public realm services, so as to deliver high quality services that can be accessed equitably and easily by all customers.

10.2 As part of the next phase of the procurement process an Equality Impact Assessments (EIA) will be completed on both the specialised Highways and Waste Management contracts.

11. Consultation

11.1 Consultation was carried out to inform the appraisal process with the information gathered used as evidence to assist the scoring of the assessment criteria (for further details on scoring refer to paragraph 12.3). The process has been divided into the following five areas:

11.2 **Services** - interviews were held with Waste Management, Recycling, Highways (including Street Lighting), Property Services and Homes for Haringey to determine the desired outcomes that new contracts would be required to meet, to gain views on the proposed four procurement options and to highlight any areas of investment required within the services.

11.3 **Neighbouring Boroughs** (Islington, Camden and Hackney) - to explore the potential of jointly procuring a waste management contract.

11.4 **Local Authorities using innovative contract vehicles** - to determine the success or otherwise of specific types of contract vehicles, including Joint Venture Companies (JVCos) and Limited Liability Partnerships (LLPs). Liverpool, Torbay and Oldham Councils have formed JVCos with private partners and Sheffield have entered in to a LLP with Kier. These visits also enabled information gathering on how other authorities have packaged services together as part of their commissioning strategies.

11.5 **Best performing authorities** - as measured by delivering consistently top quartile performance in Highways and Waste Management indicators. The two boroughs selected were Kensington and Chelsea, an authority that has

consistently externalised services, and Stockton-on-Tees whom provide the range of public realm services In-house.

- 11.6 **External bodies** - namely the '4Ps' (Public Private Partnerships Programme) and the London Centre of Excellence for procurement, to gain advice on the procurement process, to obtain views on the four options and any other experience that other local authorities may have shared with them in recent similar procurements of this type.
- 11.7 The details of the responses to these interviews and follow up questionnaires are set out in section 5.0 of the attached commissioning strategy report.
- 11.8 The Comprehensive Area Assessment will significantly weight information from the new customer satisfaction place based surveys and will assess the quality of involvement from local people, especially the vulnerable. Therefore it is recommended that Members consider the Council undertaking a full consultation with both strategic partners and citizens on the future provision of waste management and or highway services to inform the commissioning process. The details of the consultation programme will be determined by the proposed Cross Party Member Steering Group.

12. Background

- 12.1 Following a meeting with lead Members in December 2007 a request was made for officers to complete a procurement option appraisal on how the Council would commission future frontline Highways, Street Lighting and Waste Management Services. The four options that Members agreed to be appraised were:
- Public Realm (Option 1) – Combining all frontline (Highways/Street Lighting and Waste Management) services into one public realm contract.
 - Specialised (Option 2) – The Highways/Street Lighting and Waste Management services would tender their own 'specialised' service contracts.
 - Externalised Highways/Street Lighting contracts and Waste Management Services provided In-House (Option 3) – The Highways/Street Lighting services would be tendered and all waste management services would be provided by an In-house team.
 - Externalised Highways /Street Lighting and an Extension to the Integrated Waste Management Contract with a continued In–House Recycling Service (Option 4).
- 12.2 The subsequent commissioning strategy (see attached commissioning strategy report) sets out in detail the development, results and conclusion of this option appraisal, which will enable Members to consider all the technical information

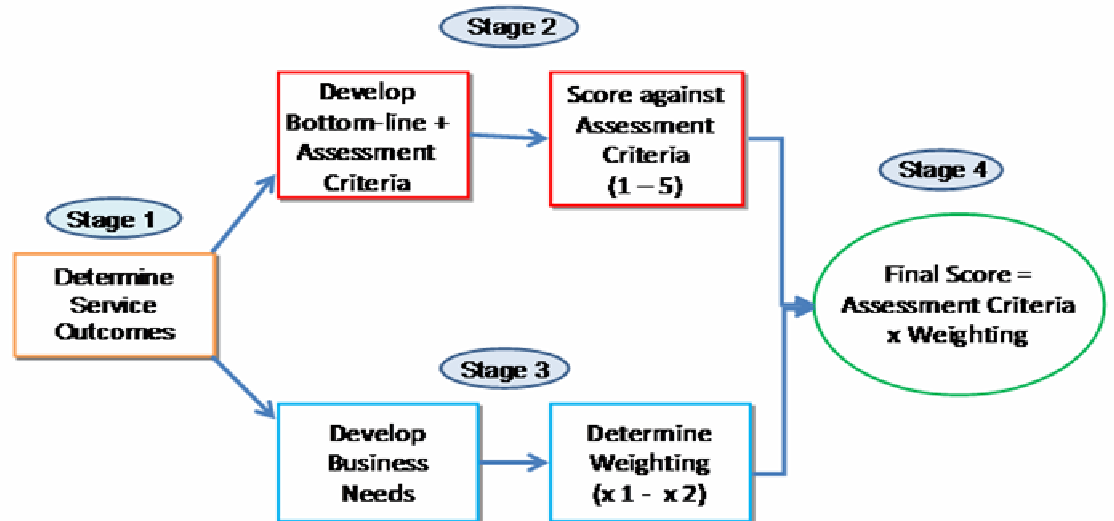
and select the most appropriate procurement scenario to deliver Haringey's Sustainable Community Strategy objectives.

- 12.3 This projects falls within the remit of the Achieving Excellence programme and a key underlining aspect of this programme has been to demonstrate that projects deliver improvements in Performance (P) and customer Perception (P) together with ensuring services are Efficient (E) and provide value for money. These three principles (PEP), which have been agreed by Members, have been incorporated throughout this option appraisal.
- 12.4 This section of the report summarises the detail in the commissioning strategy and for ease of reference has been divided into two parts:
- a) The option appraisal setting out the methodology, results and analysis.
 - b) Details on an appropriate procurement process and contractual vehicle.

12.5 **a) Option Appraisal Methodology/Results/Analysis**

- 12.6 The appraisal methodology is split into four distinct stages as shown in Diagram 1.0 overleaf. The approach taken has been designed to be objective by linking the development of the assessment criteria to the Council's business needs to determine final scores. The rigour applied and the robustness of the methodology has stood up to external scrutiny from both Ernst & Young and Positive Purchasing (appointed by Corporate Procurement). The consideration of risk has been paramount to the methodology and is reflected in the development of two assessment criteria areas: procurement risk and project risk, which have been assigned the joint highest weighting (x2). The appraisal process has also focused heavily on the value for money offered by each option.

Diagram 1 – Appraisal Process



12.7 Section 6.0 of the attached commissioning strategy report sets out in detail the appraisal methodology; however a summary of the four appraisal stages is highlighted below.

12.8 **Stage 1** – determining desired service outcomes based on the priorities in Haringey’s Sustainable Community Strategy/Council Plan and interviews with frontline services.

12.9 **Stage 2** – the development of assessment criteria based on the outcomes identified, divided into two parts: three qualitative ‘bottom line’ criteria that each option had to meet, before being assessed against ten quantitative criteria, which would be scored from 1 (low) to 5 (high), for each option.

12.10 **Stage 3** – the development of a set of Business Needs for the services (Assurance of Supply, Perception, Quality of Service and Cost) and their appropriate weighting. Then linking these Business Needs and weighting to each of the ten quantitative assessment criteria.

12.11 **Stage 4** – final results are determined by first assessing the options against the three ‘bottom line’ criteria and secondly by scoring the qualifying options against the ten quantitative assessment criteria (from 1 to 5) and then multiplying by the appropriate weighting.

12.12 As described above a robust approach has been employed in considering risk both before (Procurement Risk) and after (Project Risk) the contract commencement date. A total of 21 risks have been identified and evaluated. These are fully detailed within a risk register (see Commissioning Strategy - Appendix E) and have been graded on the basis of being low (green), medium (amber) and high (red).

12.13 Another key component of the option appraisal has been the Value for Money analysis. Ten sub-categories within the VfM criterion have been assessed to determine the overall VfM criteria score for each option (for further details refer to the commissioning strategy, paragraph 7.4.3). A summary of the results of the VfM analysis is highlighted below:

- It is clear that all three options (Public realm, Specialised & In-house) will offer a greater level of value for money compared to the current contract with Haringey Enterprise Ltd. It is estimated that the overall financial benefit would be between £0.8 Million and £1.4 Million.
- In overall terms there is no difference in potential savings between the Public Realm and Specialised options.
- The cost benefit for the In-house option was slightly less than for the Public Realm and Specialised options and this was mainly due to the greater procurement and salary costs.

12.14 **Appraisal Options Results**

Table 1 - Option Appraisal Results

Criteria	Weighting (%)	Option 1 Public Realm		Option 2 Specialised		Option 3 In-house Waste		Option 4 Waste Extension	
		Score	Total	Score	Total	Score	Total	Score	Total
Assurance of capacity	N/A	Go		Go		Go		Go	
Performance of service	N/A	Go		Go		Go		No	
Environmental Sustainability	N/A	Go		Go		Go		No	
Procurement Risk	13.5	2	27	3	40.5	2	27		
Project Risk	13.5	3	40.5	4	54	1	13.5		
Vfm	10	4	40	4	40	3	30		
Flexibility	10	3	30	3	30	5	50		
Customer Perception	9.5	4	38	3	28.5	2	19		
Certainty over financial outcomes	8.5	5	42.5	5	42.5	3	25.5		
Innovation	8.5	5	42.5	4	34	3	25.5		
Investment	8.5	4	34	4	34	3	25.5		
Partnering	8.5	3	25.5	4	34	2	17		
Performance Management	8.5	5	42.5	5	42.5	2	17		
Totals		38	363	39	380	26	250		

12.15 The Specialised option scored the highest number of points with 380; however this was closely followed by the Public Realm option with a score of 363 points. The lowest score was for the In-house Waste option; 34% less than the highest score. Any extension of the Integrated Waste Management & Transport contract (Option 4) over an extended period was dismissed based on its failure to satisfy two of the three 'bottom-line' criteria, but the option could be used to manage the procurement timetable risk in delivering the Public Realm (Option 1) or Specialised (Option 2) options.

12.16 A summary of the positive and negative aspects of each option are highlighted in Table 2 below. The table demonstrates where an option has received either a high (4 or 5) or low (1 or 2) score.

Table 2 – Summary of Pros and Cons of each Option

Option	High Scores = 4 and 5	Low Scores = 1 and 2	Total Score
1 - Public Realm	<ul style="list-style-type: none"> ▪ Financial Certainty ▪ Innovation ▪ Performance Management ▪ VfM ▪ Customer Perception ▪ Investment 	<ul style="list-style-type: none"> ▪ Procurement Risk 	363
2 - Specialised Contracts	<ul style="list-style-type: none"> ▪ Financial Certainty ▪ Project Risk ▪ Performance Management ▪ Partnering ▪ Investment ▪ Innovation ▪ VfM 	<ul style="list-style-type: none"> ▪ None 	380
3 - In-house Waste	<ul style="list-style-type: none"> ▪ Flexibility 	<ul style="list-style-type: none"> ▪ Procurement Risk ▪ Project Risk ▪ Customer Perception ▪ Partnering ▪ Performance Management 	250

12.17 A summary of the results for each option follows in the order of the highest score to the lowest:

12.18 **Option 2** – (Specialised 380 points) - The assessment criteria areas where the Specialised option scored higher can be summarised as follows:

- Procurement Risk (pre-contract): Level of competition - The specialised option should attract a greater number of bidders when compared to the Public Realm option. The Highways contract should attract up to 12 bidders and the expectation is that up to six contractors will express an interest in the waste management contract. More bidders should lead to more competition which in turn places pressure on prospective bidders to submit competitive bids to ensure services offer value for money.
- Project Risk (post-contract): Industrial action - There will be less risk of industrial action spreading to all frontline services when compared to the Public Realm option. Any industrial relation issues should only affect those services within the respective waste management, highways and street lighting contracts.
- Highways/Street Lighting - The selection of the Specialised option would enable Members to reconsider the proposed length of contract period for the new Highways/Street Lighting contract(s) beyond the envisaged two years to four or five years. This should lead to a better value for money solution for these contract(s).

12.19 **Option 1** – (Public Realm 363 points) The second highest score with 363 points, only slightly below the Specialised option. The poorer score can be attributed to lower scores for the following assessment criteria areas:

- Procurement risk (pre-contract): Level of competition – There are two to three contractors that could provide all the services within the Public Realm option. A number of other bids might be received where contractors have entered into consortia for the sole purpose of bidding for this contract. Bids from consortia without any previous experience of working together will need to be scrutinised in detail. The limited number of providers will reduce the level of competition and the potential to provide value for money services.
- Project risk (post-contract): Industrial action – Having all services within one contract could result in a ‘domino effect’ whereby industrial action in one area of the service could spread to all frontline services provided under the Public Realm contract.
- Partnering - The slightly lower score for partnering is based on prospective partners’ perceived risk of a new public realm business model not working successfully. Specialised contracts solely dealing with the traditional packaging of services would be seen to be less risky and therefore offer a greater opportunity for joint working.
- Highways/Street Lighting contract - Due to the Highways/Street Lighting having to be aligned with the Waste Management Services, as soon as possible, the contract period would be restricted to two years, thereby offering limited opportunities to improve value for money.

12.20 **Option 3** – (In-house Waste Management Services 250 points) - The In-house option for waste management services scored the lowest number of points with 250. The difference in score between the In-house option and the contracting out options (Specialised and Public Realm) can be attributed to the following assessment criteria attracting lower scores:

- Project Risk – the Council having full liability to deal with ongoing employment issues which will include TUPE, Pension and Single Status both prior to the contract commencing and thereafter.
- Procurement Risk – to reflect a reduction in the level of competition if an In-house option was exercised. If an In-house option was recommended without undertaking a competitive procurement it may result in the Council not being able to demonstrate value for money with serious implications for the Comprehensive Area Assessment.
- Partnering – with an In-house service there will be limited potential for partnering with neighbouring boroughs and internally with Haringey’s community partners (e.g. PCT).

- Performance Management – the ability to enforce a performance framework with targets is lost without the opportunity to employ a robust default mechanism to impose the recovery of liquidated damages.

12.21 **Option 4** – (Long term Extension)

12.22 A long term extension (Option 4) immediately fails to meet the 'bottom-line' criteria with respect to performance of service and environmental sustainability. This is due to the inflexibility of the existing Integrated Waste Management and Transport contract with Haringey Enterprise Limited. In terms of both improvements in performance and addressing the sustainability agenda the extension option will fail. However, a short-term extension may still be an option to mitigate the procurement timetable risk associated with the delivery of the Public Realm and Specialised options.

12.23 b) Procurement Process & Contractual Vehicle

12.24 On the basis that the Council's objectives will be served best by the Specialised option (Option 2), the Council will need to choose both the most appropriate procurement process and the most advantageous contractual vehicle.

12.25 The recommendations for the procurement process and contract vehicle, below, are specifically for the Waste Management Service. For the Highways/Street Lighting contract(s) it is anticipated that the procurement process will be a restricted procedure and the vehicle will be the standard client/contractor split.

12.26 **Procurement Process** - The report considers four procurement processes, the negotiated procedure, an open process, restricted process and a competitive dialogue procedure. Due to the complexities associated with the Specialised option and the need to design services around what providers can supply within budget limits, the recommendation will be to use the competitive dialogue process. This process will enable the Council to consider market proposals from a range of prospective bidders before completing the contract documentation in readiness for final bids.

12.27 Further detail on the rationale for the selection of competitive dialogue is contained within the commissioning strategy report (section 8.0).

12.28 In order to gain the maximum benefit from the competitive dialogue process it is recommended that the procurement process be extended by a minimum of six months in comparison to a standard procurement. This will result in the existing contract with Haringey Enterprise Limited having to be extended and it is

recommended that this be by a period of 16 months with a new contract end date of April 2011.

12.29 **Contractual Vehicle** – the report evaluates two potential contractual vehicles, the Standard Client/Contractor split and a Strategic Service Partnership (SSP) delivered through a Joint Venture Company (JVCo) limited by shares.

12.30 Standard Client/Contractor Arrangement - The current contracts with John Crowley (Maidstone) Ltd, EDF Energy Contracting and Haringey Enterprise Ltd all use the standard client/contractor split. The contractor's performance is monitored by the client team to ensure that contractual targets are met. The focus of the relationship can be on the interpretation of the contract documentation rather than improving service delivery outcomes.

12.31 Joint Venture Company – This vehicle would involve the Council forming a separate company with a private sector partner to deliver services. The degree of ownership that the Council would wish to retain will determine its share holding within the JVCo, and the number of Directors the Council would appoint to the JVCo Board. Under these joint ownership arrangements the Council can retain a level of influence and control over the JVCo whilst still working within a contract that will demand that performance targets are met. Even a small share of ownership will entitle the shareholder to a controlling vote (known as a 'Golden share') over particular issues, such as annual business plans and approving bids for other contracts. However, a JVCo between the private and public sector providing waste management services is a relatively new business model, which will create its own complexities, and its development will cost more than the traditional standard contractual route of a client/contract split.

12.32 External advisors, Trowers and Hamblins, have completed a report (attached as Commissioning Strategy - Appendix F) which sets out the positive and negative aspects of various contractual vehicles and the associated complexities. In summary, Trowers and Hamblins has expressed a preference for a JVCo limited by shares as the most appropriate contractual vehicle to meet the Council's needs.

13 Cross Party Member Steering Group

13.1 It is proposed that the view of Members in shaping the future Highways/Street Lighting and Waste Management contracts will be taken into account through an

advisory Cross Party Member Steering Group. The Steering Group's membership and its future role and responsibilities will be determined, however it is envisaged that it will oversee and steer the development of the waste and highways procurement projects, including:

- for the waste contract the possible development of a Joint Venture Company;
- the development of the waste management and highways contract documentation e.g. contract conditions, specifications, default mechanisms etc;
- the development of evaluation criteria;
- the development and undertaking of a borough wide waste management consultation; and
- working with North London Waste Authority in the developing and understanding the implications of their procurement process for the future treatment/disposal of waste post 2014.

14 Conclusion

14.1 Option Appraisal - after due consideration of the detailed analysis conducted within this option appraisal, it is recommended to Cabinet that the Specialised option (Option 2) be procured resulting in two separate contracts being commissioned for Waste Management and Highways/ Street Lighting respectively. The reasons for recommending the Specialised option include:

- it being the option achieving the highest score (380) in the option appraisal;
- it being the option demonstrating the least risk to the Council; and
- it being an option that will allow a Highways/Street Lighting contract period to be extended from the current proposed two years to four years.

14.2 Waste Management (Contract Vehicle) – It is recommended to Cabinet that the Council considers entering into a Strategic Service Partnership using a Joint Venture Company (limited by shares) vehicle. The benefits of this approach have been highlighted in the commissioning strategy report, paragraph 8.3, but will include:

- retained influence and control in comparison to a standard client/contractor contract through elected members sitting on a board of directors;
- the ability even with a small share holding to have a controlling vote (known as a 'Golden share') over the service provider, such as approving bids for other contracts, agreeing business plans etc.;
- open book accounting, with access for all partners to costs, shared business and budget planning, and sharing of risks where they can be best managed;

- the ability to trade by bidding for other contracts both internally and externally (Partners in HSP & Neighbouring Boroughs);
- JVCo employees may feel more motivated to provide frontline services where it is clear that the Council continues to provide a long term investment in them through its shareholding within the JVCo; and
- under a JVCo the private sector partner will have a better understanding of the Council's ethos and objectives, and will be able to work more closely with the Council within the formal structure of the company and its board.

14.3 Waste Management (Procurement Process) – It is recommended to Cabinet that the Council undertakes a Competitive Dialogue procedure. The advantages of this process are set out in commissioning strategy report, paragraph 8.2, but will include:

- the ability to develop with service providers the best possible solutions to improve waste management services at a price that the Council can afford;
- the ability to tackle complex issues in demonstrating how waste management services will be effectively and efficiently integrated ;and
- the opportunity to complete a consultation exercise with residents, traders and visitors to identify their future needs and wants from waste management services. The feedback from the exercise can then be considered as part of the dialogue process with prospective contractors.

14.4 Using the Competitive Dialogue process will extend the procurement process by at least six months. This will result in extending the existing contract with Haringey Enterprise Ltd and it is recommended this be by a period of 16 months, with a new contract end date of April 2011.

14.5 Highways/Street Lighting - Selection of Option 2 will enable the Highways/Street Lighting contract period to be extended from the proposed two years to four years (with a possible extension of up to four years).The four year contract period will offer a better opportunity for the Council to deliver value for money services, whilst still short enough to offer a level of flexibility to the Council to consider longer term options. It is anticipated that the procurement process will be a restricted procedure and the vehicle will be the standard client/contractor split.

14.6 In order to gain the maximum benefit of the four year contract it is proposed that the current Highways (John Crowley Ltd) and Street Lighting (EDF Energy Contracting) contracts be extended by a further three months, subject to the contractors not requiring any increase in their prices, to allow more time for the procurement process, including better research of the performance criteria used by others. In addition, the publication of the OJEU notice for the Highways/Street Lighting contract has been delayed by around 1 month to allow the option appraisal process to be completed, as it was known the results of the appraisal

would have a bearing on the length of contract (with the Specialised contract option enabling a longer term contract to be tendered, as set out in paragraph 14.5). It is also considered prudent to include for work off the public Highways and for higher value schemes in order to avoid unnecessary further procurement costs if the Contractor proves beneficial to the Council. Therefore it is suggested that although the work on the public highway is exclusively offered under the contract up to a value of £500k per job, it is also offered on a non exclusive basis for work over that figure. It is also considered prudent to include on a non exclusive basis work of a similar nature off highway (e.g. Parks; Schools; Homes for Haringey and other places). Officers representing the various sites have started working together on the procurement.

14.7 It is recommended that the Cabinet:

- i. agree to select the Specialised contracts option (Option 2);
- ii. agree the use of a Competitive Dialogue procurement process;
- iii. agree to extend the Integrated Waste Management & Transport contract with Haringey Enterprise Ltd by 16 months with a new contract start date in April 2011;
- iv. agree to extend the proposed Highways/Street lighting contract period from two years to four years (contract period July 2009 to June 2013) with a possible extension of up to four years. The scope of the contract to be increased to offer on a non exclusive basis work off Highway and work over £0.5M in value.
- v. agree to extend the current Highways (John Crowley (Maidstone) Ltd) and Street Lighting (EDF Energy Contracting) contracts by a further three months to end in June 2009;
- vi. agree that a Cross Party Member Steering Group be set up to oversee and steer the development of the ongoing waste and highways procurement projects. The constitution including the membership of this group will be determined by Executive Member for Environment & Conservation; and
- vii. to undertake a formal public consultation on future waste management services with Haringey Sustainable Community Partners, residents, traders and visitors.

15 Next Steps – Procurement Process

15.1 It is suggested that the Cross Party Member Steering Group (CPMSG) will on a quarterly basis update the Cabinet on the progress of the procurement of both

the Highways and Waste Management contracts. The CPMSG will also put forward recommendations to the Cabinet at key stages of the procurement process seeking formal agreement on issues which may include:

- the details of the appointment of the commissioning team;
- the appointment of external advisors;
- the selection of contractors following after due consideration of the response to the Pre Qualification Questionnaire;
- the development, roll out and feedback from the borough wide consultation process; and
- tender evaluation results and appointment of contractors.

15.2 The CWMG will present at the first progress meeting with the Cabinet a completed a Project Initiation Document, which will set out in detail the tasks, updated risks, financial information and associated completion dates for the next stage of this procurement project.

16 Appendices

16.1 **Appendix A** - Exempt information

16.2 Commissioning Strategy Report with Appendices (hard copy to be made available).

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