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## The Executive

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TUESDAY, 14TH MARCH, 2006 at 19:00 HRS - CIVIC CENTRE.

MEMBERS: Councillors Adje (Chair), Lister (Vice-Chair), Canver, Diakides, Hillman, Meehan, Milner, Reith, Sulaiman and Wynne

### **AGENDA**

**1. APOLOGIES FOR ABSENCE**

(if any)

**2. DECLARATIONS OF INTEREST**

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

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

**3. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**4. HOMES FOR HARINGEY - DELIVERY PLAN (PAGES 1 - 76)**

(Report of the Director of Housing – To be introduced by the Executive Member for Housing): To set out Homes for Haringey's first year delivery plan.

**5. CHILDREN AND YOUNG PEOPLE'S PLAN 2006-09 (PAGES 77 - 108)**

(Report of the Director of the Children's Service – To be introduced by the Executive Member for Children and Young People): To present the Children's and Young People's Plan for 2006-09 for agreement.

**6. CO-ORDINATING RESPONSE TO EMERGENCIES IN LONDON (PAGES 109 - 114)**

(Joint Report of the Chief Executive and the Head of Legal Services – To be introduced by the Leader): To recommend a revised Local Authority Gold resolution, to provide for the delegation of powers to a "Gold" Chief Executive acting London wide in the event of a major emergency less serious than a catastrophic incident.

**NOTE BY HEAD OF MEMBER SERVICES**

In accordance with Part H2 Paragraph 1.05(d) of the Constitution only the items set out in this notice may be considered at the special meeting, and no other business shall be considered.

Yuniea Semambo  
Head of Member Services  
5<sup>th</sup> Floor  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Richard Burbidge  
Principal Support Manager  
Tel: 020-8489 2923  
Fax: 020-8881 5218  
Email: Richard.burbige@haringey.gov.uk

Report Title: Homes for Haringey Delivery Plan

Forward Plan reference number (if applicable):

Report of: **Director of Housing**

Wards(s) affected: **All**

Report for: **Decision**

### 1. Purpose

1.1 To set out Homes for Haringey's first year Delivery Plan

### 2. Introduction by Executive Member

We have now been working on the establishment of our ALMO, Homes for Haringey for well over year and the first year Delivery Plan represents another vital step in this process. The Plan sets out the relationship between the Council and Homes for Haringey and is an important tool for both officers and elected members in evaluating the performance of our ALMO. The Delivery Plan is a working document and will change over time. It sets out the background, key objectives and performance targets for Homes for Haringey. For these reasons it is essential that the Plan truly represents the goals and aspirations we all have for Homes for Haringey.

### 3. Recommendations

3.1 To agree in principle the Homes for Haringey's first year Delivery Plan pending further input by Homes for Haringey as it becomes operational and with feedback from the indicative Inspection by the Audit Commission expected at the end of March 2006.

3.2 To agree that signing off the final Delivery Plan document is delegated to the Executive Member for Housing and the Chief Executive of Homes for Haringey.

Report Authorised by: Stephen Clarke, Director of Housing

Contact Officer: Martina Smith, ALMO Implementation Team.  
Telephone: 0208 489 1769, email [martina.smith@haringey.gov.uk](mailto:martina.smith@haringey.gov.uk)

#### **4. Executive Summary**

4.1 Homes for Haringey is expected to produce and regularly update a Delivery Plan setting out its programmes and targets. The plan reflects a partnership between the Council and Homes for Haringey delivering continuous improvements to our tenants and leaseholders. The targets are linked to the key objectives of Homes for Haringey as agreed by the Homes for Haringey Shadow Board, residents and the Council.

4.2 Attached to this report is a copy of the Delivery plan as it stands pending further input by Homes for Haringey as it becomes operational and with feedback from the indicative inspection by the Audit Commission. It is proposed that the principles of this Delivery plan are agreed and signing-off of the final Delivery Plan is delegated to the Executive Member for Housing and the Chief Executive of Homes for Haringey.

#### **5. Reasons for any change in policy or for new policy development (if applicable)**

5.1 The report seeks an Executive decision to agree in principle the Homes for Haringey Delivery Plan in pursuance of the Council's decision in January 2005 to establish an ALMO.

#### **6. Local Government (Access to Information) Act 1985**

6.1 Guidance on Arms Length Management of Local Authority Housing- ODPM

6.2 Staffing implications of establishing ALMOs- Employers Organisation for Local Government

6.3 Framework for establishing the Haringey ALMO- Report to Council Executive (26 July 2005)

6.4 Framework for establishing the Haringey Arms Length Management Organisation (ALMO) (Approval of Functions) Report to Council Executive (4 October 2005)

6.5 ALMO 'arms length management organisation' - overview of Bid and Section 27 application Report to Council Executive (20 December 2005)

#### **7. Background**

7.1 The relationship between Haringey Council and Homes for Haringey is defined in the management agreement which sets out the obligations of each party. This agreement covers:

- the functions to be delegated to and carried out by Homes for Haringey;
- the standards to which they are to be carried out;
- arrangements for reporting on and monitoring performance;
- requirements for involvement of tenants in decision making;
- the financial relationship and obligations of each party;
- arrangements for liaison and consultation between the Council and Homes for Haringey;
- Homes for Haringey's role in helping to deliver the Councils housing strategy;

- the length of the agreement;
- actions to be taken where there is non-compliance or failure; and
- arrangements for termination.

It has been agreed by Council Executive on 20<sup>th</sup> December 2005 that signing off the final version of the Management Agreement on behalf of the Council is delegated to the Director of Housing in consultation with the Executive Member for Housing. Copies of the Management Agreement will be available from the ALMO Implementation Team (contact details above in section 3).

7.2 During its first year Homes for Haringey is required to complete a Delivery Plan set by the Council in consultation with the ALMO Board. The first year Delivery Plan is formally part of the Management Agreement, and it will be renegotiated each year.

7.3 The Delivery Plan sets out the purposes and mission of the ALMO, its business objectives and its performance targets - in many ways it is the critical document within the Management Agreement.

7.4 The Delivery Plan has been discussed by the ALMO Transition Member Working Group, residents and the Shadow ALMO Board. The document will be included with the Management Agreement before it is formally signed at the end of March 2006. A draft Delivery Plan has been submitted with the Section 27.

## **8. Summary of the Delivery Plan**

8.1 'Homes for Haringey' goes live as Haringey Council's arms length management organisation (ALMO) on 1 April 2006. The Board, made up of residents, councillors and independent experts, has been meeting since October 2005 to prepare for its new role and to plan the service.

This Delivery Plan, agreed by the Council and by the Board, sets out the organisation's aims and objectives and what it plans to do in its first year.

Crucially, by the end of 2006/07, Homes for Haringey aims:

- to have secured around £200 million of funding over 4 years to improve tenants' homes and environments, and
- to be providing high quality services to at least a 2 star standard.

The Council and the Board are committed to working in partnership, with Government support, to achieve real improvements in residents' lives and living conditions.

8.2 This Delivery Plan outlines the main services which will be delivered during the first year of operation of Homes for Haringey.

The Delivery Plan:

- Shows how services provided by Homes for Haringey will meet the needs of residents
- Shows how Homes for Haringey will be accountable to residents and Haringey Council
- Sets out priorities and targets for delivering and improving services
- Shows how Homes for Haringey will meet the Decent Homes Standard by 2010, subject to funding
- Sets out the key performance targets that will be used to monitor progress against the plan

8.3 The Primary and supporting objectives have been agreed by residents, the Shadow Board and the ALMO Transition Member Working Group. These are listed below. Each section has a detailed table showing what the deliverable will be for year one in addition to Best value and local performance indicators.

### **Primary & Supporting Business Objectives**

The two primary objectives of the organisation flow directly from the Mission Statement. They are:

#### **Homes for Haringey: Primary Objectives**

- To improve the quality of the housing stock to a modern standard and to achieve the Decent Homes standard by 2010.
- To deliver a high quality and improving service to all residents and achieve excellence.

#### **Homes for Haringey: Supporting Business Objectives**

Our seven supporting business objectives flow from our primary objectives and are:

- To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.
- To maximise the participation and influence of residents.
- To ensure that our estates are safe and decent places to live.
- To become an excellent and well-led organisation that values its staff.
- To create a service based on equality of opportunity for all which recognises the diversity of the community it serves.
- To manage in the most efficient and effective manner revenue and capital resources.
- To be a model of good practice in governing the affairs of Homes for Haringey.

The final section details how the Council will monitor Homes for Haringey against agreed performance targets.

## **9. Comments of the Director of Finance**

9.1 The financial implications for the Housing Revenue Account of the activities to be undertaken by Homes For Haringey as set out in the Delivery Plan have been incorporated in the Medium Term Financial Strategy 2006/07.

9.2 Achieving a minimum 2-star "Good" rating for Homes For Haringey is a priority in the first year's Delivery Plan as this assessment would be necessary in order to attract the £200m+ Decent Homes funding which is part of the rationale behind the formation of Hones for Haringey.

9.2 The Delivery Plan is cross referenced with the Management Agreement and the financial protocols to ensure that, partnership with the Council, robust financial systems are in place to assist in the delivery of all of the objectives in the delivery plan.

## **10. Comments of the Head of Legal Services**

### **10.1 Comments of the Head of Legal Services**

The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.

As the report makes clear, the delivery plan is a key document and sets out how Homes for Haringey will implement its obligations contained in the Management Agreement in its first year of trading.

The Head of Legal Services advises that conditional upon the performance management aspects of the Plan being enforced, it ought to be possible to receive early warning of any potential or actual problems which Homes for Haringey encounter in delivering on the Plan.

Any such problems will be resolved in accordance with the dispute resolution terms contained in the Management Agreement. However, the ultimate sanction would be to terminate the Management Agreement where performance under the Plan is, for example, consistently unsatisfactory. In such circumstances the Head of Legal Services is likely to advise in favour of such a course, as the Council remains statutorily responsible for delivering the housing management service.

## **11. Equalities Implications**

11.1 Homes for Haringey will be required to adopt and operate the Council's equalities and diversity strategies in relation to service delivery and staffing. Its approach to equalities and diversity will be set out in its aims and objectives, the delivery plan, and the other documents.

11.2 Community groups that are under represented have been identified and an action plan to ensure inclusion of these groups has been put in place. These will be monitored on a regular basis. The effect of implementing Homes for Haringey on inclusion will also be monitored.

11.3 A comprehensive consultation and communication plan for residents and staff has been drafted. This has identified the barriers in communicating with residents and staff in the lead up to implementing Homes for Haringey and following the set up of Homes for Haringey. Training needs will be identified for staff, residents and Homes for Haringey Board.

11.4 Homes for Haringey will be required to prepare its own detailed action plans to deliver the Council's aims. This will also be guided by the Council's Impact assessment process being applied to the Homes for Haringey implementation and is comprised of five core 'arrangements'. The Impact assessment is available.

## **12. Use of Appendices / Tables / Photographs**

The following documents are attached to the report:

Attachment 1      Homes for Haringey first year Delivery Plan.





Homes for Haringey

# HOMES FOR HARINGEY 1<sup>ST</sup> YEAR DELIVERY PLAN

## **Foreword: A secure future for Council housing in Haringey**

Council housing in Haringey is entering a new and exciting era. Services to residents are improving. The Council has a clear plan to achieve 'Decent Homes' for all its housing stock by 2010. And residents are becoming much more heavily involved in running their own homes.

'Homes for Haringey' goes live as Haringey Council's arms length management organisation on 1 April 2006. The Board, made up of residents, councillors and independent experts, has been meeting since October 2005 to prepare for its new role and to plan the service.

This Delivery Plan, agreed by the Council and by the Board of Homes for Haringey, sets out the organisation's aims and objectives and what it plans to do in its first year.

Crucially, by the end of 2006/07, Homes for Haringey aims:

- together with the Council to have secured around £220 million of funding over four years to improve tenants' homes and environments, and
- to be providing high quality services to at least a two star standard as a stepping stone to our ultimate aim of achieving three stars..

The Council and the Board are committed to working in partnership, with Government support, to achieve real improvements in residents' lives and living conditions. This new partnership will demonstrate that, in Haringey, Council housing has a real future and can deliver well-run, high quality homes and environments for residents.

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## INTRODUCTION

This is the first annual Delivery Plan of Homes for Haringey, as agreed by the Council and by the Homes for Haringey Board.

Homes for Haringey is an Arms' Length Management Organisation set up by Haringey Council with the support of its tenants to manage and improve its housing stock.

### Stock Options Appraisal

On 24th January 2005, Haringey Council agreed a strategy which will enable it to achieve the Decent Homes standard for its housing stock by 2010s subject to the receipt of the extra funding from the Government referred to below.

The Council ensured that tenants and leaseholders were 'in the driving seat' of the appraisal. A Stock Options Appraisal Steering Group, comprising of 11 tenants and leaseholders out of a membership of 15, was empowered to recommend to the Council a way forward to improve Council housing and carried out a thorough analysis of all the options available.

A comprehensive consultation plan ensured that all our residents were involved throughout this process. In April 2005, the Council received the support of tenants for this strategy through a ballot. The strategy was agreed and "signed off" by the Government Office for London in July 2005.

The strategy is based on the twin objectives of:

- Establishing an Arms Length Management Organisation, Homes for Haringey, to create the opportunity to access additional investment funds of around £220 million.
- Improving service delivery to at least a two star standard, to benefit our tenants and leaseholders but also to enable Homes for Haringey, to pass an Audit Commission inspection to the required standard to release the funds.

The Council believes that the strategy is a workable and sustainable solution, which will place Council housing in the borough on a firm footing for the long term.

Although formed and wholly owned by the Council, Homes for Haringey is an arms length organisation, governed by an independent Board, and regulated through its Management Agreement with the Council and its Constitution ('Memorandum and Articles of Association').

Homes for Haringey will have responsibility for:

- Providing services to around 16,300 tenanted homes and 4,400 leasehold homes
- Tenancy and estate management
- Housing management of supported housing
- Rent collection and arrears management

- Responsive repairs and maintenance
- Planned repairs and major works
- Leasehold management
- Tenant participation
- Information technology

Haringey Council will retain responsibility for:

- Housing Strategies
- Housing Revenue Account Business Planning
- Homelessness
- Housing Advice (except to Council tenants)
- Housing Register and Allocations
- Support services provided to residents in Supported (Sheltered) Housing
- Anti-Social Behaviour across all tenures
- Affordable and key worker housing development
- Temporary accommodation procurement and management
- Home Energy Conservation Act responsibilities
- Private and Registered Social Landlord sector housing policies
- Rent setting policies
- Conditions of tenancy for secure tenants
- Estate regeneration policy, development and consultation
- Monitoring and evaluating Homes for Haringey

### **Approval of the Delivery Plan**

The Delivery Plan has been formally agreed and endorsed by Haringey Council's Executive and Homes for Haringey Shadow Board. Residents have been involved in setting our priorities and targets through our Residents Consultative Forum and tenant and leaseholder focus groups.

### **Delivery Plan of Homes for Haringey**

This Delivery Plan outlines the main services which will be delivered during the first year of operation of Homes for Haringey.

The Delivery Plan:

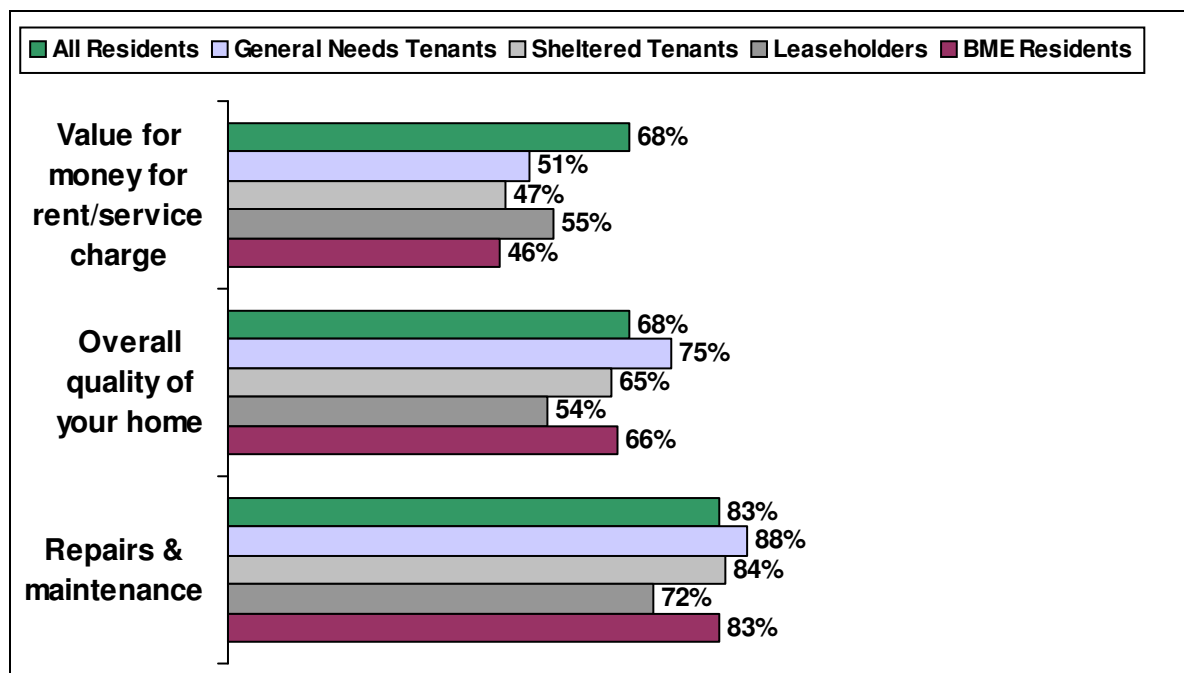
- Shows how services provided by Homes for Haringey will meet the needs of residents
- Shows how Homes for Haringey will be accountable to residents and Haringey Council
- Sets out priorities and targets for delivering and improving services
- Shows how Homes for Haringey will meet the Decent Homes Standard by 2010, subject to funding
- Sets out the key performance targets that will be used to monitor progress against the plan

As the owner of the stock and the company, the Council has clear expectations of the outcomes that Homes for Haringey will achieve. As an arms-length organisation,

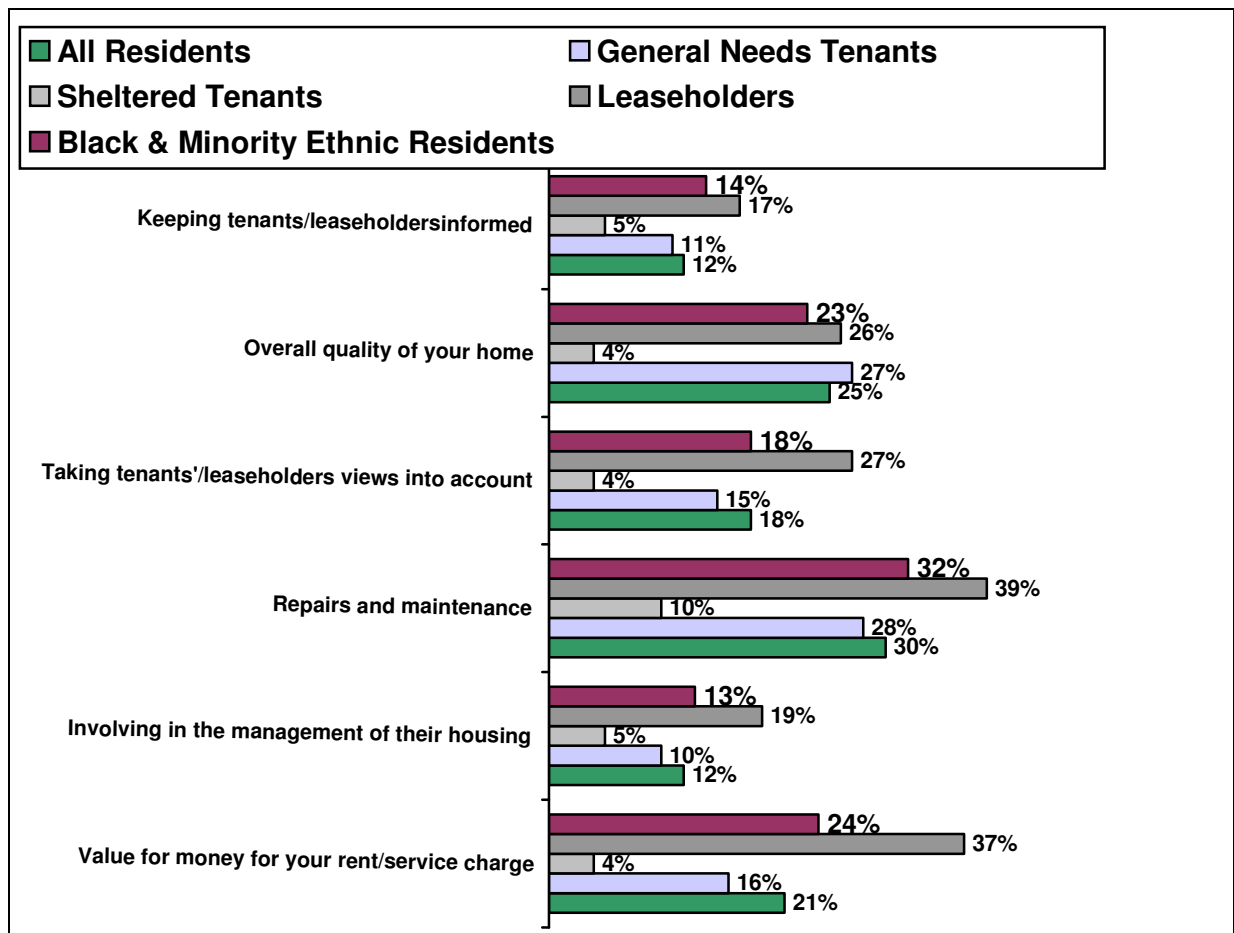
Homes for Haringey will develop its own culture, identity and brand to reflect the quality services to be delivered. Working in partnership, the Council and the Board have jointly developed a set of Primary and Supporting Business Objectives which set the framework for Homes for Haringey operational activities.

**Resident Priorities**

We have based the priorities of our Delivery Plan on the priorities of our residents. A recent Market Research United Kingdom resident survey (2005/06) identified the three key services that residents considered the most important which are set out in the table below.



Residents were also asked to list the six services that they thought needed to be improved. These are highlighted in the diagram below.



This information along with feedback from our residents on the performance indicators underpins the objectives of this Delivery Plan.

### Mission Statement

The Homes for Haringey Shadow Board has agreed a straightforward and focused Mission Statement for the organisation:

*“Working with residents to provide quality housing services and decent homes.”*

### Primary & Supporting Business Objectives

The two primary objectives of the organisation flow directly from the Mission Statement. They are:

#### Homes for Haringey: Primary Objectives

- To deliver a high quality and improving service to all residents and achieve excellence.
- To improve the quality of the housing stock to a modern standard and to achieve the Decent Homes standard by 2010.



**Homes for Haringey: Supporting Business Objectives**

Our seven supporting business objectives flow from our primary objectives and are:

- To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.
- To maximise the participation and influence of residents.
- To ensure that our homes are safe and decent places to live.
- To become an excellent and well-led organisation that values its staff.
- To create a service based on equality of opportunity for all which recognises the diversity of the community it serves.
- To manage in the most efficient and effective manner revenue and capital resources.
- To be a model of good practice in governing the affairs of Homes for Haringey.

## PRIMARY OBJECTIVES

### **Primary objective 1: To deliver a high quality and improving service to all residents and achieve excellence**

#### **Introduction**

Improving the quality and value for money of housing services is crucial to the success of Homes for Haringey. During its first year of operation, Homes for Haringey will be inspected by the Audit Commission and will need to reach at least a two star standard if it is going to access the additional investment resources which are required to achieve the Decent Homes Standard by 2010.

#### **Core Activities**

Homes for Haringey's core activities centre around providing services to around 16,300 tenanted homes and 4,400 leasehold homes and include tenancy and estate management, housing management of supported housing, rent collection and arrears management, responsive repairs and maintenance, planned repairs and major works, leasehold management and Tenant participation. In our first year of operation our main objectives in these areas are as follows.

#### *Tenancy Management and income recovery*

In order to improve our services to residents and ensure value for money the Housing Management division has been restructured into three key service areas – Tenancy Management, Income collection and Estate Services. This will provide a single point of accountability and focus for each service and reflects best practice in top performing organisations. The management of supported housing will now be a function of Homes for Haringey within the Housing Management division.

#### *Leasehold Management*

Key focus for year one of Homes for Haringey will include improving our customer care, having clearer policies incorporating input from our leaseholders, improving access for leaseholders. We will ensure that our leaseholders have more knowledge of future investment and receive regular information.

#### *Responsive Repairs Planned repairs and Major Works*

See Primary Objective 2

#### *Tenant participation*

See Supporting Business Objectives 2.

#### **Value for Money**

Homes for Haringey has inherited a very challenging financial scenario, as is discussed more under supporting business objective 6. It needs to achieve significant improvements in its housing service and show this represents value-for-money in order to achieve the two star standard. At the same time, it needs to take a robust

approach to budgetary control and efficiency savings in order to enable Haringey Council to keep its Housing Revenue Account in balance.

### **Value for Money Strategy**

Social Housing is expected to make efficiencies of some £835m by 2007/8 in response to the Gershon review, of which Local Authorities, including Arms Length Management Organisations, are expected to contribute some £480m. This equates roughly to 2.5% savings each year from 2005/6 to 2007/8 (7.5% over the three-year period).

To reflect the priority to be given by Homes For Haringey to Value For Money issues, the Board will adopt a Value For Money Strategy (linked to its Financial, Procurement, and Risk Management Strategies) setting out its approach to achieving and demonstrating continuous improvement in Value For Money.

Homes for Haringey will also produce Annual Efficiency Statements as part of the financial planning activities carried out in alignment with the Council's processes and timetable.

### **Value for Money and the Repairs Service**

Following a comprehensive Value for Money study carried out by Deloitte's which reported in November 2005, the Council decided (on 20/12/05) to proceed with market testing the end to end repairs service, including repairs reporting. The Value for Money study included soft market testing which has informed the procurement strategy. The market test will be managed by the Council's corporate procurement service completely independent from Homes for Haringey, which will be submitting an in house bid. It is expected that the new contract arrangements will commence from 1st April 2007.

The in house team will be adopting the national housing federation schedule of rates from 28th February at the same time as the go live for a new contractor IT system (TASK). From April 2006, in house uplifts against the National Federation's standard of rates will be set at market rates derived from benchmarking recent tendered rates for other public sector housing maintenance contracts.

Other initiatives to improve the Value for Money of the repairs service include; operative multi skilling programme to NVQ levels 2 & 3 (40 qualified by April 2006), a strong apprentice programme (currently 18 posts), imprest stock on vehicles, introduction of mobile working in 2006/07, a new work scheduling system (Optitime – May 2005) and a new contractor management/job costing system (TASK – Feb 2006), graphical repairs ordering system already live for staff and available as an interactive web package for residents from Summer 2006.

### **Managing Relationships**

Homes for Haringey is committed to ensuring that services provided to its customers by its partners are of a high quality and deliver Value for Money at all times.

This will be achieved by managing the relationships with all partners on a defined basis as set out in contractual agreements.

This increased client monitoring activity will be applied both to external partners and to the Council itself through the introduction and monitoring of Service Level Agreements for all central and support services.

### **Integration with Financial Planning**

Homes for Haringey will operate a financial planning cycle aligned to that of the Council. This will allow Value for Money to be embedded in Homes for Haringey's financial processes in order to allow Homes for Haringey to plan and deliver Efficiency Gains, and the Council to incorporate these within its Housing Revenue Account Annual Efficiency Statements.

Homes for Haringey will undertake a value for money review of all of the services provided by the Council by the end of its first year of operation. To ensure that rapid progress is made, the process of review has been commenced in advance of Homes for Haringey formally going live.

### **Tenants & Leaseholders**

In seeking improvements in efficiency the major challenge will be to demonstrate that quality has been maintained. The involvement of our customers is an important element in this process. This will be assessed through the satisfaction surveys, feedback from both satisfied and dissatisfied customers, and through learning from the number, content, and outcome of complaints.

A Residents' Finance Panel has been set up as part of Homes for Haringey's resident involvement strategy, which has a remit including the monitoring and scrutiny of Value for Money across the whole of Homes for Haringey's operations.

### **Lettings Service**

Haringey has recently joined Home Connections, which will see all boroughs and many RSL partners across the North London Sub-Region operating the same choice based lettings scheme. Implementation of the scheme will be rolled out over the next 12 months.

Home Connections will facilitate customer choice and promote mobility as well as providing a transparent and open allocations process. Harmonisation of procurement and processes will lead to economies of scale.

The allocations function and the operational link to Home Connections will remain with the Council's Housing Service. Homes for Haringey will carry out the signing up of new tenants.

A comprehensive lettings improvement plan is in place, which will deliver an improved service for our residents. Areas of work include:

- A full review of the housing register to ensure accurate customer data and correct assessments of needs

- The sharing of the voids brief between Homes for Haringey and the Housing Service, managed by a Voids Co-Coordinator based in Homes for Haringey.

### **Maintaining the Quality of Homes for Haringey's Housing Service**

Homes for Haringey is committed to delivering a quality service to its customers and has a variety of systems in place designed to ensure consistent achievement against agreed performance standards. The aim is to maintain quality systems guaranteed by external accreditation so that excellence can be demonstrated by independent assessment. The Haringey Housing Service is already accredited by British Standards Institute on International Standards Organisation 9002 for most housing management processes.

Current methods by which the quality of service delivery is monitored include:

- Accredited quality assurance systems
- Monitoring achievement against performance targets
- Resident feedback
- Service reviews
- IIP accreditation
- Benchmarking
- Staff feedback systems
- Audit checks
- Repairs monitoring through contractors / residents
- Residents' complaints system and Members Enquiries
- Audit Commission inspections
- Systems that will be considered for the future include:
- Plain English crystal mark for key publications

Methods by which consistency of service delivery and the provision of consistent information are ensured include:

- Training & development of staff via the Learning and Development Programme
- Team meetings
- Staff appraisal
- Newsletters for residents and staff
- Public website and staff intranet site
- Key information provided in translated, Braille, large print and tape formats
- Provision of written Housing Management procedures and written policies & procedures for more corporate policy areas.
- Tenants' and Leaseholders' Charters and Tenants' Compact
- Repairs Handbook

Policies have been developed in key areas, many of which reflect Haringey Council's corporate policies of the Council, to ensure best business practice and the highest professional standards. Policies include:

- Health & Safety at work

- Equality and diversity
- Human resources policies

### Office Location and Accessibility

Homes for Haringey will provide services from the following locations:

Office	Location
Chief Executive and Building Services	6 <sup>th</sup> Floor River Park House, Wood Green, N22
Building Services Repairs Operations	Lordship Lane, 251 Lordship Lane, N17 6AA
Building Services Repairs Operations	Ashley Road Depot, Ground floor, Contract House, Ashley road, N17 9AY
Broadwater Farm Area Office	108c, Gloucester Road, Tottenham, London. N17 6GZ
South Tottenham Area Housing Office	Apex House, 820 Seven Sisters Road, Tottenham, London. N15 5PQ
North Tottenham Area Housing Office	782, High Road, Tottenham, London. N17 OBX
Hornsey Area Housing Office	Hornsey Town Hall, The Broadway, Hornsey, London. N8 9JJ
Wood Green Area Housing Office	13/27, Station Road Wood Green London. N22 6UW

Residents will normally access services at the customer service centres but a local office will be maintained at Broadwater Farm. All offices are accessible to people with disabilities but this will be reviewed against the requirements of the Disability Discrimination Act. Access to translation/ interpretation services is available across all offices.

### Information Technology Systems

Homes for Haringey initially will use the existing computer systems used for the delivery of the housing service. If a future decision is taken to change or upgrade the information technology systems currently in use, a reasonable notice period will be agreed with Haringey Council.

An information technology strategy will be developed with the resources to deliver it effectively. Initially, Homes for Haringey will continue to use Haringey Council's information technology staff to manage, administer and develop the information technology function. The exception to this is that support for the Open Housing Management System will be provided from within Homes for Haringey.

## **Customer Care and Access**

Homes for Haringey is committed to improving our customer's experience of all our services and of services provided by our suppliers and contractors.

Residents will access services through the Councils call centre and the customer service centres but a local office will be maintained at Broadwater Farm. All offices are accessible to people with disabilities but this will be reviewed against the requirements of the Disability Discrimination Act. Access to translation / interpretation services is available across all offices.

We will continue to improve how we communicate with residents about our services; monitor and review our service standards; and work with Customer Services to improve resident's experiences at Customer Services Centres and council call centre. We will use a range of customer feedback mechanisms to assess our progress including the annual independent survey of tenants and leaseholders:

## **Providing Services to other Organisations**

The constitution of Homes for Haringey states that the 'objects and purposes of the organisation shall be primarily in the areas where the Council owns or manages housing stock'. This terminology, which has been adopted by most Arms Length Management Organisation, ensures that the organisation has sufficient flexibility to:

- Continue to manage the Council's stock located in other boroughs;
- Continue to work for other Council departments (e.g. design services for Education); and
- Continue to undertake occasional work for other organisations (e.g. consultancy, advice, speaking at conferences and seminars).

In addition, this flexibility could in future enable Homes for Haringey to undertake new work for other housing organisations. Examples might be leading on joint procurement initiatives with other Arms Length Management Organisations, providing 'back office' services to other Arms Length Management Organisations, or providing caretaking services to housing associations with isolated stock who want to provide on-the-spot services to their tenants. It should be stressed that no such projects are currently being developed. However, as income to the Housing Revenue Account will decline over the next few years, such activity may help Homes for Haringey to spread its overhead costs and thereby maintain services to council tenants.

The Management Agreement requires Homes for Haringey to obtain the Council's permission before entering into any new arrangement. This enables the Council to risk assess the proposed activity to ensure it is compatible with the current activities of Homes for Haringey and that it will not dilute or undermine the provision of services to council tenants.

During the period of this Delivery Plan, when the focus will be on achieving two stars and securing the Decent Homes funding, it is not anticipated that any significant

contracts will be entered into. However opportunities might arise which would benefit the organisation and council tenants in the borough. In such cases, Homes for Haringey would be required to prepare a detailed business case for approval by the Council.



<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Primary objective 1: To deliver a high quality and improving service to all residents</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Achieve excellent standards of access & customer services	<ul style="list-style-type: none"> <li>• Develop future strategy on customer access</li> <li>• Publish customer service standards for all key services</li> </ul>	Executive Director of Business Improvement
Deliver an effective repairs and maintenance service.	<ul style="list-style-type: none"> <li>• Market test day to day repairs delivery of the embedded service &amp; achieve 100% certification</li> <li>• Establish robust procedures on gas safety and maintenance</li> <li>• Implement improved aids and adaptations processes thereby reducing waiting times for customers.</li> <li>• Develop the workforce and systems including multi-skilling, mobile working and web-based ordering to improve customer experience.</li> <li>• Develop and implement quality assurance system to improve customer satisfaction</li> </ul>	Executive Director of Building Services
Improve the quality of our estates services	<ul style="list-style-type: none"> <li>• Implement the revised management</li> </ul>	Executive Director of Housing

	<p>structure</p> <ul style="list-style-type: none"> <li>• Introduce handyperson role for small communal repair jobs</li> <li>• Review ordering and storage arrangements</li> <li>• Review contracted services: grounds maintenance and play</li> <li>• Canvas all estates on extension of car parking scheme</li> <li>• Re- tender the parking enforcement contracts</li> </ul>	<p>Management</p>
<p>Deliver the voids and lettings improvement plan</p>	<ul style="list-style-type: none"> <li>• Publish and communicate new lettable standard</li> <li>• Ensure all void repairs carried out to meet this standard</li> <li>• Enforce the 4 week notice period and re-launch the incentive scheme for allowing early access to property</li> <li>• Carry out a satisfaction survey of all new tenants and revise standards in consultation with residents as required.</li> <li>• Consider the implications of Home Connections implementation for Homes for Haringey</li> </ul>	<p>Executive Director of Building Services</p>
<p>Improve tenancy management</p>	<ul style="list-style-type: none"> <li>• Implement the new structure creating specialist teams in tenancy management and rent recovery</li> <li>• Improve rent recovery by focussing</li> </ul>	<p>Executive Director of Housing Management</p>

	<p>on debt prevention work</p> <ul style="list-style-type: none"> <li>• Improve communications and information for residents</li> <li>• Review, develop and extend support for vulnerable tenants – e.g. those in sheltered housing</li> </ul>	
<p>Ensure that we deliver value for money</p>	<ul style="list-style-type: none"> <li>• Tender for new electrical and mechanical maintenance contracts</li> <li>• Review Service Level Agreements with Council providers</li> <li>• Develop reliable Value for Money data and performance measures for Homes for Haringey services</li> <li>• Identify activities for our value for money review process.</li> <li>• Implement market testing of repairs</li> <li>• Further develop our bench marking processes</li> </ul>	<p>Executive Director of Business Improvement</p>

## **Primary objective 2: To improve the quality of the housing stock to a modern standard & to achieve the Decent Homes standard by 2010**

### **Introduction**

One of the primary objectives of Homes for Haringey is to bring all of the housing stock, under its management, up to the Government's Decent Homes Standard by 2010. The capital programme of Homes for Haringey has been informed by the Council's Stock Condition Survey, the Decent Homes Standard and the views of residents. The programme also takes into account other statutory obligations, the need to deliver an efficient building programme and long-term asset management.

### **The Standard to be adopted by Homes for Haringey**

Haringey Council's Stock Options Appraisal Steering Group worked very closely with FPD Savills on the question of standards. They also took into consideration feedback from over 1,000 resident surveys that were completed as part of the roadshow events and supported housing briefings undertaken for the Options Appraisal.

### **Homes for Haringey Standard**

This was developed by FPD Savills and agreed by the Steering Group. It represents a 'good landlord' minimum recommended level of work which will not only meet the Decent Homes standard but will also represent a sustainable approach to long term asset management, including meeting the Council's statutory obligations. All key components are included in this standard including windows, kitchens, bathrooms plus an allowance for communal and environmental works broadly at the current level.

### **The Stock Condition Survey**

In 2003, FPD Savills undertook a survey of the condition of the Council's housing stock. The survey consisted of a 100% external inspection and 13% internal sample. The survey results concluded that the stock has generally been well maintained but has lacked sustained capital investment. As a result, there are a significant number of major components that have reached or are reaching the end of their useful life and will require replacement in the short term.

### **Investment Programme**

During 2005 the Stock Condition Survey was updated to take into account changes since 2003 in respect of stock condition, Right To Buy sales and unit costs. A four-year programme (2007/08 to 2010/11) has been developed based on assumed additional Homes for Haringey resources of around £220m. Resources will be limited in 2006/07 so the focus will be on getting the decent homes constructors in place and gearing up to enable a much larger programme to be delivered from April 2007.

Savills' Stock Condition Survey included an assessment of the properties against the Decent Homes criteria as set out by the Office of the Deputy Prime Minister. They

assessed the properties in terms of the fitness standards, together with the assessment of the key and secondary building components and the performance of the properties in energy efficiency terms. In addition a Health and Safety Rating Assessment was completed (based upon the calculation of risk of harm to persons using the dwelling) for each property that was subject to an internal survey. They also assessed fuel poverty (a “fuel poor” household is one that cannot afford to keep adequately warm at reasonable cost) and tenants views with regards to feelings about the level of community safety.

The programme of stock investment has been forward projected for a further 25 years to ensure decent properties do not become non-decent during this period.

The Council has also completed the Office of the Deputy Prime Minister Building Costs model (a copy of which is attached to our bid) as the basis for its bid for Homes for Haringey funding. This shows the current position to be:

- Level of non-decency to be 49.9% (1 April 2005) (a reduction from 58%).
- Total investment required bringing the housing stock up to the Homes for Haringey standard by 2010/11 is estimated to be approximately £308m (including assumptions about future inflation in building costs).
- An investment programme for some £307.892m was submitted to Office of the Deputy Prime Minister in December 2005 based on their building cost model.
- The assumed Council contribution within the programme is approximately £91m, leaving a possible maximum grant of approximately £217m.

### Summary of Bid for Resources

Year	Works	Resources Available	Homes for Haringey funding required
2006/07	17.951	17.951	0
2007/08	72.034	18.034	54
2008/09	72.376	18.169	54.207
2009/10	72.676	18.354	54.322
2010/11	72.855	18.578	54.277
<b>Total</b>	<b>307.892</b>	<b>91.086</b>	<b>216.806</b>

Borough Wide Investment Programme by elements		2010 BASE COST £m	No of dwellings needing internal renewals	no of blocks needing external renewals
1	Heating and hot water	24.92	10,809	0
2	Electrical work	28.00	11,623	0
3	Roofs and fascias	13.46	3,340	756

4	Kitchen	54.94	10,977	0
5	Sanitary ware	24.47	11,348	0
6	Walls	6.79	1,720	364
7	Windows	60.89	3,406	782
8	External entry doors	13.12	10,510	0
9	Ext Com Doors & Com Doors	1.54	0	442
10	Other / Miscellaneous elements	10.01	n/a	n/a
		<b>£238.137m</b>		
	Sum of contingencies and provisional sums	34.38		
	Sub Total	<b>£272.137m</b>		
	Non Homes for Haringey Decent Homes Standard Capital commitments	£35.755m		
	Total	<b>£307.892</b>		

An analysis of this investment programme by area can be found at Appendix B.

### Sustainability

As part of Homes for Haringey's bid, an additional 5% allowance is available to support sustainability projects. This equates to £10.8m on the current estimated bid of around £216.8m. The bid to Office of the Deputy Prime Minister included the full 5%, and this was supported with evidence of need from the stock survey in respect of environmental works, as well as from consultation with residents as part of the Better Haringey Estate Improvement Programme.

The stock survey findings show a requirement of around £11m over the next five years for environmental works on our estates. This includes the maintenance and repair of fencing, pathways, parking areas and bins stores but not for any improvements.

In addition to the stock survey information, as part of the consultation process for the 2005/6 Better Haringey Estate Improvement Programme, 5 key areas were identified as priorities for improvement by our residents. These are lighting, door entry and security, waste and recycling, landscaping and play, highways and infrastructure. The first year of the programme (2005/06) has been implemented very successfully and has proved extremely popular with residents. The total value of the works is approximately £4.1m.

Given the importance of achieving the Decent Homes Standard by 2010 as well as fulfilling other commitments, Homes for Haringey is not in a position to maintain this annual programme at this level of funding, despite the demand. This shows that there is a funding shortfall in meeting the current and future requirements for making our estates cleaner, safer and greener. The bid to Office of the Deputy Prime Minister

therefore included a full sustainability bid of 5%, to help address this funding shortfall.

Areas of improvement will be prioritised through customer feed back, further consultation with residents, stock condition data and surveys. This will be framed within the overall asset management/investment plan, which supports the Council's key objectives as set out in the Community Strategy. The Council has already successfully established a process, which devolves the decision-making on estate improvement projects resident associations. It is planned to continue to empower residents in this way through the Homes for Haringey Board governance arrangements. The new constructor partnership arrangements will also be used to help deliver the vision on sustainability through the procurement and selection process. Potential constructors will be expected to demonstrate how they will ensure the sustainability of the improvements to be carried out.

### **Procurement Strategy**

Based on the principles of partnering the efficient procurement of Homes for Haringey's capital investment programme is key to its success. It is recognised best practice that the selection of a procurement model must be based on the high-level business drivers that dictate the needs of the business, its customers and how it complies with and delivers these business objectives. These criteria then define the specific aims and objectives to be incorporated in the chosen procurement model such that the new contracting arrangement can effectively deliver the required business outputs.

The programme for the procurement of constructors to deliver the decent homes programme is designed to ensure that our partners are appointed well in advance of the funding becoming available in April 2007. Tenders will be invited in March 2006 and it is planned to sign pre commencement agreements in August 2006 which will allow a 7 month mobilisation period during which surveys can be completed and the detailed year one programme agreed with residents. The evaluation panel includes residents who have already been fully involved in determining the tender list and will be part of the panel, which ultimately decides on the partner constructors who will deliver the programme.

### **Responsive Repairs and Voids**

Homes for Haringey will be market testing the day to day repairs service following a value for money study by Deloitte. This will involve the end to end service including vehicle provision and repairs reporting.

In addition, as part of the service improvement programme, multi-disciplinary area working and opti-time (a job scheduling system) will be introduced. TASK the contractor management system will be going live in March 2006.

Mobile working will be introduced. Operatives will have hand held computers enabling them to be sent their work electronically. In addition a bar coding system will record materials they are using ensuring more efficient store management and effective working.

Continuing the multi-skilling of our operatives and web based graphical repairs ordering will ensure we operate more effectively getting more jobs 'right first time'.

Homes for Haringey will be working closely with the Housing Service to carry out more pre-allocation of empty property so works can be tailored to incoming tenants. Area teams for voids will mirror the area teams within housing management and general repairs.

Partnering arrangements will continue during 2006/07 with current partners TA Horn, TSG and Purdy delivering the gas maintenance service. Homes for Haringey will improve the performance management framework and ensure 100% of our homes have a valid gas certificate. The future procurement strategy of this contract and contracts for door-entry, lifts and TV aerials will be considered during 06/07.

The external decoration programmes will be re-instated in 2006/07. The internal and external decorations programme will be tendered together to achieve continuity and secure value for money.



**First Year Delivery Plan:****What Homes for Haringey will deliver during 2006/07**

**Primary objective 2: To improve the quality of the housing stock to a modern standard & to achieve the Decent Homes standard by 2010**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Procure partners to deliver the Decent Homes Programme	<ul style="list-style-type: none"> <li>• Select new constructor partners through competitive tender process</li> <li>• Establish residents procurement panel</li> <li>• Work with selected partners to ensure they can deliver from April 07</li> </ul>	Executive Director of Building Services
Set up the organisation to deliver the Decent Homes Programme	<ul style="list-style-type: none"> <li>• Establish a high performing asset management team</li> <li>• Establish knowledge management team</li> <li>• Establish capital programme delivery team to ensure user satisfaction with projects</li> </ul>	Executive Director of Building Services
Devise and plan the Decent Homes programme	<ul style="list-style-type: none"> <li>• Set up systems to manage and analyse stock information</li> <li>• Develop forward programme to 2010</li> <li>• Establish residents asset management panel</li> <li>• Produce asset management strategy &amp; agree with key stakeholders</li> </ul>	Executive Director of Building Services
Deliver 2006/2007 Capital Programme	<ul style="list-style-type: none"> <li>• Deliver agreed capital programme by end march 2007</li> <li>• Consult with residents and implement communications plan for major works</li> </ul>	Executive Director of Building Services

## **SUPPORTING BUSINESS OBJECTIVES**

### **Supporting business objective 1: To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.**

#### **Introduction**

Homes for Haringey recognises that it has a major role to play in working in partnership with Haringey Council and other stakeholders to improve the quality of life for Haringey residents. It will actively support the Council's vision and priorities in the Community Strategy and work in partnership with the Haringey Strategic Partnership and the Housing Strategic Partnership.

#### **The Council's Vision**

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

#### **Community Strategy**

Haringey Council's key strategic priorities are set out in its Community Strategy. This has been developed by the Haringey Strategic Partnership, based on shared objectives and the views of Haringey residents. The Strategy is for the period 2003 to 2007.

The objectives of the Community Strategy are to:

- Achieving excellent services
- Building safer and stronger communities
- Raising educational achievement
- Better Haringey
- Putting people first

There is an action plan for the Community Strategy, which is updated and monitored to check progress.

#### **Haringey Strategic Partnership**

The Haringey Strategic Partnership is a partnership body of key public sector, community and voluntary sector agencies in Haringey. The partnership ensures that work is co-ordinated to deliver on the key priorities and meets our aim of achieving sustainable communities. The partnership is supported by four additional theme groups – Well Being, Safer Communities, Better Places and Enterprise. The Haringey Housing Strategic Partnership is a sub group of the Well Being theme board but housing input is fed into all of the groups as it is recognised that Housing has a key role to play in the delivery of all of the Council's key objectives.

## Haringey Housing Strategic Partnership

The diagram [below] shows the influences and interests represented or reflected on the Haringey Housing Strategic Partnership. It is chaired by the elected Executive Member for Housing and involves a range of representatives including registered social landlords, health partners, a Council tenant/leaseholder representative and Shelter, the housing charity for the homeless and those in housing need. The partnership meets regularly and it is the main forum for the development of the Council's strategic housing role. The partnership also decides upon and monitors the work of the housing related Neighbourhood Renewal Fund projects.

Homes for Haringey will become a member of the Housing Strategic Partnership and will participate in and support its work to achieve the objectives of the community strategy.

Groups and Interests Involved in the Housing Strategic Partnership



## The Housing Strategy

Homes for Haringey will work with Haringey Council to help achieve targets in each of the Council's 4 strategic priority areas for housing. These priority areas are:

- Priority 1: Improve housing services to residents across the tenures
- Priority 2: Maximise the supply of affordable housing increasing access and housing choice
- Priority 3: Improve community safety, sustainability, improving our most deprived neighbourhoods and creating opportunities for people to achieve and succeed
- Priority 4: Regenerate Haringey's neighbourhoods, achieving decent homes for all and improve the environment

**Partnership strategy**

The partnership strategy for Year 1 is to build the key partnerships that will enable delivery of the key objectives of decent homes and improved services. Partnerships are discussed under each Delivery Plan Objective. The priority in Year 1 will be to make our estates safe and decent places to live and Supporting Objective 5 specifically addresses this.

**Safer Communities Partnership**

The Safer Communities Partnership draws its membership from Haringey Council, the Metropolitan Police Service (Haringey), the London Fire Brigade (Haringey), Haringey Teaching Primary Care Trust, Metropolitan Police Authority and London Probation Area (Haringey). A place has been reserved for Homes for Haringey in recognition of the important role that will be played in delivering the Partnership priorities.

The Partnership's key priorities are derived from the national requirement for the borough to undertake a three yearly crime audit and produce a crime reduction strategy. The new Crime and Drugs Strategy identified the priorities for the partnership over the next three years.

These are: anti social behaviour, domestic violence and other violent crime, and drugs and alcohol use related acquisitive crime.

In addition the partnership will consider and address the support needs of three groups of people in particular. These are victims and witnesses of crime, young people and people with mental health issues.

**Working with Elected Members**

Homes for Haringey will work with elected members to develop and deliver new strategy and corporate priorities.

**Additionality**

Homes for Haringey is aware of its vital role in tackling the factors that lead to social exclusion. The provision of decent homes itself will have a major impact on the health and well-being of residents some of whom are living in areas of severe deprivation. Working with our residents with regular consultation will contribute to community capacity and confidence. Our constructor partners will have to demonstrate what they can deliver to our residents as well as Homes for Haringey. Working with our constructor partners will deliver better methods of working and greater value for Money. We will work with the Council through the enterprise partnership which looks at local employee and training issues in particular with our constructor partners.

## **Continuous Improvement**

### **Continuous Performance Assessment Framework**

Homes for Haringey will continue to play an important part in delivering continuous improvement for the Council and will comply with the Audit Commissions Continuous Performance Assessment framework by:

- Contributing to the annual efficiency statement, annual service statement and the related inspections.
- Using value for money as a focus for review and improvement.
- Participating in any corporate or cross cutting reviews.
- Striving to reach the upper thresholds on 'Managing Council Housing' performance indicators.
- Using Audit Commission Key Lines of Enquiry as a basis for service planning and improvement.

### **Best Value**

Best Value Reviews of all Homes for Haringey's functions were conducted in the five years prior to the development of Homes for Haringey. Homes for Haringey will continue to play an important part in the Council's Best Value Programme, through:

- Existing Best Value Improvement Plans relating to Homes for Haringey's services
- Future Value for Money reviews of Homes for Haringey's services
- Participation in cross-cutting Council Best Value reviews

### **Benchmarking**

Homes for Haringey will use benchmarking to improve performance and to learn from high performing organisations. Services will also use benchmarking in their day to day activities and larger scale service reviews.

### **Production of information and the monitoring of performance**

Appendix A lists the key Performance Indicators used by Homes for Haringey which incorporate both those required under the Best Value regime and local performance indicators developed specifically to monitor the service. The Appendix also shows the targets for 2006/07, 2007/08, 2008/09 and sets these against actual performance in the last 2 years.

## **Performance Management**

### **Council's role in monitoring Homes for Haringey**

#### **Principles**

- Homes for Haringey will have flexibility and management freedom supported by effective 'light touch monitoring' by the Council

- The approach is based on partnership and trust
- The concentration will be on outcomes and output based targets not prescriptive processes and systems
- There will be an avoidance of duplication - do not want to replicate performance monitoring systems on both sides.
- The responsibility for the production of performance monitoring information sits with Homes for Haringey
- Performance targets will be such that they can indicate early signs of issues

### **Setting of performance targets**

Delivery of business and corporate strategic objectives will be measured and monitored against a set of key success measures that will become Homes for Haringey's Key Performance Indicators. These indicators will include statutory requirements and local indicators. Indicators have been agreed jointly by the Council and the Homes for Haringey Shadow Board and are set out in Appendix A.

The targets include both qualitative and quantitative information and benchmarking has been used to inform target setting. The targets and performance will inform the drafting of negotiated editions of the Delivery Plan, Homes for Haringey and Housing Revenue Account Business Plans and initiatives reflecting the Council's wider strategic responsibilities.

The Business Planning process in both the Council and Homes for Haringey will be aligned to provide a set of agreed priorities and the strategic objectives of the council.

## **Performance Monitoring Information**

### **Monthly management information**

The monthly performance information will be provided to the Council in a traffic light format, with full exception reports as appropriate. Where it will assist the analysis of trends information will also be provided in a graph format. Information will be provided in line with agreed timescales.

The information generated will be reported internally within Homes for Haringey via Senior Management Team meetings and will be agreed by the Board.

Evidence of verification of data will be available and provided on request by Homes for Haringey. The Council will conduct audits to verify data collection and analysis as appropriate.

On receipt by the Council's Housing Performance Team, the performance information will be reported to its own Senior Management Team and corporately through the Chief Executive's Management Board and to Members at Executive.

Monitoring of key performance indicator performance and variation will be via monthly meetings between the Homes for Haringey Performance Manager and the Housing Performance Manager.

**Quarterly Qualitative and Quantitative information**

In addition, quarterly monitoring information will assess:

- progress towards achieving a two and three star service
- progress of the delivery plan, including contribution to corporate objectives
- updates on customer satisfaction as appropriate

This information will be reported to the Housing Senior Management Team and through to Chief Executives Management Board and Executive, as appropriate.

Quarterly meetings will take place between the Homes for Haringey's Chief Executive, Finance Manager and Performance Manager and the Council's Head of Housing Needs, Corporate Finance Manager and Housing Performance Manager. This meeting will discuss trends against improvement, review financial information, discuss any outstanding issues and review progress on the delivery of Business Plans and achievement of broader council objectives, as appropriate. The council will involve the Executive member responsible for Homes for Haringey's performance as appropriate. The frequency of meetings can be varied by agreement.

**Annual performance plan**

An annual performance plan will be produced, which will include:

- An analysis of the Homes for Haringey's progress and delivery throughout the previous year
- Identification of reasons for successes and failures
- A summary of the years performance targets

The Annual Performance Plan will be presented at the annual meeting (see 1.4.3) and a summary will be reported to Chief Executives Management Board and Executive.

There will be one formal meeting each year to which relevant elected Members of the Council, Homes for Haringey Board Members and nominees of the relevant tenant representative body are invited to discuss progress on the Delivery Plan and review performance.

**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 1: To work in partnership with Haringey Council and key partners to deliver the objectives of the Community Strategy.**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Develop an effective approach to partnership working with the council and other partners.	<ul style="list-style-type: none"> <li>• Develop an effective performance management framework with the Council</li> <li>• Develop Homes for Haringey strategy on working with the Haringey Strategic Partnership</li> </ul>	Executive Director of Business Improvement



## **Supporting business objective 2: To maximise the participation and influence of residents**

### **Resident Involvement**

Homes for Haringey has involved residents in determining priorities for improving services and measuring and monitoring their success. The progress made by Haringey Council in the last few years will be further developed.

It is recognised that the involvement of tenants is of equal concern for both Homes for Haringey and Haringey Council. The Council remains, in law, the landlord of the Homes for Haringey's residents and has a wider responsibility for democratic accountability.

Over the last few years, Haringey Council has developed a system of resident involvement and participation in the running of its housing services. This has included a Tenant Participation Compact, a 5-year Tenant Participation Strategy and the development of a wide range of consultative groups.

Residents have been at the heart of many projects over the last few years including the stock options appraisal. This included a major consultation exercise with residents choosing the options for future investment in the housing stock and being involved in setting up Homes for Haringey through the Residents Consultative Forum. Residents:

- Influenced service delivery
- have informed our Communications strategy
- produced a number of newsletters
- are involved in the procurement of our partners to deliver the decent homes programme
- informed our tenant participation structures
- informed the mission statements, objectives and targets in this delivery plan

### **Homes for Haringey will:**

- Integrate tenant participation into its activities and decision-making
- Ensure that tenants and leaseholders receive adequate training and support to facilitate participation
- Ensure all its staff receive adequate training and support in developing tenant participation
- Have a strong formal consultation and involvement structure to inform its new Board, with more emphasis placed on wider research and consultation reaching those who do not attend meetings
- Continue to obtain customer feedback from all residents and will use this information to plan the improvement of services
- Endeavour to engage with hard to reach groups
- Develop a new Tenant Participation Compact
- Continue to engage with local members and assist them in their role as local representatives

A full review of tenant participation arrangements was completed ahead of Homes for Haringey going live. This has included the development of a new resident participation structure and the development, from scratch, of a new Tenant Participation Compact.

The resident' involvement structure will ensure that Homes for Haringey offers a range of ways for residents to engage with housing issues.

The structure will be effective in terms of:

- getting views from a range of residents, including those who do not attend meetings
- producing results (real changes and improvements)
- providing useful advice and feedback for use in decision-making
- addressing the needs of residents
- resident satisfaction with each group and what happens as a result of meetings
- value for money
- The Panels will generally take on the role of monitoring in their service areas and also of steering projects and consultations from the resident perspective.

The Residents' Consultative Forum is open to all Council tenants and leaseholders. As now, residents can attend as and when they choose, and it is anticipated that the workshop approach that operates now will continue for the foreseeable future as this is popular. Borough-wide consultation will both begin and end with Residents' Consultative Forum, with detailed work during the project being undertaken by the Panels or topic groups.

There is an increased focus on local consultation. As well as continued support for residents' associations, advocates and estate walkabouts, there will be an increased expectation that Homes for Haringey will respond to local concerns at a local level. Local meetings will be set up in response to emerging issues, either in conjunction with existing residents' associations/advocates or, where these do not exist, through estate meetings with publicity organised by Homes for Haringey. In addition, the delivery of the decent homes improvements will see a lot of estate-based work which will require local consultation and liaison.

The Tenant Participation Team is continuing outreach work with existing community groups representing various sections of the community. This work helps us to have a better understanding of the diverse needs in Haringey, and we are exploring in each case how we can liaise with and consult Council tenants and residents involved in each group. In some cases this has led to the establishment of new user groups like the Somali speaking group and the Turkish speaking group.

### **Leaseholders**

Homes for Haringey will consult with leaseholders on the scope and cost of proposed works to their block and estate. The resident participation framework has a specialist panel set up to focus on the particular needs of leaseholders

**Involvement Opportunities**

Residents' Consultative Forum	Open forum meeting six-weekly to discuss issues relating to Homes for Haringey, partly through workshop sessions.
Training Sub-Group	Steer provision of training for residents, prioritise subjects delivered and to whom, and manage training budget.
Compact Development Sub-Group	Steer development of new Compact.
TP Panel	Examine and monitor TP arrangements, including the Tenant Participation Agreement (compact) and action plan.
Residents' Repairs Panel	Provide resident input into repairs and major works issues
Procurement Sub-Group	Procurement of Decent Homes construction partners.
Asset Management Sub-Group	Drawing up and monitoring delivery of Decent Homes work.
Tenancy & Estate Management Panel	Monitor and improve estate services and tenancy management.
Estate Inspectors	Individuals who monitor estate services where they live, sending monitoring forms to Homes for Haringey.
Leaseholders' Panel	Involving leaseholders in leasehold issues
Communications Group	Monitoring and commenting on communications and publications for residents
Finance Panel	Discussing financial issues.
Elderly and Special Needs Panel	Forum for discussion of sheltered housing issues Tenant input is through Association of Tenant Representatives (Supported Housing).
Community Groups	Existing groups prepared to act as conduits for information and consultation.
Turkish and Kurdish speakers' Group	Discussing housing issues in Turkish
Somali Speakers' Group	Discussing housing issues in Somali.
French/Lingala/Portuguese Group	Discussing housing issues in these languages.
Disabled People's Group	Raising issues of concern to physically disabled people
Race Equalities Joint Consultative Committee	Raising issues of concern to Black and Ethnic minority communities
Annual tenant and leaseholder survey	Assessing satisfaction of a representative sample of residents with housing-related issues Includes two Best Value performance indicators
Annual Activist Questionnaires	Assessing satisfaction of 'engaged' residents with groups they attend.

Telephone, Face-to-Face and Postal Surveys; Focus Groups	Getting views from those who don't attend formal meetings.
Review groups (e.g. Best Value Repairs Review, review of Area Housing Forums, options appraisal, review of leasehold and tenant charters)	Reviewing areas in depth for a limited period. Membership may be drawn more widely than those already on 'central' groups, or could be focussed on recipients of a specific service
Residents' Associations	Local groups, usually estate based.
TP Parties	Bi-annual events for residents' associations: Experience sharing Consideration of resident association issues Networking
Advocates	Individuals who act as a local link with Homes for Haringey where no residents' association exists.
Advocates' events	Monthly meetings for advocates: Reviewing success of advocate arrangements and recommending improvements Experience sharing and networking
Estate inspections ('walkabouts')	Local inspection of communal areas Local issues of concern Bringing together local residents with ward Councillors (where possible), housing and technical staff
Estate Meetings	Called by Homes for Haringey to discuss issues of communal concern on estates as they arise.
Annual Tenants' & Leaseholders' conference	Showcase for housing service Giving information to residents Workshops on specific issues General debate and networking
Annual Conference for Sheltered Housing	Information and debate on issue affecting sheltered housing management and support.
Learning Log	A system to pick up ideas and action points arising from less formal involvement, such as complaints, surveys and one-off suggestions. Tracks decision making and feedback.

**First Year Delivery Plan:  
What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 2: To maximise the participation and influence of residents**

Homes for Haringey will:

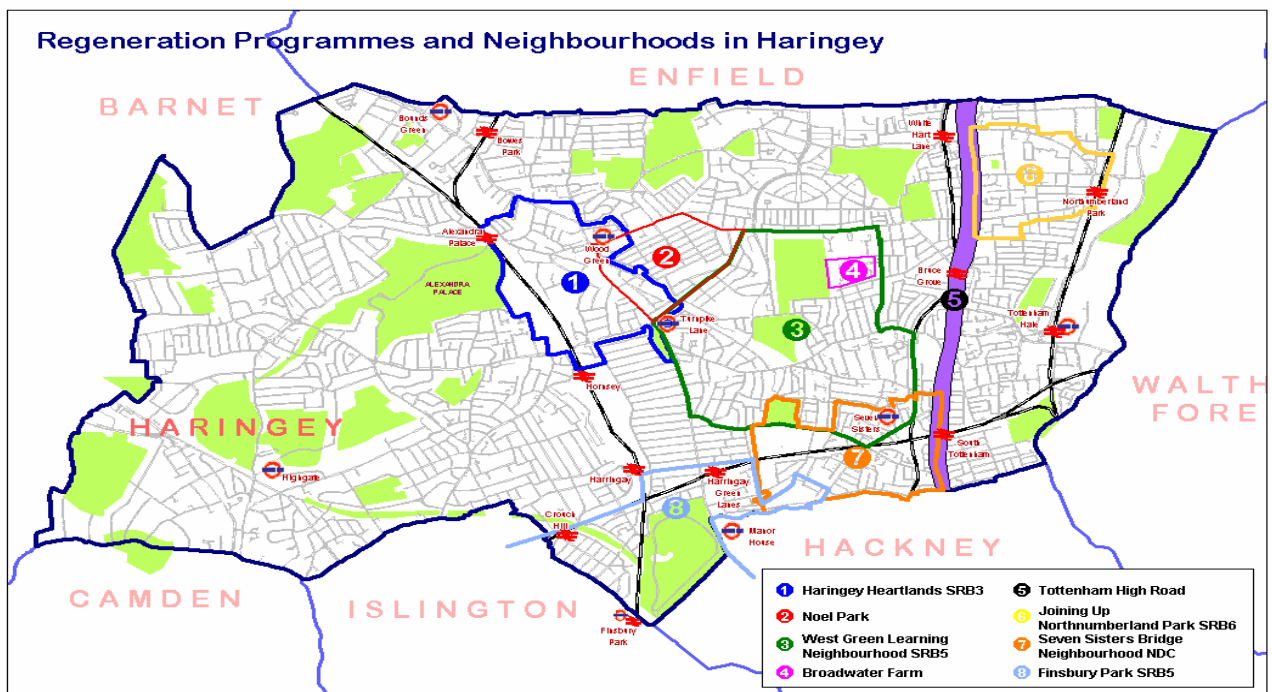
Project	Task	Delivery Officer
Improve our participation structures	<ul style="list-style-type: none"> <li>• Communicate new Homes for Haringey structures to all residents.</li> <li>• Ensure that elected members are involved in the consultation process.</li> <li>• Identify and contact less engaged groups.</li> <li>• Develop a comprehensive communication structure for the Broadwater Farm Tenant Management Organisation.</li> </ul>	Executive Director of Business Improvement
Develop a new tenants compact	<ul style="list-style-type: none"> <li>• Agree new compact with Board and residents</li> <li>• Communicate to all residents</li> <li>• Provide training and support to encourage engagement</li> <li>• Carry out annual surveys to assess satisfaction</li> <li>• Develop improvement plans on key issues</li> </ul>	Executive Director of Business Improvement
Further embed tenant participation into our staff group	<ul style="list-style-type: none"> <li>• Communicate compact to all Homes for Haringey staff</li> <li>• Provide training for staff</li> </ul>	Executive Director of Business Improvement
Develop improved structures for customer feedback & influence	<ul style="list-style-type: none"> <li>• Coordinate and standardise Homes for Haringey customer feedback processes</li> <li>• Publicise Homes for Haringey complaints procedure and use complaints to improve services</li> <li>• To enable staff to be involved in major procurement such as Decent Homes as well as and day to day repairs.</li> </ul>	Executive Director of Business Improvement

## Supporting business objective 3: To ensure that our homes are safe and decent places to live

### Introduction

Homes for Haringey is committed to working in partnership with Haringey and others to ensure that our estates are safe and decent places to live. This contributes to delivery of the Housing Strategy and includes regeneration of neighbourhoods, improving the environment and addressing community safety.

### Area Based Regeneration Initiatives



This map shows Haringey's regeneration areas. The focus is on priority neighbourhoods, such as Noel Park and key areas of deprivation, such as Tottenham High Road. Housing regeneration work is organised to support this area-based activity.

Homes for Haringey will co-operate and participate in area based regeneration and neighbourhood initiatives including the following:

#### *New Deal for Communities – The Bridge*

The Bridge New Deal for Communities in Seven Sisters, South Tottenham was launched in April 2001. It is a 10 year regeneration programme with a vision to "build a sustainable community of communities which thrives economically and socially" and where "people are proud to live and work without fear of crime." There are approximately 4,500 households in the neighbourhood with approximately half living in Council accommodation and half living in a combination of owner occupied, private rented and resident social landlord accommodation. A significant proportion

of housing across all the tenures is used as temporary accommodation for homeless households. The Bridge New Deal for Communities has funding of £50.12 million and this is attracting significant match funding.

The programme is underpinned by extensive community engagement and leadership embodied in a Partnership Board

#### *The Noel Park Initiative*

The Noel Park ward covers an area that has one cottage estate and one flatted estate of with a combine total of approximately 3,000 properties, of which 2,000 are Council owned. The Noel Park Initiative was created as a forum to drive forward the improvement of the housing stock and tackle issues around crime and the environment.

The Noel Park neighbourhood receives a Neighbourhood Renewal Fund allocation of £150,000, allocated through the Local Strategic Partnership Environment and Community Safety Theme Boards. The Neighbourhood is run through the Noel Park Initiative. This is a group of local stakeholders and residents, which includes Council tenants and leaseholders, owner-occupiers, the Police, local businesses, faith groups and partners from the Primary Care Trust.

#### *Broadwater Farm Neighbourhood*

Broadwater Farm is an estate of 1,098 dwellings, of which 1,063 are Council owned. There is a Neighbourhood Office that jointly delivers Housing and Neighbourhood Services. Broadwater Farm Neighbourhood has developed a network of services and initiatives, in close co-operation with the community on the estate. This network provides intensive and holistic services, often to the vulnerable or to those who have high needs. The community on Broadwater Farm is increasingly diverse with many young households. For these reasons the planned nursery facilities will be a very important service for the area. Many residents do not speak English when they move onto the estate. Therefore, English language classes are an important part of the capacity building and social inclusion initiatives on the estate.

#### *Broadwater Farm and Tenant Management*

The council is currently negotiating the creation of a Tenant Management Organisation to take responsibility for the management of its estate at Broadwater Farm. The creation of this Tenant Management Organisation will see a change of management arrangements for 1061 properties 969 tenanted and 92 leasehold. The organisation is expected to go live in 2006, subject to a successful ballot on the estate.

Homes for Haringey will carry out a monitoring and support role for the Tenant Management Organisation.

### **Safer and Stronger communities**

Community safety is a high priority for Haringey's residents and for Haringey Council. Most residents consider that low levels of crime make somewhere a good place to live. Working within the Haringey Community Safety Partnership, the Council has developed working relationships at a service delivery level with the police, health and the voluntary sector and has been successful in reducing recorded

crime. Considerable improvements have been made against many crime targets, especially motor vehicle crime and street crime. The total recorded crime for 2003/04 reduced by 5.7% compared to 2002/03. Homes for Haringey will work with the Safer Communities Partnership to continue to deliver improvements.

### **Anti-social behaviour**

A key element of the safer communities' strategy is Haringey Council's anti-social behaviour strategy, which is supported by an anti-social behaviour partnership board. A dedicated, cross-tenure anti-social behaviour team has been created that offers a comprehensive service to households facing nuisance, racial harassment, anti-social behaviour and other hate crimes. The anti-social behaviour partnership board has identified four priorities for action in the anti-social behaviour strategy:

- Safeguarding the environment, focusing on enforcement
- Tackling anti-social behaviour across the range of housing tenures
- Reducing the opportunity for anti-social behaviour, focusing on youth
- Supporting communities and local neighbourhoods

After a major review of functions, the Council has decided that it wishes to pursue an integrated strategy on anti-social behaviour, which is focused across tenures and on public areas not associated with any tenure. It has therefore decided to retain the Anti-social Behaviour Action Team within the Council structure. A detailed service statement has been prepared between Anti-social Behaviour Action Team and Homes for Haringey to define their respective roles and responsibilities and to set out the procedures that will be used to ensure that there is a seamless service for Council tenants. Homes for Haringey will monitor the work of the Anti-social Behaviour Action Team and the service statement will be subject to a value for money review within the first year of Homes for Haringey.

### **Neighbourhood Renewal Fund**

Homes for Haringey will continue to work with Haringey Council and the Haringey Strategic Partnership on a range of initiatives funded through Neighbourhood Renewal Fund. This will include for example Better Haringey and the Neighbourhood Wardens. Homes for Haringey will provide the Neighbourhood Warden Services with rent-free premises from which to operate.



<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Supporting business objective 3: To ensure that our homes are safe and decent places to live</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
To improve actions taken to enforce conditions of tenancy or lease.	<ul style="list-style-type: none"> <li>• Review the arrangements with Environmental Services in responding to noise nuisance; problem pets and pest infestations</li> <li>• Introduce demoted tenancies</li> <li>• Work with the enforcement team to identify and prosecute fly tippers</li> </ul>	Executive Director of Housing Management
Make our estates cleaner greener and safer.	<ul style="list-style-type: none"> <li>• Ensure effective working with the Anti Social Behaviour Action Team</li> <li>• Develop a programme of improvements through the Better Haringey estates programme</li> <li>• Agree a long term for strategy for waste management on estates to include an increased emphasis on recycling and enforcement</li> <li>• Develop design initiatives that address safety and crime</li> <li>• To ensure all staff are regularly briefed on child protection issues especially frontline staff and operatives.</li> </ul>	Executive Director of Housing Management
Provide an excellent level of support for vulnerable clients	<ul style="list-style-type: none"> <li>• Review performance of supporting people service providers</li> <li>• Improve information on vulnerable tenants</li> <li>• Introduce a programme of regular contact with these tenants</li> </ul>	Executive Director of Housing Management

<p>Develop a youth engagement strategy</p>	<ul style="list-style-type: none"> <li>• Develop partnership based youth outreach programme.</li> <li>• Utilise the Decent Homes consultation partners to contribute to youth engagement around consultation, employment &amp; training</li> <li>• Develop a youth Focus Group</li> </ul>	<p>Executive Director of Business Improvement</p>
<p>Identify and deliver design initiatives which will reduce crime and improve safety</p>	<ul style="list-style-type: none"> <li>• Adopt “Ensure by Design” standards for all our improvement programmes.</li> <li>• Develop a protocol with the Police Crime Prevention Service for assessment of all projects.</li> <li>• Improve use of housing Management knowledge in developing programmes.</li> </ul>	<p>Executive Director of Building Services</p>

## **Supporting business objective 4: To become an excellent and well-led organisation that values its staff**

### **Introduction**

Homes for Haringey recognises that its people are its most important asset. It is committed to leading and developing its workforce to deliver its business objectives and key priorities.

### **Leadership**

Strategic direction at an executive level will be shaped by our Senior Management Team senior management team comprising the Chief Executive officer and four Directors – Housing Management, Building Services, Finance, and Business Improvement. The structure has been designed to focus on the delivery of the key Business Objectives. The structure of the senior management team is shown in Appendix D together with main responsibilities. A development programme is in place to support this team in leading the new organisation

### **Structures and Resources**

The structure below the four Directors has also been significantly revised to meet the needs of Homes for Haringey. The 700 staff will transferring into Homes for Haringey will be organised under the four Directors into the following divisions:

- Housing Management
- Building Services
- Finance and Information Technology
- Business Improvement

The structure will be kept under review so that it can respond to changing priorities.

### **Staffing policies and procedures**

Homes for Haringey will adopt most of the people management policies and procedures of the Council although these will be subject to revision by the board.

### **Staff development**

Homes for Haringey will ensure staff acquire the skills, experience and knowledge to provide a high quality and achieving housing service. It will ensure that all new staff have appropriate induction and appraisal. Based on this a Learning and Development programme will be provided aimed at meeting the needs of all staff in the organisation. This will be finalised in the period leading up to Homes for Haringey going live and in the first year will continue to be organised by the Organisational Development and Learning within Haringey Council.

### **Staff consultation and communication**

Homes for Haringey will build on the extensive staff consultation framework put in place during the period leading up to the establishment of Homes for Haringey. The aim will be to nurture staff commitment to the organisation and to enable staff to have a voice in how services are developed. Apart from continuing traditional means of consultation via staff meetings, newsletters, team briefings etc. we will continue with our 'champions' meetings and listening lunches. We will continue to participate in the Council's annual staff survey to assess staff satisfaction and people management.

### **People Plan**

Homes for Haringey will adopt a People Plan based on the plan developed by Housing Services. It will aim:

- To meet the strategic objectives of the housing service including the need to improve the housing services to at least a two star standard
- To establish the improvement framework that will ensure the right people with the right skills are in the right jobs at the right time; to deliver highly performing, efficient & effective services to our communities, without compromising their work/life balance.

Five objectives had been developed to support these aims:

- *Sustainable Workforce*: Ensure sustainability of the workforce through targeted recruitment & retention programmes.
- *Shared vision values*: Ensure that staff know & understand objectives of the organisation, of the service and the part they play
- *Skills & Knowledge*: Continually develop people's professional and non-professional skills & knowledge and provide support through periods of change.
- *Management*: Increase the capacity of managers at all levels to deliver quality services through use of performance management.
- *Structures*: Ensure the staff structures that are in place reflecting the needs of our business.

This People Plan is being adapted to form the first People Plan for Homes for Haringey.

<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Supporting business objective 4: To become an excellent and well-led organisation that values its staff</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Review and implement Homes for Haringey’s human resources policy framework	<ul style="list-style-type: none"> <li>• Review key policies</li> <li>• Train managers in policies and procedures</li> <li>• Ensure delivery of Health and Safety policies</li> <li>• Develop trade union recognition and consultation</li> </ul>	Executive Director of Business Improvement
Retain Investors in People accreditation	<ul style="list-style-type: none"> <li>• Carry out staff survey and act on issues</li> <li>• Induction for all new Homes for Haringey staff</li> <li>• Develop a Learning and Development Plan</li> <li>• New staff reward and recognition scheme</li> <li>• Continue with successful apprenticeship programme</li> </ul>	Executive Director of Business Improvement
Establish a performance management culture in Homes for Haringey	<ul style="list-style-type: none"> <li>• Agree approach to performance management with the Board</li> <li>• Develop a robust business planning to achieve Delivery Plan and Comprehensive Performance Assessment targets</li> <li>• Appraise all Homes for Haringey staff and Board</li> <li>• Improve sickness absence management</li> <li>• Provide training for Board and managers on performance management</li> </ul>	Executive Director of Business Improvement
Develop and implement Homes for Haringey’s internal communications strategy	<ul style="list-style-type: none"> <li>• Develop a staff information and feedback programme across Homes for Haringey.</li> <li>• Survey staff annually on the effectiveness of internal communications and incorporate their feedback in improving</li> </ul>	Executive Director of Business Improvement

	<p>internal communications.</p> <ul style="list-style-type: none"><li>• Identify and implement best practice in internal communications for Arms Length Management Organisations by working with the communications teams of other Arms Length Management Organisations.</li></ul>	
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## **Supporting business objective 5: To create a service based on equality of opportunity for all which recognises the diversity of the community it serves**

### **Introduction**

Some 220,000 people live in Haringey: women and men, disabled and non disabled, ethnic minorities and supposed majorities, old and young, heterosexual, lesbian and gay, faith and non-faith communities. These communities and their experiences overlap. People's sense of themselves is evolving. This is particularly so for ethnic minority people, many of whom were born in Haringey. Some other parts of Britain share this diversity. However, what makes Haringey so different is both the size and the range of its diversity:

- Approximately 51% of the population are white British.
- Nearly 49% of Haringey's population are from black and ethnic minority communities including Black African, Black African-Caribbean, Chinese, Greek-Cypriot, Turkish-Cypriot, Indian, Pakistani, Bangladeshi, Irish, Jewish and Kurdish communities. This population is changing and some communities are increasing.
- Approximately 10 % of local people are refugees and asylum seekers.
- More than 50% of the local population are women.
- More than 10% of the local population are estimated to have a disability.
- A total of 25% of the local population are aged 50 plus.
- National Research suggests between 5 -10% of the population are lesbian or gay.

Diversity gives rise to very different needs. The Council's provision of 'appropriate services' is a best value challenge permeating all that it does. The Council must ensure that local needs are met and focuses attention on people in greatest need.

### **Equalities Policy Statement and Goals**

Throughout its work, Homes for Haringey is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone. Responsibility for equality and diversity will not be delegated: it will sit with the Board as a whole as well as being a central feature of the work of every Committee.

The aim is to ensure equal access to services by all citizens on the basis of need and to provide services in a manner that is sensitive to the individual whatever their background. Homes for Haringey will represent the needs of Haringey Council's diverse communities to other agencies and will make equal opportunities a key guiding principle in all of its work with its partners. Homes for Haringey will ensure that its own workforce reflects the community it serves and will take positive action to realise its equality of opportunity policy.

In line with the Councils policy, Homes for Haringey is committed to eliminating discrimination on the grounds of:

- age

- disability
- colour, ethnic origin, nationality, national origin or race
- gender
- HIV status
- marital status
- religious belief
- responsibility for dependants
- sexuality, or
- unrelated criminal conviction.

Homes for Haringey will expect every employee to uphold and implement this policy. It is the responsibility of each individual manager, at all levels, to plan and provide their services to realise this policy. The overall goal is to create:

*' A Council which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve'.*

The aims of Homes for Haringey in respect of equal opportunities are threefold: -

- To promote and demonstrate fairness and equality of opportunity in the provision of services.
- To promote and demonstrate fairness and equality of opportunity in the employment of staff.
- Achieve measurable progress against agreed targets in mainstreaming equal opportunities throughout the organisation and all its operations.

We will continue to have an Equalities Forum which will meet every two months to consider major areas of work or policy that may have equality implications. The forum will be chaired the Director of Housing Management with key staff from all four business units.

Over the last year our work programme has included:

- Developing and rolling out an equalities training programme for all staff across Housing.
- Working with and learning from other boroughs in the development of our housing strategy and service improvement plan
- Disseminating advice on implementing Council wide Equality initiatives, particularly the Equality Standard for Local Government (we are going for levels 3 + 4 by March 2007) and the Race Equality Scheme
- Monitoring key equalities performance indicators (satisfaction with services; allocations and lettings)
- Reviewed the impact of key areas of policy
- Established a disabled tenants working group

Over the next year the emphasis will be much more on measuring outcomes and carrying our further impact assessments. Homes for Haringey will continue to carry out an Equalities Impact Assessment on all major projects or changes.

Homes for Haringey has adopted the Council's Equalities Policy.



**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07**

**Supporting business objective 5: To create a service based on equality of opportunity for all, which recognises the diversity of the community, it serves**

Homes for Haringey will:

Project	Task	Delivery Officer
Contribute to the Council’s Housing Diversity Strategy	<ul style="list-style-type: none"> <li>• Engage with the Council and HSP in developing a strategy</li> <li>• Integrate action into business improvement plan</li> <li>• Ensure compliance with DDA requirements</li> </ul>	Executive Director of Business Improvement
Develop and implement a Homes for Haringey Equality and Diversity Policy	<ul style="list-style-type: none"> <li>• Develop action plan to be an equal opportunities employer</li> <li>• Address Levels 3 and 4 of the equality standard in business planning</li> <li>• Address equality and diversity issues in all procurement</li> <li>• Continue training programme for staff and Board</li> </ul>	Executive Director of Business Improvement
Know the needs of our diverse customers and monitor effectiveness in meeting these needs	<ul style="list-style-type: none"> <li>• Develop customer database and needs assessment</li> <li>• Develop appropriate monitoring systems and measures</li> <li>• Develop equality performance measures</li> </ul>	Executive Director of Business Improvement

## **Supporting business objective 6: To manage in the most efficient and effective manner revenue and capital resources**

### **The Financial Strategy**

Achieving Homes for Haringey's objectives will be undertaken in a very difficult financial context which is set out in Appendix D – The HRA Medium Term Financial Strategy and Protocols. Homes for Haringey's financial strategy have the overall goal of managing its finances as effectively as possible. The objectives within this overall goal are:

- To ensure the proper management of Homes for Haringey's financial affairs; and
- To ensure the proper management of the Council's financial affairs where financial management has been delegated to Homes for Haringey.

This will demand robust financial planning, budgetary control, monitoring and reporting processes to support the Board to deliver organisation objectives. The required arrangements are also contained within Appendix D.

A key aim of Homes for Haringey will be to continuously improve the efficiency of the organisation and to minimise management costs. Annual financial performance targets will be agreed with the Council to achieve this aim.

The Housing Management and Building Services Business Units have been established as separate divisions with their own management teams for several years and receive regular financial monitoring information. Establishing the financial structures for Homes for Haringey has been undertaken with the knowledge that accountability and financial control are already accepted principles for managers within the organisation. Business Unit Managers are experienced in managing their Unit's budgets and for being accountable for the expenditure in their area.

### **Financial Management**

Homes for Haringey and the Council have agreed the following financial procedures that will ensure sound financial management:

- The Council's established financial systems will be utilised by Homes for Haringey. Separate ledgers have been created based upon the current corporate systems to enable independent financial management to be carried out together with the production of statutory accounts.
- Homes for Haringey has agreed a staffing structure with the Council that provides adequate financial and accountancy skills to effectively manage the business in a professional manner.
- Homes for Haringey will fully co-operate with the Council to enable appropriate financial controls through audit and analysis of financial performance indicators.

- Homes for Haringey will provide financial monitoring information to the Council each month and quarter to enable information to be included in the Council's financial management arrangements.
- Homes for Haringey's management will receive monthly financial performance management information, which will be made available to Council Officers.
- The Homes for Haringey Board will receive monthly financial reports.
- The Homes for Haringey Board has established a Finance and Audit Committee which will receive in-depth reports on the financial state of the business and will take responsibility for the financial forward planning.
- Homes for Haringey will ensure that all managers are fully aware of their responsibilities and are supported through the provision of financial training as required.
- Homes for Haringey have adopted detailed financial regulations covering all aspects of the financial governance of the organisation. These will be reviewed annually.

Homes for Haringey will be funded through a Management Fee agreed with the Council as part of the financial planning process. Within this control total, Homes for Haringey will be responsible for its own financial management. The indicative Management Fee allocations from 2006/07 through to 2010/11 are shown in Appendix D.

Homes for Haringey will manage budgets for its own operational services and any managed services budgets. The operational budget will be the basis for the internal management of Homes for Haringey (e.g. salaries, office accommodation etc.). Any managed services budget agreed with the Council will relate to the direct cost of service delivery (e.g. the Decent Homes capital programme).

Detailed agreements in respect of the financial management of Homes for Haringey are contained within the Accounting Protocol.

<p><b>First Year Delivery Plan:</b>  <b>What Homes for Haringey will deliver during 2006/07</b></p> <p><b>Supporting business objective 6: To manage revenue and capital resources to meet Homes for Haringey’s aims in the most efficient and effective manner</b></p> <p>Homes for Haringey will:</p>		
<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Work with the Council to develop medium and long-term financial plans	<ul style="list-style-type: none"> <li>• Develop plans which maximise the benefit to the customers of Homes for Haringey.</li> </ul>	Executive Director of Finance
Ensure effective financial monitoring and accounting procedures	<ul style="list-style-type: none"> <li>• Provide Homes for Haringey Board and the Council with accurate and timely monthly accounts</li> <li>• Extend and embed devolved budget management in Homes for Haringey</li> <li>• Train all Homes for Haringey budget holders</li> <li>• Produce Limited Company accounts for Homes for Haringey and input into Council accounts</li> <li>• Provide financial information to the Homes for Haringey Board to ensure that the financial implications of decisions are understood</li> </ul>	Executive Director of Finance
Provide accurate and timely financial services in the Homes for Haringey business	<ul style="list-style-type: none"> <li>• Monitoring of capital investment programmes and projects</li> <li>• Support on payroll, purchase orders and payments</li> <li>• Financial advice on Service Level Agreements</li> <li>• Support the embedding of Value for Money into the provision of services by Homes for Haringey</li> </ul>	Executive Director of Finance
Ensure that Homes for Haringey has a comprehensive risk management strategy in place	<ul style="list-style-type: none"> <li>• Support the Homes for Haringey Board in identifying the risks relevant to the business and designing systems to minimise their impact</li> </ul>	Executive Director of Finance

Develop an Information Technology strategy for Homes for Haringey	<ul style="list-style-type: none"><li>• Develop a strategy for the business with the Homes for Haringey Board in order to maximise the use of available resources</li></ul>	Executive Director of Finance
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## **Supporting business objective 7: To be a model of good practice in governing the affairs of Homes for Haringey**

### **Introduction**

Homes for Haringey is a company, limited by guarantee, which is wholly owned by Haringey Council. Governance arrangements are set out in the Memorandum and Articles of Association. The relationship between the Council and Homes for Haringey is governed by the Management Agreement.

The Company will assume responsibility for managing the Council's housing stock on 1 April 2006 for a period of five years.

### **The Board of Homes for Haringey**

The Board is the main decision making body with responsibility for the strategic direction of the organisation. The Board will be accountable for the performance of the Company across its full range of responsibilities and activities and will consult with residents on key issues.

The Board will be responsible for ensuring it meets its key goals including improving services to at least a two star rating so that additional investment funding can be secured and then delivering the Decent Homes investment programme.

The Shadow Board consists of seventeen directors - five Council nominees, seven tenant board members (one of whom is a leaseholder) and five independents. At the first Annual General Meeting the board will consist of sixteen directors with places for 6 resident members. These will be filled following independent elections.

### **Board Table**

<b>Current Board Composition</b>	<b>Board Composition after 1<sup>st</sup> AGM</b>	<b>Period of Office</b>	
7 Resident Members	6 Resident Members	At the first annual general meeting of the Organisation all the Resident Board Members shall retire from office. At the third annual general meeting of the Organisation two Resident Board Members shall retire from office. At every subsequent annual general meeting two Resident Board Members shall retire from office by rotation.	
5 Independent Members	5 Independent Members	At the second annual general meeting of the Organisation one of the Independent Board Members shall retire from office. At each of the next two subsequent annual general meetings two Independent Board Members, shall retire from office.	

5 Council Members	5 Council Members	Subject to Article 13 the Council Member shall from time to time appoint five persons as Council Board Members and shall have the power to remove from office any such Board Member.	
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The Shadow Board has been meeting since October 2005 and has had a major role in shaping the new organisation and establishing its identity, structure and culture.

The Board will ensure its membership is regularly reviewed and refreshed so that it reflects the diversity of the population it serves and that an appropriate mix of skills and experience is maintained.

The Board will establish a number of Committees which will help it to monitor specialist areas of its business. These are

- Service Delivery Committee
- Finance and Audit Committee, and
- Human Resources and Remuneration Committee.

This structure will focus detailed attention on the critical area of service delivery and the organisation's key resources of people and money. Delegation will help the Board to focus on the key strategic decisions. The Board will also take overall responsibility for equality and diversity issues.

Two working parties have also been established for the first year to focus on two major projects, the procurement of partners to deliver the decent homes programme and the market testing of the direct labour organisation.

### **Company Secretary**

Detailed arrangements for the governance of the company and conformance with companies legislation will be the responsibility of the Director of Business Improvement, who will be the Company Secretary.

### **Consultation Arrangements**

The Haringey Strategic Partnership will remain the central body for consultation on borough-wide matters, working with the Homes for Haringey Board on landlord issues and the Council on strategic issues.

### **An Arms Length organisation**

While fully supporting the Council in achieving its aims and objectives, the structure and organisation of Homes for Haringey, as outlined in this Delivery Plan, ensures a clear separation of responsibilities. Homes for Haringey will operate with a separate identity, delivering this Delivery Plan, aims and objectives through operational policies and arrangements, as agreed by the Board.

The parties to the management agreement and this Delivery Plan believe that the arrangements agreed will ensure a genuinely arms length relationship.

### **Board Development**

A training schedule has been drawn up for the Shadow Board and will be implemented in full in 2006. The objective of the training schedule is to help build the capacity of the Shadow board in preparation for Homes fro Haringey going live in April 2006. This will ensure that the Board is able to exercise its duties effectively.

A skills audit was carried out for Shadow Board members and one to ones were held with officers to establish training needs and individual development.

Additional training has been provided to resident members of the Shadow board on Governance and Housing Finance. The shadow board as a group has received initial training on the management agreement, the delivery plan, Decent Homes work, the procurement process, board committee structures and housing finance. The Independent Tenant Advisor and officers are supporting Board members outside Board meetings to ensure all the Board are fully up to speed. Visits to other Arms Length Management Organisations Boards and National Federation of Arms Length Management Organisation conferences are currently being arranged. The board will also be supported by legal and financial advisors, the Independent Tenant advisor and corporate senior officers within the council.

Training will cover all aspects of managing the company and will be ongoing after the company becomes operational so that the Board is equipped to deal with changing priorities.



**First Year Delivery Plan:**  
**What Homes for Haringey will deliver during 2006/07.**

**Supporting business objective 7: To be a model of good practice in governing Homes for Haringey 's affairs**

Homes for Haringey will:

<b>Project</b>	<b>Task</b>	<b>Delivery Officer</b>
Develop the Homes for Haringey Board to meet all criteria for good governance	<ul style="list-style-type: none"> <li>• Establish and develop board committees</li> <li>• Fully develop the election process</li> <li>• Carry out regular reviews of governance arrangements</li> </ul>	Executive Director of Business Improvement
Ensure all Board members receive full training and instructions on their role.	<ul style="list-style-type: none"> <li>• Assess training needs of Board members</li> <li>• Develop Board training programme on all aspects of Homes for Haringey responsibilities</li> <li>• Assess effectiveness of training</li> </ul>	Executive Director of Business Improvement
Ensure the Homes for Haringey meets its regulatory and statutory obligations as a company limited by guarantee.	<ul style="list-style-type: none"> <li>• Comply with annual reporting obligations</li> <li>• Ensure organisational changes are reported to companies house</li> <li>• Follow proper procedures as determined in the constitution</li> </ul>	Executive Director of Business Improvement and Company Secretary
Ensure that Homes for Haringey supports the national and regional development of the Arms Length Management Organisation movement	<ul style="list-style-type: none"> <li>• Participate in Arms Length Management regional group</li> <li>• Participate in Government reviews and evaluations</li> <li>• Lead on the London and South East Arms Length Management customer services initiative</li> </ul>	Executive Director of Business Improvement and Company Secretary



**Appendix A: Performance Indicators (Best Value and Local)**

Ref	Description	03/04 actual	04/05 actual	05/06 target	06/07 target	07/08 target	08/09 target
<b>Rents</b>							
BV66a	Proportion of local authority rent collected	97.05 %	97.59%	97.8%	98%	98%	98%
BV66b	% Tenants owing over 7 weeks rent		10%	7.5%	10%	7.5	7.5
BV66c	% Tenants in arrears with Notices of Seeking Possession		22.70%	15%	12%	10%	10%
BV66d	% Tenants evicted for rent arrears		0.88%	1%	1%	1%	1%

**Repairs**

BV63	Average SAP rating of local authority dwellings	57	58.37	61 64 LPSA	69	75	77
BV184a	The proportion of LA homes which are non-decent	58%	53.57%	49.90%	42	33	23
BV184b	The percentage change in proportion of non-decent LA homes	-4.7%	+9.6%	+18%	+22	+27	+30
BV72	% specified urgent repairs completed in Government time limits	96.03 %	97.01%	97%	97%	97%	98%
BV73	Average time taken to complete non-urgent repairs	12.18	20.63 <sup>1</sup>	11 <sup>2</sup>	14	13	12
BV185	The % of responsive repair jobs for which an appointment was made and kept	98.5%	99.01%	99%	99%	99%	99%

<sup>1</sup> This is a change from the original figure of 10.99 as already reported to the Audit Commission.

<sup>2</sup> As per the note above, this target has become redundant.

**Voids**

Local PI	Average re-let time for local authority dwellings managed by Homes for Haringey (voids available for letting)	34.33	29.59	25	27	25	25
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**General**

BV74a	% of Council tenants satisfied with service provided by their landlord (overall)	64%	67%	68%	75%	77%	79%
BV74b	% of Council tenants satisfied with service provided by their landlord (BME tenants)	63%	64%	66%	73%	75%	77%
BV74c	% of Council tenants satisfied with service provided by their landlord (non-BME tenants)	65%	68%	68%	75%	78%	80%
BV75a	% of Council tenants satisfied with opportunities for participation in management and decision making (overall)	57%	60%	61%	70%	72%	74%
BV75b	% of Council tenants satisfied with opportunities for participation in management and decision making (BME tenants)	60%	51%	55%	68%	71%	73%
BV75c	% of Council tenants satisfied	55%	66%	66%	72%	74%	76%

	with opportunities for participation in management and decision making (non-BME tenants)						
Local PI	Phone Answering within target time		66.84%	85%	70%	73%	75%
Local PI	Phone calls answered				90%	90%	90%
Local PI	Complaints Stage 1	90%	79%	80%	80%	82%	85%
Local PI	Complaints Stage 2 (Housing management)	55.26%	96%	80%	80%	82%	85%
Local PI	Members' Enquiries	98%	83%	80%	90%	90%	90%

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**Finance**

Local PI	%age Invoices Paid within 30 days	85.14%	90.42%	90%	90%	96%	96%
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**Appendix B: Borough Wide Investment Programme by Area****A. Key highlights of investment programme**

	2010 BASE COST £m	Number of dwellings needing internal renewals	Number of blocks needing external renewals
(a) Borough Wide (Basic Programme: Decent Homes elements)			
1 Heating and hot water	24.92	10,809	0
2 Electrical work	28.00	11,623	0
3 Roofs and fascias	13.46	3,340	756
4 Kitchen	54.94	10,977	0
5 Sanitary ware	24.47	11,348	0
6 Walls	6.79	1,720	364
7 Windows	60.89	3,406	782
8 Ext Ent Doors Ext Com Doors & Com	13.12	10,510	0
9 Doors	1.54	0	442
10 Other/Misc elements	10.01	n/a	n/a
Total	£238.137m		
Sum of contingencies and provisional sums - <i>note:</i> <i>not inc in area</i> <i>breakdown</i>			
	34.38		
Total Homes for Haringey standard			
	£272.513m		
(b) Broadwater Farm			
1 Heating and hot water	0.09	57	0
2 Electrical work	1.16	445	0
3 Roofs and fascias	0.07	24	7
4 Kitchen	3.00	590	0
5 Sanitary ware	1.75	767	0
6 Walls	0.11	24	1

7	Windows	0.00	0	0
8	Ext Ent Doors	0.28	356	0
	Ext Com Doors & Com			
9	Doors	0.00	0	0
10	Other/Misc elements	0.34	n/a	n/a
		6.80		

## (c) Wood Green

1	Heating and hot water	6.58	2,771	0
2	Electrical work	7.87	728	0
3	Roofs and fascias	3.95	1,271	220
4	Kitchen	13.82	2,612	0
5	Sanitary ware	6.72	2,975	0
6	Walls	2.07	590	89
7	Windows	22.28	1,664	0
8	Ext Ent Doors	3.80	2,782	0
	Ext Com Doors & Com			
9	Doors	0.51	0	120
10	Other/Misc elements	2.65	n/a	n/a
		70.26		

## (d) Hornsey

1	Heating and hot water	5.03	1,943	0
2	Electrical work	4.68	1,791	0
3	Roofs and fascias	2.27	494	203
4	Kitchen	9.56	1,784	0
5	Sanitary ware	3.93	1,662	0
6	Walls	1.10	310	120
7	Windows	13.61	497	262
8	Ext Ent Doors	2.05	1,615	0
	Ext Com Doors & Com			
9	Doors	0.25	0	96
10	Other/Misc elements	1.69	n/a	n/a
		44.19		

## (e) South Tottenham

1	Heating and hot water	6.39	2,584	0
2	Electrical work	6.23	2,655	0
3	Roofs and fascias	3.07	662	151
4	Kitchen	12.67	2,539	0
5	Sanitary ware	5.44	2,620	0
6	Walls	1.74	432	62

7	Windows	11.60	611	142
8	Ext Ent Doors	3.30	2,429	0
	Ext Com Doors & Com			
9	Doors	0.15	0	87
10	Other/Misc elements	2.10	n/a	n/a
		52.69		

## (f) North Tottenham

1	Heating and hot water	4.18	2,096	0
2	Electrical work	6.12	2,568	0
3	Roofs and fascias	3.45	762	135
4	Kitchen	12.30	2,447	0
5	Sanitary ware	5.14	2,386	0
6	Walls	1.35	279	69
7	Windows	11.56	761	97
8	Ext Ent Doors	2.63	2,223	0
	Ext Com Doors & Com			
9	Doors	0.48	0	107
10	Other/Misc elements	2.48		
	Total	49.69		

## (g) Special Needs

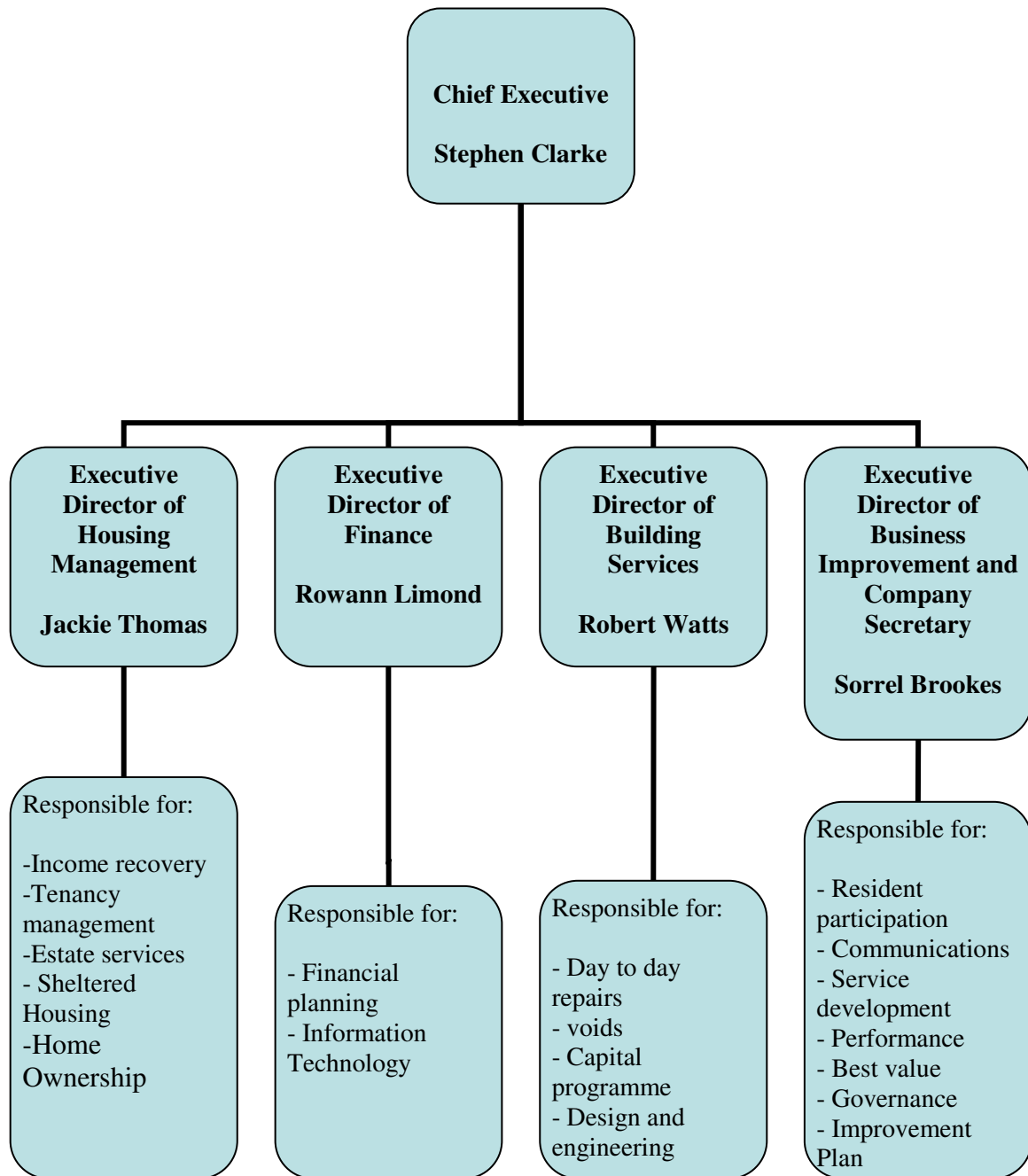
1	Heating and hot water	2.63	1,235	0
2	Electrical work	1.94	1,056	0
3	Roofs and fascias	0.63	125	40
4	Kitchen	3.58	998	0
5	Sanitary ware	1.48	930	0
6	Walls	0.43	83	23
7	Windows	1.80	101	37
8	Ext Ent Doors	1.06	1,099	0
	Ext Com Doors & Com			
9	Doors	0.15	0	32
10	Other/Misc elements	0.74	n/a	n/a
		14.44		



**B. Capital schemes for which capital approval applications have been submitted 2006/07**

	<b>Contractual Commitments into 2006/07 £</b>	<b>Proposed New Starts £</b>	<b>Total £</b>
Capitalised Repairs and Extensive Void Works		4,963,000	4,963,000
Boiler Replacement		1,750,000	1,750,000
Departmental Overheads		1,457,000	1,457,000
Procurement and Client-side Structure set-up costs		500,000	500,000
Stock Condition Holding Measures		250,000	250,000
Unavoidable Structural works	175,152	407,787	582,939
Energy Conservation		300,000	300,000
Lift Renewal	21,130	428,870	450,000
Water Pressure	1,863	498,137	500,000
Better Haringey Estate Improvements/Environmental Works	230,000	770,000	1,000,000
Individual Heating	8,290		8,290
District Heating	5,362		5,362
Internal Modernisation	95,928		95,928
Rewiring	30,481		30,481
External Decorations		1,500,000	1,500,000
Planned Maintenance/Decent Homes	2,268,348	3,432,376	5,700,724
<b>Total</b>	<b>2,836,554</b>	<b>16,257,170</b>	<b>19,093,724</b>
<b>Over-programming</b>		<b>1,500,000</b>	<b>1,500,000</b>
<b>Sub total</b>		<b>17,757,170</b>	<b>20,593,724</b>
<b>Adaptations - subject to bid for Corporate funds</b>		<b>1,450,000</b>	<b>1,450,000</b>
<b>Grand total</b>		<b>19,207,170</b>	<b>22,043,724</b>

**Appendix C: Senior Management Team Structure**



## **Appendix D: The Housing Revenue Account Medium Term Financial Strategy and Protocols**

### **The Financial Context and Medium Term Financial Strategy**

As part of the work undertaken in respect of whether to establish an Arms Length Management Organisation, Haringey Council employed Housing Quality Network to financially appraise the options then being considered by the Council. This analysis included a 'baseline' revenue forecast up to 2011/12 to test what would happen to the Council's Housing Revenue Account under the existing housing finance regimes. This is an essential planning exercise, as local authorities are required by Government to keep their Housing Revenue Account in balance (or in surplus). The forecast showed that Haringey's Housing Revenue Account would steadily fall into deficit and this would have been in the order of £5m-£6m by 2011/12 (at 2004/05 prices). This was despite an assumed real increase in income from rents at a result of Government required rent restructuring.

The main causes of this potential deficit would be:-

- The loss of housing stock in management resulting from right-to-buy sales; and
- Reducing real levels of housing subsidy as a result of the way Government distributes the available money.

A sensitivity analysis was undertaken to see what might happen if more optimistic or pessimistic assumptions were built into the forecast. Even on a set of optimistic assumptions the Housing Revenue Account was forecast to go into deficit.

The establishment of Homes for Haringey does not in itself solve this problem. In the shorter term there are likely to be additional set up costs and on-going revenue costs. It is essential therefore that during the lead-in to Homes for Haringey going live, the Council agrees a viable Medium-Term Financial Strategy for revenue, maintaining minimum HRA balances as determined by the Director of Finance.

There is also a significant change in capital funding for 2006/07 and future years, resulting in a lower level of resources being made available and for restricted usage (i.e. Decent Homes only). This change adds to the challenge to be met by Homes for Haringey working in partnership with the Council.

The Council, informed by collaborative work undertaken by Housing Management and Corporate Finance staff, has agreed a Medium Term Financial Strategy for the Housing Revenue Account covering the years 2006/07 to 2010/11. The Medium Term Financial Strategy includes both growth in demand for resources from internal and external pressures, and targets for the efficiency gains that will be required to release resources for growth.

The whole Housing Revenue Account Housing Revenue Account will be divided between three headings: the Management Fee, Managed Budgets, and those budget heads for which the Council retains direct responsibility. Although the Council will

keep the statutory duty to administer the Housing Revenue Account, Homes for Haringey will be responsible for making sure that expenditure and income are managed properly, and for reporting to the Council on the Housing Revenue Account as a whole.

Costs to be covered by the Management Fee (£50m per year) include:

- Responsive Repairs
- Tenancy Management
- Leasehold Management
- Rent Collection
- Estate Services
- Concierges
- Grounds Maintenance
- Waste Management

Homes for Haringey will also manage some budgets for the Council. These will still be the Council's money, but Homes for Haringey will arrange for it to be paid out and/or collected, and will seek to maximise income and value for money. Managed Budgets (£95m per year) will include:

- Rent Income
- Leaseholders' Service Charges
- Garage & Shop Rents
- Housing Subsidy
- Sheltered Housing
- Water Rates

The Council will also keep some budgets under its own control, largely for pre-determined amounts. These Retained Budgets (£45m per year) will include:

- Property Leases
- Interest on & Repayment of Loans

The following table sets out a summary of the Medium Term Financial Strategy, and indicates the allocation of budgets between each of the headings.

Management Fee	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>
Rental Income	-	-	-	-	-	-
Non Dwelling Rents	-	-	-	-	-	-
HRA Subsidy	-	-	-	-	-	-
Tenanted Service Charge Income	-	-	-	-	-	-
Leasehold Service Charge Income	-	-	-	-	-	-
Misc Income	-	-	-	-	-	-
<b>Total Income</b>	-	-	-	-	-	-
Housing Management Costs	22,332	21,351	20,128	20,173	20,821	21,403
Bad Debt Provision	-	-	-	-	-	-
Responsive Repairs & Maint	19,867	19,759	19,974	20,404	20,990	21,599
Other Revenue Spend	-	-	-	-	-	-
HRA Cost of Rent Rebates	-	-	-	-	-	-
Capital Financing Charges	-	-	-	-	-	-
Service Charge Costs	8,673	9,062	9,465	9,744	10,030	10,325
<b>Total Spend</b>	<b>50,872</b>	<b>50,171</b>	<b>49,567</b>	<b>50,320</b>	<b>51,842</b>	<b>53,327</b>
<b>Total Management Fee</b>	<b>50,872</b>	<b>50,171</b>	<b>49,567</b>	<b>50,320</b>	<b>51,842</b>	<b>53,327</b>

Managed Budgets	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>
Rental Income	(58,575)	(60,707)	(62,969)	(65,436)	(68,114)	(71,009)
Non Dwelling Rents	(1,708)	(1,721)	(1,734)	(1,734)	(1,734)	(1,734)
HRA Subsidy	(23,438)	(21,966)	(21,149)	(19,484)	(17,873)	(16,311)
Tenanted Service Charge Income	(6,193)	(6,386)	(6,509)	(6,642)	(6,785)	(6,938)
Leasehold Service Charge Income	(4,970)	(5,697)	(4,986)	(4,568)	(4,745)	(4,918)
Misc Income	(6,907)	(6,909)	(6,910)	(6,909)	(6,909)	(6,909)
<b>Total Income</b>	<b>(101,790)</b>	<b>(103,387)</b>	<b>(104,257)</b>	<b>(104,774)</b>	<b>(106,160)</b>	<b>(107,818)</b>
Housing Management Costs	3,368	3,370	3,371	3,371	3,371	3,371
Bad Debt Provision	649	649	649	649	649	649
Responsive Repairs & Maint	-	-	-	-	-	-
Other Revenue Spend	-	-	-	-	-	-
HRA Cost of Rent Rebates	-	-	-	-	-	-
Capital Financing Charges	-	-	-	-	-	-
Service Charge Costs	4,358	4,528	4,703	4,835	4,972	5,112
<b>Total Spend</b>	<b>8,375</b>	<b>8,547</b>	<b>8,723</b>	<b>8,856</b>	<b>8,992</b>	<b>9,132</b>
<b>Total Managed Budgets</b>	<b>(93,415)</b>	<b>(94,839)</b>	<b>(95,534)</b>	<b>(95,918)</b>	<b>(97,168)</b>	<b>(98,686)</b>

Retained Budgets	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>	<i>Revised Budget</i>
Rental Income	-	-	-	-	-	-
Non Dwelling Rents	-	-	-	-	-	-
HRA Subsidy	-	-	-	-	-	-
Tenanted Service Charge Income	-	-	-	-	-	-
Leasehold Service Charge Income	-	-	-	-	-	-
Misc Income	-	-	-	-	-	-
<b>Total Income</b>	-	-	-	-	-	-
Housing Management Costs	244	255	267	275	283	291
Bad Debt Provision	-	-	-	-	-	-
Responsive Repairs & Maint	-	-	-	-	-	-
Other Revenue Spend	1,131	583	-	-	-	-
HRA Cost of Rent Rebates	436	-	-	-	-	-
Capital Financing Charges	43,345	43,716	44,457	45,232	46,042	46,885
Service Charge Costs	-	-	-	-	-	-
<b>Total Spend</b>	<b>45,156</b>	<b>44,554</b>	<b>44,723</b>	<b>45,507</b>	<b>46,325</b>	<b>47,176</b>
<b>Total Retained Budgets</b>	<b>45,156</b>	<b>44,554</b>	<b>44,723</b>	<b>45,507</b>	<b>46,325</b>	<b>47,176</b>

TOTAL HRA	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
	<i>Revised Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>	<i>Draft Budget</i>
Total Management Fee	50,872	50,171	49,567	50,320	51,842	53,327
Total Managed Budgets	(93,415)	(94,839)	(95,534)	(95,918)	(97,168)	(98,686)
Total Retained Budgets	45,156	44,554	44,723	45,507	46,325	47,176
<b>Total TOTAL HRA</b>	<b>2,613</b>	<b>(115)</b>	<b>(1,244)</b>	<b>(91)</b>	<b>998</b>	<b>1,818</b>

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**Executive****On 14 March 2006**

Report Title: Children and Young People's Plan 2006-09

Report of: **Director of The Children's Service**

Wards(s) affected: All

Report for: Key decision

### 1. Purpose

1.1 To present the Children and Young People's Plan 2006-09 for agreement.

### 2. Introduction by Executive Member

2.1 I am pleased to present this three year plan for children and young people in the borough which has been developed in partnership with all agencies and organisations working with children and young people and was subject to a major public consultation during January and February of this year. It outlines 20 key priorities where there is widespread consensus that progress in these areas will **Change Lives** over the next three years. I commend this plan and ask for the Executive's approval

### 3. Recommendations

3.1 That Members approve the Children and Young People's Plan 2006-09

Report Authorised by: Sharon Shoesmith  
Director  
The Children's Service

Contact Officer: David Holmes Deputy Director, Delivery and Performance  
Telephone 0208 489 3154  
Email david.holmes@haringey.gov.uk

### 4. Executive Summary

4.1 Under the Children Act 2004 every Children's Services Authority has a duty to produce a strategic plan for the delivery of services to children and young people in conjunction with partners.

- 4.2 The plan is to cover the delivery of all services for all children and young people aged 0-19 and for some young people over the age of 19.
- 4.3 The plan is the local strategy for how all partners will work towards improving the life chances and outcomes for children and young people living in or using services in their area.

**5. Reasons for any change in policy or for new policy development (if applicable)**

5.1 This is a requirement under the Children Act 2004.

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

- 6.1 Children and Young People's Plan 2005-06
- 6.2 Knowing our Children and Young People - Planning for their Futures. A needs assessment to inform our Children and Young People's Plan 2006-9
- 6.3 Growing Up in Haringey Annual Public Health report
- 6.4 Guidance on the Children and Young People's Plan DfES 2005

**7. Background**

- 7.1 Under section 10 of the Children Act 2004 each Children's Services Authority (CSA) must make arrangements to promote co-operation with all relevant bodies to improve the well being of the children and young people in their area. Partner organisations named in the Act have a duty to cooperate with the CSA in this endeavour.
- 7.2 One expression of this duty is the requirement to produce a strategic plan for children and young people. Following the introduction of the Act the Government introduced guidance for production of the Plan during 2005.
- 7.3 Strategic plans must be produced by 1 April 2006 and cover the following three years. They must be developed together with partners and in consultation with children and young people and the local community.
- 7.4 Haringey had also produced a one year strategic plan for 2005-06 ahead of the guidance.

**8. Description**

- 8.1 Prior to writing the plan wide spread consultation has taken place (see below). A needs assessment has been produced "Knowing our Children and Young People - Planning for their Futures" and the annual health report of HTPCT "Growing Up in Haringey" also focused on children and young people.
- 8.2 The plan has been drawn up in response to:
- the Government guidance
  - the views and opinions collected during consultation



- the results of the needs assessment and the annual health report.

8.3 The development has been overseen by the Children and Young People's Strategic Partnership

8.4 The plan has been formed around the five outcomes set out in the Children Act; be healthy, stay safe; enjoy and achieve; make a positive contribution; and achieve economic well being. An additional section focuses on vulnerable children and young people.

8.5 The full plan is attached at *appendix A*.

## **9. Consultation**

9.1 Consultation has been carried out over the last 12 months in a variety of formats with a wide range of people.

9.2 Several consultation events were held with young people. They include the "Come and Be Heard" conference for 150 young people last July, a question time event in October and the recent "Safer Solutions" conference held in February 2006.

9.3 A major multi -agency event for over 400 practitioners "Improving Outcomes for Children and Young People in Haringey" was held in September 2005. This was followed by consultation at HarCEN's annual conference.

9.4 Presentations have also been made at a range of forums and meetings to give as many people as possible the chance to make comments and observations.

9.5 The results of the consultations and surveys were used to develop 13 priorities. These were the subject of formal consultation between 16 January and 24 February 2006. A formal consultation leaflet was designed by Exposure, a design agency that specialises in working with young people. 25,000 of these leaflets have been distributed across Haringey and it was also available on the Council's website. The leaflet includes a freepost tear off slip for people to return comments.

9.6 A full list of the consultation events and surveys is attached at *appendix B*.

## **10. Recommendations**

10.1 That Members approve the Children and Young People's Plan 2006.

## **11. Financial Implications**

11.1 The funding of this plan is part of the budget share of the Children's Service together with any future and pooled budgets that may be developed with any of the partners represented on the CYPSP. Since these 20 priorities have been agreed across all relevant agencies the funding of these priorities are expected to be prioritised within all relevant budgets.

## **12. Comments of the Director of Finance**

12.1 As outlined in paragraph 11, above, there are no direct financial implications associated with accepting the recommendations contained within this report. It is

important, however, that the plan is subject to the same budget monitoring and management arrangements that are in place for the remainder of the Children's Service and it will be expected that the Plan is reported upon, as necessary, as part of on-going monitoring arrangements.

### **13. Comments of the Head of Legal Services**

13.1 The Head of Legal Services has been consulted on the content of this report and its appendices, which includes the proposed Children and Young People's Plan 2006-9. The Authority is under a duty to prepare such a plan under the provisions of both Section 10 of the Children Act 2004 and the Children and Young People's Plan Regulations 2005. The proposed plan meets the statutory requirements set out in the 2004 Act, the 2005 Regulations and the appropriate statutory guidance.

### **14. Equalities Implications**

14.1 The purpose of the Children and Young People's Plan is to improve the outcomes and the life chances of all children and young people in Haringey, and especially the most vulnerable. There are specific priorities in relation to children with disabilities, reducing discrimination, and improving attainment from young people from all communities. An equalities impact assessment has been carried out.

## **LIST OF APPENDICES**

- Appendix A – Children and Young People's Plan 2006-09
- Appendix B – list of consultation events.

## **APPENDIX B – Surveys and Consultation**

### **Survey Data**

- LBH Children in Need User Experience Survey 2005
- Attitudes to School Questionnaire – Collated responses from Haringey Primary Schools (2004)
- Attitudes to School Questionnaire – Collated responses from Haringey Secondary Schools (2004)

### **2005 - Consultation/Discussion Events**

- 25 January – Early Years DCP consultation event for parents
- 4 April – event involving children aged 5-11
- 7 July – ‘Come and be heard’ Young Persons Conference - a consultation event for 150 children and young people to come and share their views on the 5 Outcomes.
- September 14 – Children and Young People Strategic Partnership conference - ‘Improving Outcomes for Children and Young People in Haringey’ Multi agency event for over 400 practitioners from across the borough. External speakers at this event included Al Aynsley-Green The Children’s Commissioner , Anne Jackson DfES, Althea Efunshile DfES.
- September 28 - consultation at HarCEN annual conference on the development of the Children and Young Peoples Plan 06-09. This conference was aimed at professionals working within the Voluntary Sector from across Haringey.
- 19 October – ‘Question Time’ participation event for 60 young people from across the borough, allowing them to pose questions to a panel of senior representatives. These included representation from Haringey Council, Metropolitan Police, Primary Care Trust and the Executive member for Children and Young People .
- 27 October – A multi-agency debate involving a number of professionals working with children and young people on the content and development of the Children and Young People Plan 06-09. This meeting was used to sound out key priority areas.

### **Presentations on the Children and Young People’s Plan to the following groups who were given the opportunity to comment on the emerging priorities for the Plan;**

- 3 November – Partnership Forum

- 17 November - Local Safeguarding Children Board
- 21 November - Children and Young People's Strategic Partnership
- 22 November – Under 5's Play and Childcare Forum
- 22 November – Gypsy Travellers team meeting
- 6 December - Secondary Heads meeting
- 6 December – Over 11 carers
- 7 December - Primary Heads meeting
- 9 December – SEN Managers Awayday

### 2006 **Consultation/Discussion Events**

- 9 and 11 January – Governors Annual Conference
- 16 January – 24 February Formal consultation via consultation leaflet available in hard copy and on public website.
- 2 February - Safer Solutions conference with young people

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**DRAFT 06.03.06**

# **CHANGING LIVES**

## **THE HARINGEY CHILDREN AND YOUNG PEOPLE'S PLAN 2006-9**

**(WHOLE OF FRONT PAGE WILL BE WINNING IMAGE FROM ART  
COMPETITION THAT CHILDREN'S SERVICE IS RUNNING WITH ALL  
HARINGEY SCHOOLS TO DESIGN FRONT COVER FOR CYP**

**FRONT PAGE WILL BE WINNING DESIGN FROM YOUNGER AGE  
GROUP)**

## **CYPSP LOGO**

**The UK has signed the United Nations Convention on the Rights of the  
Child (UNCRC) which grants all children a comprehensive set of rights.  
We have paid special attention to the content of the UNCRC in preparing  
this plan for our children and young people.**

## FOREWORD

Children and young people are Haringey's future.

Above all we want them to be happy, healthy and safe with a bright future. We have to plan for that future to make it the best we possibly can.

We have made enormous improvements in services for children and young people in Haringey in recent years. ***Changing Lives*** sets out what we want to do next.

You will see that we have set out in ***Changing Lives*** a very clear statement of our ambition for our children and young people. Ambition that is reflected in a series of demanding targets that we want to achieve by 2009.

The members of the Children and Young People's Strategic Partnership are firmly committed to working together to deliver this plan but we want everyone in Haringey to get behind ***Changing Lives***.

The targets set out within ***Changing Lives*** are so wide-ranging that they will only be achieved through highly effective partnership working between statutory agencies, the voluntary and community sector and other partners and between parents, professionals and the wider community. We all have a role to play in achieving these targets.

***Changing Lives*** challenges us all to focus our efforts and our resources to deliver a better future for children and young people in the borough.

Together, we can do it.

**Cllr Charles Adje**  
**Leader of the Council**  
**Chair, Children and Young People's Strategic Partnership**  
**Haringey Council**

**Cllr George Meehan**  
**Executive Member**  
**for children and young people**  
**Haringey Council**

**Sharon Shoesmith**  
**Director**  
**The Children's Service**  
**Haringey Council**

**all on behalf of the Children and Young People's Strategic Partnership**



## INTRODUCTION

**Changing Lives** is the Children and Young People's Strategic Partnership's (CYPSP) plan to improve outcomes for children and young people in Haringey. The membership of the CYPSP is set out on page 5 of this document. The CYPSP is one of the five partnership theme boards of the Haringey Strategic Partnership (HSP).<sup>1</sup> The HSP is a partnership body of key public sector, community and voluntary sector agencies in Haringey. It aims to improve public services through working together with Haringey stakeholders. The HSP has agreed key priorities for the borough for 2003-7 set out in the Haringey Community Strategy and in the Community Strategy Action Plan. Within the broader framework of the HSP, the CYPSP shares collective responsibility for improving outcomes for children and young people.

The requirement to develop a multi-agency Children and Young People's Plan just like **Changing Lives** is set out in the Children Act 2004. **Changing Lives** sets out our twenty key priorities for the next three years. It sets out what we want to achieve in these priority areas over that time frame. It also sets out a range of ambitious targets against which we will measure our progress. This document provides an overview of our plans and is not intended to set out in detail how we will meet the targets we have set. Instead, this plan will be supported by a programme of work in the twenty priority areas that will be taken forward by all members of the CYPSP over the next three years. This programme of work will be supervised by the CYPSP itself and updates on progress made will be published twice a year for scrutiny by all.

**Changing Lives** is an important document because it helps us all to focus on those areas where we need to improve the most if we are to change the lives of children and young people in Haringey. Although our work across a very wide range of outcomes for children and young people will continue, the CYPSP is convinced that a making progress in the chosen priority areas over the next three years will literally change lives. That is our ambition.

**Changing Lives** has been informed by important earlier work including our one year Children and Young People's Plan (2005-6), **Growing Up in Haringey** - the Haringey Teaching Primary Care Trust's recent annual public health report and **Knowing Our Children and Young People – planning for their futures** - the needs assessment produced by the Council's Children's Service earlier this year<sup>2</sup>. It has also been informed by a series of consultation events with children and young people, parents, carers and the wider community in Haringey and by a public consultation in January and February 2006 when 30,000 copies of a consultation leaflet were distributed.

**Changing Lives** will be reviewed on a regular basis to ensure that it remains up to date. We will adjust the targets within the document if that makes sense. And we will add new priorities if things change. We hope you enjoy reading this plan. If you are a child or young person living in Haringey, or at school or college here, then **Changing Lives** is for you.

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<sup>1</sup> The other four theme boards are Better Places, Enterprise, Safer Communities and Wellbeing.

<sup>2</sup> Available at: [www.haringey.gov.uk/cyp](http://www.haringey.gov.uk/cyp)

## **CHANGING LIVES - OUR VISION**

*We want every child and young person in Haringey to be happy, healthy and safe with a bright future*

### **In particular we want our children and young people to:**

**Be Healthy** We want to enable our children and young people to be physically, mentally, emotionally, socially and sexually healthy. We want them to live healthy lifestyles, enjoy sport and recreation and choose not to take illegal drugs. We also want to support our parents, carers and families to promote healthy choices.

**Stay Safe** We want our children and young people to be safe from maltreatment, neglect, violence and sexual exploitation, safe from accidental injury or death, from bullying and discrimination, safe from crime and anti-social behaviour in and out of school and have security, stability and be properly cared for. We also want parents, carers and families to provide safe and stable home lives.

**Enjoy and Achieve** We want all our children to be ready for school and to attend and enjoy school achieving national standards at the end of their primary years and at the age of 16. We want children and young people to attend schools that enjoy the support and confidence of the local community. We want parents to be able to share in their child's learning and to be able to support them through the school system.

**Make a Positive Contribution** We want our children and young people to engage in decision-making and to support their community and environment. We want them to have a wide range of opportunities. We want them to enjoy living in such a richly diverse borough and to contribute to community cohesion. We also want parents, carers and families to support and promote their children and young people and take full responsibility for their behaviour.

**Achieve Economic Well-being** We want our young people to engage in further and higher education, employment or training when they leave school so that they can live in decent homes, contribute to sustainable communities, have access to transport and material goods and live in households free from low income. We want parents, carers and families to be supported to be economically active.

Above all, we want all **vulnerable children and young people** in Haringey to get the support they need to enjoy the same opportunities as any other child or young person in the borough.

**All partners in Haringey working to improve the lives of children and young people support this vision and are committed to delivering on the priorities and targets set out in *Changing Lives* – see facing page.**

## **Logos and Signatures**

**The Children's Service**

**CoNEL**

**Connexions**

**HarCEN**

**Haringey Council**

**HAVCO**

**LSC**

**LSCB**

**Middlesex University**

**Police**

**Probation**

**TPCT**

**All other health partners**

## VULNERABLE CHILDREN AND YOUNG PEOPLE

**Many children and young people in Haringey face particular challenges as a result of their personal circumstances. We want these children and young people to get the support they need to enjoy the same opportunities as any other child or young person in the borough.**

### WHERE WE ARE NOW?

As we described in *Knowing our Children – Planning for their Futures* we have comparatively high numbers of both looked after children and children on the child protection register in Haringey. We also have considerable numbers of asylum seeking children and young people, children and young people with disabilities, young carers and Traveller children and young people living within the borough. Haringey has high teenage conception rates across most of the borough and high rates of youth offending although latest available data shows significant reduction in both these areas.

Considerable progress has been made in recent years to improve outcomes for vulnerable children and young people. We have strong child protection practice, innovative work with looked after children and examples of nationally recognised good practice in our special schools. Our services receive positive inspection reports and targeted services are working well with young carers, travellers, pregnant school girls and teenage parents and young offenders.

### WHAT WE WILL DO BY 2009 (OR EARLIER)

We will continue to work to improve outcomes for all vulnerable children and young people in the borough but our three key priorities are as follows

#### **PRIORITY ONE – We will intervene earlier to help vulnerable children and young people**

- By supporting and further developing the capacity of universal services, especially schools, to identify and intervene earlier with vulnerable children and young people
- By establishing three geographical Children's Networks within Haringey in **2006** to help to deliver more integrated services to children, young people and their families closer to where they live creating a "team around the child". The Children's Networks will be fully operational by **2007**
- By fully implementing the Common Assessment Framework (CAF) and lead professional guidance across Haringey by **2007**. The CAF is designed to help us to identify earlier children and young people who need support from more than one agency. The lead professional will ensure that the support is managed efficiently. A pilot will begin in April **2006**.
- By providing multi-agency early intervention and preventative strategies for young children through a network of Children's Centres (18 by **2008**)
- By supporting all secondary and half of all primary schools to provide a range of extended services for children and young people in the borough in line with Government expectations by **2008** and to build on the multi-agency practice already in place in our special schools

**PRIORITY TWO – We will continue to improve life chances for looked after children and care leavers**

- By **improving health checks** for this group so that by **2007** 90% and by **2009** 95% are routinely receiving an annual health check which includes sexual health advice (2005 baseline – 80%) and by funding a dedicated post through the Drugs and Alcohol team to work with our looked after children and young people in relation to health issues
- By **reducing the number of our looked after children and young people living more than twenty miles from Haringey** so that by **2007** the percentage of looked after children living more than twenty miles outside the borough is reduced to 20% and by **2009** 15% (2005 baseline 23%) through improving the supply of high quality local placements
- By reducing the number of conceptions under 18 for looked after young people and care leavers by **2007** from a baseline to be established by 10% through targeted work with foster carers
- By **supporting their educational achievement** so that by **2007**
  - 100% of looked after children have **Personal Education Plans** (2006 baseline 92%) which set out what support they need to receive in school
  - 14% of looked after young people who have been in care for 12+ months will achieve **5 A\*-C GCSEs** at the end of Year 11 (age 16) (2005 results 12%), 45% will achieve **5 A\*-G GCSEs** (2005 results 41%) and 60% will achieve **1 A\*-G GCSE** (2005 results 57%)
  - 6% of care leavers **enrol at university** and 10% in **2009** (2005 baseline 7%)

**PRIORITY THREE – We will improve outcomes for children and young people with disabilities<sup>3</sup>**

- By providing an integrated assessment and delivery service for children and young people with disabilities and their families
- By developing additional provision linked to mainstream schools especially for children and young people with Autistic Spectrum Disorder, Asperger's Syndrome and sensory impairments
- By implementing the lead professional role by **2007** to co-ordinate the delivery of services to children and young people with disabilities and their families
- By ensuring that 100% of children with disabilities receiving respite care in **2007** have an up to date review
- By developing a range of out of school activities for children and young people with disabilities. By **2007** all children and young people with disabilities who meet the criteria for Summer specialist play schemes should be enabled to attend for a minimum of 2 weeks
- By improving participation of children and young people with disabilities and their parents in service planning and provision
- By ensuring that all children and young people with disabilities have a transition plan to enable them to access appropriate adult services

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<sup>3</sup> See also relevant sections in Staying Safe, Enjoy and Achieve and Achieve Economic Wellbeing for this group of children and young people

## BE HEALTHY

**We want to enable our children and young people to be physically, mentally, emotionally, socially and sexually healthy. We want them to live healthy lifestyles, enjoy sport and recreation and choose not to take illegal drugs. We also want to support our parents, carers and families to promote healthy choices**

### WHERE WE ARE NOW?

As we described in *Knowing our Children and Young People – Planning for their Futures* we face a major challenge in reducing health inequalities for the most disadvantaged children, for example, in relation to infant mortality and life expectancy. Take up of immunisations in Haringey remains well below national target levels and children and young people need to be supported in making healthier choices about their lifestyles. Obesity, smoking, alcohol and substance abuse amongst children and young people all need to be reduced further and we need to improve their physical health and knowledge of healthy eating. At the same time we are continuing to work to provide quality mental health services for children and young people within the borough. There is evidence of greatly improved outcomes in some areas such as oral health and much evidence of successful targeted initiatives such as the Healthy Schools Programme and 4YP sexual health services but more remains to be done.

### WHAT WE WILL DO BY 2009 (OR EARLIER)

We will continue to work to improve health outcomes for all children and young people living in the borough focusing on four key priorities

#### **PRIORITY FOUR – We will reduce the number of still births and babies who die before their first birthday**

- By working together across the partnership to reduce the number of women who book late, or who do not book at all, for their antenatal care
- By appointing an infant feeding co-ordinator to develop an infant feeding strategy, and increase the % of women who start breast feeding from 64% in 2003/04 to 79% in 2006/07 and 81% in 2007/08.
- By reducing the % of mothers smoking in pregnancy from 11% in 2003/04 to 5% in 2007/08, by for example training children's centres staff to provide smoking cessation.
- By targeting family support work in children's centres and other settings to those families who are most vulnerable and most at need

#### **PRIORITY FIVE – We will promote healthier lifestyles to children, young people and parents**

- By improving the provision of information available to children, young people and parents about healthier lifestyles addressing in particular diet, obesity, smoking, alcohol and substance abuse

- By working with teenage parents to improve the health and social development of their children
- By ensuring that half of all schools in the borough achieve the new healthy school standard under the national Healthy Schools programme by December **2006** and that all our schools are working towards being healthy schools by **2009**
- By developing an obesity strategy and appointing a public health lead to co-ordinate implementation
- By ensuring that healthy eating initiatives such as the 5 a day programme are targeted at disadvantaged communities, by improving the quality and nutritional value of school meals in Haringey and by encouraging children and young people to be healthier through developing more school travel plans and walking buses
- By increasing the number of smokefree environments in Haringey and by supporting businesses to prepare for the implementation of smokefree legislation (in **2007**) to develop a smokefree culture that will discourage children and young people from taking up smoking
- By partnership working between public health and Environmental Services to support a crackdown on shops selling cigarettes to children
- By ensuring that 75-80% of 5-16 year olds in Haringey engage in a minimum of two hours of high quality PE and school sport every week and that as many children as possible benefit from high quality play opportunities as a result of our Play Strategy
- By working with Environmental Services and local sports and leisure providers in the context of the Sports and Physical Activity Strategy, Open Spaces Strategy and Parks improvement programme to improve sports and leisure facilities in the borough for children and young people and by developing a package of education, campaigns and projects sponsored through the Better Places partnership to increase participation in sports and fitness activities and to encourage healthy lifestyles. All this work needs to be linked to our aspirations for the 2012 Olympics.
- By ensuring that the participation of 11-19 year olds in recreational/leisure activities is representative of at least 55% of the borough's profile. This is a national benchmark target and we believe it is challenging. We will have more information about Haringey's current performance against this target in June 2006 following a user survey
- By working with Supporting People/Housing to ensure that all vulnerable young people have access to accommodation appropriate to their need with all such commissioned provision rated at level C by **2007** and 50% rated level B or above by **2009**.

**PRIORITY SIX – We will prevent more young people from developing mental health problems by improving their emotional well being and self esteem**

- By developing and implementing an action plan to ensure we meet the Child and Adolescent Mental Health Services Standard of the National Service Framework for Children, Young People and Maternity Services by **2007**
- By implementing evidence-based programmes to strengthen emotional literacy in schools
- By working with young people on the Kitemark for local mental health services
- By ensuring easy access to specialist services through a single point of contact when young people do develop mental health problems
- By improving access to CAMHs for children with learning difficulties

**PRIORITY SEVEN - We will reduce teenage conception rates in Haringey**

- **Target** - We will reduce under-18 conception rates from 71 per 1,000 (2003) to 40 per 1,000 by **2007** and to 34 per 1,000 by **2009**. The target for **2010** is 30 per 1,000.
- By working with young people to review and improve sexual health and family planning services for young people
- By developing multi-agency programmes to improve the provision of advice to children and young people on sex and relationships in schools and non-school and community settings
- Through the Teenage Pregnancy Strategy and the Sexual Health Strategy, by providing targeted work, including one to one sessions, for younger people at greater risk to improve access to services, delay sexual activity and promote healthier choices.
- By supporting teenage parents to reduce repeat pregnancies.



## STAYING SAFE

We want our children and young people to be safe from maltreatment, neglect, violence and sexual exploitation, safe from accidental injury or death, from bullying and discrimination, safe from crime and anti-social behaviour in and out of school and have security, stability and be properly cared for. We also want parents, carers and families to provide safe and stable home lives.

### WHERE ARE WE NOW?

As we described in *Knowing our children – Planning for their futures*, bullying, safety on the streets and having a safe place to play and meet are all key issues for children and young people in the borough.

The Local Safeguarding Children Board and Safer Communities Partnership are working effectively but there is a continuing need to make the safeguarding of children and young people everyone's business and to raise awareness of child protection procedures and safe recruitment practice.

### WHAT WE WILL DO BY 2009 (OR EARLIER)

We will continue to work to make children and young people safer in Haringey focusing on four key priorities.

The **Local Safeguarding Children Board** will have a monitoring role in relation to work undertaken against all priorities in this outcome area.

### PRIORITY EIGHT – We will continue to work to reduce bullying and discriminatory incidents.

- We will begin **immediately** with young people feeding back directly to the LSCB the range of solutions to bullying they have suggested through the consultation process, for example restorative justice, peer mediation, mentoring and a bullying hotline.
- The LSCB will then use this information to determine a forward work programme to reduce bullying and discriminatory incidents by **2009**.
- Young people will be invited to help shape the forward work programme and a system will be devised to monitor progress. We will use pilot projects to test new approaches where that makes sense.
- At the same time we will be working with schools and other settings to identify, record and then reduce all discriminatory and bullying incidents

**PRIORITY NINE – Partners from the Council, the police and the voluntary sector will work together to create more safe places for children to play and young people to go**

- We will open new youth facilities in **2006** whilst continuing to build on the quality of what is on offer to young people, including the development of the Citizenship curriculum
- The Safer Communities Partnership (including Street Enforcement Team, Youth Offending Service, Anti-Social Behaviour Action Team and other Council departments, Police and Parks Constabulary) will work together to tackle anti-social behaviour, known crack houses, environmental crime and young people's fear of crime.
- The Council, the voluntary and community sector and other agencies will provide targeted diversionary activities in the borough's parks and open spaces.
- The Children's Service will work with Better Haringey to improve the quality of the environment for children and young people

**PRIORITY TEN – Partner agencies will ensure that specific issues of concern in relation to safeguarding are tackled.**

- By working to reduce alcohol and drug abuse amongst young people in the borough
- By reducing road traffic casualties amongst children and young people as part of a wider strategy to reduce the number of injuries/accidents in children and young people under 25 in the borough
- By working to raise awareness of, and prevent, the ritualistic belief-centred abuse of children and young people
- By focused preventative work in the neighbourhoods in Haringey that have the highest levels of reported physical abuse, neglect and sexual offences against children and young people
- By focused preventative work with groups vulnerable to sexual exploitation, risk-taking sexual behaviour and coercion
- Through additional work on safeguarding in relation to children with disabilities
- By Jan **2007** we will reduce the percentage of pupils absent from primary schools to 5.8% (1.0% unauthorised, 4.8% authorised) and to 5.4% (0.9% unauthorised, 4.5% authorised) by Jan **2009** (2005 6.4% total absence)
- By Jan **2007** we will reduce the percentage of pupils absent from secondary schools to 8.4% (1.7% unauthorised, 6.7% authorised) and

to 8.2% (1.6% unauthorised, 6.6% authorised) by Jan **2009** (2005 8.63% total absence)

- By ensuring that the quality of multi-agency procedures and practice to safeguard children and young people continues to be both monitored and improved. As part of this in 2007 we will:
  - Launch the revised pan-London Child Protection Procedures
  - Publish practice guidance on the recruitment and selection of staff who work with children and young people
  - Publish two joint protocols looking at child protection in the context of:
    - adults with mental health problems
    - adults with learning disabilities
  - Offer training to staff to support the implementation of procedures

**PRIORITY ELEVEN – We will reduce the numbers of children and young people who are involved in crime or become victims of crime**

- **By preventing offending** We will reduce year on year the number of first time entrants to the youth justice system
- **By reducing re-offending** We will reduce re-offending rates by 5% in **2006/7**, when compared with 2002/3.
- **By providing effective restorative justice services** We will ensure that 75% of victims of all youth crime referred to Youth Offending Teams will be offered the opportunity to participate in a restorative process.

## ENJOY AND ACHIEVE

We want all our children to be ready for school and to attend and enjoy school achieving national standards at the end of their primary years and at the age of 16. We want children and young people to attend schools that enjoy the support and confidence of the local community. We want parents to be able to share in their child's learning and to be able to support them through the school system.

### WHERE ARE WE NOW?

As we described in *Knowing our Children – Planning for the future* we have made significant progress over the past five years in improving the educational attainment of our children and young people. Our schools and children and young people have shown every year that the link between disadvantage and achievement can be broken.

We have seen improvements and enhanced provision in the early years. We have also seen increased attendance, fewer permanent exclusions and a big leap forward in achievement at GCSE. Our schools are performing well in inspections and we have a Primary Strategy, *Bright Futures* (our new 11-19 strategy), a new Sixth Form Centre in development and a visionary Building Schools for the Future programme.

There is no room for complacency. We still have some way to go before Haringey pupils reach national average levels of attainment at ages 7, 11 and 14. At age 16 we are on track to achieve national average levels in two years.

### WHAT WE WILL DO BY 2009 (OR EARLIER)

We intend to finally break the link between disadvantage and achievement focusing on three key priorities

#### **PRIORITY TWELVE – We will further improve the quality of early years education**

- By 2007 the quality of provision in the Foundation Stage is judged by Ofsted to be 100% satisfactory with at least 85% (and by 2009 (90%)) good or better.
- Our 18 new Children's Centres will all provide high quality early education integrated with childcare. Together they will provide more than 700 new childcare places, family and child health services, family support and training opportunities, with sufficient affordable designated childcare places to enable teenage mothers to engage in education.

**PRIORITY THIRTEEN – We will improve attainment in schools for all children and young people**

**by improving attainment at Key Stage 1 (age 7)**

- By Jan **2007** 81% of our children will achieve Level 2 in **reading** and 83% by Jan **2009**<sup>4</sup> (2004/5 result 79%, National 86%)
- By Jan **2007** 78% of our children will achieve Level 2 in **writing** and 80% by Jan **2009** (2004/5 result 76%, National 82%)
- By Jan **2007** 89% of our children will achieve Level 2 in **maths** and 90% by Jan **2009** (2004/5 result 87%, National 91%)

**By improving attainment at Key Stage 2 (age 11)**

- By Jan **2007** 75% of our children will achieve Level 4 or above in **English** and 77% by Jan **2009** (2004/5 result 73%, National 79%)
- By Jan **2007** 75% of our children will achieve Level 4 or above in **Maths** and 75% by Jan **2009** (2004/5 result 68%, National 75%)
- By Jan **2007** 80% of our children will achieve Level 4 or above in **Science** and 82% by Jan **2009** (2004/5 result 78%, National 86%).

**by improving attainment at Key Stage 3 (age 14)**

- By Jan **2007** 67% of our young people will achieve Level 5 or above in **English** and 70% by Jan **2009** (2004/5 result 65%, National 74%);
- By Jan **2007** 65% of our young people will achieve Level 5 or above in **Maths** and 68% by Jan **2009** (2004/5 result 62%, National 74%); and
- By Jan **2007** 60% of our young people will achieve Level 5 or above in **Science** and 64% by Jan **2009** (2004/5 result 52%, National 70%).

**by improving attainment at Key Stage 4/GCSE (age 16)**

- By Jan **2007** 53% of our young people will achieve **5 A\*-Cs at GCSE** and 57% by Jan **2009** (2004/5 result 48%, National 57%);
- By Jan **2007** 35% of our young people will achieve **5 A\*-Cs at GCSE (including English and Maths)** and 39% by Jan **2009** (2004/5 result 32%, National 44%); and
- By Jan **2007** 96% of our young people will achieve **1 A\*-G at GCSE** and 97% by Jan **2009** (2004/5 result 95%, National 97%).

**by improving attainment at age 18**

- By Jan **2007** we want to increase the average A Level point score per student to 210 points and by Jan **2009** to 230 points (current baseline 188.8)
- By Jan **2007** we want to increase the average point score per exam entry to 75 points and by Jan **2009** to 80 points (current baseline 72.3)

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<sup>4</sup> Note these targets apply to performance in the 07/08 academic year.

**PRIORITY FOURTEEN – We will make sure that these improvements in educational attainment are reflected across all sections of our community**

**Ethnic Minority Achievement**

- We will reduce the current 18.3% attainment gap between young people from ethnic minority backgrounds and those from White UK backgrounds at GCSE. 2004/5 results show that 44.3% of young people from ethnic minority backgrounds achieved 5+A\*-Cs at GCSE in comparison with 62.6% of young people from White UK backgrounds. We will reduce the gap to 15% by Jan **2007** and to 12% by Jan **2009**.

**High Attainers**

- We will increase the percentage of 11 year olds in **2007** attaining Level 5 in English to 26% and to 28% in **2009** (2005 result 25%)
- We will increase the percentage of 11 year olds in **2007** attaining Level 5 in Maths to 26% and to 28% in **2009** (2005 result 25%)
- We will increase the percentage of pupils attaining 4 or more A\*/A grades at GCSE to 12% in **2007** and to 14% in **2009** (2005 result 11%)

**Low Attainers**

- We will reduce the percentage of 11 year olds in **2007** attaining Level 2 or below in **English** to 9% (2005 result 9.9%), and the percentage attaining Level 2 or below in **Maths** to 9.2% (2005 result 10.1%)
- We will increase the percentage of young people leaving school with at least some formal qualification, so that by **2007** at least 96% leave with some qualification and at least 99% by **2009** (2005 result 95%)

**Children and Young People with Special Educational Needs (SEN)**

- We will support mainstream and special schools to work together to ensure that children and young people with SEN can access a wide range of educational opportunities and specialisms.
- We will ensure that children and young people with complex health needs in special and mainstream schools benefit from joint assessments and co-ordinated planning, delivery and review of provision, across all agencies.
- We will continue to increase the number of mainstream schools that are fully accessible for children and young people with SEN including those with disabilities.
- We will ensure that all young people with complex special educational needs in mainstream schools have access to multi disciplinary

specialist advice and support for transition planning from school to education, training and work.

### **Children and Young People with Disabilities**

- By ensuring that the specific needs of children and young people with disabilities are at the forefront of our plans to improve teaching and learning.
- By ensuring that the children and young people with disabilities have access to a learning environment that supports their access to all aspects of the curriculum.
- By specifically monitoring the attainment of children of children and young people with disabilities and offering appropriate support and challenge to schools and other settings to raise standards for this group.

### **Pregnant schools girls and school-age parents**

- We will ensure that every pregnant schoolgirl and school-age parent has an education development and support plan by September **2006**
- We will ensure that 90% of all pregnant schoolgirls and school-age parents has an offer through Connexions under the September guarantee by September **2007** (baseline 45%)

### **Children and young people who move home or schools frequently**

- We will improve outcomes for this group of children and young people by working closely with the 10 primary schools with the most mobile pupils (defined using Ofsted/PANDA data) to reduce their mobility.
- By Jan **2007** we want to see a 10% reduction in mobility in each of the targeted schools (compared with 2004/5) and a 20% reduction by Jan **2009**.

## **MAKE A POSITIVE CONTRIBUTION**

**We want our children and young people to engage in decision-making and to support their community and environment. We want them to have a wide range of opportunities. We want them to enjoy living in such a richly diverse borough and to contribute to community cohesion. We also want parents, carers and families to support and promote their children and young people and take full responsibility for their behaviour.**

### **WHERE ARE WE NOW?**

As we described in *Knowing our Children – Planning for their futures*, children and young people within Haringey are already making a positive contribution to daily life within the borough. They are recycling, getting involved in enterprising activity and developing greater cultural and faith awareness.

At the same time opportunities for children and young people to participate in decisions that affect their lives and community are growing. Substantial investment in the Youth Service is creating high quality new facilities for children and young people in the borough to enjoy.

### **WHAT WE WILL DO BY 2009 (OR EARLIER)**

We will continue to work to enable children and young people to make a positive contribution focusing on three key priorities

#### **PRIORITY FIFTEEN – We will empower children and young people to have a more effective voice in decision making**

We will do this by

- By fully implementing a new strategy for children and young people's participation in **2007**. The strategy will set out how we will make sure that we work better with children and young people over the next three years. It will also set out our plans to equip our children and young people with the tools and skills they need to participate at all levels
- Ensuring that this strategy makes a difference to all children and young people in the borough including the most vulnerable groups
- By establishing a youth forum in **2006** and a young Mayor and youth parliament
- By developing more opportunities for children and young people to come together to have their voice heard
- By developing more opportunities for children and young people to hold service providers to account.



**PRIORITY SIXTEEN – We will ensure that children and young people living in Haringey are given opportunities to broaden their experience, to be creative and to take up new opportunities.**

We will ensure that more children and young people in Haringey have more opportunities to

- enjoy the benefits of living in an Olympic capital city
- experience being part of a team
- visit the countryside and enjoy our outdoor pursuits centre in Wales and
- build their faith awareness and understanding of different cultures

**PRIORITY SEVENTEEN – We will work together to promote a better image of children and young people drawing attention to their positive contributions and celebrating their achievements. At the same time we will ensure that children and young people have a greater understanding of their rights and responsibilities both as children and young people and as future adults**

We will do this by

- Developing an action plan **by 2007** to achieve this priority working in partnership with children and young people within the borough
- Working in partnership to recognise the importance of respect, to reward positive behaviour and to support children and young people with challenging behaviour
- Recognising the pivotal role of parents/carers in supporting their children to make a positive contribution
- Supporting schools and other settings to develop robust behaviour management systems that reward good behaviour and identify difficulties at an early stage
- Working closely with colleagues in the YOS, Police, CAMHS and the voluntary and community sectors to share information and to provide joined-up approaches to prevention and intervention
- Providing high quality specialist support to children and young people with the most challenging behaviour to help them to address their difficulties

## ACHIEVE ECONOMIC WELL-BEING

### OUR VISION

*We want our young people to engage in further education, employment or training when they leave school so that they can live in decent homes, contribute to sustainable communities, have access to transport and material goods and live in households free from low income. We want parents, carers and families to be supported to be economically active.*

### WHERE WE ARE NOW

As we described in ***Knowing our Children - Planning for their Futures*** rapid progress is being made to transform the provision of childcare and enrichment opportunities within the borough including the development of 18 Children's Centres and a borough-wide extended schools strategy. At the same time significant challenges face some of our children and young people as a result of a high proportion of lone parents, poor housing and homelessness. We have highlighted the need to substantially reduce the number of young people who are not in education, employment or training, concentrating particularly on improving the retention rates for 17 and 18 year olds. We also intend to create a variety of vocational pathways in partnership with local employers and supporting increasing volumes of apprenticeships.

### WHAT WE WILL DO BY 2009 (OR EARLIER)

We want to improve levels of economic well-being focusing on three key priorities:

#### **PRIORITY EIGHTEEN – We will improve support to young people, parents, carers and employers**

- We will develop and implement a family support strategy for parents of children and young people of all ages by **2007**. This will improve access to sources of information, advice, guidance and support.
- We will publish an area prospectus of education and training opportunities available to young people 14-19 by September **2006**, online by February **2007**.
- We will have delivered an ambitious programme of early years' education and childcare by **2009**. We will have opened 18 children's centres and reached almost 15,000 children giving them a good start. We will create 500 new childcare places by 2006 and a further 200 by 2008 to support working parents and lone parents.
- By **2010** we aim to have secured sufficient 8-6 childcare to meet the needs of families in the borough linking this closely to our development work on extended schools

- We will support the development of initiatives to increase financial literacy and capability among the poorest communities including support in accessing benefits such as lone parents work & family tax credits, subsidised childcare places, education maintenance allowance & community based credit unions.
- We will provide information, advice and guidance for parents, carers and young people in a prospectus of study pathways available at 14-16 and 16-19 across Haringey and covering out of borough provision where appropriate.
- We will support young people's pre-entry and entry level transitions by integrating provision to ensure that individual learning pathways are planned with seamless progression in mind as part of the youth offer
- We will open a new sixth form centre in **2007** to provide an increased number of opportunities for study at all levels post 16 for all Haringey young people, especially those in the east of the borough
- We will extend the employers network to increase the range of work related opportunities available including apprenticeships with a new framework to support apprentices and employers to improve completion rates
- We will increase the range of community based accredited learning opportunities for young people to improve employability skills and to address the culture of worklessness where it exists
- By monitoring the education, employment and training destinations of children and young people with disabilities and working with schools to set appropriate targets for this group
- By ensuring that children and young people with disabilities are able to access appropriate employment and learning advice that enables them to maximise their potential and to achieve economic well – being

**PRIORITY NINETEEN – We will reduce the number of young people between the ages of 16 and 19 who are not in education, employment or training, especially those looked after by the local authority:**

- We will map the curriculum in Haringey against the Pan London Learner Offer 14-19 by September **2006**. We will fill the gaps in provision to ensure that all young people have access to a broad curriculum, including vocational options, at the level appropriate for their stage in learning - pre-entry, entry, foundation, intermediate or advanced by September **2007**.
- By January **2007** we want to reduce the number of young people not in education, employment or training to 10.4% and by **2009** to 9.3% (current baseline 11.1%).

- We want to increase the success rates at level for 16 -18 year olds to 63% by January 2007 and to 75% by 2009 (note that the only baseline available is 61% at CoNEL in 2005).
- By January **2007** we want to increase the number of care leavers in education, employment or training to 68% and by **2009** to 75% (current baseline 61%).
- We will ensure that 90% of young offenders concluding their orders are in full time education, training or employment.
- We will work with schools, colleges and other providers to increase opportunities in 14-19 vocational training, enterprise education, work related learning and work based learning.
- We will introduce a pilot Public Sector Apprenticeship in Haringey and increase the number of new apprenticeships available in 2006 by 10 and increase this by another 50 by 2008 (baseline 20 starts and 44 in learning in 2005).

**PRIORITY TWENTY – At age 19 we will improve the percentage of young people qualified to Level 2 and Level 3:**

- By March **2007** we want to increase the percentage of 19 year olds qualified to Level 2 by 2% and by March **2009** by 5% (using LSC baseline data to be released in March 2006).
- By March **2007** we want to increase the percentage of 19 year olds qualified to Level 3 by 1% and by March **2009** by 5% (using LSC baseline data to be released in March 2006).
- We will improve young people's level 2 & level 3 achievement by offering support for transition from school to college or work based learning, clear pathways for progression and ensuring models of good practice to improve motivation and achievement are implemented in Haringey such as the level 3 Health Academy model which leads to a range of health related employment opportunities.
- We will continue to raise standards at age 16 by opening a new inclusive sixth form centre and by integrating provision across Haringey. We will further promote effective partnerships, such as that with the College of North East London, to ensure that all young people have access to effective provision across the area to match their needs.

## CAPITAL INVESTMENT

The achievement of the priorities and targets set out in ***Changing Lives*** will be supported by the following planned capital investment:

- Investment in the Youth Service including the opening of a new youth centre at Bruce Grove and a new centre to deliver the Duke of Edinburgh's Award Scheme located at St. Thomas More RC Secondary School. An overall investment of £3.1m.
- Opening of 10 Children's Centres and plans in place for a further 8. A overall investment of just over £3.5m.
- Plans in place to deliver an additional 120 primary school places for September 2006 in Tetherdown, Coldfall and Coleridge (TUC) Primary Schools. An investment of over £17m.
- Work in progress on the site at White Hart Lane to open the new Haringey Sixth Form Centre in September 2007. An investment of £32m in partnership with the LSC.
- Work commenced to refurbish and in some cases rebuild a number of secondary schools as part of the Building Schools for the Future (BSF) initiative, to include a new secondary school on the Heartlands site – an investment expected to be in excess of £130m over 5 years.
- A new adult learning centre opened on the site of White Hart Lane Secondary School. An investment of £2m.

# **BACK PAGE**

**ANOTHER WINNING DESIGN FROM ART  
COMPETITION**

**(WINNING DESIGN FORM OLDER AGE GROUP)**

**Executive (Special Meeting) on 14 March 2006**

<b>Report Title: Co-ordinating the Response to Emergencies in London</b>	
<b>Forward Plan reference number: N/A</b>	
<b>Joint Report of: The Chief Executive and the Head of Legal Services and Monitoring Officer</b>	
<b>Wards affected: All</b>	<b>Report for: Non-Key Decision and Recommendation to Council</b>
<p><b>1. Purpose</b></p> <p>1.1 To pass a revised “LA Gold” resolution to provide for the delegation of powers to a “Gold” Chief Executive acting London-wide in the event of a major emergency less serious than a “catastrophic incident.”</p>	
<p><b>2. Introduction by the Leader</b></p> <p>The revised “LA Gold” resolution extends the existing arrangements set up by the ALG and Councils to deal with “catastrophic incidents” on a London-wide basis.</p> <p>Experience of the July bombings suggests that London would benefit from a co-ordinated response to major incidents rated as less than “catastrophic”.</p> <p>This would be important for saving life and property in the event of terrorist incidents like the July bombings.</p> <p>It would also help in the event of other threats like a major epidemic, pollution incident or accident with large loss of life.</p> <p>This report proposes delegation of the Council’s emergency powers to one of the selected “Gold” Chief Executives is the most efficient way to achieve co-ordination across London.</p>	
<p><b>3. Recommendations</b></p> <p>3.1 That Members pass the resolution, set out in the Appendix to this report, extending ALG arrangements for co-ordinating the London-wide response to emergencies and recommend the resolution to full Council for confirmation.</p>	

<b>Report authorised by:</b>	
<b>Ita O'Donovan</b> <b>Chief Executive</b>	<b>Davina Fiore</b> <b>Head of Legal Services &amp; Monitoring Officer</b>
<b>Contact officer: Terence Mitchison – Senior Project Lawyer, Corporate</b> <b>Telephone: 020 8489 5936</b> <a href="mailto:terence.mitchison@haringey.gov">terence.mitchison@haringey.gov</a>	
<b>4.1 Executive Summary and Reasons for Change</b>	
<p>The Association of London Government (ALG) has asked all London Councils to pass a revised “LA Gold” resolution. The resolution passed by all London Councils in 2004 made joint arrangements for delegations to, and co-ordination by, a “Gold” Chief Executive acting London-wide in the event of a “catastrophic incident”. Experience from the July 2005 bombings suggests that the “Gold” co-ordination arrangements need to be extended to responses to emergencies less drastic than a “catastrophic incident”. The revised LA Gold resolution, in the Appendix to this report, is being recommended to The Executive on 14 March and to full Council for confirmation on 20 March.</p>	
<b>5. Access to information:</b>	
Local Government (Access to Information) Act 1985	
<p>The following background papers were used in the preparation of this report and can be inspected at the Alexandra House, 10 Station Road, Wood Green, London N22 7TR by contacting Terence Mitchison on 020 8489 5936:</p>	
<p>(i) The Council’s Constitution (ii) Legal Service file on this matter.</p>	

## **6. Background**

- 6.1 Towards the end of 2003, the Association of London Government (ALG) asked all London Councils to pass the first “LA Gold” resolution. This delegated each Council’s emergency powers, under section 138 Local Government Act 1972, to a “Gold” Chief Executive, that is, one of several of the serving London Chief Executives trained and ready to take on this role. The Gold Chief Executive had powers to co-ordinate a response on a London-wide basis to a “catastrophic incident” declared by Central Government. Haringey passed this first resolution in January 2004.



- 6.2 The emergency powers under section 138 enable a Council to incur expenditure in response to an imminent or actual emergency/disaster involving danger to life or property and likely to affect the whole or part of a Council's area.
- 6.3 Under the first resolution and arrangements, the Gold Chief Executive can only incur expenditure if Central Government has confirmed that it will reimburse any exceptional expenditure reasonably incurred in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience.

## 7. Proposals

- 7.1 The ALG has recently asked all London Councils to pass a revised LA Gold resolution the text of which is attached as Appendix 1 to this report. There are two main reasons for this new development:
- (i) the impact of the Civil Contingencies Act 2004, and
  - (ii) the lessons of the July 2005 bombings which illustrate the need for the Boroughs to work together when an event is serious but insufficiently drastic in its effect to warrant being declared "catastrophic".
- 7.2 The Civil Contingencies Act 2004 confers no new powers on local authorities but it does confer an Order-making power on Ministers which has yet to be exercised. This would involve special legal powers needed for the most serious or catastrophic events.
- 7.3 Under the 2004 Act, the Government has issued non-statutory guidance entitled "Emergency Response and Recovery". The Guidance obliges Regional Civil Contingencies Committees (RCCCs) to organise multi-agency planning and strategic management.. RCCC meetings re set at three levels of response:
- (i) Level 1: convened when prior warning of an emergency is available, or
  - (ii) Level 2: a single site or wide area disruptive challenge needing a co-ordinated response by various agencies, or
  - (iii) Level 3: the most serious, which would involve a Central Government declaration that special legislative Orders were to be made under the 2004 Act.
- 7.4 In London, unlike other regions in England, the RCCC is likely to be referred to as a Strategic Co-ordinating Group (SCG) particularly for immediate impact, police-led emergencies.
- 7.5 The revised LA Gold resolution would take effect in the event of an emergency requiring a level 2 response. This could be an event broadly equivalent in its impact to the July 2005 bombings, or worse, but less drastic than a "catastrophic incident" meriting a level 3 response. The revised resolution must be passed by all the London Councils before it could come into operation.
- 7.6 The power of the Gold Chief Executive to incur expenditure would only come into effect if the Gold Chief Executive had received prior confirmation from:
- (i) the Minister of State for Resilience that Central Government would reimburse expenditure reasonably incurred by the Gold Chief Executive to safeguard life or property or to prevent suffering or severe inconvenience

- (ii) the Council(s) in whose area the emergency had occurred that the Council(s) would reimburse expenditure incurred for the purposes in (i) above.

7.7 This report is to the special meeting of The Executive on 14 March recommending agreement to the revised LA Gold resolution. Full Council will be asked to confirm the resolution on 20 March. There is a similar but separate report to the General Purposes Committee on 2 March recommending consequential amendments to Part J.1 of the Council's Constitution relating to "Joint Arrangements". Once full Council has confirmed the resolution, Members will be asked to adopt the amendments to the Constitution.

## **8. Recommendations**

8.1 That Members pass the resolution, set out in the Appendix to this report, extending ALG arrangements for co-ordinating the London-wide response to emergencies and recommend the resolution to full Council for confirmation.

## **9. Equalities Considerations**

9.1 There are no specific equalities implications.

## **10. Financial Implications**

10.1 This extends the delegation of powers of the incumbent 'Gold Chief Executive', but only allows the ability to incur expenditure by ensuring that prior confirmation is sought to fund such expenditure either from Central Government or from the Local Authority where the emergency is occurring. This is sound practice and will assist with ensuring that there is sufficient accountability for expenditure incurred.

## **11. Comments of the Head of Legal Services**

11.1 The main legal implications are set out in the body of the report. The functions under section 138 of the Local Government Act 1972 are "executive" and, therefore, the agreement of The Executive is required to the resolution. The Council can confirm the resolution and adopt the consequential amendments to the Constitution.

## **12. Use of Appendices**

12.1 There is one Appendix which is the text of the revised LA Gold resolution recommended by the ALG.

**Appendix**

**REVISED LOCAL AUTHORITY “GOLD” RESOLUTION**

**Resolution to be passed on behalf of each London Borough Council and the Common Council of the City of London (“the Councils”)**

1. This resolution is made in accordance with section 138 Local Government Act 1972, section 101 Local Government Act 1972, section 19 Local Government Act 2000, Regulations 7 and 10 Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000 and all other enabling powers. The resolution has regard to “Emergency Response and Recovery” the non-statutory Guidance issued pursuant to the Civil Contingencies Act 2004.
2. As from the date of this resolution the Council's functions under section 138(1) Local Government Act 1972 (Powers of principal councils with respect to emergencies or disasters) are delegated to the Council which has appointed the Head of Paid Service as defined in paragraph 3 below in the circumstances set out in paragraphs 4-7 below.
3. The Head of Paid Service is the person appointed by one of the Councils under section 4 Local Government and Housing Act 1989 who, following the convening of the Strategic Co-ordinating Group (“Gold Command”) to respond to an incident requiring a “Level 2” response (as defined in paragraph 4 below) has agreed to discharge the functions under section 138(1) Local Government Act 1972 (“the functions”) on behalf of the Councils.
4. An emergency requiring a Level 2 response is a single site or wide-area disruptive challenge which requires a co-ordinated response by relevant agencies.
5. The functions hereby delegated shall not be exercised until resolutions delegating the functions have been made by all the Councils.
6. The powers hereby delegated to the Council which has appointed the Head of Paid Service shall not include any power to incur expenditure or to make grants or loans to any person unless either:

- the Head of Paid Service has received confirmation from the Minister that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience will be reimbursed by HM Government; or
  
  - the Head of Paid Service has received confirmation on behalf of the Council(s) in whose area(s) the incident has occurred that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property; to prevent suffering or severe inconvenience and to promote community cohesion and a return to normality, will be met by the Council (or the Councils in proportions to be agreed by them).
7. In the event the Minister has confirmed that expenditure will be reimbursed by HM Government, the Head of Paid Service shall, insofar as reasonably practicable, consult with and inform the Council(s) in whose area(s) the incident has occurred regarding any action proposed to be taken.